

PAD 6144 - 5475 - Management of Nonprofit Organizations (Internet Mediated)
GCS 103
Saturdays 12:30 - 15:20
Dr. Ronald C. Nyhan_

Office Hours : Boca Library - Saturdays 11:00 - 12:20
Boca Rm 243 - Tues/Thurs - 13:00 - 15:30
Tower - Fridays 09:00 - 17:00

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Course Description

This is a multi-disciplinary course examining the historical, political, legal, ethical and societal environments in which nonprofit organizations operate. The course is a survey of some of the major contemporary public policy issues facing nonprofit organizations. The focus is on those nonprofit institutions that are considered to be public-serving, i.e., dedicated to serving the public at large as opposed to member-serving institutions. This primarily includes institutions involved with education, social services, health care, and the arts. The course is intended to meet the needs of both students who are seeking to enter the nonprofit field and those who have considerable experience working in non-profits.

The course examines both theoretical and practical issues and problems faced by managers of nonprofit organizations. The framework for the course is the nonprofit sector's role in a democracy and market economy, and the emerging policy issues raised by the interaction and competition of nonprofit organizations with the government and private sectors. The course is designed to provide for maximum interaction between the students and instructor.

Required Texts

PAD 6144 Reading Assignments - CD on sale in bookstore.
Nyhan, R. (2000). Step by Step Guide to Nonprofit Incorporation. \$10 check payable to FAU Foundation.

Course Related Journals (Available at the Boca Library)

Nonprofit and Voluntary Sector Quarterly
Nonprofit Management and Leadership

Course Grading

Alphabetic grades will be assigned based on the following accumulated scores: 100-95 A; 94-90 A-; 89-87 B+; 86-83 B; 82-80 B-; 79-77 C+; 76-73 C; 72-70 C-; 69-67 D+; 66-63 D; 62-60 D-; 59 and below F._ The course scores are weighted accordingly:

Nonprofit Project	30%
Online Exercises	20%
Case Studies (2)	20%
Final exam	20%

Participation

10%

Nonprofit Project - Creating a Nonprofit Organization

You will be responsible for creating your own nonprofit (charitable) organization. You may use an existing nonprofit as a model, but you may also create your own. The organization must have revenues in excess of \$25,000 and administer at least two programs. Initially (no later than September 14) you will create a mission statement and prepare a operating scenario. The operating scenario is a narrative description of the organization history, Board composition, staff size and skills, regular activities, description of funding sources, number and types of clients, and any other pertinent information. Students can work individually or in teams of two.

Once the initial organization is approved, you will use it throughout the semester to:

Draw up Articles of Incorporation and Bylaws

File for Florida incorporation

File for IRS tax exempt status

Establish a chart of accounts

Calculate payroll expenses

Establish a budget

Prepare annual financial statements

Design program outcomes

Develop a strategic plan

Students will submit sections as required and keep a permanent three-ring binder with each section to be submitted at the end of the course. Grades will be based on quality, completeness and on-time delivery for individual assignments.

On-line Exercises

Students will be given several exercises to be completed via the internet. The results will be posted via a special section on the Blackboard© bulletin board. Responses to all exercises will be graded as exceptional (100%); completed (80%) or not completed (0%). All on-line exercise responses must be posted via the Blackboard© bulletin board or E-mail on or before the class.

Case Studies

Case studies consist of reading and understanding each case and preparing at least a four page response to the case. In general, each report should include:

1. A clear statement of the managerial decision problem(s) or issue(s)
2. Key questions that must be answered by recommendations
3. Any theoretical framework for addressing the problems/issues
4. Options for addressing each problem/issue
5. Discussion of feasibility/desirability of options:
 - ethically
 - politically
 - administratively
6. Final recommendations

Further guidelines are provided on the course website.

Final Examination

There will be a written final examination. It will consist of multiple choice and true/false objective questions.

Ph. D. Students

Ph.D. students who elect to take this course must complete an additional research paper 20-30 pages on a topic chosen by the Instructor.

Classroom/Internet Participation

Students are expected to read assigned materials in advance of each lecture. For each on-line session students are expected participate by posting their own observations/comments/questions via the Blackboard© bulletin board to all class members.

Using Blackboard

To access Blackboard, log onto your Internet carrier and type address - <http://blackboard.fau.edu>
Type your login and password using instructions on the page.

Class Topics and Deliverables Schedule

Class 1 - August 24 - Introduction.

A brief lecture on the nonprofit sector. Instructor and students will discuss the course contract.

Class 2 - August 31 - **Seminar #1** - *History and Theoretical Foundations of Nonprofit Sector*.

Required Readings

Nyhan, Introduction to the Nonprofit Sector, Chapter 1.

Nyhan, Introduction to the Nonprofit Sector, Chapter 2.

Recommended Readings

Carnegie, A. The Gospel of Wealth.

Assignments Due:

1. Log on to Blackboard©
2. Download Acrobat Adobe Reader, if needed.
3. Construct three objective questions, at least one multiple choice, based on assigned readings. (Post to *Bulletin Board - Questions #1*).

Class 3 - September 7 - **Seminar #2**: *Starting a Nonprofit Corporation*.

Required Reading:

Nyhan, Step by Step Guide to Nonprofit Incorporation

Assignments Due:

Construct three objective questions, at least one multiple choice, based on assigned readings. (Post to *Bulletin Board - Questions #2*)

Class 4 - September 14 - **Online #1** - *What is the Nonprofit Sector?*

Required Readings:

Text: Salamon, America's Nonprofit Sector, Chapters 3; 6-8.

Assignments Due:

Mission statement and operating scenario. (Post to *Bulletin Board - Exercise #1*)
Construct three objective questions, at least one multiple choice, based on assigned readings.
(Post to *Bulletin Board - Questions #3*)

Class 5 - September 21 - **Seminar #3** - *Financial Management*

Required Readings:

Text: Bryce, H. Financial & Strategic Management for Nonprofits, Chapter 15.

Assignments Due:

Articles of Incorporation, Bylaws, Florida Incorporation filing cover letter. (Post to *Bulletin Board - Exercise #2*)
Construct three objective questions, at least one multiple choice, based on assigned readings.
(Post to *Bulletin Board - Questions #4*)

Class 6 - September 28 - **Online #2** - *Board Governance*

Required Readings:

Text: Smith, Bucklin, The Complete Guide to Nonprofit Management, Chapter Two.
Hummel, Starting and Running a Nonprofit Organization, Board of Directors.

Recommended Reading

Internet: <http://www.gov.on.ca/OMAFRA/english/rural/facts/96-037.htm>

Assignments Due:

Download and review IRS Form 1023
Establish a chart of accounts and budget (numbers for Projected year). (Post to *Bulletin Board - Exercise #3*)
Construct three objective questions, at least one multiple choice, based on assigned readings.
(Post to *Bulletin Board - Questions #5*)

Class 7 - October 5 - **Seminar #4** - *Board Governance and IRS Filings*

Required Readings:

Wolfe, Managing a Nonprofit Organization

Assignments Due: Annual financial statements. (Post to *Bulletin Board - Exercise #4*)
Construct three objective questions, at least one multiple choice, based on assigned readings.
(Post to *Bulletin Board - Questions #6*)

Class 8 - October 12 - **Online #3** - *Strategic Planning for Nonprofits*

Required Readings:

Text: Bryce, H. Financial & Strategic Management for Nonprofits, Chapters 17,18.

Internet: <http://www.wmich.edu/nonprofit/Guide/guide7.htm>

Assignments Due:

IRS Tax Exemption Application. (Post to *Bulletin Board - Exercise #5*)
Construct three objective questions, at least one multiple choice, based on assigned readings.
(Post to *Bulletin Board - Questions #7*)

Class 9 - October 19 - **Seminar #5** - *Performance Measurement and Program Evaluation*

Guest Speaker, Dr. Laurie George, Vice President United Way of Palm Beach County.

Required Reading:

<http://www.evaluation.co.uk/evaluation/evaluation%20guide.html>

Recommended Reading

<http://www.wkkf.org/Documents/WKKF/EvaluationHandbook/EvalHandbook.pdf>

Assignments Due:

Strategic Plan. (Post to *Bulletin Board - Exercise #6*)

Construct three objective questions, at least one multiple choice, based on assigned readings.
(Post to *Bulletin Board - Questions #8*)

Class 10 - October 26 - **Online #4** - *Case Study #1 - East Coast Orchestra*

Required Reading: Case Study #1

Assignments Due:

Case Study #1 analysis (*E-mail to Instructor before November 2 or bring to class*)

Class 11 - November 2 - **Seminar #6** - Administrative Issues & Discussion of Case Study #1

Required Reading:

<http://www.evaluation.co.uk/evaluation/evaluation%20guide.html>

Recommended Reading

<http://www.wkkf.org/Documents/WKKF/EvaluationHandbook/EvalHandbook.pdf>

Assignments Due:

Programs outcome report. (Post to *Bulletin Board - Exercise #7*)

Construct three objective questions, at least one multiple choice, based on assigned readings.
(Post to *Bulletin Board - Questions #9*)

Class 12 - November 9 - **Online #5** - Case Study #2 - Creating Youth Services Collective in Savanna

Required Reading: Case Study #2

Assignments Due:

Case Study #2 analysis (*E-mail to Instructor before November 16 or bring to class*)

Class 13 - November 16 - **Seminar #7** - Legal and Ethical Issues & Discussion of Case Study #2

Required Readings:

Text: Bryce, H. Financial & Strategic Management for Nonprofits, Chapter 6.

Recommended Reading:

Internet: <http://www.mdnonprofit.org/ethicbook.htm>

<http://www.mapnp.org/library/ethics/ethxgde.htm>

Assignments Due:

Code of Ethics (Post to *Bulletin Board - Exercise #8*)

Construct three objective questions, at least one multiple choice, based on assigned readings.
(Post to *Bulletin Board - Questions #10*)

Class 14 - November 23 - **Seminar #8** - Future of Nonprofits

Light, P. 2000. The Tides of Reform.

Internet: http://www.urban.org/tax/08_10_98.html

Assignments Due:

Construct three objective questions, at least one multiple choice, based on assigned readings.
(*Post to Bulletin Board - Questions #11*)

November 30 - Thanksgiving vacation

Class 15 - December 7 - Final Exam