

ASC 337
5 Credits
Introduction to Nonprofit Organizations
(In proposal to meet concurrently with ASC 338.05)

Course Goals

ASC 337 is designed to introduce students to the world of nonprofit organizations, in particular those whose missions address social issues and public service. The course will expose you to:

- A range of types of non-profit organizations that have a social issue focus (focus, organizational structure, size),
- The range of competencies required in the management of nonprofit organizations (political, organizational, economic, and technological)
- The challenges and social issues involved in this type of nonprofit organization.

By work in groups on the Challenge Project, you will analyze one nonprofit in detail and address a challenge brought to class by a local nonprofit organization.

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, nonprofits 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 nonprofit 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 nonprofit through four different methods.

- 1) You will read and respond (in writing and in class discussions) to reading about the world of nonprofit organizations with a social issue focus.
- 2) You will listen and respond (in writing and in class discussions) to guest speakers who work in central Ohio social issue nonprofit organizations.
- 3) You will present a written Case Study on a local nonprofit organization, doing research through multiple means: traditional methods, the Internet, observation, and interviews.
- 4) You will work in a group to address a real challenge faced by a local nonprofit organization, through the lens of one of the practices of high-impact nonprofits (as presented in *Forces for Good*. (Challenge Project)

Meeting Times

The course will meet two days each week.

Day 1 (meetings with ASC 338.05)

On Day 1, you will meet along with students in a S/U Professional Pathways two-hour version of this course (ASC 338.05). You will hear from guest speakers from the local nonprofit community for one hour. A second hour will allow you opportunities to make connections among reading, speakers, and experiential work through discussion and other class activities.

Each speaker will address several topics:

- 1) Description of the nonprofit where they work (mission, structure, size)
- 2) Overview of the social issues it addresses
- 3) Strengths of that organization
- 4) Challenges for the organization
- 5) Description of his/her role in that organization and what skill sets/training they have found essential.

Guest speakers may include CEOs/presidents from different sectors of the nonprofit community, for example:

- Nonprofit organizations:
 - CARE
 - Children's Hunger Alliance
 - Columbus Literacy Council
 - Columbus Museum of Art
 - COSI
 - Firstlink
 - Franklin Park Conservatory
 - Girl Scouts, Ohio's Heartland Council
 - Leukemia and Lymphoma Society
 - YWCA
- Funding organizations and foundations:
 - Columbus Foundation
 - United Way of Central Ohio
 - Women's Fund of Central Ohio
- Consulting organizations
 - Cramer and Associates
 - Milligan Communications

Day 2

Day 2 class meetings will be workshops focused on the Challenge Project. For this project, you will work in groups to address a current challenge of a nonprofit organization, using the framework from *Forces for Good*.

Weekly Outline

Week 1

Day 1

(with ASC 338.05)

Introduction to Course

Discussion of nonprofit organizations: history and key elements that make these organizations different from for-profit organizations and government agencies

Discussion of Case Study assignment.

Day 2

Discussion of Challenge Project

Discussion of working in groups

Meet in small groups to discuss individual histories with nonprofit organizations.

By end of week, email instructor with list of characteristics that are important for you in working with a group.

Week 2

Day 1

(with ASC 338.05)

NonProfit Overview

Reading assignments: *Forces for Good*:

Appendix C

Appendix E

Introduction

Chapters 1 and 2

Day 2

Nonprofit leadership team comes to class to present the Challenge Project.

By end of class, turn in first and second choices for *Forces for Good* practices you'd like to use for your Challenge Project.

Week 3

Day 1

(with ASC 338.05)

Journal proposal of Case Study project due in class for peer response.

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: *Forces for Good*

Chapters 3 and 4

Day 2

Groups meet to discuss Challenge Project.

By end of class, each group should identify a tentative list of resources needed to complete the project.

Week 4

Day 1

(with ASC 338.05)

Reading assignments: *Forces for Good*

Chapters 5 and 6

Guest Speakers

Day 2

Group work on Challenge Project

By end of class, each group should submit a plan for how It will address the Challenge—who will do what, timeline, etc.

Week 5

Day 1

(with ASC 338.05)

Reading assignment: *Forces for Good*

Chapters 7, 8, and 9

Guest Speakers

Day 2

Group work on Challenge Project

Group conferences with instructor about plans.

Week 6

Day 1

Reading assignment: *Good to Great*

(with ASC 338.05)	Journal for Week 6: How do you apply <i>Good to Great</i> principles to a nonprofit: for ASC 338.05 students: the nonprofit of their Case Study, for ASC 337, the nonprofit of the Challenge Project. Guest Speakers
Day 2	Group work on Challenge Project By end of class, each group submits an update on plan, including additional resources needed.
Week 7	
Day 1 (with ASC 338.05)	Peer response to Case Study drafts Guest Speakers
Day 2	Group work on Challenge Project
Week 8	
Day 1 (with ASC 338.05)	Guest Speakers
Day 2	Group work on Challenge Project
Week 9	
Day 1	Presentations of Case Studies (ASC 337)
Day 2	Peer response to Challenge Project draft solutions.
Week 10	
Day 1 (with ASC 338.05)	Peer response to case studies from ASC 338.05 students
Day 2	Group presentations of Challenge Project Nonprofit organizations attend for group presentations.

Assignments

Reading

The required readings for this course are:

Crutchfield, Leslie R. and Heather McLeod Grant. *Forces for Good: The Six Practices of High-Impact Nonprofits*. San Francisco: Jossey-Bass, 2008.

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

In addition, students will make individual choices about background material for their Case Study and Challenge Project. These choices will include: web sites, annual reports, newspaper articles, etc.

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.

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

CollinsBusiness, 1990.

Writing

Reflection/Analysis Journals 30%

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 20%

As necessary preparation for your Challenge Project, you will complete an observation/analysis Case Study of one nonprofit organization. In most cases, your Case Study will focus on the nonprofit of the Challenge Project. In some cases, you may decide that doing a Case Study on another nonprofit is an important choice. For instance, if you want to look closely at a nonprofit that has faced similar challenges or a one that may be a good partner for the Challenge Project nonprofit, you may make that choice. You'll spend the next five weeks learning about that organization through multiple methods of research (traditional and/or internet research, observation, interview) During week 9, you will present your Case Study to the class. At the end of week 9, 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 challenges this organization faces-both ongoing and current?
- What are the underlying social issues connected with this organization?
- How is its structure connected with the social issues it addresses?

Challenge Project 40%

The Challenge Project will be your opportunity to apply what you are learning through reading, discussion, and guest speaker lectures to a real life issue in the nonprofit world. One nonprofit organization will come to class in week 2 to present background of their organization and a current challenge they are facing. Examples of nonprofit challenges might include restructuring because of fewer resources, finding resources to meet increased demand, preparing for the stepping down of an organization's leader.

For the rest of the quarter, on the second class meeting of each week, you and 3-5 other students in class will work as a group to develop a plan for addressing this challenge. Each group will look at this challenge through the lens of one of the four practices in *Forces for Good's* organizing framework:

- Advocating/serving
- Making markets work
- Inspiring evangelists
- Nurturing nonprofit networks (23).

For this assignment, your group will:

- Develop a plan for **how** your group will work together, including how credit will be awarded. For instance, will each group member have a particular assignment for

- which he or she is evaluated? Will the group receive one evaluation for everyone, etc. (5%)
- Identify additional resources you will need to develop a plan for addressing the challenge. For instance, what additional reading will you need to do? Are there additional guest speakers you would like scheduled for class? Do you want to schedule a site visit? (5%)
 - Present a plan to address this challenge. In addition to other class members and your instructor, your audience will include members of the nonprofit organization's board of directors and leadership team. (30%)

Grading

The final course grade will be based on the following:

Journals	30% (1 journal/8 weeks)
Case Study	20%
Challenge Group Project	40%
Attendance/Participation	10%

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.

Criteria for of 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.

Criteria for evaluation of Challenge Project

- Criteria/plan developed by group
- Feedback from nonprofit audience

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/>.