

Mendoza College of Business
Department of Management and Organization
Nonprofit Management
MNA 63120 Syllabus
Fall 2020
October 12 – November 24, 2020

Instructors:

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Class Time: Tuesday/Thursday, 9:00 AM -10:45 AM EDT/EST

Classroom: Zoom

Class URL:

<https://notredame.zoom.us/j/96246119578?pwd=NlhUalBvWmp5S2d3eWh1K2tQTlhEZzo9>

Meeting ID: 962 4611 9578

Passcode: MNAR21

Office Hours: By appointment to assure availability. I typically respond to appointment requests within 48 hours; however, please do not hesitate to call or email again should I be detained for any reason.

Course Overview

This course provides a broad introduction to the nonprofit and voluntary sector in the United States. Topics focus on the sector's religious, historical, philosophical, sociological, and economic heritage and their current application. The course also examines the sector's size and scope and offers perspectives on why people organize, donate to, and volunteer for nonprofit organizations. It finally looks at the current and future challenges that the sector faces and the national and international policies that may affect those futures. The goal of the course is to provide students with an enhanced understanding of the nonprofit management environment so that they can enrich their thinking about nonprofit organizations and apply those concepts to the analysis of specific nonprofit managerial situations.

Course Objectives:

Upon successful completion of this course, students should be able to:

1. Identify the major works and theories of the nonprofit and voluntary sector literature;

2. Know the historical sources of the nonprofit sector and how and why it has evolved as it has in the United States;
3. Recognize the connections between government provision of social services and the nonprofit sector;
4. Compare the attitudes and viewpoints that have driven giving and volunteering in the United States with their own values and experience;
5. Distinguish the relationship of the nonprofit sector in the United States with the international community;
6. Find information on organizations within nonprofit sub-sectors - including their purpose and operation;
7. Utilize key information sources, including statistics on nonprofit organizations and charitable giving.

Course Objective	Related Assignment(s)
Identify the major works and theories of the nonprofit and voluntary sector literature.	Nonprofit Profile and Subsector Analysis Nonprofit and Voluntary Sector Issue or Biographical Sketch Take-Home Final
Know the historical sources of the nonprofit sector and how and why it has evolved as it has in the United States.	Nonprofit Profile and Subsector Analysis Nonprofit and Voluntary Sector Issue or Biographical Sketch Take-Home Final
Recognize the connections between government provision of social services and the nonprofit sector.	Nonprofit Profile and Subsector Analysis Nonprofit and Voluntary Sector Issue or Biographical Sketch Take-Home Final
Compare the attitudes and viewpoints that have driven giving and volunteering in the United States with their own values and experience.	Nonprofit Profile and Subsector Analysis Nonprofit and Voluntary Sector Issue or Biographical Sketch Take-Home Final
Distinguish the relationship of the nonprofit sector in the United States with the international community.	Nonprofit Profile and Subsector Analysis Nonprofit and Voluntary Sector Issue or Biographical Sketch Take-Home Final
Find information on organizations within nonprofit sub-sectors - including their purpose and operation.	Nonprofit Profile and Subsector Analysis Nonprofit and Voluntary Sector Issue or Biographical Sketch Take-Home Final
Utilize key information sources, including statistics on nonprofit organizations and charitable giving.	Philanthropic Autobiography

Course Materials

Making the Nonprofit Sector in the United States. David C. Hammack, Editor. Bloomington: Indiana University Press, 2000. (Available in Sakai Resources)

Charity, Philanthropy, and Civility in American History. Lawrence J. Friedman and Mark D. Garvie, Editors. New York: Cambridge University Press. 2003. (Available in Sakai Resources)

The State of Nonprofit America. Lester M. Salamon, Editor. Washington DC: Brookings Institution Press, 2012. (Available in Sakai Resources)

Additional readings will be posted on Sakai Resources AND it is likely that I will add things as I find them. Please let me know if you have any problems accessing or locating any readings.

Course Requirements

Philanthropic Autobiography (15%): This paper is an opportunity for you to reflect on yourself and your times of giving. What are key values or principles that motivated this giving? What connections of your views and experiences can be made to the readings, as support for or further illustrations of your points? Philanthropic autobiography (2-4 pages), with references to course readings. **DUE OCTOBER 15.**

Nonprofit and Voluntary Sector Issue or Biographical Sketch (25%):

Each student is asked to write a paper of 10-12 pages in length (double-spaced) that explores a subject of interest. This may be to investigate a course topic in greater depth, to examine a topic on philanthropy and nonprofits not covered in this course, or to conduct a biographical assessment of an individual influential in the nonprofit sector in the United States. **DUE OCTOBER 29**

Nonprofit Profile and Subsector Analysis (25%): Each student is asked to write a profile of a nonprofit organization of his or her choice and on its related subsector of 12-15 pages in length (double-spaced). **DUE NOVEMBER 12.**

Take-Home Final Examination (25%): In this essay exam, students demonstrate their knowledge of the course content and their ability to analyze, synthesize, and apply a variety of relevant issues. The exam will be posted. **DUE NOVEMBER 24.**

Participation (10%): This component includes attendance, coming to class prepared, active and constructive involvement in information gathering and due diligence discussions and activities, posting information on Sakai as requested, and constructive participation in final decision-making activities. One absence is excused without penalty. Regular participation in discussion is expected. I am genuinely interested what you think and I am convinced that you will learn more when you actively engage in discussions rather than being a passive recipient of the ideas presented. I believe that each student is a valuable resource to this class with unique perspectives, ideas, and insights that can contribute to learning. Effective discussion depends upon your willingness to share your thoughts and to be respectfully responsive to others. Attendance and participation will be considered in overall evaluations of performance.

Expectations for the Nonprofit and Voluntary Sector Issue or Biographical Sketch

In consultation with the instructor, you are asked to write a paper of 10-12 pages in length on a topic of your choosing. The paper explores the research literature and examines the background and current relevance of a specific topic. The topic could either be an issue of interest that affects or involves the nonprofit and voluntary sector or a biographical essay on an individual who was or is an important figure in the development of the nonprofit sector in the United States. Each paper topic will require identifying a minimum of 10 sources (beyond the assigned readings) and reading beyond the assigned course material. Possible paper topics include exploring a course topic in greater depth or investigating a topic on the nonprofit and voluntary sector and/or on philanthropy not explored in this course. **DUE OCTOBER 29.**

Expectations for Nonprofit Profile and Subsector Analysis

The Nonprofit Profile and Subsector Analysis is a two part assignment. The total paper should be 12- 15 pages, meaning each part should be about 6-8 pages. The paper is **due November 12.**

Part One -Nonprofit Profile: Each student should select a nonprofit organization for which they would like to prepare an organizational profile. This profile should detail the operation and history of the organization, and evaluate its accomplishments and challenges as well as its strengths and weaknesses.

Anyone who works for, or volunteers for, a nonprofit organization may want to use that organization for your profile -which is fine. You also may choose another organization that you have had no contact with but would like to know more about. **It is recommended that you choose a local** independent organization rather than an international, national or regional organization (like the Red Cross or Charities). This is primarily because the complexity of larger organizations can make it difficult to go into any level of depth in a relatively short paper! However, if you do choose a larger organization, please focus on a local chapter, rather than on the national organization.

Profile Assignment Section #1 - Synopsis (1 page): A short introduction (about one page) that is a summary of the organization. The summary should include (about 1 paragraph each): 1) Its Mission - Why it exists, how it started, what it does, and why it's important. 2) Its Programs - What it does and for whom, how it fulfills its mission, what specific services it offers, and who it serves. 3) Its Structure - How it provides these programs: its Board, its Staff, and its volunteer structures.

Profile Assignment Section #2 - An Operational and Personnel Summary (1-2 pages): This section expands the explanation of the organization's current programs. It includes: 1) Current Program Operations -The number and kinds of programs it offers (per week/per month/per year); the number of people it serves in the programs; the number of staff and volunteers involved delivering the services; and the changes in programs, clients served, and staff/volunteers delivering programs during the past 1-5 years (or more). 2) Current Administration and Fund Raising Operations -The Administrative and Fund Raising activities; the number of staff in Administration and Fund Raising and their duties; the number of volunteers (including Board) in Administration and Fund Raising and their duties; and the changes in number of staff and volunteers involved in Administration and Fund Raising during the past 1-5 years (or more). 3) Current Personnel Operations-The staff structure and reporting responsibilities and the volunteer structure and reporting responsibilities.

Profile Assignment Section #3 - An Historic and Financial Summary and Recommendations (2-3 pages): This section provides an historic overview as well as a financial summary and evaluation of the organization. It includes: 1) A narrative historic survey of the organization's operation – including when, why, and how it started, who was involved in the beginning, and key organizational changes (e.g. significant changes in the staff or volunteer workforce, in programs offered, in people served, or in financial income and/or expenses). 2) A Financial History of the organization (3-5 years, if possible) including total expenses [program, fundraising, and administration] and total income [contributions, earned income, and other income]. Also included are the total assets at the end of each year. 3) Interview at least one person (other than yourself!) who has been involved with the organization for some length of time (a board member, a staff member/executive director, or an active volunteer). During the interview ask them what they think the organization's key changes have been and why, what the primary current challenges are, and what they feel are the organization's greatest strengths and weaknesses. 4) Include your evaluation of the organization, identifying its strengths and weaknesses, and suggesting how it might improve its future operation in the future.

Part Two -Subsector Analysis: The Subsector Analysis investigates, describes and analyzes the specific subsector of the nonprofit sector that is represented by the nonprofit organization you profiled. Subsectors are defined by the services and activities of the nonprofit organizations in them and are identified in the NTEE categorization scheme by letters for 26 major groups [for example: arts and culture (A); education (B); environment (C); recreation (N); youth development (O); and religion (X)]. Each major group is then further broken down by divisions (numbers) and subdivisions (generally numbers, but may also have letters). This classification helps to identify similar organizations for comparative purposes.

Select the subsector your profiled organization is part of and use the major group, division, and subdivision classifications to address each of the topics below.

Subsector Assignment Section #4 - Major Group: (2-3 pages): Identify the Major Group represented by the letter designation and describe this subsector's scope, structure, and distribution or composition. Include a broad analysis of the employment, financial income, and voluntary impact of this overall subsector compared to other subsectors. Describe how nonprofits in the subsector relate to (a) government and for-profits, (b) each other, and (c) nonprofits in other subsectors. Also identify the extent that this subsector relies on voluntary labor and donated income (both private donations as well as grants), as opposed to paid staff and earned income. Explain how and why your nonprofit organization fits into this Major Group category and how it is similar to and differs from others within this broad category. Give specific examples of ten other organizations (each from different states) that fit into this Major Group and explain how they are similar to and differ from your nonprofit organization.

Subsector Assignment Section #5 - Divisions and Subdivisions (1-2 pages): Identify the division and subdivision represented by your nonprofit's NTEE code. Explain how and why your nonprofit organization fits within these categorizations and how these more specific designations help to define the organization. Give specific examples of ten other organizations (each from different states) that fit into this division. Also give specific examples of ten other organizations (each from different states) that fit into this subdivision. Explain

how these organizations are similar to and differ from your nonprofit organization -both at the division and subdivision level.

Subsector Assignment Section #6 - Comparative Organizations: (2-3 pages):

Identify ten nonprofit organizations (each representing different states) that are closely similar to your nonprofit organization, in terms of NTTEE codes and budgetary size and type of services and program operation. What key characteristics make these nonprofits similar to your nonprofit organization? What key characteristics make these nonprofits different from your nonprofit organization? Describe and assess major challenges these similar nonprofits in this field are likely to face over the next three to five years, referring to readings covered in the course. Explain your reasoning.

FINAL EXAM

This "take-home" exam will present an example of a current problem or policy faced by the nonprofit and voluntary sector in the United States. The exam will ask you to evaluate the origins, current situation, and potential future approaches and ramifications of this problem or policy. It will require you to use your knowledge of the course content as well as your ability to analyze, synthesize and evaluate the nonprofit sector and philanthropy in America and to apply these to real life situations and problems. References from course readings as well as from additional sources should be used. Students should also apply their own experiences and examples to the situation. The answer to the final exam should take 8-10 pages. **November 19 (distributed)-November 24 (due)**

Guidelines for All Written Assignments

All papers and the exam should be typed and double-spaced, one-inch margins on all sides, 12-point font, and Times Roman or similar font.

Assignments should be submitted via email or Sakai, as directed by the instructor. Your name should appear on the cover page of any word document you send or post. The name of the word document should include your name and the title of the document; i.e., "Smith_Leadership Statement" or "PDP_Smith.", etc.

Always explicitly cite your sources, parenthetically and in the reference page. Citations should follow APA format.

Proofread all written work. Finished products should be spell-checked and grammatically correct.

All assignments are due by 11:59 PM EDT/EST on the date indicated in the Course Outline.

Life Clause

Life Happens. We all lead densely-layered lives; therefore, one of my core values is leading with grace. As a result, I institute a "Life Clause:" should you need it, you may invoke the "Life Clause" on **ONE** assignment, and get 3-day extension: no explanation required.

Assignments/Grading

Assignment	Points
Philanthropic Autobiography	15

Nonprofit Profile and Subsector Analysis	25
Nonprofit and Voluntary Sector Issue or Biographical Sketch	25
Take-Home Final	25
Participation	10
TOTAL	100

Grading

Grading Scale:

A	94-100%
A-	90-93%
B+	88-89%
B	84-87%
B-	80-83%
C+	78-79%
C	74-77%
D	69-73%
F	68% or lower

A Comment on Grades

While there are many perfectly pragmatic and admirable reasons for you to care about your grades, I want to encourage you to recognize the opportunity you have this semester to dig into the messiness of organizational life and leadership within the safety of a classroom. These opportunities do not come often in a career. I promise you, truly promise you, that two years from now, your grade in this course will pale in importance relative to your takeaways from this course. You have my word on this. My goal and my commitment as your professor is to guide you through an experience that, with your engaged participation, will add value to you, your career, and your life. I strongly encourage you to adopt a similar goal for yourself and the role you will play relative to your classmates in this course. My view is that grades are just an artifact of bringing structure to the learning process but not the goal in and of themselves. I encourage you to consider your grades in the context of your goals in this course. Let grades be my headache, and let learning be yours. In other words, do not let grades get in the way of your learning. Your time is valuable and the concepts of this course are deeply important to your future, so let's make this course truly worthwhile for you.

Schedule of Class Meetings

(Subject to Change)

WEEK 1 INTRODUCTION TO THE NONPROFIT SECTOR

October 13

Introduction

October 15

What is the Nonprofit and Voluntary Sector?

The Size and Scope of the Nonprofit and Voluntary Sector

Assignment Due: Philanthropic Biography

WEEK 2 THEORETICAL FRAMEWORK OF THE NONPROFIT SECTOR

October 20 *Economic and Sociological Theories of the Nonprofit and Voluntary Sector*

October 22 *Political and Legal Theories of the Nonprofit and Voluntary Sector*

WEEK 3 RELIGION AND CIVIL SOCIETY

October 27 *Religious and Ethical Roots of the Nonprofit and Voluntary Sector*

October 29 *Civil Society and Social Capital*

Assignment Due: Nonprofit Issue or Biographical Sketch paper

WEEK 4 HISTORICAL CONTEXT

November 3 *Historical Roots of the Nonprofit and Voluntary Sector in the US: Colonial Era through 19th Century*

November 5 *Historical Roots of the Nonprofit and Voluntary Sector in the US: Twentieth Century*

WEEK 5 NONPROFIT SECTORS

November 10 *Subsectors of the Nonprofit and Voluntary Sector: Health, Religion, and Housing and Community Development*

November 12 *Subsectors of the Nonprofit and Voluntary Sector: Education, Social Services, Arts and Culture, and Civic Participation and Advocacy*

Assignment Due: Nonprofit Profile and Subsector Analysis paper

WEEK 6 GIVING AND SPECIAL TOPICS

November 17 *Special Topics of the Nonprofit and Voluntary Sector, pt. I*

November 19 *Giving and Volunteering in the Nonprofit & Voluntary Sector*
Special Topics of the Nonprofit and Voluntary Sector, pt. II

WEEK 7

November 24 No Class

Final Exam Available November 19

Final Exam Due November 24

Additional Information

Student and Academic Integrity

Entering Notre Dame you were required to study the on-line edition of the Academic Code of Honor, to pass a quiz on it, and to sign a pledge to abide by it. The full Code and a Student Guide to the Academic code of Honor are available at: <http://honorcode.nd.edu>. Perhaps the most fundamental sentence is the beginning of section IV-B:

The pledge to uphold the Academic Code of Honor includes an understanding that a student's submitted work, graded or ungraded – examinations, draft copies, papers, homework assignments, extra credit work, etc. - must be his or her own.

The University provides faculty with the services of Turnitin.com (<http://turnitin.com/>) as a means to check papers for plagiarism. Plagiarism is a serious honor code violation, and students must be vigilant in properly crediting their use of sources. Always do your own work. Plagiarism (using others' work, including paraphrasing—from the web or anyplace else—without proper attribution) will result in a failing grade for the assignment. Plagiarism is a violation of the *University of Notre Dame's Graduate Business Honor Code* and is a serious offense. Violations may result in failure of the course or dismissal. Student grievances begin with the Nonprofit Professional Development Director.

Students with Disabilities

It is the student's responsibility to provide the instructor with documented information about a disability in a timely manner so that accommodations may be instituted. For more information, please contact the Office of Disability Services at 574-631-7157.

Civility Statement

There are standards of classroom civility that apply both in the classroom and online. These do not eliminate appropriate humor, enjoyment, or other features of a comfortable learning environment but do include: displaying respect for all members of the community (both your peers and professor); avoiding disruptions; being attentive to whomever is talking; avoiding racist, sexist, homophobic, or other hateful language that may exclude others; and coming to class on time and prepared. Also, please review the "technology use" policy above.

[Home](#) > [Resources](#) > [Teaching Well Workshop](#) > [Mental Health Syllabus Statement](#)

Mental Health Syllabus Statement

Diminished mental health can interfere with optimal academic performance. The source of symptoms might be related to your course work; if so, please speak with me. However, problems with other parts of your life can also contribute to decreased academic performance. The University Counseling Center (UCC) provides cost-free and confidential mental health services to help you manage personal challenges that threaten your emotional or academic well-being.

Remember, getting help is a smart and courageous thing to do — for yourself and for those who care about you. For more resources please see ucc.nd.edu

The UCC is located on the third floor of Saint Liam Hall Phone: 574-631-7336. Hours: Monday-Friday 8:30am – 5:00pm. Urgent Crisis Line 24/7

Please note all class time, assignments, and office hours will be set on Eastern Standard/Daylight Time, as the University of Notre Dame is located in that time zone.

Please allow approximately one week for review of any assignments submitted to instructor.

This is a tentative syllabus and the instructor reserves the right to amend or adjust the content of the syllabus to meet the objectives of the course. Any changes will be announced via email.