

# FYC 4409: Working with Nonprofit Organizations in Community Settings<sup>1</sup> Spring 2024

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**Class Meeting Times: Tuesday, periods 5&6 (11:45 am – 1:40 pm) at CHE #0316  
Thursday, period 6 (12:50 – 1:40 pm)**

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**Instructor: Muthusami Kumaran, Ph.D.**

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**Instructor Office Hours:** Fridays 1:00 – 3:30 pm or by appt.

**Teaching Assistant: Madison Passmore;** email: madison.passmore@ufl.edu

ALL communications within Canvas

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**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 group project designed to provide students with hands-on experience by 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 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
- Apply all the knowledge gained into completing a Development Plan that incorporates key elements for establishing a new nonprofit organization of students' choice

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<sup>1</sup> 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 textbook for this course:

Renz, D. O., & Associates (2010). *The Jossey-Bass handbook of nonprofit leadership and management*. San Francisco, CA: Jossey-Bass. (4<sup>th</sup> edition) ISBN: 9781118852965.

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://lss.at.ufl.edu/> .

### COURSE CALENDAR

Dates	Topics	Reading & Assignment Due Dates
<b>Week 1</b>		
<i>January 9</i>	Introduction and course overview & Nonprofit Sector in the USA	Handout
<i>January 11</i>	Course Project Group formation, instructions and discussion	None!
<b>Week 2</b>		
<i>January 16</i>	Founding Blocks of a Nonprofit I: Starting a Nonprofit Organization; Governance and Governing Documents	Renz 1, 2 & 3
<i>January 18</i>	Discussion on assignments; Group discussion on project	<b>Project Group Sign-up DUE</b>
<b>Week 3</b>		
<i>January 23</i>	Founding Blocks of a Nonprofit II: Board of Directors – Roles, Responsibilities & Legal duties	Renz 5 IRS Form 1023
<i>January 25</i>	Group discussion on readings	<b>Group 1: Renz 5 Assignment # 1 &amp; PPT DUE</b>
<b>Week 4</b>		
<i>January 30</i>	Program Planning & Evaluation	Renz 10, 11 & 16 Logic Models
<i>February 1</i>	Case study presentation; Group discussion on readings & project	<b>Group 2</b>
<b>Week 5</b>		
<i>February 6</i> <b>Online</b>	Strategic Planning	Renz 8 & 9 <i>10 Keys to Strategic Planning</i>
<i>February 8</i>	QUIZ	<b>QUIZ #1</b>

<b>Dates</b>	<b>Topics</b>	<b>Reading &amp; Assignment Due Dates</b>
<b>Week 6</b>		
<i>February 13</i> <b>Online</b>	Leadership & Human Resource Management	Renz 22 & 23
<i>February 15</i>	Case study presentation; Group discussion on readings & project	<b>Group 2</b> <b>Assignment 2 DUE</b>
<b>Week 7</b>		
<i>February 20</i>	Fiscal Management: The Budget & Accounting; Financial Statements & Auditing	Renz 17 & 21 Salamon 6
<i>February 22</i>	Case study presentation; Group discussion on readings & project	<b>Group 3</b>
<b>Week 8</b>		
<i>February 27</i> <b>Online</b>	Fundraising: Philanthropy and the Sector Introduction to Fundraising	Renz 18, 19 Salamon 13
<i>February 29</i>	QUIZ	<b>QUIZ #2</b>
<b>Week 9</b>		
<i>March 5</i>	Volunteer Management: Role of Volunteers in the Sector The Volunteer Management Process	Renz 24 Salamon 19
<i>March 7</i>	Case study presentation; Group discussion on readings & project	<b>Group 4</b> <b>Assignment 3 DUE</b>
<b><i>March 11 – 15: Spring Break – Enjoy a safe &amp; relaxing Spring Break!</i></b>		
<b>Week 10</b>		
<i>March 19</i> <b>Online</b>	Marketing, Community Relations, & Advocacy	Renz 13 & 14 Salamon 10
<i>March 21</i>	Case study presentation; Group discussion on readings & project	<b>Group 5</b>
<b>Week 11</b>		
<i>March 26</i> <b>Online</b>	Legal & Ethical Aspects of Nonprofit Management	Renz 4 & 7
<i>March 28</i>	Group discussion on readings & project	<b>Group 6</b> <b>Assignment 4 DUE</b>
<b>Week 12</b>		
<i>April 2</i>	Risk Management	PDF on Canvas
<i>April 4</i>	QUIZ	<b>QUIZ #3</b>
<b>Week 13</b>		
<i>April 9</i>	International Perspectives on Nonprofits	<b>None!</b>

Dates	Topics	Reading & Assignment Due Dates
<i>April 11</i>		<b>Assignment 5 DUE</b>
<b>Week 14</b>		
<i>April 16</i>	Group Development Plan presentations I	<b>Group Development Plan PPTs DUE</b>
<i>April 18</i>	Group Development Plan presentations II	
<b>Week 15</b>		
<i>April 23</i>	Course debrief	<b>Group Development Plans DUE</b>

### Key Dates

<i>Assignment #1 - Report &amp; PPT: January 25</i> <i>Quiz #1: February 8</i> <i>Assignment #2: February 15</i> <i>Quiz #2: February 29</i> <i>Assignment #3: March 7</i>	<i>Assignment #4: March 28</i> <i>Quiz #3: April 4</i> <i>Assignment #5: April 11</i> <i>Group Development Plan presentations: April 16 &amp; 18</i> <i>*Group Development Plans are due on April 23</i>
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### GRADES

<b>Grading Scale:</b>	
Letter Grade	Points
A	960+
A-	920-959
B+	890-919
B	850-889
B-	820-849
C+	790-819
C	750-789
C-	720-749
D+	690-719
D	650-689
D-	600-649
E	<600

<b>Course Assignments:</b> Grades will be based on the following:	
Discussions on Reading	75 points
5 Brief Group Assignments	425 points
Two Quizzes	200 points
Development Plan	200 points
Attendance & class participation	50 points
<b>TOTAL</b>	<b>1000 points</b>
Extra credit points	up to 25

## COURSE REQUIREMENTS

**Discussions on assigned readings led by Groups (75 points):** Students are expected to complete assigned readings and discuss key information from readings in class. Each group will consist of 3 - 4 students (self-assigned). Each group will lead discussion on assigned readings during designated class session. Discussions will be led by assigned groups, whose members will give an overview of the topic(s) covered in the readings (about 10 minutes) and initiate a discussion by asking a series of appropriate questions. Leading active discussion is worth 75.

**Five Group Assignments (425 points):** Students will be required to complete five group assignments designed to increase understanding of management functions of nonprofit organizations. Each student is expected to contribute equally to her/his group assignments. Specific instructions for each assignment will be provided. These five assignments are:

**Assignment 1: Nonprofit Case Study Report and Cass Presentation (100 points):**

Student groups will conduct online case study research on a nonprofit organization, develop a written case study report (50 points) and will deliver a 15 minute presentation in class about their case study (50 points).

**Assignment 2: Concept Paper (75 points):** Student groups will develop the concept, rationale, and governance of their new nonprofit organization.

**Assignment 3: Program and Evaluation Plan Paper (75 points):** Student groups will develop the program planning and evaluation elements of their new nonprofit organization.

**Assignment 4: Resource Development Paper (75 points):** Student groups will develop the human resources, volunteer management, and fundraising elements of their new nonprofit organization.

**Assignment 5: Development Plan/Group Project Presentation (100 points):** Each group will develop a PowerPoint presentation and deliver it in class covering major aspects of their development plan for 15 minutes. Each team member is expected to contribute to both the development and delivery of the presentation.

**Two Quizzes (200 points):** Three quizzes based on specifically-defined readings and lectures will be required. Each quiz will consist of 20 multiple choice questions. Each quiz will be worth 100 points. For the final grade, only two quizzes with the highest scores will be considered (ie: one quiz with the lowest score will be dropped). Students are required to take ALL three quizzes.

**Group 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 group assignments. There will be two parts to this Development Plan: i) the written plan - 100 points, and ii) presentation of the plan to the class - 100 points. It will be a 20 minutes group presentation using PowerPoint slides. An internal peer review process will be used and each member of the group is required to complete group assessment forms for the two parts of her/his group project. Further instructions will be provided.

**Class participation and Attendance (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. Students are required to sign the attendance sheet every

class. Each student will receive ONE unexcused absences during the semester. There will be penalty of 10 points for each additional absense in the class.

**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:** Late submission of assignments will not be accepted. It is the student's responsibility to ensure that assignments are received by the instructor and TA by the due date/time for each assignment. Only University-approved excuses on late assignments 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.*

### In-Class Recording

Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. See the details at:

[http://www.syllabus.ufl.edu/media/syllabusufledu/syllabi\\_policy\\_7\\_28\\_2021.pdf](http://www.syllabus.ufl.edu/media/syllabusufledu/syllabi_policy_7_28_2021.pdf)

### 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.

### Communications

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

## COURSE POLICIES

The course adheres to University of Florida's Syllabus Policy which can be accessed at: <http://www.syllabus.ufl.edu/syllabus-policy>.

### Assignments and other Course Work Policy

Students are required to complete all readings, lectures, and assignments provided in the syllabus and course calendars. All written assignments and the course project must be submitted through Canvas on appropriate assignment pages, and are due by 5:00 pm on the dates indicated on the course calendar. There is a six-hour grace period (until 11:00 pm on the due dates) for assignment submissions. All assignment pages will close on the dot at 11:01 pm and students will not be able to submit assignments after that time. **Late assignment submissions, through any other means, will not be accepted.**

- The grace period of six hours (5:00 – 11 pm) is intended to accommodate for any technical difficulties while trying to submit your assignment. If you wait until close to 11:00 pm before attempting to submit your assignment for the first time and experience technical difficulties, you will not be granted additional time as a result. You should attempt to submit by the scheduled due time/date (5:00 pm) and use the grace period to resolve technical issues that may arise, if any. **Do not wait until 11:00 pm to submit assignments as the assignment pages will close sharp at 11:01 pm and assignments will not be accepted after that time, resulting in a zero (0) grade.**
- Extension for assignment submission will be granted ONLY for University of Florida's approved medical and other reasons, and students are required to submit a written request along with necessary documents (such as a doctor's note) to the instructor for approval at least 24 hours prior to the scheduled due date. That is, approval must be obtained via email by 5:00 p.m. the day before an assignment is due. Requirements for assignments and other course work are consistent with university policies that can be found at: <https://catalog.ufl.edu/UGRD/academic-regulations/attendance-policies/>.
- In the event of an unforeseen emergency (accident, sudden illness, etc.), contact the instructor as soon as possible to request extension to submit assignment. Be proactive and forthcoming. Failure to communicate with the instructor may result in a zero (0) grade.
- Once again, assignments not submitted by their due dates and times will not be accepted resulting in zero (0) grade for such assignments.

### **Grades and Grade Points**

For information on current UF policies for assigning grade points, see <https://catalog.ufl.edu/UGRD/academic-regulations/grades-grading-policies/>.

### **Attendance 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/UGRD/academic-regulations/attendance-policies/>.

### **Online Course Evaluation Process**

Student assessment of instruction is an important part of efforts to improve teaching and learning. At the end of the semester, students are expected to provide feedback on the quality of instruction in this course using a standard set of university and college criteria. Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals.

Guidance on how to give feedback in a professional and respectful manner is available at: <https://gatorevals.aa.ufl.edu/students/>. Students will be notified when the evaluation period opens and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via <https://ufl.bluera.com/ufl/>. Summaries of course evaluation results are available to students at: <https://gatorevals.aa.ufl.edu/public-results/>.

### **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/process/student-conduct-honor-code>, and read The Student Honor and Conduct Codes in *The Orange Book* at: <https://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code/>

### **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.

### **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.

Disability Resource Center: 0001 Reid Hall, 352-392-8565, <https://disability.ufl.edu/>

### **Campus Helping Resources**

#### Health and Wellness

- U Matter, We Care: If you or someone you know is in distress, please contact [umatter@ufl.edu](mailto:umatter@ufl.edu), 352-392-1575, or visit [umatter.ufl.edu/](http://umatter.ufl.edu/) to refer or report a concern and a team member will reach out to the student in distress.
- Counseling and Wellness Center: Visit [counseling.ufl.edu/](http://counseling.ufl.edu/) or call 352-392-1575 for information on crisis services as well as non-crisis services.
- Student Health Care Center: Call 352-392-1161 for 24/7 information to help you find the care you need, or visit [shcc.ufl.edu/](http://shcc.ufl.edu/).
- University Police Department: Visit [police.ufl.edu/](http://police.ufl.edu/) or call 352-392-1111 (or 9-1-1 for emergencies).
- UF Health Shands Emergency Room / Trauma Center: For immediate medical care

call 352-733-0111 or go to the emergency room at 1515 SW Archer Road, Gainesville, FL 32608; [ufhealth.org/emergency-room-trauma-center](http://ufhealth.org/emergency-room-trauma-center).

#### Academic Resources

- E-learning technical support: Contact the UF Computing Help Desk at 352-392-4357 or via e-mail at [helpdesk@ufl.edu](mailto:helpdesk@ufl.edu).
- Career Connections Center: Reitz Union Suite 1300, 352-392-1601. Career assistance and counseling services [career.ufl.edu/](http://career.ufl.edu/).
- Library Support: [cms.uflib.ufl.edu/ask](http://cms.uflib.ufl.edu/ask) various ways to receive assistance with respect to using the libraries or finding resources.
- Teaching Center: Broward Hall, 352-392-2010 or to make an appointment 352-392- 6420. General study skills and tutoring. [teachingcenter.ufl.edu/](http://teachingcenter.ufl.edu/)
- Writing Studio: 2215 Turlington Hall, 352-846-1138. Help brainstorming, formatting, and writing papers. [writing.ufl.edu/writing-studio/](http://writing.ufl.edu/writing-studio/)
- Student Complaints On-Campus: [sccr.dso.ufl.edu/policies/student-honor-codestudent- conduct-code/](http://sccr.dso.ufl.edu/policies/student-honor-codestudent-conduct-code/)
- On-Line Students Complaints: [distance.ufl.edu/student-complaint-process/](http://distance.ufl.edu/student-complaint-process/)