Division of Communication
Comm 349: Nonprofit Organizations
Spring 2017
M/W 2:00pm – 3:15pm, CAC 237

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Course Description

Nonprofit organizations are all around us. They often fill a vital gap of social needs left by the government and business sectors of society. Understanding the many different types of nonprofit organizations and how they work is both fascinating and challenging. This course will explore the nature of nonprofit organizations as well as the leadership and management practices that structure and sustain them.

Course Outcomes

Upon completion of this course, each student will be able to:

1. **Identify** differences between the nonprofit, business, and government sectors of society and between different types of nonprofit organizations.
2. **Demonstrate** an understanding of nonprofit organization structures, governing bodies, leadership, and management practices.
3. **Engage** with local non-profit leaders and volunteers in our community.

Required Materials

Worth, M. J. (2014). Nonprofit Management: Principles and Practices (3rd Edition). Thousand Oaks, CA: Sage.
Libby, P. and Deitrick, L. (2017). Cases in Nonprofit Management: A Hands-On Approach to Problem Solving. Thousand Oaks, CA: Sage.

Graded Work

Class Citizenship	**10%**
Preparation for Class	
In-Class Activities	
Attendance for Guest Speakers	
Exams	**40%**
Midterm	*15%*
Final (Cumulative)	*25%*
Community NPO Team Project	**50%**
Project Paper (12 pages)	*45%*
Project Presentation (pass/fail)	*5%*

Grade Distributions
letter grade minimum % shown

A = 93	**B+** = 87
A- = 90	**B** = 83
	B- = 80
C+ = 77	**D+** = 67
C = 73	**D** = 63
C- = 70	**D-** = 60
F = 0	

Explanation of Graded Work

Class Citizenship: Your class citizenship grade will come from three related areas: 1) consistent demonstrated preparation for class (accomplished readings, case-studies, etc.), 2) active and positive participation in activities and assignments given in-class (team activities, team and class discussion, etc.), and 3) attendance in class when a guest speaker is attending (I will do my best to announce these at least a few weeks in advance, but since I'm working with schedules outside my control, there may be times when this will not be possible.)

Exams: You will have two exams in this class – one at midterm and one at the end of the semester during finals week – offered via D2L. Exams will test your understanding of and ability to apply concepts, theories, and information from assigned readings and material presented in-class up to that point in the semester. The Final Exam will be cumulative with 20%-40% coming from material covered prior to the Midterm Exam and 60%-80% coming from material covered after the Midterm Exam.

Exams will typically include T/F, Multiple Choice, and short answer essays. After taking each exam once, students will be able to see which questions they missed for all T/F and Multiple Choice questions before making their second attempt. Any short answer essay questions will not be graded until after the exam closes in D2L. Students will receive the highest score after two attempts.

As mentioned, students may access their own notes and reading materials while taking the exam. However, students should NEVER talk with another student while taking the exam. If student collaboration on an exam is suspected, I reserve the right to revoke D2L scores for individual students or the entire class and re-test using a standard handwritten 'blue book' during a scheduled class session. If a blue book exam is deemed necessary, students will not be allowed access to notes or textbook/assigned readings while taking the exam.

Community NPO Semester Team Project: You will engage in a semester-long project for this class that involves working with a team of 3-4 students. Details needed to complete this project are listed below:

Project Description

This assignment involves learning first-hand about the culture and processes of 3 local (operating within Central Wisconsin) NPO's through participant observation, interviews with NPO leaders, members, and volunteers, and traditional library research. Each of the 3 NPO's you select should represent a different category within the National Taxonomy of Exempt Entities (NTEE's) found in the Worth textbook Chapter 2.

You may choose your own teams but each project team must have at least 3 students and cannot exceed 4 students without my approval. Project teams will be formed at the start of Week 2.

Assignment Requirements: Community NPO Team Project

1. Select your 3 NPO's to base your research study on (each from a different category within the NTEE). These organizations must be actively operating within Central Wisconsin (Adams, Clark, Dane, Florence, Forest, Langlade, Lincoln, Marathon, Oneida, Portage, Price, Taylor, Vilas, Waupaca, and Wood Counties) even if their headquarters is located in another county, state, or country.
2. As a team, learn first hand about the culture and processes of each of your NPO's by providing 5 hours of volunteer service time for each NPO you have chosen (since you're in a team, this would mean each member of a 3-person team would log 5 hours with a different NPO = total team volunteer time of 15 hours across all 3 NPO's).
3. While doing volunteer work, as a team select and research 2 concepts related to organizational culture (rites, rituals, practices, norms, values, mission statements, symbols, physical space, metaphors, traditions, etc.) or choose a specific theory to research (Organizational Culture Theory, Organizational Identification, Concertive Control Theory, etc.) and one theory related to organizational systems (Cybernetic, Theory of Organizing, Sensemaking, Network Analysis, etc.)

4. Interview at least three (3-4) people in each NPO to learn more about the culture and processes you are investigating.
5. Write a team paper (12 pages) that includes the following:
   - Conforms to the Written Work Requirements and Research Paper Standards presented in this syllabus (below).
   - Source material should include at minimum: 4 academic journal articles, information from no more than 3 credible websites, 2 books.
   - The body of your paper should include the following headings:
     o Overview of your 3 NPO's (no more than 3 pages) with the following information:
       1. Description of each NPO using the NTEE, IRS classification system, Salamon's Anatomy, and the Social Enterprise Spectrum. Be sure to cite your sources and explain the meaning/reasons that justify each classification.
       2. Explain the following:
          a. When were they organized? What is their overall reach (local, national, international) and size (employees, members, volunteers, etc.)?
          b. Where do they get their revenue? (Revenue Dependency, Task Environment, etc.)
          c. What is their governing body (board of directors, board of trustees, etc.)? Who is on the governing body? What outside organizations/entities are involved in governance/decision-making?
          d. What public benefit do they provide?
     o Literature review of the organizational culture and system concepts/theories you researched.
     o Description of how these concepts/theories functioned within each NPO.
   - Include the following as appendices in your paper:
     o Chart of organizational structure of each NPO.
     o 3 Signed NPO Volunteer Confirmation Forms (someone in authority at each NPO needs to verify that 5 hours of volunteer service were completed, the date(s) of that service, and who completed them (name of team member). This should be on NPO letterhead and signed)
     o List of questions asked during interviews and who was interviewed in each NPO.
6. BONUS ITEM: Create an infographic comparing the organizational culture and systems of your 3 NPO's. **Create an infographic** - *Canva* is a highly intutitve and"free" online tool for creating Infographics (canva.com – link also available in D2L). It's pretty easy to use without any training but formal training on how to use Canva can be found via Lynda.com, a software training suite available to all students at UW-Stevens Point, under the tutorial title "Up and Running with Canva". You'll need to supply your campus user name and password to access Lynda.com training resources.
7. Report the most important 'highlights' of what you found in a short 5-6 minute informatiive presentation to the class.
   - Dress professionally.
   - Follow good presentation delivery practices.
   - Stay within the time limit.
   - Be prepared for a 1 minute class Q&A connected to your NPO research after your presentation.

Guidelines for a Successful Team Experience

Teams work best when each member of the team clearly understands what they are responsible for, what quality standards are expected, how the team plans to communicate the each other, where and when meetings will be held, when deliverables are due, and who they must submit them to. Taking time to explicitly talk about these things at the start of the team, ensuring all team members share the same understanding with an open commitment to follow them, will greatly reduce confusion, frustration, and negative conflict within your team. Here are some specific things that need to be discussed at the start of your team work to give you the best chances for success on this project:

1. Choose a team leader (be honest about your skills - choose someone who works well with people, isn't afraid to call someone out if they aren't pulling their weight, and is can keep the team on track to complete a successful project)

2. Discuss and type a project contract explicitly stating:
   - Assigned responsibilities to each team member and create a project timeline for completion (back calendar from the due dates posted in the course calendar and make a list of all work needed to complete the required activities, write the paper, and present the results – then make assignments until everything is shared among the team members and everyone knows what they are responsible for.)
   - Clarification on unclear descriptors such as "high quality", "on time", "deadline", "communication", "meetings", "active participation", "productive", "success", "complete", "finished", etc. to ensure there is no misunderstanding for any person the team about quality standards on this project. Understanding in advance what constitutes 'under performance' is critical since team members who are not pulling their weight cannot remain with the team (see 'firing a team member')
   - Decide how the team will communicate with each other (facebook, email, text, phone, screaming out a car window, etc.), how often you will meet and where those meetings will be held (also who will remind the team of upcoming meetings), etc.

'Firing' a Member from the Team

Students who refuse to abide by the performance/quality standards stated in the team contract must be fired from the team. Being fired from the team is something every student can avoid by committing to fulfill the team contract for active participation and quality of work standards.

Consequences of being 'Fired' from the Project Team

- Individuals who are fired may not join another team or form a team of their own for this project.
- Fired team members receive one (1) FULL letter grade drop on this project AND must start completely over without the benefit of being in a team.
- The paper and presentation must be different from the material and 3 NPO's their former team had developed. Use of material 'owned' by their previous team will be considered plagiarism and graded as such. They will have one week to submit original material for any deadlines that have already passed but no other deadlines will be adjusted to accommodate their increased workload.

Protocol for 'Firing' Someone from the Project Team

- The individual repeatedly violated the performance/quality standards stated in the team contract.
- The individual was given two (2) explicit warnings their behavior/qualtify of work was in violation of the team contract but the individual did not change their behavior to abide by those standards.
- Dr. Spaulding was notified face to face and via email (written explanation of the problems) that a second infraction of the team contract had occurred. A meeting between Dr. Spaulding and the team member will then occur and the individual will be given a one (1) week probationary period to show significant and immediate change in their behavior/quality of work that upholds the contract they signed. Based on this week of probation:
  - If improved performance continues the individual will be allowed to remain in the team to complete the project so long as no additional violation of the team contract occurs.
  - If they are unable/unwilling to abide by the performance and quality standards they have agreed to in the team contract, they will be fired from the team.

Written Work Requirements

All written material in this class (outlines, papers, etc.) should be typed and in final-draft form, conforming to the following formatting guidelines:

1. **.PDF** file format, Times New Roman, 12 pt. Font, 1" margins, Double-spaced (0 pt. Spacing before and after), pg #'s
2. **Free of obvious spelling, grammar, or formatting mistakes**
3. **Follows APA Style (in-text citations & References page)**
   - UW-Stevens Point Library Citation Styles Information (click here to access webpage >>)
   - Purdue Online Writing Lab (O.W.L.) APA Citation Guidelines (click here to access webpage >>)
4. **All papers must include a formal title page listing**:
   - student(s) name(s), class title, assignment, # of text pages (not including references page and appendices), submission date, and
   - (for team papers only) a list of specific contributions each team member made to the paper. Part of this grade comes from the level of contribution each team member makes to this paper. High contributors will score higher than low contributors.
     Note: If a team member was dismissed from the team, please list that individual's assignments prior to leaving the team, the date they were dismissed, why they were dismissed, and who completed their assignments to fulfill the paper.

Research Paper Standards

Adapted from *Writing Research Papers and Literature Reviews* by Suzzanne McCorkle, Ph.D. (Boise State University) & Melanie J. Reese, Ph.D. (Boise State University/Idaho State Dpt. of Education)

A superior research paper will contain the following organizational and stylistic components:
1. INTRODUCTION
   - Has a clear statement of purpose/thesis
   - Previews the sections of the paper or how the argument is organized within the paper
2. BODY
   - Literature review presents themes distilled from the literature rather than a source-by-source summary of what was read
   - Doesn't over rely on any one source for the majority of information (an excellent paper is a distillation of concepts you draw from many sources.)
   - Definition and documentation of all key terms come from credible professional sources (peer-reviewed journal articles, industry-specific association journals/magazines, NOT general-purpose dictionaries). Define key terms at first usage within the paper rather than in a "glossary" section.
   - Proper documentation of information (APA Style). It is the student's responsibility to understand the rules of documentation for both quotation and summarized materials (see Written Work Requirements above)
   - Only cite sources you have personally read and had the original source in your hands/on your screen. Indirect sources should be cited using the "cited in" convention discussed in APA style manual.
3. CONCLUSION
   - Recognition of limitations in source material, access to credible professionals, research, etc. that should be considered with your final assessment(s)
   - Any meaningful discoveries within literature or research project that might be productive future areas to research
   - Summary statement reinforcing your purpose/thesis that concludes the paper
4. REFERENCES
   - Separate page from the last page of text in your paper
   - Follows APA Style (esp. no bulleted lists)
5. APPENDIX
   - Include all interview questions, graphs, charts, and any other non-text material referenced to within the body of the paper or required as part of the assignment.
   - Follows APA Style

Course Policies

Attendance

Regular class attendance is expected but not required. However, team members who consistently miss class may be fired from their team if it is written into the team contract. Teams are responsible for keeping attendance (using signatures of each team member) if this is part of their team contract. Each class session will include interactive discussion, case-studies, examples of current and past NPO's, team activities applying course concepts, guest speakers, and a great deal of material you won't find in your textbook or assigned readings. Many of the concepts, laws, policies, and theories are challenging for students in this class and it will be difficult to do well on the Community NPO Team Research Paper and any of the exams without regular class attendance.

Students with perfect attendence throughout the semester will receive 5 bonus points on the Final Exam.

Late Work

I generally don't accept late work. If something is due, and you know you will be missing class that day, please turn in your work early to get credit. Research papers must be submitted by 11:59 pm on the date they are due to be accepted. The only exception to this is if D2L is having a system wide problem – something that will effect the entire campus. If this happens, I will email students or address what to do during one of our class sessions.

Americans with Disabilities Act (ADA) Policy Statement

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities.

Academic Integrity

I expect all students to uphold principles of honesty, integrity, and mutual respect. Plagiarism will not be tolerated. This applies to all class work including but not limited to written work, individual/team projects, and exams. Please speak with me personally and/or refer to the UWSP Community Bill of Rights and Responsibilities (particularly Chapter 14: Student Academic Standards and Disciplinary Procedures) if you have any questions about the ethical expectations of your conduct in this class.

Comm 349: Nonprofit Organizations Course Calendar

Wk	Date	Topic	Due Today
1	01/23	Introductions, Course Overview, etc.	
		NPO Foundations	
	01/25	Nonprofit Field & Careers	READ: Worth Ch. 1
2	01/30	Nonprofit Sector Select teams for Community NPO Team Project	READ: Worth Ch. 2 Libby & Deitrick – Case 1.2 (read only)
	02/01	Nonprofit Sector	READ: Worth Ch. 2 Libby & Deitrick – Case 1.1 (read only)
3	02/06	Nonprofit Sector-Specific Theories	READ: Worth Ch. 3
	02/08	Nonprofit Organization Theories: Culture and Systems	READ: Worth Ch. 3
4		NPO Leadership and Management Practices	
	02/13	Governing Boards	READ: Worth Ch. 4 Libby & Deitrick – Case 2.1 (read only)
	02/15	Governing Boards Possible Guest Speaker	READ: Worth Ch. 4 Libby & Deitrick – Case 2.3 & 2.4 (read only)
5	02/20	**Work Day** – teams meet but no class	Dr. Spaulding available in his office for help
	02/22	Executive Leadership	READ: Worth Ch. 5
6	02/27	Executive Leadership **Possible Guest Speaker**	READ: Worth Ch. 5 Libby & Deitrick – Case 3.1 (read only)
	03/01	Accountability & Performance	READ: Worth Ch. 6
7	03/06	**Work Day** – teams meet but no class	Dr. Spaulding available in his office for help
	03/08	Strategic Planning and Management	READ: Worth Ch. 7
8	03/13	Midterm Exam Review	
	03/15	Midterm Exam – No Class	Midterm Exam Opens: 03/15 at 12am Closes: 03/17 at 11:59pm
9	03/20-03/24		
		Spring Break – No Class	
10	03/27	Capacity and Collaboration	READ: Worth Ch. 8
	03/29	Capacity and Collaboration	READ: Worth Ch. 8
11	04/03	**No Class** **Dr. Spaulding at HLC Conference**	Meet as teams
	04/05	Managing Paid Staff and Service Volunteers	READ: Worth Ch. 9

12	04/10	**Work Day** – teams meet but no class	Dr. Spaulding available in his office for help
	NPO Marketing & Financial Management		
	04/12	Marketing and Communication Guest Speaker	READ: Worth Ch. 10
13	04/17	Fund-Raising Guest Speaker	READ: Worth Ch. 13
	04/19	**Work Day** – teams meet but no class	Dr. Spaulding available in his office for help
14	04/24	Grants and Contracts Guest Speaker	READ: Worth Ch. 15
	04/26	Earned Income Strategies Guest Speaker	READ: Worth Ch. 14
15	05/01	International NPO's Guest Speaker: Wicsonsin - Nicaragua Project	READ: Worth Ch. 17 Libby & Deitrick – Case 14.1 (ready only)
	05/03	**Work Day** – teams meet but no class	Dr. Spaulding available in his office for help **Community NPO Team Project Paper DUE** **Friday, May 5th at 11:59pm via D2L**
16	05/08	Community NPO Team Project Presentations	
	05/10	Final Exam Review	Final Exam Opens: 05/15 at 12am Closes: 05/17 at 11:59pm
17	05/16	Final Exam Period Day/Time: Tuesday, 8am – 10am	