

Course #: POLS 4356

Semester: Wintermester 2023

CRN: 26990

Course Title: Nonprofit Organizations

Instructor: Dr. Eric Boyer
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Office Hours: Weeknights (MTWRF): 5-6PM (via Blackboard), or please email me for a time to meet.

Course Description:

This course provides an introduction to the nonprofit sector and an introduction to nonprofit management. The aim of the course is to familiarize you with the characteristics of nonprofits that uniquely position them for addressing social problems, as well as skills that you can use to advance the work of nonprofit organizations.

Specifically, we will examine the scope and scale of the U.S. nonprofit sector; the characteristics of nonprofits that uniquely position them to address social problems; philanthropy, fundraising and nonprofit financial management; the roles and impacts of philanthropic foundations and corporate social responsibility (CSR); leadership and inclusion in the nonprofit sector; and the unique roles and impacts of faith-based organizations in the nonprofit sector.

One aim of this class is to cultivate conditions to support peer-to-peer learning by creating greater opportunities for you to express your expertise and understanding to other members of the class. The best outcome of this class is for all of us to learn from your unique perspectives on the course material.

Your role as a leader is the central theme of this course. The aim is to empower you with concepts, case examples, and theory to analyze, critique, and advise strategic management in nonprofit organizations and social enterprises. My goal for this course is to consider management and leadership issues in nonprofit organizations in a more critical way, and to identify a number of practices and analytical frameworks that will lead to more informed and effective services for the public. The overarching mission of this class is to create opportunities for each of you to develop some personal insights and lessons (whether originating from readings, the instructor, your peers, your contributions to class, guest speakers, or some combination of each) that will empower you to be even more effective in your future career than you already will be.

Student Learning Objectives

The objective of this course is to empower members of this class with the abilities to:

- Recognize, analyze, and critique the strategic capabilities unique to the nonprofit sector in the delivery of social and human services;
- Develop an understanding of the fundamentals of a nonprofit fundraising strategy as well as techniques for measuring nonprofit financial statements;
- Demonstrate an understanding of nonprofit leadership and techniques in inclusive leadership;
- Apply lessons in nonprofit management to the work of nonprofit organizations in the El Paso community;
- Demonstrate mastery of course content, through class discussions, in-class presentations, and analytical writing.

Diversity Statement:

A central aim of this class is that students from all backgrounds and perspectives be well-served by this course, and that the diversity that the students bring to this class inform our collective learning. This course also aims to present materials and activities that are respectful of diversity: gender identity, sexuality, disability, age, socioeconomic status, ethnicity, race, nationality, religion, culture and political ideology. Class discussion will be facilitated with the aim of recognizing and learning from different points of view.

Course Format:

Recognizing that students have different learning and working styles, this course will utilize a variety of learning and teaching formats. The class will be instructed through an online format, utilizing video-recorded presentations, weekly assignments, virtual office hours, and selected written assignments. The professor will utilize the UTEP *Blackboard* system to distribute class materials.

Students are expected to deliver their work on time. If, due to illness or personal emergency, you believe your work will be late, you are advised to discuss the matter in advance with the instructor. Late work will normally be penalized at least one-third grade (e.g., from an A- to a B+). If you submit a paper assignment with text copied from another source without appropriate attribution, you will be penalized up to 50% of the final grade on the assignment and you may be required to re-do the assignment.

Netiquette:

- Respect and courtesy must be provided to classmates and to instructor at all times. No harassment or inappropriate postings will be tolerated.

- When reacting to someone else’s message, address the ideas, not the person. Post only what anyone would comfortably state in a F2F situation.
- Blackboard is not a public internet venue; all postings to it should be considered private and confidential. Whatever is posted on in these online spaces is intended for classmates and professor only. Please do not copy documents and paste them to a publicly accessible website, blog, or other space. If students wish to do so, they have the ethical obligation to first request the permission of the writer(s).

Course Requirements (All assignments are due end of day, 11:59pm):

1. Partner Reading Assignments (75%): Each person will complete reading assignments, through the assignments tab in Blackboard. You can work on the assignment alone, or you can work with a partner on the assignment. You only need to submit one assignment if you complete the assignment with a partner (list both of your names on the same assignment). The aim of working with a partner on the assignment is to facilitate more peer-to-peer collaboration in the course.
2. Final Partner Paper (25%): Each student will submit a 4-5 page research paper at the conclusion of the class, based on 1-2 core themes from class and their application to current issues for nonprofits today. It is possible, though not required, to focus specifically on a single nonprofit’s experience in your paper. You can work on the final paper alone, or you can work with a partner on the paper. You only need to submit one final paper if you work with a partner (list both of your names on the same paper).

Required Reading

There is only one book required for this class. You can purchase the book or access a digital copy for free through the UTEP library via the link below.

Anheier, Helmut K. 2014. *Nonprofit Organizations: Theory, Management, Policy*. London: Routledge. <https://tinyurl.com/HelmutAnheier>

Articles, book chapters, case studies and other required and recommended material not in the required reading list will be available on *Blackboard* or handed out in class.

I. COURSE INTRODUCTION (January 2, 2023)

READING ASSIGNMENT DUE END OF DAY

Anheier, Helmut K. 2014. *Nonprofit Organizations: Theory, Management, Policy*. London: Routledge.
Chapter 1: Studying Nonprofit Organizations

Recommended:

Salamon, Lester M. 2012. "The Resilient Sector: The State of Nonprofit America." *The Brookings Institution Press* Washington, DC.
Chapter 2: The Stakes: What is the Nonprofit Sector and Why Do We Need It?

II. WHAT IS THE NONPROFIT SECTOR? (January 3, 2023)

READING ASSIGNMENT DUE END OF DAY

Anheier, Helmut K. 2014. *Nonprofit Organizations: Theory, Management, Policy*. London: Routledge.
Chapter 3: Concepts

Built for Texas: The Impact and Opportunity of Our Nonprofit Sector:
<https://www.txnonprofits.org/built-texas-report>

Dan Pallotta: The Way We Think About Charity is Dead Wrong
<https://www.youtube.com/watch?v=bfAzi6D5FpM>

Recommended:

NCCS Team, 2019. The Nonprofit Sector in Brief.
<https://nccs.urban.org/publication/nonprofit-sector-brief-2019#the-nonprofit-sector-in-brief-2019>

III. HOW DO NONPROFITS BENEFIT OUR SOCIETY? (January 4, 2023)

OPTION 1: READING ASSIGNMENT DUE END OF DAY

OPTION 2: ATTEND OFFICE HOURS, CAMERA ON, & PARTICIPATE

Gazley, Beth. 2017. "Theories of Nonprofit Organizations." In *The Nonprofit Human Resource Management Handbook: From Theory to Practice*, edited by Jessica K. A. Word and Jessica E. Sowa. New York, NY: Routledge.

Areva Martin: What is the Profit in Nonprofits?
<https://www.youtube.com/watch?v=8Lhgruor0Z0>

Recommended:

Anheier, Helmut K. 2014. *Nonprofit Organizations: Theory, Management, Policy*. London: Routledge.
Chapter 8: Theories of Nonprofit Organizations

Frumkin, Peter. 2002. *On Being Nonprofit: A Conceptual and Policy Primer*. Cambridge, MA: Harvard University Press.

Chapter 1: The Idea of a Nonprofit and Voluntary Sector

IV. PHILANTHROPY & FUNDRAISING (January 5, 2023)

READING ASSIGNMENT DUE END OF DAY

Anheier, Helmut K. 2014. *Nonprofit Organizations: Theory, Management, Policy*. London: Routledge.

Chapter 4: Dimensions I: Overview

Chapter 9: Approaches to Giving and Philanthropy

Kara Logan Berlin – 3 Ways to be an Effective Fundraiser:

<https://www.youtube.com/watch?v=mAnFBEokfrw>

Recommended:

Renz, David O. 2010. *The Jossey-Bass Handbook of Nonprofit Leadership and Management*. San Francisco, CA: Jossey-Bass.

Chapter 18: Philanthropy and Fundraising: The Comprehensive Development Program.

Carroll, D. A., and K. J. Stater. 2009. "Revenue Diversification in Nonprofit Organizations: Does It Lead to Financial Stability?" *Journal of Public Administration Research and Theory* 19 (4):947-966.

V. NONPROFIT FINANCIAL MANAGEMENT (January 6, 2023)

READING ASSIGNMENT DUE END OF DAY

Anheier, Helmut K. 2014. *Nonprofit Organizations: Theory, Management, Policy*. London: Routledge.

Chapter 13: Financing Nonprofit Organizations

Sara Lomelin – Your Invitation to Disrupt Philanthropy:

<https://www.youtube.com/watch?v=ddJvVfIeqwM>

Candid. Learning. "What is a Giving Circle?"

<https://learning.candid.org/resources/knowledge-base/giving-circles/>

Recommended:

Renz, David O. 2010. *The Jossey-Bass Handbook of Nonprofit Leadership and Management*. San Francisco, CA: Jossey-Bass.

Chapter 19: Nonprofit Finance

GuideStar: <https://www.guidestar.org/Home.aspx>

Charity Navigator: <http://www.charitynavigator.org/>

VI. FOUNDATIONS & CORPORATE PHILANTHROPY (January 9, 2023)

READING ASSIGNMENT DUE END OF DAY

Anheier, Helmut K. 2014. *Nonprofit Organizations: Theory, Management, Policy*. London: Routledge.

Chapter 6: Giving, Philanthropy, and Foundations

Boyer, Eric J. 2021. "Collaboration for the People: Community Consultation and the Case of the El Paso Children's Museum." In *The Intersector: How the Public, Nonprofit, and Private Sectors Can Address America's Challenges*, edited by Daniel P. Gitterman and Neil Britto. Washington, DC: Brookings Institution Press.

La Nube: <https://www.youtube.com/watch?v=qBV6ynrkwIw&t=133s>

Recommended:

El Paso Children's Museum: Strategic Master Plan.

Salamon, Lester M. 2012. "The Resilient Sector: The State of Nonprofit America." *The Brookings Institution Press* Washington, DC.

Chapter 12: Foundations and Corporate Philanthropy

Candid. Learning. 2022. "What is a Foundation?"

<https://learning.candid.org/resources/knowledge-base/what-is-a-foundation/>

The Kinder Foundation & the City of Houston Buffalo Bayou Park:

https://intersector.com/case/buffalobayou_texas/

VII. MEASURING NONPROFIT PERFORMANCE (January 10, 2023)

READING ASSIGNMENT DUE END OF DAY

Renz, David O. 2010. *The Jossey-Bass Handbook of Nonprofit Leadership and Management*. San Francisco, CA: Jossey-Bass.

Chapter 11: Outcome Assessment and Program Evaluation

Independent Sector. 2017. *Charting Impact*

Recommended:

Anheier, Helmut K. 2014. *Nonprofit Organizations: Theory, Management, Policy*. London: Routledge.

Chapter 11: Organizational Behavior and Performance

Dean-Coffey, J. (2018). What's Race Got to Do with It? Equity and Philanthropic Evaluation Practice. *American Journal of Evaluation*, 39(4), 527–542.

VIII. LEADERSHIP & INCLUSION (January 11, 2023)

OPTION 1: READING ASSIGNMENT DUE END OF DAY

OPTION 2: ATTEND OFFICE HOURS, CAMERA ON, & PARTICIPATE

Anheier, Helmut K. 2014. *Nonprofit Organizations: Theory, Management, Policy*. London: Routledge.
Chapter 14: Leadership and Human Resources

Sara Sanford – How to Design Gender Bias Out of Your Workplace:

<https://www.youtube.com/watch?v=IfOqyuxb5S0>

Recommended:

Boyer, Eric J., Rebecca Reid, and Dana Patton. 2022. "Does Gender Influence Leadership Styles? A View from the U.S. Nonprofit Sector." *Public Organization Review*.

Eagly, Alice, and Steven Karau. 2002. "Role congruity theory of prejudice toward female leaders." *Psychological Review* 109 (3):573-598.

IX. RELIGIOUS ORGANIZATIONS (January 12, 2023)

READING ASSIGNMENT DUE END OF DAY

Salamon, Lester M. 2012. "The Resilient Sector: The State of Nonprofit America." *The Brookings Institution Press* Washington, DC.
Chapter 9: Religious Congregations

CMS. 2021. *The CRISIS Survey: The Catholic Church's Work with Immigrants in the United States in a Period of Crisis*. New York, NY: The Center for Migration Studies (CMS).

Recommended:

Annunciation House: <https://annunciationhouse.org/>

Frumkin, Peter. 2002. *On Being Nonprofit: A Conceptual and Policy Primer*. Cambridge, MA: Harvard University Press.
Chapter 4: Values and Faith

Polson, Edward C. 2014. "Social Diversity and Civic Engagement: The Effects of Ethnic and Social Heterogeneity on the Community Involvement of American Congregations." *Nonprofit and Voluntary Sector Quarterly*.

X. REVIEW SESSION (January 13, 2023)

Extra Credit – Complete the following online virtual training in nonprofit fundraising: “Virtual Advanced Funder Research Lab” and write a 1-page response on your experience: <https://learning.candid.org/training/2023-01-13-virtual-advanced-funder-research-lab/>

XI. FINAL PAPER DUE (January 15, 2023)

Suggested Additional Reading

Renz, David O. 2010. *The Jossey-Bass Handbook of Nonprofit Leadership and Management*. San Francisco, CA: Jossey-Bass.
<https://ebookcentral.proquest.com/lib/utep/reader.action?docID=4643512&ppg=39>

Salamon, Lester M. 2012. *The Resilient Sector: The State of Nonprofit America*. The Brookings Institution Press Washington, DC.
<https://ebookcentral.proquest.com/lib/utep/reader.action?docID=951453&ppg=375>

Salamon, Lester M. 2015. *The Resilient Sector Revisited*. Washington, DC: The Brookings Institution Press.
<https://ebookcentral.proquest.com/lib/utep/reader.action?docID=1793974&ppg=20>

Websites for References:

National Center for Charitable Statistics: <http://nccs.urban.org/index.cfm>

Texas Association of Nonprofit Organizations: <http://tano.org/nonprofit-info-page/texas-nonprofit-sector/>

Texas Nonprofits: <http://www.txnp.org/>

The Johns Hopkins Center for Civil Society Studies:
<http://www.ccss.jhu.edu/index.php?section=content&view=20>

Nonprofit Policy Forum: <http://www.bepress.com/npf/vol1/iss1/>

JustMeans (about corporate social responsibility): <http://www.justmeans.com/>

International Society for Third Sector Research:
<http://www.istr.org/resources/centers.htm>

Independent Sector: <http://www.independentsector.org/>

National Council of Nonprofits: <http://www.councilofnonprofits.org/>

The Foundation Center: <http://foundationcenter.org/>

Volunteering in America: <http://www.volunteeringinamerica.gov/>

International NGO Training and Research Centre: <http://www.intrac.org/>

Volunteering Action Center, El Paso: <http://www.volunteereelpaso.org/>

Ford Foundation: 75 Years of Social Change:
<http://www.fordfoundation.org/about-us/timeline>

The Independent Sector: https://www.independentsector.org/our_sector

Course Policies

1. Incompletes: A student must consult with the instructor to obtain a grade of “I” (incomplete) no later than the last day of classes in a semester. At that time, the student and instructor will both sign the contract for incompletes and submit a copy to the Program Director. Please consult the Student Handbook for the complete policy on incompletes.
2. Submission of Written Work Products Outside of the Classroom: It is the responsibility of the student to ensure that an instructor receives each written assignment, even those submitted online through SafeAssign.
3. Submission of Written Work Products after Due Date: Policy on Late Work: All work must be turned in by the assigned due date in order to receive full credit for that assignment, unless an exception is expressly made by the instructor.
4. Academic Honesty: Please consult the “policies” section of the student handbook for the university code of academic integrity. Note especially the definition of plagiarism: “intentionally representing the words, ideas, or sequence of ideas of another as one’s own in any academic exercise; failure to attribute any of the following: quotations, paraphrases, or borrowed information.”
3. Changing Grades After Completion of Course: No changes can be made in grades after the conclusion of the semester, other than in cases of clerical error.
4. The Syllabus: This syllabus is a guide to the course for the student. Sound educational practice requires flexibility and the instructor may therefore, at her/his discretion, change content and requirements during the semester.
5. Accommodation for Students with Disabilities: In order to receive accommodations on the basis of disability, a student must give notice and provide proper documentation to the Office of Disability Support Services at UTEP.
6. Instructor’s Policy on Grade Contestation: Students wishing to contest a grade are required to draft a brief memo explaining the reasoning behind their dispute, and to then schedule a meeting with the instructor to discuss it.

Grading Criteria

A

Excellent: Exceptional work for a graduate student. Work at this level is unusually thorough, well reasoned, creative, methodologically sophisticated, and well written. Work is of exceptional, professional quality.

B

Adequate: Competent work for a graduate student with some evident weaknesses. Demonstrates competency in the key course objectives but the understanding or application of some important issues is less than complete.

C

Deficient: Inadequate work for a graduate student; rarely meets minimal expectations for the course. Work is poorly developed or flawed by numerous errors and misunderstandings of important issues.

F

Unacceptable: Work fails to meet minimal expectations for course credit for a graduate student. Performance has consistently failed to meet minimum course requirements. Weaknesses and limitations are pervasive.