

# UAPP 672-472-010: Nonprofit Organizations: Scope, Framework, and Dynamics

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Office Hours Monday 1-3 & by Appointment

This course is designed as an introduction to essential concepts and dynamics of the Nonprofit Sector (also known as the Voluntary or Independent sector) and its organizations. In terms of competencies students can expect to develop, by the end of the course students should:

1. Understand the complex array of institutions that collectively comprise the nonprofit sector (e.g. nonprofit service organizations, organized philanthropy, CDC's, voluntary associations, etc.);
2. Comprehend the dynamics of nonprofit organizations' relationships with other sectors and institutions in the U.S., especially the way public policies and government action impact their activities.
3. Have a working awareness of and appreciation for the full scope and dimensions of the nonprofit sector's contributions to the state, the nation and beyond.
4. Understand the critical pressures confronting nonprofits in the twenty-first century, and how effective nonprofit leaders are coping with those pressures.

Topics include: theoretical and historical perspectives on the growth and development of the nonprofit sector; the contemporary roles, functions and dynamics of nonprofit organizations within American society (not only as service providers but as civic and democratic actors); and the major challenges facing nonprofit managers as a consequence of emerging but durable societal changes—e.g. devolution, commercialization pressures, fiscal strain, faith-based policy initiatives, and an increased emphasis on for-profit enterprises as competitors. Special attention is given to the critical but increasingly volatile relationship between nonprofits and state and local government, and to the leadership challenges this relationship poses for nonprofits in the areas of contracting, collaboration, performance accountability and advocacy.

The following are required texts for this course:

LeRoux, K., & Feeney, M. K (2014). *Nonprofit Organizations and Civil Society in the United States*. Routledge.

Salamon, L. M. (2012) *The State of Nonprofit America* [2nd Edition] Washington, D.C.: The Brookings Institution

## Course Requirements

It is expected that students will come to class fully familiar with the readings, and with particular questions/issues in mind that they would like to discuss

Two major take home exams will be given (a midterm and a final exam). You will also be expected to complete a short 8- 10 page paper on a nonprofit topic or service learning project. More will be discussed about the paper assignment in class. Values for each of these elements as part of your grade are as follows:

Midterm exam	25% Take Home
Final Exam	25% Take Home
Class Participation (including Quality of Discussion Questions submitted)	25%
Paper Assignment or Service Learning Project	25% Due Last Class

### Class Policies

Contacting Me: My office is located in Graham Hall, Room 298D. My telephone number is 302-631-0765 and my email address is [mcnuttjg@udel.edu](mailto:mcnuttjg@udel.edu). It is always easier to contact me through e-mail.

Expectations: You are expected to have read the assigned readings and participate meaningfully in the class discussions. I also expect that you will behave in a professional manner and to demonstrate respect for your colleagues.

My plan is to run the course as an interactive seminar. This means that your involvement in making the course a success is critical and that it is vitally important for you to have read the assigned readings. I am strongly committed to instructional technology and I plan to make this as much a part of the course as is possible. I am starting from the assumption [backed up by considerable research and theory building] that many of the things that are true today in the nonprofit sector will not be true in the near future. The challenges we faced in the past are not the challenges we will face in the future. On balance, the opportunities that will be available are also more than we expect today. This is an exciting time to be part of the nonprofit sector and one that offers considerable potential. I bring my experiences as a practitioner, consultant and scholar to this course. I expect and hope that you will contribute your experiences and ideas to making the course a success.

Attendance: While attendance is not required (eg: I don't take points off for absences) I strongly advise you not to miss any classes. It is very difficult to successfully complete this course without attending.

Illnesses: Please Stay Home if you are ill. I will be happy to help you make up the work. It is completely up to you to decide if you are sick enough to stay home.

Standards for Written Material: All material must conform to commonly accepted standards of scholarly and professional writing. Material must be typed, double spaced, presented in APA format and all references must be documented. This is NOT conversational writing. Please submit any material by e-mail. The file name must be your name and the name of the course. It must be in Word. Please do not use pdf. I will not provide grades by e-mail or over the telephone.

Weather: If the university is closed we will not be having class. If you reasonably feel that it would be risky to make it to class, I encourage you to stay home. University Policy States:

*Faculty and students are not expected to take unnecessary risks to meet their teaching and learning obligations due to inclement weather. When classes have not been canceled, it is a matter of personal judgment whether traveling to campus is hazardous. Faculty should notify their departmental offices when weather precludes them from meeting their teaching obligations; similarly, students should notify their professors when inclement weather precludes them from class attendance. In such cases, students should be allowed to make up missed class time and, whenever possible, canceled classes should be rescheduled.*

Cheating and Academic Dishonesty: I plan to follow the University's policy on Academic Dishonesty: *It is the official policy of the University of Delaware that all acts or attempted acts of alleged student academic dishonesty be reported to the Office of Judicial Affairs. At the faculty member's discretion and with the concurrence of the student or students involved, some cases, though reported to the Office of Judicial Affairs, may be resolved within the confines of the course. All others will be adjudicated within the Undergraduate Student Judicial System. See the [Student Guide to University Policies](#) for complete information concerning this referral process" (UD Faculty Handbook)*

Disability: University Policy States that: "Any student who thinks he/she may need an accommodation based on a disability should contact the Office of Disability Support Services (ODSS) office as soon as possible. The ODSS is located at 240 Academy Street, Alison Hall Suite 130, Phone: 302-831-4643, fax: 302-831-3261, website: [www.udel.edu/DSS](http://www.udel.edu/DSS). You may contact ODSS at [dssoffice@udel.edu](mailto:dssoffice@udel.edu)" (UD Faculty Handbook)

Religious Holidays: "It is the policy of the University of Delaware not to cancel classes on religious holidays. However, students and faculty are encouraged to exercise their own judgment pertaining to their attendance on these days." (UD Faculty Handbook)

Faculty Statement on Disclosures of Instances of Sexual Misconduct If, at any time during this course, I happen to be made aware that a student may have been the victim of sexual misconduct (including sexual harassment, sexual violence, domestic/dating violence, or stalking), I am

obligated by federal law to inform the university's Title IX Coordinator. The university needs to know information about such incidents to, not only offer resources, but to ensure a safe campus environment. The Title IX Coordinator will decide if the incident should be examined further. If such a situation is disclosed to me in class, in a paper assignment, or in office hours, I promise to protect your privacy—I will not disclose the incident to anyone but the Title IX Coordinator. For more information on Sexual Misconduct policies, where to get help, and reporting information please refer to [www.udel.edu/sexualmisconduct](http://www.udel.edu/sexualmisconduct). At UD, we provide 24 hour crisis assistance and victim advocacy and counseling. Contact 302-831-2226, Student Health Services, to get in touch with a sexual offense support advocate

## Course Schedule

<b>2/7</b>	<b>Introduction and Overview of the Course</b>
<b>2/14</b>	<p><b>Defining the Nonprofit Sector and Civil Society</b></p> <p>Readings:</p> <p>LeRoux, &amp; Feeney, Chapter 1. Salamon, Chapter 1</p>
<b>2/21</b>	<p><b>Historical and Legal Foundations of the Nonprofit Sector</b></p> <p>Readings:</p> <p>LeRoux, &amp; Feeney, Chapter 2</p> <p>Hall, P. D. (2013). Philanthropy, the Nonprofit Sector &amp; the Democratic Dilemma. <i>Daedalus</i>, 142(2), 139-158</p>
<b>2/28</b>	<p><b>Theories of the Nonprofit Sector</b></p> <p>Readings:</p> <p>LeRoux, &amp; Feeney, Chapter 3</p> <p>Smith, D. H. (1997). The rest of the nonprofit sector: Grassroots associations as the dark matter ignored in prevailing "flat earth" maps of the sector. <i>Nonprofit and Voluntary Sector Quarterly</i>, 26(2), 114-131.</p> <p>Video: Seven Steps to Starting a Nonprofit <a href="http://www.nonprofithub.org/starting-a-nonprofit/7-steps-to-starting-a-nonprofit-video/">http://www.nonprofithub.org/starting-a-nonprofit/7-steps-to-starting-a-nonprofit-video/</a></p>

3/7	<b>No Class Mid Term</b>
3/14	<b>Nonprofits and Community Building</b>  Readings:  LeRoux, & Feeney, Chapter 4  Video; Ted-UCLA Inspiring Change tough Community Organization. <a href="https://www.youtube.com/watch?v=-DtILpmsCcA">https://www.youtube.com/watch?v=-DtILpmsCcA</a>
3/21	<b>Community Service and Voluntary Action (Exam One Due)</b>  Readings:  LeRoux, & Feeney, Chapter 5  Cnaan & Wineburg, (2009) Faith-Based Organizations in Delaware. Report produced for United Way of Delaware, 2009  Curtis, K., & Copeland, I. (2003). The Impact of Welfare Reform on Nonprofits and the People They Serve in Delaware. <i>Center for Community Research and Service at the University of Delaware</i> .  Salamon--Chapter 4 Social Services 192 <i>Steven Rathgeb Smith</i>  Temko, E. J. (2010). Democratic governance and civic health in Newark, Delaware: A case study. <i>National Civic Review</i> , 99(4), 52-59  Spring Break 3/27
4/4-4/11	<b>Philanthropy, Foundations, and Giving</b>  Readings:  LeRoux, & Feeney, Chapter 6. Salamon-12 Foundations and Corporate Philanthropy 459 <i>Leslie Lenkowsky</i> Salamon--13 Individual Giving and Volunteering 495 <i>Eleanor Brown and David Martin</i>  Video Ashoka Fellow Martin Flick <a href="https://www.youtube.com/watch?v=VW9RyfCgJiA">https://www.youtube.com/watch?v=VW9RyfCgJiA</a>
4/18	<b>The Influence of Nonprofit Organizations on the Political Environment</b>  Readings:

	<p>LeRoux, &amp; Feeney, Chapter 8.</p> <p>Salamon: Civic Participation and Advocacy 394 Elizabeth T. Boris with Matthew Maronick</p>
4/25	<p><b>Nonprofit and Voluntary Activism: Social Movements and Protest Politics</b></p> <p>Readings</p> <p>LeRoux, &amp; Feeney, Chapter 8.</p> <p>Salamon, Environmental Organizations 294 <i>Carmen Sirianni and Stephanie Sofer</i></p> <p><b>Video:</b></p> <p>Wael Ghonim: Let's design social media that drives real change  <a href="https://www.ted.com/talks/wael_ghonim_let_s_design_social_media_that_drives_real_change">https://www.ted.com/talks/wael_ghonim_let_s_design_social_media_that_drives_real_change</a></p>
5/2-5/9	<p><b>Economic Contributions of Nonprofit Organizations</b></p> <p>Readings:</p> <p>LeRoux, &amp; Feeney, Chapter 9.</p> <p>Salamon--Chapter: 14 Commercialization, Social Ventures, and For-Profit Competition 521  Dennis R. Young, Lester M. Salamon, and Mary Clark Grinsfelder</p> <p>Salamon- Chapter 15 Devolution, Marketization, and the Changing Shape of Government-Nonprofit Relations 549  Kirsten A. Grønbjerg and Lester M. Salamon</p> <p><b>Video:</b> Melinda Gates What nonprofits can learn from Coca-Cola.  <a href="https://www.ted.com/talks/melinda_french_gates_what_nonprofits_can_learn_from_coca_cola?language=en">https://www.ted.com/talks/melinda_french_gates_what_nonprofits_can_learn_from_coca_cola?language=en</a></p>
5/16	<p><b>The Future of Nonprofits and Civil Society</b></p> <p>Readings</p> <p>LeRoux, &amp; Feeney, Chapter 10</p>

### Resource Bibliography

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