

ASC 338.05
Professional Pathways in Non-Profit Organizations:
Organizations that Focus on Social Issues
2 Credits

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Course Goals

ASC 338.05 is designed to introduce students to world of non-profit organizations, in particular those whose missions address social issues and public service. The course will help students to learn about:

- A range of types of non-profit organizations that have a social issue focus (focus, organizational structure, size),
- The different types of work/tools involved, and
- The challenges and social issues involved in this type of non-profit management.

By an in-depth study of one local non-profit organization, students may begin to build relationships that can lead to internship experiences.

Course Description

As some of the leading experts in non-profit management note (Wolf, Drucker), clearly defining a non-profit organization is a complex task. The broadest definition can be based on state and federal regulations that give them tax-exempt status. Within that definition, non-profits can be categorized by their various missions: those that have a public purpose and those that do not (a soup kitchen versus a trade association, for instance). And within the category of public purpose missions, non-profits can be organized by type of public purpose. This course will focus on the type of non-profit that addresses social issues in our society.

In the preface to *Managing the Nonprofit Organization*, Peter F. Drucker offers one description of this kind of non-profit organization, contrasting it with businesses and government agencies. He notes, "the 'non-profit' institution[']s. . . 'product' is neither a pair of shoes [business] nor an effective regulation [government]. Its product is a changed human being. Their 'product' is a cured patient, a child that learns, a young man or woman grown into a self-respecting adult; a changed human life altogether" (xiv). In this course, you will learn how social issue-related non-profit organizations go about producing "changed human beings," what is involved in the kind of mission that addresses social or public service issues. You'll learn about this kind of non-profit through three different methods.

- 1) You will read and respond (in writing and in class discussions) to selections about the world of non-profit management.
- 2) You will listen and respond (in writing and in class discussions) to guest speakers who work in central Ohio social issue non-profit organizations.
- 3) You will present a written case study on one local non-profit organization, doing research through multiple means: traditional methods, the Internet, observation, and interviews.

Meeting Times

The course will meet each Tuesday, from 11:30-1:18. Most weeks, one hour will include at least one guest speaker from a local non-profit organization. A second hour will allow you opportunities to make connections among reading, speakers and experiential work through discussion and other class activities. If it is possible to coordinate everyone's

schedules, on some weeks, we may make off-campus visits to observe the work of our guest speakers' organizations.

Each speaker will address several topics:

- 1) Description of the non-profit where they work (mission, structure, size)
- 2) Overview of the social issues it addresses
- 3) Strengths of that organization
- 4) Description of his/her role in that organization and what skill sets/training they have found essential
- 5) Discussion of one particular aspect of non-profit management (leadership, working with board members, grant writing and fund-raising, volunteer recruitment and training, strategic planning, etc.)

Weekly Outline

Week 1	Introduction to Course Discussion of non-profit organizations: history and key elements that make these organizations different from for-profit organizations and government agencies Discussion of case study assignment.
Week 2	Non-Profit Overview Reading assignments: Bell, Daring to Lead 2006 Wolf, Chapter 1 "Understanding Non-Profit Organizations" Management Topic: Leadership Potential Speakers from United Way, FirstLink, Columbus Foundation
Week 3	Journal proposal of case study project due in class. For this assignment you may want to consider the following questions: What organization will you research? Why are you interested in that organization? What do you already know? How will you learn more? Reading assignment: Capacity Assessment Grid
Week 4	Health Issue Focus Reading assignments: Wolf, Chapter 2, "The Board" Proctor, Board Governance Management Topic: Working with a Board of Director Potential Speakers from NetCare Access, Neighborhood Health Centers
Week 5	Education Focus Reading assignment: Wolf, Chapter 3, "Assembling the Workforce" Chapter 4, "Personnel Policy" Management Topic: Working with Volunteers Potential Speakers from COSI, WOSU@COSI Possible off-campus visit

- Week 6 Arts and Culture Focus
 Management Topic: Visibility and Marketing
 Reading assignment:
 Wolf, "Chapter 5, "Marketing"
 Potential Speakers from King Arts Center, Wexner Center
- Week 7 Social Services and Housing Focus
 Reading Assignments:
 Wolf, Chapter 6, "Financial Management"
 Chapter 7, "Financial Statements and Fiscal
 Procedures"
 Chapter 8, "Fund Raising"
 Management Topic: Fund Raising and Grant Writing
 Potential Speakers from Children's Hunger Alliance, Action for
 Children, Neighborhood Services, Columbus Housing Partnership
- Week 8 Civic Participation and Advocacy Focus
 Management Topic: Strategic Planning
 Reading assignments:
 Wolf, Chapter 9, "Planning"
 Chapter 10, "Sustainability and Leadership"
 Chapter 11, "Making Things Better"
 Potential Speakers from Women's Fund of Central Ohio, WELD,
 Urban League
- Week 9 Presentations of case studies
- Week 10 Presentations of case studies

Assignments

Reading

The required readings for this course are:

Bell, Jeanne, Richard Myers, and Timothy Wolfred. Daring to Lead 2006: A National Study of Non-Profit Executive Leadership. CompassPoint Non-Profit Services and The Meyer Foundation. 17 Jan 2007.
 <<http://www.compasspoint.org/daringtolead2006>>.

McKinsey and Company. "Capacity Assessment Grid," Effective Capacity Building in Nonprofit Organizations. Venture Philanthropy Partners. 17 Jan 2007
 <<http://www.vppartners.org/learning/reports/capacity/capacity.html>>.

Proctor, Allen. Board Governance. Proctor Consulting. 17 Jan 2007
 <http://www.proctorconsulting.org/board_resources.html>.

Wolf, Thomas. Managing a Nonprofit Organization in the Twenty-First Century. NY: Fireside, 1999.

However, for their individual case studies, students may also want to consult some of the following resources:

Bell, Karen, Janet Jackson, Karen Schwartzwalder, Kathryn Sullivan, Mari Sunami, and Mary Jo Conte. Women Leading the Way: Reflections on Life and Leadership. Jefferson Center for Learning and the Arts.

Collins, Jim. Good to Great and the Social Sectors: A Monograph to Accompany Good to Great. NY: Collins, 2005.

Drucker, Peter F. Managing the Nonprofit Organization: Principles and Practices. NY: CollinsBusiness, 1990.

Writing

Reflection/Analysis Journals 40 points (5 points each)
By Friday, 5 pm of each of weeks one-eight, you will turn in a written reflection journal. (You can do this by posting to the Carmen web site.) In each journal, I'd like you to respond to the reading selection for that week and explore connections to the week's guest speaker. To get credit for each journal, you will need to write at least one page of reflection.

Case Study 10 points class presentation
40 points written presentation

By week three, you'll choose one local non-profit organization you are interested in learning more about. This will be the object of your case study. You'll spend the next five weeks learning about that organization through multiple methods of research (traditional and/or internet research, observation, interview) During weeks 9 or 10, you will present your case study to the class. At the end of week ten, you will turn in a 5-8 page written report on your chosen organization. The goals of each case study are to learn not only the "what's" of that organization:

- Mission
- History
- Organizational culture
- Kinds of work that are done there

but to show relationships with the "why's."

- What are the underlying social issues connected with this organization?
- How is its structure connected with the social issues it addresses?

Grading

ASC 338.xx is graded S/U. The final course grade will be based on the following point system:

Journals	40 points (5 points for each of 8 weeks)
Case Study	50 points (40 points for written case study, 10 points of class presentation)
Attendance/Participation	50 points (5 points/week)

Participation in class includes active listening to guest speakers and classmates, as well as participation in discussions of class, either verbally or in written/online form.

A minimum of 75% of the total points (105) is required for an "S."

Criteria for grading written case study:

- Writing addresses topic, describing the "what's" and the "why's."
- Writing uses clearly identified details from outside sources (written sources as well as oral interviews) to put topic in a larger context.
- Outside sources are appropriately cited (using MLA or APA format).
- Writing shows evidence of student's own response to the topic.
- Writing is organized so that readers can follow its argument.

Academic Misconduct

It is the responsibility of the Committee on Academic Misconduct to investigate or establish

procedures for the investigation of all reported cases of student academic misconduct.

The term “academic misconduct” includes all forms of student academic misconduct wherever committed; illustrated by, but not limited to, cases of plagiarism and dishonest practices in connection with examinations. Instructors shall report all instances of alleged academic misconduct to the committee (Faculty Rule 3335-5-487). For additional information, see the Code of Student Conduct (http://studentaffairs.osu.edu/info_for_students/csc.asp).

Disability Services

Students with disabilities that have been certified by the Office for Disability Services will be appropriately accommodated, and should inform the instructor as soon as possible of their needs. The Office for Disability Services is located in 150 Pomerene Hall, 1760 Neil Avenue; telephone 292-3307, TDD 292-0901; <http://www.ods.ohio-state.edu/>.