INSTITUTIONAL DEVELOPMENT OF NONPROFIT ORGANIZATIONS - SPRING 2008

UST/ USA 456 (4 semester hours)

Maxine Goodman Levine College of Urban Affairs

Cleveland State University at Lorain County Community College

Mondays 6:00 PM at LCCC University Partnership Center (UC)

PROFESSOR: Dorinda Smith            OFFICE: LCCC - PS 106

EMAIL Please use: dsmith@lorainccc.edu

Announcements will be posted on Blackboard course website as will any supplemental documents or other materials not available in class.

***A student emailing the professor, for any reason, should be certain to include her/his name in the subject line, in the body of the email, and on any attachments sent. No name. No response. No points. Email addresses are so varied and often do not have any clue to the author’s name/identity. I will not open any emails that I do not recognize. You should be certain that I do recognize you. Thank you!

PHONE: 440-366-7237            FAX: 440-366-4128

Course Description:

Examines nonprofit organizations as community institutions, and the role of institutional management and leadership in their development; the nature of leadership and management in the nonprofit sector; fundraising and financial management; governance and the respective roles of board, staff and volunteers; the political, economic and inter-organizational environment; community relations; needs assessment; and planning and performance measurement. Cross-listed with UST 456.

CSU’S COLLEGE OF URBAN AFFAIRS DESIGNED THIS COURSE TO BE INTERACTIVE WITH THE PROFESSOR’S ROLE BEING THE FACILITATOR OF LEARNING THROUGH A VARIETY OF METHODS. ATTENDANCE AND PARTICIPATION IS EXTREMELY IMPORTANT FOR STUDENT SUCCESS.
REQU IR E D TEXTS

- Ashworth, Kenneth, 2001. *Caught Between the Dog and the Fireplug or How to Survive Public Service*

OT HE R  READINGS (NOT REQUIRED) THAT MAY BE USEFUL AND INTERESTING:

- *The Non Profit Times*, published semi-monthly

INTERNET RESOURCES:

HTTP://WWW.MANAGEMENTHELP.ORG/STRT_ORG/STRT_NP/STRT_NP.HTM#ANCHOR4294791521

HTTP://WWW.CTNONPROFITS.ORG/PAGES/NONPROFITRESOURCES/ONE.ASP

HTTP://NONPROFIT.ABOUT.COM/OD/NONPROFITBASICS/HT/STARTINGSTEPS.HTM

HTTP://WWW.LIB.MSU.EDU/HARRIS23/GRANTS/ZNPBIB.HTM

HTTP://WWW.UWEX.EDU/LI/LEARNER/SITES_START.HTM

HTTP://FOUNDATIONCENTER.ORG/GETSTARTED/TUTORIALS/ESTABLISH/

HTTP://WWW.SNPO.ORG/RESOURCES/STARTUP.PHP

HTTP://WWW.MNCN.ORG/INFO_START.HTM

HTTP://WWW.SOS.STATE.MD.US/CHARITY/NON PROFIT.HTM

HTTP://WWW.CNMSOCAL.ORG/STARTINGANONPROFIT.HTML
COURSE FORMAT ASSIGNMENTS AND GRADING

**Method:** This course will include lectures, guest speakers, discussions, in-class projects and an emphasis on adult learning that requires a high level of student involvement. Students are expected to complete readings prior to class and be prepared to discuss and debate readings and to actively participate in other assignments.

**ASSIGNMENTS**

**Class Participation (45% - 1 point per session attendance, the remaining for specific activities in class):** There will be both formal and informal questions and discussions in each class regarding reading and other assignments. Students are expected to complete the readings before class and be prepared to address questions. Participation in activities, projects and discussions is extremely important. Students must be in class when class meets in order to be successful in this course. This means being in class on time and staying until class is dismissed. Students should expect to lose points when not in class. Participation points cannot be made up. Points will be accumulated throughout the semester. One class session will be made available as excused, without penalty for attendance points, but participation points for in class activities will not be available without participation. Due dates are firm. If you cannot attend class when an assignment is due, you should make arrangements for it to be submitted earlier. If you choose to use one evening away, use it when you choose...but, once it is used, there are no more. Wise students should consider use of this as an insurance type of opportunity.

**Short Papers (reflection and planning) on Nonprofit Organization Challenges and Proposed Solutions (20% --5 points each):** Four short papers are required and due throughout the semester. The topics include organizational history, marketing/public relations, fund development and strategic planning focused on an organization agreed upon by the professor. Each student will select a different organization. Short papers should, where appropriate, reference reading assignments. These papers should be no more than 4 pages, no less than 3 pages, double-spaced and typed, 1 inch margins, 12 point font. Each should be placed in a clean pocket folder with your name on the folder and the papers. Short papers will be due as assigned during the semester: History Paper – February 4th; Marketing/Public Relations Paper – February 25th; Fund Development – March 17th; and Strategic Planning – March 31st.
Observation/Service Learning and Final Paper/Service Learning Form Completion (20%): Service learning (see more information about this at the end of this syllabus) provides students with an opportunity to volunteer with a non-profit organization to provide service—service that is needed (an identified need by the organization—and approved by the professor). Class time will be provided to accomplish this portion of the course requirement; special arrangements will be made for each student to be successful in accomplishing this important feature.

Once an organization is approved for each student, begin to develop an outline that addresses why this organization is needed within the current economic and social context. What is needed to secure the long-term survival of the organization? Do some critical thinking about your plan of action for your final paper. We will explore the requirements and the information you will need in order to gather the information you need to be successful in this project. Due April 21st Students will discuss their final papers and reflections on the project in class, informally. Completion of other related forms will be required before points are calculated for this project (self-evaluation/participation).

Utilizing knowledge and skills learned in class, the final paper builds upon the short papers (if you have done a good job on the short papers, you should be able to review and edit carefully, copy and paste most of it!), reference and reading materials, ideas and/or presentations from class. Final paper should be no less than 8 pages, no more than 10 pages, double-spaced and typed, 1 inch margins, 12 point font, and should address at least three of the following:

- A clear case for the organization’s mission (using short papers and other information gleaned from document research and other information collected to support your case)
- A clear marketing plan for the organization (improvement steps that should be taken and why)
- A development plan (fund raising and other resources) that is needed (or may be needed)
- A plan that addresses potential changes and a strategic planning process that can help this organization improve/endure change

Papers should be placed in a two-pocket folder with the student's name on the folder and on the paper. The graded short papers previously submitted should be in one side pocket and the final paper in the other.

All written assignments should be submitted after proofing and correction for grammatical, spelling and other errors. Points will be deducted for papers that are not well-written and in good order.

End of Term Exam (15%): The exam will cover information from readings, in class discussions and projects, lectures and other assignments from class. The exam will likely include objective and essay sections. Students whose
attendance is regular and who are attentive during class should be prepared for the content. More information will be provided in class.

**Grading:** Grading is based on 100 points or 100%

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<tr>
<th>Grade</th>
<th>Score Range</th>
<th>Description</th>
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<tr>
<td>A</td>
<td>100-94</td>
<td>Absolutely Superior Quality of Performance and Attendance</td>
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<tr>
<td>A-</td>
<td>93-90</td>
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<td>B+</td>
<td>89-87</td>
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<td>B</td>
<td>86-83</td>
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<td>B-</td>
<td>82-80</td>
<td>Above Average</td>
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<td>C+</td>
<td>79-77</td>
<td>Exceeds average</td>
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<td>C</td>
<td>76-70</td>
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<td>D</td>
<td>69-60</td>
<td>Needs considerable improvement</td>
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<td>F</td>
<td>below 60</td>
<td>Fails to meet minimum standards</td>
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**University Policies:** Check the official CSU website for the last day to WITHDRAW from a class and have it appear as 'W' on the transcript. See university policies for other important dates and information: [http://www.csuohio.edu](http://www.csuohio.edu)

The writing center website is available on line: [http://www.csuohio.edu/writingcenter](http://www.csuohio.edu/writingcenter)

**Policy on Plagiarism**

To learn more about the University Policy on plagiarism visit: [http://www.csuohio.edu/writingcenter/Plagiarism.html](http://www.csuohio.edu/writingcenter/Plagiarism.html)

The student handbook defines plagiarism as follows: Stealing and/or using the ideas or writings of another in a paper or report and claiming them as your own. This includes but is not limited to the use, by paraphrase or direct quotation, of the work of another person without full and clear acknowledgment. See also: Academic Regulations [http://csuohio.edu/studentlife/conduct/acadregshtml](http://csuohio.edu/studentlife/conduct/acadregshtml)

Penalties for plagiarism are found in full in the Student Handbook under Academic Regulations (Policy on Academic Misconduct). Those are outlined in full in the link above.

**Policy on Students with Special Needs**

“Educational access is the provision of classroom accommodations, auxiliary aids and services to ensure equal opportunities for all students regardless of their disability. Any student who feels he or she may need an accommodation based on the impact of a disability should contact the Office of Disability Services at 216-687-2015. The Office is located in UC 304 (Main CSU Campus). Accommodations need to be requested in advance and will not be granted
retroactively.” If there are special accommodations that you require to be successful in this course, please discuss your situation with the professor ***as soon as you have been granted an accommodation through the Office of Disability Services.

**Other Important information you should pay special attention to in order to be successful in this course**

Students should either leave cell phones, pagers, palms, or other items that make noise, at home or securely stored out of sight and turned off. These noisemakers are considered intrusive and students need to adhere to this policy. If there is a vibrator selection and the student is able to use that with the phone stored out of sight, that option is permitted. Any student with a serious family, health or work-related situation should notify the professor in advance of that class session. In case of this type of emergency, the phone, pager, etc., may be placed on the professor’s desk so that the individual can receive the notice. Students violating this policy will be expected to leave class and to lose participation points for that evening. Do not take the chance of being embarrassed by being asked to leave. Communication in advance with the professor is important when circumstances warrant communication from outside of the classroom.

Tape recorders are not allowed, so that students are able to express themselves freely in class discussions.

Guests are generally not permitted to attend this class and must be approved in advance. No children are allowed at anytime.

*This syllabus does not serve as a contract with the student. It is provided as an overview of requirements and expectations. Due to the nature of this course design, adjustments in scheduling may be required. Any revisions or updates in assignments due or scheduling will be announced in class. Students should keep up with those each and every class session. It will be the responsibility of each student to make sure he/she keeps up with the requirements of this course.*

**TENTATIVE CLASS SCHEDULE & READINGS** - *READING ASSIGNMENTS AND RESEARCH FOR CLASS SESSIONS ARE TO BE DONE PRIOR TO THAT CLASS SESSION. WHEN READING IN WOLF, ALWAYS REVIEW THE QUESTIONS AT THE END OF THE CHAPTERS.*

*There will be a number of guest lectures during the semester so that students will have the opportunity to be exposed to a variety of non profit leaders and styles.*

**Tentative Schedule: SPRING 2008 (May be adjusted)**
**Class 1: January 14  Introductions, Course overview – Developing the non profit organization.**

Begin to consider nonprofit organizations. Each student will identify a different organization to focus on and provide service to during the semester (each will need approval – please see the format to use later in this syllabus -- to submit for approval) – do not gather information until you have that approval! Once approval is given, you will need to secure copies of organizational documents and other key information i.e. bylaws, articles of incorporation, 501(c)(3) IRS determination letter, 990 form, list of board members, history of organization, brochures, programs/services descriptions, strategic plan, etc. Some organizations will not wish to release all of these documents. Some of this information may be obtained on their websites. It would be wise to check there first to see what is posted and available.

***January 21 is Martin Luther King Day - No class***

**Class 2: January 28  Why Do We Have Non Profit Organizations?**

Reading Assignment:  **Wolf:** Chapter 1;  **Ashworth:** Read the Forward and the Preface (you need those to set up for the rest of those readings…)

**DISCUSSION ASSIGNMENT:** Research on your own what you may find about the Elizabethan Poor Laws and other charitable considerations in history (for this assignment, you may peruse this:  [http://en.wikipedia.org/wiki/Poor_Law](http://en.wikipedia.org/wiki/Poor_Law) -- and websites you find on your own about early charitable groups) -- to the present day system of public welfare (regardless of its title in any given state). Consider how a non profit may evolve and how its purpose is established. Consider political considerations in government and the role of the non profit organization today. Another resource for you:  [http://www.thefreelibrary.com/Social+welfare+before+the+Elizabethan+Poor+Laws:+the+early+Christian...-a0147522552](http://www.thefreelibrary.com/Social+welfare+before+the+Elizabethan+Poor+Laws:+the+early+Christian...-a0147522552)

Bring to class:  1) electronic links/websites -- for at least two other websites you researched and found interesting about poor laws and non profit types of services in early history;

2) a list of non profit organizations (4 or 5) that capture your interest. The organizations should be multi-purpose (several programs/services) or large, single-purpose complex non profits. Make notes about your reasons for selecting them over others. Bring the web link to their websites. All of these will be discussed in class.

**Class 3: February 4 Non Profit Role in Society -- Volunteerism – Short paper #1 due**

Reading Assignment:  **Wolf:** Chapter 9;  **Ashworth:** Working with politicians, The kinds of pressures and influence used on you

**ASSIGNMENT:** Research volunteerism in history and today. Be prepared to discuss your findings. Bring to class 1) two copies of two typed questions pertaining to the purpose
of non profit organizations or its role in society. Know the answers to those questions. Be prepared to explain why nonprofit and voluntary association activity has increased dramatically.

2) Bring two articles from a newspaper or other publication that focuses on non profit organizations facing problems or celebrating accomplishments. Be ready to talk about the articles and why they were published as news—and why you selected each.

3) Bring a list of organizations that use volunteers (6) and be prepared to discuss how they use volunteers (what tasks they are assigned).

4) What do politicians have to do with the non profit world? Be ready to debate that question.

**Class 4: February 11 Non Profit Role in Society - Mission and Role**

Reading Assignment: Wolf, Chapters 1 and 11 (Remember to review and make notes about questions found at the end of most chapters) and Ashworth: Taking the initiative, or risk taking

ASSIGNMENT: 1) Find 4 mission statements that belong to non profit organizations and bring them to class (either typed or electronic). Plan to talk about the mission statements and why you believe they are good, bad or something else; 2) Find 1 additional mission statement that you believe fully illustrates appropriately that organization’ purpose; 3) Identify a governmental unit that supports a non profit organization and its mission; 4) Identify an organization (non profit) that has taken one or more risks. 5) Find two examples of non profit organizations that have encountered problems and have been under scrutiny from the media, their funding sources, their constituents, other. Be ready to discuss the examples you bring in each case.

Identify the non profit you will focus on for the service learning component of the course. Make certain you receive approval.

***February 18 is President’s Day - No class***

**Class 5: February 25 Non Profit Role in Society - Board Development/ Management - Short paper # 2 due**

Reading Assignment: Wolf, Chapter 2 and Ashworth: Relations with a governing board, More on governing boards, and Subordinate Leadership...getting help from others

Explore the non profit you plan to focus on (gather information from the website, brochures, interviews, other). Plan to share information that you gleaned regarding its management structure and its board structure...share the organizational chart -- what kinds of positions exist? Who is represented/serving on the board? Are there board committees? What are they and how do they function? Be prepared to share this information.
Class 6  March 3  Use time for Service Learning hours tonight

March 10  Spring Break - No class

Class 7:  March 17 -- Non Profit Role in Society - Marketing/ Public Relations/ Community Relations - Short paper # 3 due

Reading Assignment:  Wolf, Chapter 5 and Ashworth: Working with the press and Dealing with unpleasant and difficult people

1) How does the non profit you are focusing on make its presence known?  What methods does it use?  How effective is the organization in spreading the word about its mission, role, programs, services, etc.?  2) Identify a non profit that you believe does a poor job of informing the public – marketing, etc.  Be prepared to discuss why you believe this.  3) Identify another non profit (or another venue in the community) that could/should collaborate with the organization to increase effectiveness and credibility in the greater community.  Be prepared to discuss these.

Be prepared to discuss your first experience with service learning.

Class 8:  March 24 -- Non Profit Role in Society - Use time for Service learning hours tonight

Class 9:  March 31 -- Non Profit Role in Society - Staff Development -- Short paper # 4 due

Reading Assignment:  Wolf, Chapters 3 and 4 and Ashworth: Learning from your boss and subordinate leadership, getting help from others

1) Bring an example of each of the following: a) job ad for an executive director, director or CEO of a non profit; b) job ad for a professional position in a non profit;  c) an example of a training plan or agenda for training in a non profit; d) example of personnel policies (either a copy, a link to, or samples)

2) Be prepared to discuss the kinds of experiences you have had in going through the process of hiring, training (or lack of), leaving a job, and searching for a job

3) Bring your resume – We will develop group resumes tonight

Class 10:  April 7  Non Profit Role in Society - Planning in non profits and Strategic Planning

Reading Assignment:  Wolf, Chapter 9 and Ashworth: Delegating, or working for your subordinates

Class 11:  April 14  Non Profit Role in Society - Fund Raising and Friend Raising
Reading assignment:  **Wolf**, Chapter 8 and **Ashworth**: Ethics and morality in public service

Tonight we will explore the full range of fund raising and strategies used in various non profits. We will have a guest speaker in addition to other activities.

Assignment: 1) Bring a list of 10 ways to raise funds; 2) Bring two examples of non profit fund raising ads, brochures, letters, web sites, etc.

**Class 12: April 21**  Non Profit Role in Society - **Financial Management and Fiscal Responsibility - Service Learning Papers due - Be ready to discuss**

Reading assignment:  **Wolf**, Chapter 6 and 7

**Class 13: April 28**  Non Profit Role in Society - **Leadership, Trends and the Future**

Reading assignment:  **Wolf**, Chapter 10

**Class 14: May 5** Final Exam Week

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**Service Learning Information**

Service learning provides an opportunity for students to engage and interact in the greater community as they learn. This method of teaching and learning enriches student’s academic experiences and provides myriad possibilities for future endeavors and connections. Students are engaged in special projects to help them gain valuable information and experiences that enhances their current learning and leads a pathway for life-long learning. Service learning enables students to plan for their experiences and to reflect on them—during and at the conclusion of the project culminating in an e portfolio for this project.

Advantages of learning and experiencing service learning:

- Identify goals by experiencing learning opportunities
- Engage in civic opportunities
- Learn new skills and knowledge
- Acquire new knowledge and resources about community needs and opportunities
- Plan for new activities
- Receive personal satisfaction
- Use technology to document your experiences and reflections
Service learning has been happening for many years. Civic engagement was known to be important since Abraham Lincoln was president. Higher education has a rich history of students becoming engaged in the greater community through coursework enhancements and special programs; you may have read about or heard of the Peace Corps or VISTA (Volunteers in Service to America). A resource established in the 1980’s exists as a resource for students and for institutions interested in service learning:  www.compact.org

To request approval of a non profit organization to focus on for this semester, please provide the following information: (keep in mind that each student must select a different one - first come, first served) – Request for choices # 1 and # 2 is due no later than January 28th.

**Choice #1**

- **Official name of the organization**
- **Executive Director or CEO**
- **Where it is located (complete address)**
- **What does it do?**
- **Why did you choose this one?**

**Choice #2**

- **Official name of the organization**
- **Executive Director or CEO**
- **Where it is located (complete address)**
- **What does it do?**
- **Why did you choose this one?**