

Appendix to the Faculty Senate Agenda, March 28, 2006

FRANCIS MARION UNIVERSITY: DESCRIPTION OF PROPOSED NEW COURSE or MODIFICATION OF AN EXISTING COURSE

Department/School Business Date October 17, 2005

Course No. or level 351 Title The Nonprofit Sector: Structure and Dynamics

Semester hours 3 Clock hours: 3 Lecture 3 Laboratory 0

Enrollment expectation 15 in Fall 2006, increasing to 40 by 2010

Indicate any course for which this course is a (an)

modification _____
(proposed change in course title, course description, course content or method of instruction)

substitute _____
(The proposed new course replaces a deleted course as a General Education or program requirement.)

alternate _____
(The proposed new course can be taken as an alternate to an existing course.)

Name of person preparing course description Robert E. Pugh

Department Chairperson's/Dean's Signature _____

Provost's Signature _____

Date of Implementation Fall 2006

Date of School/Department approval October 4, 2005

Catalog description:

Basic dimensions of the American nonprofit sector, review of theories for its development and its role in society; and overview of the financial and legal aspects of the sector. Examination of the various types of nonprofits, including religious, social services, health care, education and research, advocacy, arts and culture, international, grantmakers, and mutual benefit organizations. Identification of trends and likely future directions of American nonprofits.

Purpose: 1. For Whom (generally?)

The primary purpose of this course is to provide students with a broad overview of the

American nonprofit sector in terms of its scope and role in society. The course will be of

potential interest to bachelor-level students majoring in business, political science, psychology, and sociology. Many graduates in these disciplines already find employment and careers in the nonprofit sector, and this course will provide an understanding that will assist students in making more informed judgments regarding possible employment and careers in the nonprofit sector. The course may be taken as part of the Collateral in Nonprofit Management or taken as an elective for those not enrolled in the collateral.

2. What should the course do for the student?

The course is expected to benefit students in the following ways:

- (1) Increase understanding of the role and significance of nonprofit organizations in American society.
- (2) Increase understanding of the role of voluntarism and philanthropy in American Society.
- (3) Increased awareness of the employment and career opportunities in the nonprofit sector.

Teaching method planned:

The teaching method used is based on an active learning model. This model requires that students prepare before class by reading assigned substantive materials, preparing assignments, and come to class ready to engage in the discussion of the content of the readings and their broader implications.

Students will be given research assignments, individually or in pairs. These assignments will include “research summaries” and “organization visit reports.” Research summaries will require students to critically read an assigned research article and prepare a brief presentation for the class (15 minutes maximum) and provide class members with a brief handout on the article. Organization visit reports will require students to visit a nonprofit organization and report (15 minutes maximum) to the class on the organization’s mission, activities, organization, and finances, and to provide class members with a brief handout. These assignments will be made on an individual basis well in advance of due dates.

An in-class mid-term examination will be given covering all material covered. This examination will be about 60 percent essay and 40 percent multiple choice. Student will be required to complete a take-home final examination covering the materials discussed throughout the term.

The evaluation of student performance in the course will use the following guidelines: class participation: 15%, research summaries and organization visit reports: 15%, mid-term examination: 30%, and final examination: 40%.

Textbook and/or materials planned (including electronic/multimedia):

Gaudiani, Claire, 2003. *The Greater Good: How Philanthropy Drives the American Economy and Can Save Capitalism*. New York, NY: Times Books.

O'Neill, Michael, 2002. *Nonprofit Nation: A New Look at the Third America*, 2nd edition
New York, NY: Jossey-Bass.

Ott, Steven, ed. 2001. *Understanding Nonprofit Organizations: Governance, Leadership, and Management*. Boulder, CO: Westview Press.

Course Content: (Please explain the content of the course in enough detail so that the Academic Affairs Committee can make an informed judgement. Include a syllabus for the course.)

Course Topics and Readings

1. Development of American Nonprofits

Investigates the size, shape, and significance of the U.S. nonprofit sector as a whole. Deals with several related phenomena, especially the charitable donations and volunteer work that provide a large part of the resources for the sector.

O'Neill, Chapter 1: Nonprofit Nation

Gaudiani, Chapter 1: Democracy, Capitalism, and Generosity: The Fragile Balance

Ott, Chapter 27: Voluntarism

Hammack, D. C., "Introduction: Growth, Transformation, and Quite Revolution in the Nonprofit Sector over Two Centuries," *Nonprofit and Voluntary Sector Quarterly*, 2001, 30(2), 157-173.

2. Legal, Theoretical, and Social Foundation of Nonprofits

Summarizes the principal underpinnings of nonprofit existence and activity. Scholars from a variety of disciplines—history, sociology, law, political science, economics—have attempted to explain why nonprofits exist, why they do what they do, and what relationship they have to business, government, and household sectors.

O'Neill, Chapter 2: Theories

Ott, Chapter 5: Developments in the Law: Nonprofit Corporations

Ott, Chapter 1: Governance of Nonprofit Organizations

Hall, Peter D., "Theories and Institutions," *Nonprofit and Voluntary Sector Quarterly*, 1995, 24(2), 5-13.

Hammack, D. C., "Accountability and Nonprofit Organizations: A Historical Perspective," *Nonprofit Management and Leadership*, 1995, 6(1), 127-139.

3. Religious Organizations

By several measures religion is the largest part of the American nonprofit sector, and its activities had a major role in shaping other parts of the sector, especially education, health care, and social services.

4. Social Service Organizations

Deals with social services from soup kitchens to suicide prevention centers. Social service agencies may be the most familiar and universally appealing part of the nonprofit sector and receive broad support from government, foundations, corporations, individuals, and religious groups.

O'Neill, Chapter 4: Social Service

Gronbjerg, K. A., "The U. S. Nonprofit Human Service Sector: A Creeping Revolution," *Nonprofit and Voluntary Sector Quarterly*, 2001, 30(2), 276-297.

5. Health Care Organizations

Portrays health care, which accounts for half of the revenue and employment of the entire nonprofit sector. Nonprofit hospitals, clinics, biomedical research institutes, and other agencies form a large, critical part of the U.S. health care system.

O'Neill, Chapter 5: Health Care

6. Education and Research Organizations

Private nonprofit schools, colleges, universities, and research institutes educate and enlighten millions of Americans, and contribute to many public policy deliberations. The influence of these organizations lives on their graduates and research publications.

O'Neill, Chapter 6: Education and Research

Gaudiani, Chapter 5: Advancing New Ideas: Intellectual Capital

7. Advocacy Organizations

Advocacy organizations are part of a long historical tradition in the U.S. from the temperance and abolition societies of the nineteenth century to the environmental and women's groups of today. By revenue and employment measures advocacy is one of the smallest parts of the nonprofit sector, but its influence on public policy is considerable.

O'Neill, Chapter 7: Advocacy

8. Arts and Culture Organizations

In the world of arts and culture, these organizations provide a home for much of society's creative expression and cultural preservation. These organizations get little government support but has great influence on the ideas, values, language, and symbols of society.

O'Neill, Chapter 8: Arts and Culture

9. American Nonprofits Abroad

Focuses on American nonprofits that work primarily in other countries, primarily in emergency relief and economic development but also for international understanding and peace, human rights, and other goals. Increased globalization has created opportunities in this area.

O'Neill, Chapter 9: International

Ott, Chapter 34: Internationalization of the Nonprofit Sector

10. Institutional Grantmakers

Foundations, corporate philanthropy, and federated funders such as United Way supply a small portion of total nonprofit revenue, but they play an important role through their support of promising new ideas and time-tested programs.

O'Neill, Chapter 10: Funders

Ott, Chapter 16: Foundations

Letts, C. W., Ryan, W., and Grossman, A., "Virtuous Capital: What Foundations Can Learn from Venture Capitalist," *Harvard Business Review*, Mar-Apr 1997, 36-44.

11. Mutual Benefit Organizations

These "noncharitable" nonprofits, such as fraternal societies, business associations, labor unions, social and recreational clubs, support groups, book clubs, and homeowner's associations, focus primarily on the needs and interest of their members but also benefit society in many ways.

O'Neill, Chapter 11: Mutual Benefit

12. Future of American Nonprofit Sector

Examines trends and likely directions of the American nonprofit sector during the next 25 years.

O'Neill, Chapter 12: Prospects

Gaudiani, Chapter 7: The Challenge of America's Wealth and the Coming Wealth transfer

Gaudiani, Chapter 11: A Philanthropic Revolution

(Illustrative syllabus follows)

**NPM 351: THE NONPROFIT SECTOR: STRUCTURE AND DYNAMICS
FALL 2006**

Instructor: Dr. John Doe

Office: FH 263B

Telephone: (843) 661-XXXX

E-mail: jdoe@fmarion.edu

Office Hours:	Monday	10:30-11:30, 1:00-2:30
	Tuesday	9:00-10:00, 2:00-3:30
	Wednesday	10:30-11:30, 1:00-2:30
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Catalog Description

Basic dimensions of the American nonprofit sector, review of theories for its

development and its role in society; and overview of the financial and legal aspects of the sector. Examination of the various types of nonprofits, including religious, social services, health care, education and research, advocacy, arts and culture, international, grantmakers, and mutual benefit organizations. Identification of trends and likely future directions of American nonprofits.

Objectives

- (1) Increased understanding of the role and significance of nonprofit organizations in American society.
- (2) Increased understanding of the role of voluntarism and philanthropy in American Society.
- (3) Increased awareness of the employment and career opportunities in the nonprofit

Text and References

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Methods of Teaching and Evaluating Outcomes

The teaching method for our course is based on an active learning model. This requires that students prepare before class by reading assigned materials, preparing assignments, and come to class ready to engage in the discussion of the content of the readings and their implications.

Students will be given research assignments, individually or in pairs. These assignments will include “research summaries” and “organization visit reports.” Research summaries will require students to critically read an assigned research article and prepare a brief presentation for the class (15 minutes maximum) and provide class members with a brief handout on the article. Organization visit reports will require students to visit a nonprofit organization and report (15 minutes maximum) to the class on the organization’s mission, activities, organization, and finances, and to provide class members with a brief handout. These assignments will be made on an individual basis well in advance of due dates.

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The evaluation of student performance in the course will use the following guidelines: class participation: 15%, research summaries and organization visit reports: 15%, mid-term examination: 30%, and final examination: 40%.

Other Information

Class attendance policy: the basic policy as indicated in the FMU Catalog will be followed. Attendance is mandatory on test days (TBA) and is highly recommended on all other days since you are responsible for material covered on those days.

Course Topics and Readings

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Hammack, D. C., "Accountability and Nonprofit Organizations: A Historical Perspective," *Nonprofit Management and Leadership*, 1995, 6(1), 127-139.

3. Religious Organizations

O'Neill, Chapter 3: Religion

4. Social Service Organizations

O'Neill, Chapter 4: Social Service

Gronbjerg, K. A., "The U. S. Nonprofit Human Service Sector: A Creeping Revolution," *Nonprofit and Voluntary Sector Quarterly*, 2001, 30(2), 276-297.

5. Health Care Organizations

O'Neill, Chapter 5: Health Care

6. Education and Research Organizations

O'Neill, Chapter 6: Education and Research

Gaudiani, Chapter 5: Advancing New Ideas: Intellectual Capital

7. Advocacy Organizations

O'Neill, Chapter 7: Advocacy

8. Arts and Culture Organizations

O'Neill, Chapter 8: Arts and Culture

9. American Nonprofits Abroad

O'Neill, Chapter 9: International

Ott, Chapter 34: Internationalization of the Nonprofit Sector

10. Institutional Grantmakers

O'Neill, Chapter 10: Funders

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11. Mutual Benefit Organizations

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FRANCIS MARION UNIVERSITY: DESCRIPTION OF PROPOSED NEW COURSE or MODIFICATION OF AN EXISTING COURSE

Department/School Business **Date** October 17, 2005

Course No. or level 352 **Title** Managing the Nonprofit Organization

Semester hours 3 Clock hours: 3 Lecture 3 Laboratory 0

Prerequisites NPM 351 The Nonprofit sector: Structure and Dynamics

Enrollment expectation 15 in Spring 2007, increasing to 40 by 2011

Indicate any course for which this course is a (an)

modification _____
(proposed change in course title, course description, course content or method of instruction)

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Name of person preparing course description Robert E. Pugh

Department Chairperson's/Dean's Signature _____

Provost's Signature _____

Date of Implementation Spring 2007

Date of School/Department approval October 4, 2005

Catalog description:

An introduction to managing and improving the performance of nonprofit organizations in an environment of pressure from stakeholders to rationalize management practices, show measurable outcomes, and keep administrative cost low. Major topics include: strategic planning, strategic management, strategic marketing, managing fund-raising, public relations, political support, international opportunities, and information technology, financial management, human resource management, and management of legal processes.

Purpose: 1. For Whom (generally?)

The primary purpose of this course is to provide students with a broad overview of management processes and practices in nonprofit organizations. The course will be of potential interest to bachelor-level students majoring in business, political science, psychology, and sociology. Many graduates in these disciplines already find employment and careers in the nonprofit sector, and this course will enhance their preparation for employment and careers in the nonprofit sector. The course may be taken as part of the Collateral in Nonprofit Management or taken as an elective for those not enrolled in the collateral.

2. What should the course do for the student?

The course is expected to benefit students in the following ways:

- (4) Increase understanding of the basic activities in nonprofit organizations that require management oversight.
- (5) To introduce students to the basic functions, processes, and practices of management in nonprofit organizations.
- (6) Increase awareness of the employment and career opportunities in the nonprofit organizations.

Teaching method planned:

The teaching method used is based on an active learning model. This model requires that students prepare before class by reading assigned substantive materials, preparing assignments, and come to class ready to engage in the discussion of the content of the readings and their broader implications.

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Course Content: (Please explain the content of the course in enough detail so that the Academic Affairs Committee can make an informed judgement. Include a syllabus for the course.)

Course Topics and Readings

1. Strategic Planning

Outlines the steps toward defining a nonprofit organization's mission and developing the strategic plan to support accomplishing that mission.

Wilbur, Chapter 1: Establishing the Organization's Direction

Ott, Chapter 10: Strategic Planning

Salamon, Lester, "The Rise of the Nonprofit Sector," *Foreign Affairs*, 1994, 73(4), 82-104.

2. Strategic Management

The governing board and the executive staff share responsibility for the nonprofit's success. Examination of how staff management must understand the relationship between board and staff and communicate effectively with elective leaders.

Wilbur, Chapter 2: Working Together: Maximizing Board and Staff Effectiveness

Ott, Chapter 2: Board of Directors

Ott, Chapter 3: Setting Limits: Standards of Ethics and Prudence

3. Strategic Marketing

Examines strategies for identifying all of your nonprofit's constituencies, assessing their interest and needs, and planning and promoting programs that meet those needs.

Wilbur, Chapter 3: Creating a Marketing Orientation in the Nonprofit Organization

Ott, Chapter 11: The Strategic Marketing Plan process

4. Managing Fund-Raising

Provides guidance in the art and science of fund-raising. The art is the developing and nurturing relationships with people; the science lies in using data, research, and tested fund-raising models to achieve your organization's revenue goals.

Wilbur, Chapter 5: Raising Money to Serve Your Cause

Ott, Chapter 14: Diversification of Revenue Strategies: Evolving Resource Dependence in Nonprofit Organizations

5. Managing Education Programs and Conferences

Focuses on approaches for creating high-quality programs that satisfy your audiences and promote the goals of your organization. Examines approaches for planning and conducting meetings and conferences that meet your objectives, enhances your organization's reputation, and even raises money.

Wilbur, Chapter 6: Providing Needed Educational Programs

Wilbur, Chapter 7: Making Your Meeting Work—For You and Your Members

6. Managing Public Relations

Examines the public relations tools that nonprofit's use to enhance the organization's image, increase participation, energize support around a critical issue, and support fund-raising.

Wilbur, Chapter 8: Using Public Relations Tools to Reach a Broader Audience

7. Managing Political support

One of the roles of many nonprofits is to be an advocate for your donors and constituents in government—national, regional, or local. Examines what it takes—organization, research, persistence, and enthusiasm—to have an impact on government.

Wilbur, Chapter 9: Getting Political support for your cause

Boris, E., and Mosher-Williams, R., "Nonprofit Advocacy Organizations: Assessing the Definitions, Classifications, and Data," *Nonprofit and Voluntary Sector Quarterly*, " 1998, 27(4), 488-506.

8. Managing International Opportunities

Provides approaches as to how professional societies, trade associations, and charitable or advocacy organizations can explore opportunities beyond national borders.

Wilbur, Chapter 10: Looking Beyond National Borders

9. Managing Information Technology

Focuses on setting realistic goals for employing information technology and equipping your nonprofit organization with the resources needed to keep up with the fast pace of change.

Wilbur, Chapter 11: The New Information Technology: Powerful Tools for Nonprofit Management, Marketing, and Communications

Ott, Chapter 36: Nonprofit Organizations in International Development: Agents of Empowerment or Preservers of Stability

10. Financial Management

Provides an overview of financial planning and accounting methods to achieve better management of financial resources.

Wilbur, Chapter 12: Financial Management

Ott, Chapter 26: Financial Statements and Fiscal Procedures

11. Human Resource Management

Focuses on a summary of human resources principles and practices that can improve a nonprofit organization's effectiveness and working environment.

Wilbur, Chapter 13: Your People and Their Environment

Ott, Chapter 29: Volunteer Administration

12. Management of the Legal Processes

Provides an overview of the legal rights, privileges, and obligations that nonprofit organization's have, and manager's role in ensuring that legal matters are handled properly. Wilbur, Chapter 14: Knowing Important Legal Requirements

(Illustrative syllabus follows)

NPM 352: Managing the Nonprofit Organization
FALL 2006

Instructor: Dr. John Doe

Office: FH 263B

Telephone: (843) 661-XXXX

E-mail: jdoe@fmarion.edu

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Required Background and Experience

Prerequisites: MGT 351 The Nonprofit Sector: Structure and Dynamics

Objectives

- (1) Increase understanding of the basic activities in nonprofit organizations that require management oversight.
- (2) To introduce students to the basic functions, processes, and practices of management in nonprofit organizations.
- (3) Increase awareness of the employment and career opportunities in the nonprofit organizations.

Text and References

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