

CAS 2033.001 Fundamentals of Nonprofit Management I
University of Oklahoma
Fall 2015 | TR 9:00AM - 10:15AM | Copeland 218

Office Hours: DAHT 304L, T 1:00PM – 3:00PM or by appointment

Course Objectives:

This course aims to achieve two primary purposes. First, it introduces the basic concepts of what the nonprofit sector is and does. Discussions will include the nature, scope, functions, main activities, legal and tax frameworks, and governing structures of nonprofit organizations. Second, it exposes students to a wide range of management issues today's nonprofits face in pursuing their missions and daily operations. Issues can include: securing funds, managing staff and volunteers, improving performance, and ensuring internal and external accountabilities. Whenever relevant, contemporary issues, debates, and news reports concerning nonprofits' managerial practices or pending policy proposals that affect nonprofits will be discussed so that students can acquire better understanding and analytical skills regarding nonprofit management and the related policy implications.

Required Texts:

1. Grobman, Gary M. *An Introduction to the Nonprofit Sector*, 4th edition. ISBN: 978-192910944-9. Other required readings will be posted under the content section of Desire2Learn (**D2L**) at (<http://learn.ou.edu>). Check the syllabus for readings noted as D2L.

Instructional Methods and Communication:

A website has been set up specifically for this course at the OU Desire2Learn (D2L) website (<http://learn.ou.edu>). All course information, activities, and announcements will be posted on this site. **All official correspondence from the instructor will be sent only to students' @ou.edu address.**

Assignments and Grading:

5% Participation: Participation will be evaluated based on class attendance and participation in discussions and in-class exercises.

10% NTEE Assignment: Students will be assigned a section of the NCCS (<http://nccsweb.urban.org>) database to familiarize themselves with the scope of the nonprofit sector and the NTEE coding scheme. Using the provided template, identify the characteristics (sector, location, income, etc.) of each organization using the NCCS summary, Form 990, and organization's website. **Due September 10th by 11:59PM to dropbox.**

10% Discussion Questions: Students will respond to 2-3 discussion questions located at the conclusion of each Grobman chapter. You are responsible only for those questions and weeks indicated in the syllabus. Responses should be 3-5 sentences at a minimum and use page numbers to reference the readings. **Due before the start of Tuesday's class on the week indicated.**

30% Midterm: The midterm exam will be based on readings, lectures, and in-class discussions. The exam is scheduled for **October 15th**.

15% Facebook: Each student is responsible for posting eight (8) articles from reputable news outlets or peer-reviewed academic journals (BBC, New York Times, Washington Post, NVSQ, etc.) over the course of the semester on different topics and commenting on the posts of others a minimum six (6) times. Comments should be constructive and relate back to themes discussed in class or the readings. Comments

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may be on the story itself or in response to another student. Articles posted may be on that week's topic or retrospectively (on any of the preceding topics). Students are expected to continue discussion in class, particularly during the current events portion at the beginning of class. Presentations on news themes may be assigned if I am not satisfied with in-class participation.

30% Group Project: Students will form small groups at the start of the semester and work with their group throughout the semester to form a nonprofit, a multi-stage project. Several in-class sessions will be given to plan and develop ideas, but groups should also meet outside of class. Students will be evaluated based on group products and a peer evaluation. The group project is divided into four parts, due on **September 7th, October 1st, October 29th, and December 8th**. Each group will present the first and second parts of their project the weeks of **October 20th** and **December 8th**.

Students will have the opportunity to submit revisions based on feedback for adjusted points. Revisions are due with the final project on **December 14th**.

The following instructions detail the elements on which each group will be graded.

PART I (due September 17th)

1. Mission Statement and Program Development

- a. Create a Nonprofit Organization (don't forget a name!)
- b. Develop a Mission Statement for the organization

2. Legal Documents

- a. Prepare Articles of Incorporation
- b. Prepare Bylaws
 - i. You will need to make changes to the standard Bylaws posted to **D2L** to "fit" your organization. In a separate document, explain any changes you made and why you made them.

PART II (due October 1st)

3. Develop THREE (3) programs that fit your purpose and mission

- a. For each program be sure to include the following information:
 - i. How does the program fit the organization's purpose and mission?
 - ii. Who are the stakeholders (including, but not limited to, clients, volunteers, staff members, professionals, community leaders/organizations)?
 - iii. What activities do the programs entail?
 - iv. Other pertinent information such as program risks (can the program be seen as political?; do you need special insurance?; do you have enough money?)
 - v. **I will be grading this portion of the project on the thoroughness of the information that you provide. Show me that you have thought critically about the programs you would like to develop.**

4. Advertising Documents

- a. Create **ONE** (1) of the options below to introduce your organization to the public. Be creative and professional.
 - i. Trifold brochure (template on **D2L**) OR website
- b. **YOU MUST DEVELOP A LOGO FOR YOUR ORGANIZATION AS PART OF THIS ADVERTISEMENT SECTION.** Make your organization recognizable.

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PART III (due October 29th)

5. Organization Budget

- a. Create a FY15-16 budget. Assume that a very generous foundation has given you a one-time \$150,000 start-up grant for FY15-16; your budget should be for this amount or less.
- b. Write a separate document explaining the type of budget you created (program, line-item, or a combination) and why you chose this type of budget

6. Fundraising Plan

- a. Remember that the budget you just created was from a one-time grant and only covers FY15-16. Now develop a fundraising plan for FY16-17 to ensure your organization's survival.
 - i. This is the money you will raise in FY15-16 to use in FY16-17, which means part of your budgeting concerns for FY15-16 will be fundraising costs.
- b. A **maximum** of 50% of your revenue may come from grants. The rest must be collected through fundraising efforts.
 - i. You are not required to seek grants for revenue; however, if you choose to do so, you must name specific grants and why you think you will be successful in winning the grant.
- c. For each fundraising event you plan, please provide the following information:
 - i. When the event will take place (season is sufficient)
 - ii. Length of each event (all day/half day/weekend)
 - iii. Location of the event
 - iv. Description of event activities (auction, gala, telemarketing, etc.)
 - v. Participants (staff/volunteers/target audience)
 - vi. Preparation
 1. When will you start planning?
 2. Who will be involved in planning?
 3. What needs to be done to plan the event (flyers, collect email lists to advertise, rental equipment, solicit donations for fundraising auction, etc.)
 - vii. Budget: Include breakdown of event expenditures (rough estimates for main items such as food, advertising, etc.) **Include only the TOTAL amount for each event expenditure in your yearly budget discussed above.**
 - viii. Be sure to justify the amount of money you expect to raise in your event

PART IV (December 8th)

7. Human Resource and Volunteer Management Plan

- a. Explain your hiring plan. Justify how many employees you need based on the programs your organization is offering and your budget.
- b. Will you have a human resources manual? If not, justify your decision. If so, briefly list some of the areas the manual would cover. *It is not necessary to actually create the manual*, but carefully think through and discuss in writing the issues that are most important to include in the manual for your organization.
- c. Create a Volunteer Management Plan. **Volunteers must comprise 30% of your workforce.** Include the following in your plan:
 - i. How will you recruit volunteers?
 - ii. How will you train volunteers?
 - iii. Will they need special training? Will you provide the training or expect the volunteers to seek it out independently?
 - iv. Will you reward volunteers for their time and energy? How?

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- v. Will you have a volunteer handbook? If so, what are some of the issues you will cover in your handbook? *It is not necessary to write the entire handbook*, but think carefully through the issues that need to be covered and discuss them in your plan.

8. Program Evaluation

- a. Develop a program evaluation for **ONE** (1) of your organization's programs
- b. Using the framework in the Program Evaluation Primer, discuss the following steps in your program evaluation plan.
 - i. Who are the stakeholders that you will engage in the process and how will you engage them?
 - ii. Discuss the need, expected effects, activities (very briefly as this is done in full in your program planning earlier in the semester), resources, stage of development (this should be early stage for everyone since this is a new organization), and context.
 - iii. What is the purpose of your evaluation plan? Who will use the program evaluation and how will they use it?
 - iv. What information will you need to collect and how will you do so? How do you know the information is good quality? How will you evaluate the information?
 - v. What kind of follow up procedures will you put into place to be sure that your organization learns from the information it receives from its evaluation efforts?

FINAL PROJECTS AND REVISIONS DUE TO DROPBOX, 10:00AM, DECEMBER 14th.

All written assignments will be turned in electronically to D2L in .doc or .docx format ONLY (i.e., Microsoft Word). **Late assignments will be reduced by 1/3 of a letter grade for each day they are late.** All papers in class will be scanned using plagiarism detection software. Please see the information below regarding academic misconduct and plagiarism. Plagiarism is not tolerated at the University of Oklahoma and will not be tolerated in this course.

Academic Honesty

Academic honesty is expected from students in this course. Students should be familiar with the University of Oklahoma's policy on academic integrity, updated August 2011 (<http://integrity.ou.edu>).

Using the work of others without properly crediting them either verbatim or paraphrasing is considered plagiarism. Any act of plagiarism or academic misconduct will result in an automatic F for the semester and official charges of misconduct with the university. Students accused of academic misconduct have the right to a hearing if desired and the right to appeal. The penalties for academic misconduct are severe and include suspension, loss of academic credit, required community service, and permanent record of misconduct on transcripts.

Accommodation Policy

Any student with a disability that may prevent him or her from demonstrating his or her abilities should contact me personally as soon as possible so we can discuss accommodations necessary to ensure full participation and facilitate your educational opportunities. Students with disabilities are required to register with the Office of Disability Services (Goddard, Suite 166/tel. (405) 325-3852, TDD (405) 325-4173) before receiving accommodations in this course.

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It is the policy of the University to excuse absences of students that result from religious observances and to provide without penalty for the rescheduling of examinations and additional required assignments that may fall on religious holidays. Students who plan to observe a holiday should notify me immediately in order to make appropriate arrangements.

Class Cancellations

If class must be canceled for any reason (instructor illness, severe weather, etc.) continue reading the course material, as it is currently scheduled in the syllabus.

Changes to Syllabus

I reserve the right to make changes to the syllabus during the semester. Any changes will be announced in class, via e-mail, or via D2L.

Lecture/Reading Schedule:

Week	Date	Topic	Chapter	Due	Discussion Q's
1	8/2	Syllabus			
1	8/27	What is a Nonprofit?	Ch2		
2	9/1	What do NPOs do?	Ch1, D2L		Ch1: 2, 4 Ch6: 3
2	9/3	Foundations: Mission Statements	Ch6	Group Meeting	
3	9/8	Foundations: Legal Status	Ch4		
3	9/10	Foundations: Governance	Ch5, D2L	NTEE due	
4	9/15	How do NPOs plan programming?	Ch16	Group Meeting	Ch16: 3 Ch9: 4
4	9/17	Marketing/Branding	Ch9	Group Project: Part I	
5	9/22	Fundraising	Ch8, Appendix 10		Ch7: 1, 3 Ch8: 5
5	9/24	Ethics (and fundraising)	Ch7,		
6	9/29	Budgets and Financial Accountability	Ch11, Appendix 9	Group Meeting	Ch10: 1 Ch11: 4, 5
6	10/1	How to manage grants	Ch10	Group Project: Part II	
7	10/6	Personnel: Paid Staff, Hiring, Job Descriptions	Ch12		Ch12: 2, 4, 7
7	10/8	Personnel: Volunteer Mgmt	Ch12, D2L	Group Meeting	
8	10/13	Midterm Q&A / catch-up			
8	10/15	Midterm			
9	10/20 & 22	Group Presentations			
10	10/27	Comm & PR: Who is your audience?	Ch13		Ch14: 2 Ch13: 3
10	10/29	Advocacy & Gov't Rltns	Ch14, D2L	Group Project: Part III	
11	11/3	Steps of Program Eval	D2L		
11	11/5	Program Eval Exercise	D2L		
12	11/10	Social Media	Ch15		Ch15: 1, 4, 7
12	11/12	Internet	Ch15	Group Meeting	

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13	11/17	Collaboration	Ch19		Ch19: 1, 2
13	11/19	<i>NO CLASS – GROUP MEETING</i>	Ch19, <i>Case TBD</i>	Group Meeting	
14	11/24	Group Meeting/Catch-up		Group Meeting	
14	11/26	NO CLASS			
15	12/1	Are NGOs nonprofits?	D2L		See D2L
15	12/3	Challenges of iNGOs	D2L	Group Meeting	
16	12/8 & 10	Presentations		Group Project: Part IV	
17	12/14	Final Projects Due		Final Projects	

Course Schedule:

August 25th & 27th: Introduction to Nonprofits

Grobman. Ch2: History of the Nonprofit Sector

- Review Syllabus
- Group Project Instruction

September 1st & 3rd: Classification and Scope of the Nonprofit Sector

Urban Institute. 2014 Nonprofit Almanac in Brief (**D2L**)

Grobman, Ch1: Defining and Describing the Nonprofit Sector

Grobman. Ch6: Mission Statements

- **September 1st**: Discussion Questions 2, 4 (Ch1), 3 (Ch6)
- NTEE Code Assignment Instruction
- Group Meetings: discuss nonprofit organization, mission statement

September 8th & 10th: Incorporating a Nonprofit and Governance

Grobman. Ch4: Legal and Regulatory Issues

Grobman. Ch5: Bylaws and Governance

Implications of Sarbanes-Oxley (**D2L**)

- IRS Form 1023 (**D2L**)
- IRS Guide on Governance (**D2L**)
- **September 10th**: NTEE Assignment due

September 15th & 17th: Strategic Planning and Program Development

Grobman. Ch16: Strategic Planning and Change Management

Grobman, Ch9: Marketing

- **September 15th**: Discussion Questions 4 (ch16), 3 and 4 (ch9)
 - **September 17th**: Group Project Part I
 - Group Meeting: program development, advertising
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September 22nd & 24th: Fundraising and Ethics

Grobman. Ch8: Fundraising
Grobman, Ch7: Ethics
Grobman, Appendix 10

- **September 22nd:** Discussion Questions 1, 3 (ch7) 4, 5 (ch8)

September 29th & October 1st: Financial Management and Grant Management

Grobman. Ch11: Financial Management
Grobman, Ch10: Grant Management
Grobman, Appendix 9: ARNOVA Financial Statements

- **September 29th:** Discussion Questions 1 (ch10), 4 and 5 (ch11)
- **October 1st:** Group Project Part II
- Group Meeting: fundraising and budget

October 6th & 8th: Managing Human Resources

Grobman. Ch12: Personnel
Visit Virtual Volunteering Page and read through the guide (links on left):
<http://www.serviceleader.org/virtual>

- **October 6th:** Discussion Questions 2, 4, 7 (ch12)
- Group Meeting: human resources/volunteer management

October 13th & 15th: Midterm

- **October 13th:** Midterm Q&A / catch-up day
- **October 15th:** Midterm in-class

October 20th & 22nd: Group Presentations

- **Present:** nonprofit, mission statement, program plans, and advertising with powerpoint

October 27th & 29th: Advocacy and Public Relations

Grobman. Ch13: Communications and Public Relations
Grobman. Ch14: Lobbying
IRS Fact Sheet on Political Participation for 501(c)(3) (**D2L**)

- **October 27th:** Discussion Questions 4 (ch14), 2 and 3 (ch13)
 - **October 29th:** Group Project Part III
 - Group Meeting: revisions, human resources
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November 3rd & 5th: Program Evaluation

A Simple Guide to Program Evaluation (D2L)

- **November 5th:** Logic Model Exercise

November 10th & 12th: The Internet and Social Media

Grobman, Ch15: The Internet for Nonprofits

- **November/ 10th:** Discussion Questions 1, 4, 7 (ch15)
- Group Meeting: program evaluation

November 17th & 19th: Collaboration

Grobman, Ch19: Forming and Running a Coalition
Case TBD

- **November 17th:** Discussion Questions 1, 2 (Ch19)
- **November 19th:** Instructor travel, no class

November 24th & 26th: Group Meeting / Catch-up

- Group Meeting: revisions, program evaluation
- **November 26th: THANKSGIVING BREAK**

December 1st & 3rd: International Organizations

Worth. Governing and Managing International and Global Organizations (D2L)

- Group Meeting: revisions, presentations

December 8th & 10th: Group Presentations

- **December 8th:** Group Project Part IV
- **Present:** budget, fundraising plan, human resources, volunteer management plans, and program evaluation with powerpoint

**Final Group Project Due
December 14th by 10:00AM to Dropbox**