New Course Request

1. School/Division: College of Liberal Arts & Sciences
2. Academic Subject Code: POLS
3. Course Number: Y357 (must be cleared with University Enrollment Services)
4. Instructor: Trottier/Candler
5. Course Title: Introduction to nonprofit management
6. First time this course is to be offered (Semester/Year): Fall 2008
7. Credit Hours: Fixed at 3 or Variable from ____________ to ____________
8. Is this course to be graded S-F (only)? Yes ___ No X
9. Is variable title approval being requested? Yes ___ No X
10. Course description (not to exceed 50 words) for Bulletin publication: The management practices of nonprofit organizations.
11. Lecture Contact Hours: Fixed at 3 or Variable from ____________ to ____________
12. Non-Lecture Contact Hours: Fixed at 0 or Variable from ____________ to ____________
13. Estimated enrollment: 25 of which 0 percent are expected to be graduate students.
14. Frequency of scheduling: annual Will this course be required for majors? No
15. Justification for new course: This replaces the existing V362. Changes due to IUSB SPEA restructuring.
16. Are the necessary reading materials currently available in the appropriate library? Yes
17. Please append a complete outline of the proposed course, and indicate instructor (if known), textbooks, and other materials.
18. If this course overlaps with existing courses, please explain with which courses it overlaps and whether this overlap is necessary, desirable, or unimportant.
19. A copy of every new course proposal must be submitted to departments, schools, or divisions in which there may be overlap of the new course with existing courses or areas of strong concern, with instructions that they send comments directly to the originating Curriculum Committee. Please append a list of departments, schools, or divisions thus consulted.

Submitted by:

Linda Chen
Department Chairman/Division Director

Date: 1/23/08

Approved by:

Date: 2/8/08

 Dean

Date

Chancellor/Vice-President

Date

University Enrollment Services

Date

After School/Division approval, forward the last copy (without attachments) to University Enrollment Services for initial processing, and the remaining four copies and attachments to the Campus Chancellor or Vice-President.

UPS 724

University Enrollment Services Final—White: Chancellor/Vice-President—Blue, School/Division—Yellow; Department/Division—Pink; University Enrollment Services Advance—White
IUSB Department of Political Science

BSPA Program

POLS – Introduction to nonprofit management

<table>
<thead>
<tr>
<th>Instructor</th>
<th>George Candler</th>
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<tbody>
<tr>
<td>Day/time</td>
<td>Monday/Wednesday 2:30 - 3:45</td>
</tr>
<tr>
<td>Location</td>
<td>Weikamp 1250</td>
</tr>
<tr>
<td>Office</td>
<td>Weikamp 2229</td>
</tr>
<tr>
<td>Office phone</td>
<td>574-520-4136</td>
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<tr>
<td>Email</td>
<td><a href="mailto:gcandler@iusb.edu">gcandler@iusb.edu</a></td>
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</table>

Course Objective:

Greetings, and welcome to POLS "Introduction to nonprofit management." The course catalog describes this course as follows: "The management practices of nonprofit organizations." As this is the introduction course to the nonprofit concentration, the focus is more conceptual than applied as the course seeks to provide an intellectual foundation for understanding the sector.

The non-governmental, non-profit, 'third' sector of the economy provides around 10% of formal jobs in North America. The equivalent of somewhere in the neighbourhood of another 10% of the labour force is provided through voluntary labour provided to these organizations. Nonprofits also have great social significance, providing a range of goods and services not otherwise provided by markets or by the state. Though with much in common with public administration, these organizations present a number of unique managerial and analytical problems. Defined by what they are not rather than by what they are, the third sector is incoherently diverse, yet often subject to a blanket assumption of being selfless workers for the common good. Management of these mission-oriented organizations, often with large volunteer workforces, presents a range of unique problems. With public administration being pared back, the third sector is often called on to take up the slack, especially in the area of social services once provided by the state. Yet it is unclear that the sector is either adequately distributed, adequately funded, or adequately coordinated to fill these gaps.

This course looks at a variety of issues surrounding the "unique managerial and analytical problems" referred to above. The objectives of this course are to develop

- a better understanding of key issues in nonprofit administration;
- a more sophisticated, nuanced understanding of the role of nonprofit organizations in public policy; and
- a better understanding of the relationship between business, public administration and civil society.
As with any social science course, a strong emphasis will be placed on developing the student's ability to conduct research, organize and interpret information, and to present findings in a professional manner.

**Course structure:**

There will be three complimentary means of instruction: readings, a web page, and class lecture sessions. The web page will both broadly discuss the week's material, and link you to other information relevant to the weekly subjects. Readings will include those listed on the syllabus and drawn from the course texts, as well as various articles which will be distributed a week ahead, or emailed.

The lectures will take on more the structure of seminars, with interaction encouraged, even expected. One of the frustrations that people often have with the social sciences in general and the study of public administration in particular is that there are few 'answers'. This is not because we are a bunch of weenies who are afraid to take a stand. Rather, I argue that unresolved issues in the field of nonprofit administration remain unresolved precisely because there is debate concerning what the answer is, indeed I go further and argue that there are many issues for which solutions are not available. As a result, you will not be getting neat answers to the questions that have bedeviled you in your life and/or studies to date. Together though, we will try to come to a better understanding of the complexity associated with nonprofit administration.

**Required texts:**


To contain further student expenditure, we will also make use of (free) electronic materials available on line, through three media. First, EBSCO Host Research Databases, available on the Schurz Library system. To see if you can access these, try to click on the following. For off-campus access to this, you may need to reconfigure your browser:

**JSTOR**


**EBSCO Host** (Business Source Premier and Academic Source premier are particularly useful)


Second, there is a lot of useful stuff available just through normal web links. Try, for instance, this link to
Readings

Date -- Topic (Readings)

9-11 January -- Introduction

- Foundations
  - Salamon ch 1
- The course

16 January -- Martin Luther King, Jr, Holiday
- King's Nobel Prize acceptance speech

18 January -- Multisectoral social analysis

- Tools of governance
- Policy involvement

23-25 January -- Devolution and marketization

- Changes in government/nonprofit relations
  - Grønbjerg and Salamon (in Salamon, ch 14)
- Devolution fears

30 January - 1 February -- Accountability

- Accountability...
  - Brody (in Salamon, ch. 15)
- ...responsibility, liability, etc.

6-8 February -- Social capital
• Social capital
• Faith-based groups
  o Chaves (in Salamon, ch 8)
  o Rallying the Armies of Compassion, GW Bush's 'faith-based initiative'.

13-15 February -- Global context I
• Social capital in broader context.
• Global civil society

20-22 February -- Midterm exam

27 February - 1 March -- Spring Break

6-8 March -- Global context II
• 'International assistance'
  o Foreman and Stoddard (in Salamon, ch 7)
• Global social capital
  o Skim:
    • The United Nations: Partners in Civil Society
    • United Nations -- Nongovernmental Liaison Service (click on 'about'
    • The World Bank and Civil Society

13-15 March -- Reform!
• The case for reform
• The tides of reform

20-24 March -- Finance
• 'Social enterprises'
  o Young and Salamon (in Salamon, ch 13)
• Foundations and philanthropy
  o Lenkowsky (in Salamon ch 11)
• Individual giving and volunteering
  o Hodgkinson (in Salamon ch 12)

27-29 March -- Personnel

• Volunteers
  o Hodgkinson (in Salamon ch 12)
• Boards and leadership/management
  o Stackpole, Kerry (2003). "Bringing the best to the boardroom: how to find the forward-thinking volunteers who'll offer fresh perspectives at the highest levels." Association Management, January, p. 96. [EBSCO link]

3-5 April -- Human services

• Health
  o Gray and Schlesinger (in Salamon ch 2)
• Education and Training
  o Stewart, Kane and Scruggs (in Salamon, ch 3)
• Social services
  o Smith (in Salamon ch 4)

10-12 April -- Accountability applied

• Accountability structures
    - Note: you needn't read all of this, I refer to some sections that we will focus on more strongly than others in the 'lecture notes'.
• Heavy recommendations

17-19 April -- Policy advocacy

• NPO policy advocacy
• Civic participation and advocacy
  o Boris and Krehely (in Salamon ch 9)

24-26 April -- Future directions?
- The societal context
  - Dighe (in Salamon ch 16)

1 May -- Final exam 2:30