Instructor: Muthusami Kumaran, Ph.D.,
Department of Family, Youth & Community Sciences
Office: 3002-B McCarty Hall D
Phone # 352-273-3524   E-mail: via e-learning

Class Meeting Time: Wednesday Periods 7-9 (1:55 - 4:55pm)
Location: RNK # 0110

Instructor Office Hours: R 3:00 – 5:00 pm or by appt.

Course Description: This course explores the realm of the nonprofit sector, especially the fundamental organizational and management aspects of nonprofit organizations. The course relies heavily on lectures, reading assignments, and a course project designed to provide students with hands-on experience in creating a development plan for a new nonprofit organization of their choice.

Course Goal: Students will gain knowledge on the various organizational structures and management functions of nonprofit organizations. Students will also develop working knowledge on establishing a new nonprofit organization, incorporating various best management practices.

Course Objectives: After completing this course, students will be able to:

▪ Understand the historical growth of the nonprofit sector in the US and its current status
▪ Understand the founding blocks of establishing a new nonprofit organization
▪ Demonstrate knowledge on sound program planning & evaluation, and strategic planning for a functioning nonprofit organization
▪ Interpret the importance of the executive leadership and human resources management for efficient nonprofit operations
▪ Explain appropriate nonprofit financial management practices and a systematic fund raising process with marketing orientation
▪ Interpret the various roles of volunteers and aspects of volunteer management
▪ Explain the legal framework within which the nonprofit sector operates and the key ethical considerations to promote goodwill
▪ Explain the fundamentals of risk management including risk analysis and mitigation practices
▪ Explain how the nonprofit sector operates in a global context and describe the organization and operations of an international nonprofit organization
▪ Understand how various sub-sectors of nonprofits operate
▪ Obtain skills in identifying and analyzing issues and emerging trends in nonprofit sector
▪ Apply all the knowledge gained into completing a Development Plan that incorporates key elements for establishing a new nonprofit organization of students' choice

1 The Instructor reserves the right to change any aspect of this syllabus and to make appropriate updates.
**Required Readings:** Students are required to have the following textbooks for this course:


In addition, few other required readings will be made available through e-learning. Class resources, announcements, updates, and assignments will also be made available through e-learning, so check the course Canvas site frequently at: [http://elearning.ufl.edu/](http://elearning.ufl.edu/).

### COURSE CALENDAR

<table>
<thead>
<tr>
<th>Wk</th>
<th>Topic</th>
<th>Lessons</th>
<th>Readings</th>
<th>Assignments Due*</th>
</tr>
</thead>
</table>
| 1  | Aug 23| Introduction Nonprofit Sector in the USA | Course Overview  
History, Roles, Classification,  
Scale & Scope of the Sector | Renz 1, 3  
Salamon 1  
IRC Org. Reference Chart &  
# of Nonprofits in the U.S. 2003-13 |  |
| 2  | Aug 30| Founding Blocks of a Nonprofit I  
Part 1: Starting a Nonprofit Organization  
Part 2: Governance and Governing Documents | Salamon 3 |  |
| 3  | Sep 6 | Founding Blocks of a Nonprofit II  
Part 1: The Board of Directors – Roles and Responsibilities  
Part 2: The Board of Directors – Legal Duties | Renz 5  
Salamon 4  
IRS Form 1023 |  |
| 4  | Sep 13| Program Planning & Evaluation  
Part 1: Program Planning  
Part 2: Program Evaluation | Renz 15  
Salamon 2  
Logic Models | Assignment # 1  
Field Visit Report |  |
| 5  | Sep 20| Strategic Planning | Strategic Planning | Renz 9  
Salamon 7  
10 Keys to Strategic Planning | Assignment # 2  
Foundations of the new nonprofit |
<table>
<thead>
<tr>
<th>Date</th>
<th>Topic</th>
<th>Part 1</th>
<th>Part 2</th>
<th>Assignment</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Oct 25</td>
<td>Marketing, Community Relations, &amp; Advocacy</td>
<td>Part 1: Marketing the Nonprofit Cause</td>
<td>Part 2: Community Relations &amp; Communications</td>
<td>Renz 11, 12, &amp; 13</td>
<td>Salamon 10</td>
</tr>
<tr>
<td>Nov 1</td>
<td>Legal &amp; Ethical Aspects of Nonprofit Management</td>
<td>Part 1: Legal aspects of Nonprofit Management</td>
<td>Part 2: Ethical considerations in Nonprofit Management</td>
<td>Renz 2, 4,7</td>
<td>Salamon 16</td>
</tr>
<tr>
<td>Nov 15</td>
<td>International Perspectives on Nonprofits</td>
<td>Part 1: Nonprofits around the World</td>
<td>Part 2: International Non Governmental Organizations</td>
<td>Salamon 8</td>
<td></td>
</tr>
<tr>
<td>Date</td>
<td>Event Description</td>
<td>Due Date</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------</td>
<td>--------------------------------------------------------</td>
<td>-------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Nov 29</td>
<td>New Nonprofit Development Plan presentations I</td>
<td>Development Plan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Class Presentations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dec 6</td>
<td>New Nonprofit Development Plan presentations II</td>
<td>Development Plan</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Class Presentations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Course Project: Nonprofit Development Plan DUE**

*Class presentations of nonprofit field trip experience: Sessions 4 – 12; theme paper: Sessions 7 – 13*

**GRADES**

<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>950+</td>
</tr>
<tr>
<td>A-</td>
<td>900-949</td>
</tr>
<tr>
<td>B+</td>
<td>870-899</td>
</tr>
<tr>
<td>B</td>
<td>830-869</td>
</tr>
<tr>
<td>B-</td>
<td>800-829</td>
</tr>
<tr>
<td>C+</td>
<td>770-799</td>
</tr>
<tr>
<td>C</td>
<td>730-769</td>
</tr>
<tr>
<td>C-</td>
<td>700-729</td>
</tr>
<tr>
<td>D+</td>
<td>670-699</td>
</tr>
<tr>
<td>D</td>
<td>630-669</td>
</tr>
<tr>
<td>D-</td>
<td>600-629</td>
</tr>
<tr>
<td>E</td>
<td>&lt;600</td>
</tr>
</tbody>
</table>

**Course Grading:** Grades will be based on the following:

- 5 Assignments: 500 points
- Research Paper and Presentation: 200 points
- Course Project: Development Plan: 200 points
- Class participation: 100 points

**TOTAL** 1,000 points

**Extra Credits** up to 25 points

**COURSE REQUIREMENTS**

**Five Assignments (500 points):** Students will be required to complete five assignments designed to increase understanding of management functions of nonprofit organizations. Specific instructions for each assignment will be provided. These five assignments are:

**Assignment 1: Nonprofit Field Visit Report and Class Presentation (100 points):** Each student will visit a nonprofit organization, develop an organizational profile, volunteer with the organization, and interview an executive staff member. Students will develop a written
report on their experience (50 points) and will deliver a 15 minute presentation in class about their field visit (50 points).

Assignment 2: Foundations of the New Nonprofit Paper (100 points): Students will develop the concept, rationale, and governance of their new nonprofit organization.

Assignment 3: Program and Evaluation Plan Paper (100 points): Students will develop the program planning and evaluation elements of their new nonprofit organization.

Assignment 4: Resource Development Paper (100 points): Students will develop the human resources, volunteer management, and fundraising elements of their new nonprofit organization.

Assignment 5: Development Plan/Course Project Presentation (100 points): Students will develop a PowerPoint presentation and deliver it in class covering major aspects of their development plan for 20 minutes. The schedule for presentations will be posted.

Theme Paper and Class Presentation (200 points): Each student will choose a topic related to nonprofit organizations and management, and get the approval of the instructor. The student will conduct research on the chosen topic and write a research theme paper (10 -12 pages, double spaced) in standard APA format. Student will also make a class PowerPoint presentation of the theme paper for 20 minutes. The theme paper is worth 100 points and the class presentation is worth 100 points. Further instructions will be provided and the schedule of presentations will be posted.

Course Project: Development Plan for a new Nonprofit Organization (200 points): Students will incorporate knowledge gained about nonprofit management practices throughout the course into a required development plan for a new nonprofit organization of their choice. This course project will include elements from the previous assignments. Further instruction will be provided.

Discussions on assigned readings & Class participation (100 points): Students are expected to complete assigned readings and assignments in a timely manner and actively participate during lectures, class discussions and small group discussions. Each class session will have a group discussion on assigned readings. Discussions will be led by assigned student who will give an over view of the topic(s) covered in the readings (about 5 minutes) and initiate a discussion by asking a series of appropriate questions. Leading the discussion is worth 50 points and active class participation accounts for the final 50 points. The schedule for discussion leads will be posted.

Extra Credit Opportunities (up to 25 points): Students will get opportunities for a total of up to 25 extra credit points throughout the semester. Extra credit points will be given for various activities, optional assignments, etc.

Late Assignments: All late assignments will be penalized 10% for each day late. This penalty starts the minute after the assignment was due. It is the student’s responsibility to ensure that assignments are received by the instructor by the time described on each assignment. Only University-approved excuses will be accepted.
CLASSROOM POLICIES

Electronic Devices
Make sure that all electronic devices (smart phones, ipods, pagers, gaming devices, etc.) are turned off during class and that outside reading materials are put away. If your electronic device or behavior becomes disruptive, you will be asked to leave the class room. Open laptop computers are allowed in the class ONLY for notes taking and other course related purpose. Any student who is seen texting or with an open laptop computer for purposes unrelated to the course will be asked to leave the class room.

Respect
Treat your fellow classmates and the instructor with respect. During lecture and discussion, side conversations, inappropriate remarks, and other rude activities will not be tolerated.

COURSE POLICIES

Communications
If you have a routine question (such as grade, absence, etc.), contact the instructor via email, or meet with the instructor during office hours. ALL emails to the instructor need to be sent via Canvas (and not via @ufl.edu).

Grades and Grade Points
For information on current UF policies for assigning grade points, see https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx

Absences and Make-Up Work
Requirements for class attendance and make-up exams, assignments and other work are consistent with university policies that can be found at: https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx

Academic Honesty
As a student at the University of Florida, you have committed yourself to uphold the Honor Code, which includes the following pledge: “We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity.” You are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit at the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment."

It is assumed that you will complete all work independently in each course unless the instructor provides explicit permission for you to collaborate on course tasks (e.g. assignments, papers, quizzes, exams). Furthermore, as part of your obligation to uphold the Honor Code, you should report any condition that facilitates academic misconduct to appropriate personnel. It is your individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code. Violations of the Honor Code at the University of Florida will not be tolerated. Violations will be reported to the Dean of Students.
Office for consideration of disciplinary action. For more information regarding the Student Honor Code, please see: http://www.dso.ufl.edu/SCCR/honorcodes/honorcode.php.

Software Use:
All faculty, staff and students of the university are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual violator. Because such violations are also against university policies and rules, disciplinary action will be taken as appropriate.

Campus Helping Resources
Students experiencing crises or personal problems that interfere with their general well-being are encouraged to utilize the university’s counseling resources. The Counseling & Wellness Center provides confidential counseling services at no cost for currently enrolled students. Resources are available on campus for students having personal problems or lacking clear career or academic goals, which interfere with their academic performance.

- **University Counseling & Wellness Center**, 3190 Radio Road, 352-392-1575, [www.counseling.ufl.edu/cwc/](http://www.counseling.ufl.edu/cwc/)
- Counseling Services
- Groups and Workshops
- Outreach and Consultation
- Self-Help Library
- Training Programs
- Community Provider Database

- **Career Resource Center**, First Floor JWRU, 392-1601, [www.crc.ufl.edu/](http://www.crc.ufl.edu/)

Services for Students with Disabilities
The Disability Resource Center coordinates the needed accommodations of students with disabilities. This includes registering disabilities, recommending academic accommodations within the classroom, accessing special adaptive computer equipment, providing interpretation services and mediating faculty-student disability related issues. Students requesting classroom accommodation must first register with the Dean of Students Office. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the Instructor when requesting accommodation.

0001 Reid Hall, 352-392-8565, [www.dso.ufl.edu/drc/](http://www.dso.ufl.edu/drc/)