Course Information
Wednesdays 5:30 to 8:15 Central Time
Grise Hall 137 and remote via Zoom

Instructor Information
Dr. Shannon K. Vaughan
Email: shannon.vaughan@wku.edu
Office: Cherry Hall 314
Office Hours: Please consult https://calendly.com/shannon-vaughan/office-hours for availability and to schedule an appointment.

If you have questions or concerns about the course, please see me after class, schedule an appointment, or drop by my office. You can generally expect to receive a response from email or voicemail messages within 24 hours, except for weekends, holidays, or Fall break. If you do not receive a response to an email message within 2 business days, please resend the message.

Course Objectives
After completing this course, you should be able to[1]:

1. Describe and apply theories of nonprofit organizations and public policy to reflect an understanding of the importance of intersectoral relations in public governance (1.1)
2. Identify and describe the influence of nonprofit organizations on the public policy process (2.1, 2.2)
3. Analyze the impact of nonprofit organizations on alleviating public problems (3.1)
4. Describe and discuss how nonprofit organizations facilitate efficiency, effectiveness, technical and neutral competency, and participatory democracy in the provision of public goods and services (4.2)
5. Demonstrate the ability to effectively communicate policy information, both orally and in writing (5.2)

Texts
The following text is required for the course and is available through the WKU bookstore or can be purchased from the source of your choice:

1. *Managing Nonprofit Organizations in a Policy World*, *Second Edition* by Shannon K. Vaughan and Shelly Arsneault ISBN 978-1-7339-3449-7. You need the SECOND edition, not the first edition.

Supplemental readings are also assigned. These are available via the course site on Blackboard or at: https://www.pinterest.com/shannon3666/not-for-profit-organizations/.

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[1] Numbers in parentheses refer to the corresponding identification number for the most relevant Mission-Specific Learning Outcomes for the WKU MPA program which are posted on the MPA Organization Blackboard site.

Grade Scale
The Grade Scale for the course is:

A	90-100
B	80-89
C	70-79
D	60-69
F	Below 60

Graded Elements
Your grade in the course will be calculated as follows:

E-Portfolio	60%
Case Study Analyses	20%
Class Participation	20%

Class Participation
You are expected to read all the assigned materials, to complete assignments, and to participate in the class discussions. ***Please note:*** You earn class participation points through consistent, demonstrated engagement in the class, therefore, your presence in class meetings is *necessary*. Showing up, however, is not *sufficient* to earn class participation points. You must be prepared and speak up, i.e. *participate*, in discussion.

Each chapter in *Managing Nonprofit Organizations in a Policy World* ends with Questions for Review and an Assignment. You are *strongly* encouraged to answer the questions and complete the assignments; they will frequently be incorporated into the class discussions. We will also use Hypothesis software to facilitate electronic discussion/annotation of the supplemental readings. Your engagement with the readings via Hypothesis is considered part of your engagement/participation in class.

Case Study Analyses
Chapters 2 through 14 each include a case study. Discussion of these case studies will be incorporated into our class discussions. In addition, you will be required to submit written responses to the questions for two of the case studies – Exhibit 3.2 The Alliance for a Healthier Generation Partners with For-Profits to Make Public Policy (p.65-67) and Exhibit 7.3 Advocacy and Influence: National Rifle Association versus Gun Safety Organizations (p.160-164).

E-Portfolio
You are required to complete an e-portfolio that incorporates a minimum of six (6) required elements related to a not-for-profit organization of your choice. Drafts are assigned throughout the semester, so I recommend that you choose your program/organization as soon as possible. I will provide feedback but not a grade for the drafts. You must submit each draft by the due date in order to receive feedback so that you can complete revisions before submitting the final project. Please note that Artifact #6 will not be submitted as a draft, only as part of the final project.

Your e-portfolio should incorporate each of the following elements:

1. Nonprofit Organization Summary: Short paper (1 to 2 pages) that provides a description and general overview of the nonprofit organization including its stated mission, type of services provided, and policy positions/policy-related activities.

2. Analysis of the organizations recent Form 990: You will provide the link or submit the complete Form 990 document (as a .pdf file) as well as a 3- to 5-page paper in which you identify/assess the financial and policy-related information provided. Include discussion of the extent to which the Form 990 data provide a comprehensive view of the fiscal health and policy activity of your nonprofit. Feel free to incorporate a critique of the Form 990 requirements and/or weaknesses in how the nonprofit prepared the document.

3. Discussion/presentation related to a podcast episode: You should find a podcast episode related to one of the topics covered in the course. The artifact should include: the link to the podcast episode, 3-4 discussion questions related to the content of the episode, and a summary of the information related to the content to guide a discussion of the topic/questions identified. Artifact can be a short paper or PowerPoint presentation designed to facilitate a group discussion.

4. Identification/assessment of the social media, website, and other communication activities of the nonprofit: In a memo from you to me (no more than 2 pages, single-spaced), describe the social media presence – which platforms, nature/frequency of content, level of engagement, etc. – and other forms of communication by the nonprofit. Discuss the extent to which the organization is effective at communicating its mission and policy-related activities. What suggestions would you offer to improve the communication strategies of the organization?

5. Interview of a nonprofit professional: Each of you will draft 5 or more questions related to application of course topics, the day-to-day responsibilities of working for a nonprofit organization, ways in which the nonprofit is affected by and/or influences public policy, and/or other relevant topics. We will then pool the draft questions and you will decide as a group on a list of questions each of you will use for your interviews. Each of you will then write an article (2 to 3 pages) in which you present and discuss the results of your interview; use of a Q and A format in the article is appropriate; the article should be similar to what you would find in a magazine or trade publication.

6. Application of the Nonprofit-Policy Framework: Identify and briefly describe each of the four facets of the Nonprofit-Policy Framework. For each facet, identify and discuss an example related to your nonprofit. How does the Nonprofit-Policy Framework assist you in understanding the relationships between your nonprofit and public policy? Which of the four facets did you find the most relevant to understanding your nonprofit? Which was the least useful/applicable to understanding the policy-related activities of your nonprofit? Paper should be 4 to 6 pages in length.

You should use **appropriate and consistent citing of appropriate sources** throughout the e-portfolio. I encourage each of you to contact me for assistance with choosing an organization, conducting your research, and/or completing the artifacts. Resources for assistance in creating the e-portfolio are available on the course Blackboard site.

You will be required to make a presentation about your nonprofit to the class; use of PowerPoint or some other presentation platform is required. Presentations should be at least 8 minutes but no longer than 10 minutes. I will randomly assign presentation times; if you wish to negotiate with your classmates to exchange presentation times, you are free to do so, just let me know if any changes are to be made.

If you are not familiar with Blackboard, I encourage you to complete the Blackboard Student Training (instructions at https://www.wku.edu/online/orientation/using-bb.php).

Electronic Devices
Out of respect for me and your fellow classmates, please turn off your cell phone during class. If work or family obligations necessitate leaving your phone on, please put it on vibrate and if you feel you must use your phone for any reason during class, please leave the room. Since leaving and re-entering class is an obvious disruption, please avoid this except in cases of emergency and the obvious case of illness. Frequent disruption of class will significantly affect your class participation grade.

Please do not use your laptop or iPad or other tablet devices to take notes during class. I refer you to this article from *The Washington Post*:
http://www.washingtonpost.com/news/morning-mix/wp/2014/04/28/why-students-using-laptops-learn-less-in-class-even-when-they-really-are-taking-notes/
At no time during class should you check email or access social media.

Zoom
Some students will connect to the course via Zoom. Everyone should be mindful of Zoom etiquette and strive to maintain an inclusive and collegial environment for all.

Class sessions may be audio/video recorded for educational use by students in this course; the purpose of recording the class sessions is so students in the course (and only students in the course) can watch or re-watch past class sessions. If you are ill and cannot attend class, please let me know in advance and I will be sure that the class session is recorded and the link to the recording is provided.

Academic Integrity

Plagiarism is completely unacceptable and will result in a grade of F on the assignment in question and may result in a grade of F for the course. The following statement is taken directly from the WKU Graduate Catalog:

> To represent written work taken from another source as one's own is plagiarism. Plagiarism is a serious offense. The academic work of a student must be his/her own. One must give any author credit for source material borrowed from him/her. To lift content directly from a source without giving credit is a flagrant act. To present a borrowed passage without reference to the source after having changed a few words is also plagiarism.

I encourage you to read the entire statement regarding academic offenses in the Graduate Catalog (available online at: http://www.wku.edu/graduate/prospective_students/catalog.php).

WKU Center for Literacy Assistance

The WKU Center for Literacy is located in Gary A. Ransdell Hall 2066. At the Center for Literacy, students can receive assistance in developing strategies to help with **reading/studying to learn** and **writing for evidence and argument**. The Center for Literacy offers both individual and small group sessions throughout the semester. More information about the WKU Center for Literacy can be found on the website: http://www.wku.edu/literacycenter/

WKU Writing Center

The Writing Center on the Bowling Green campus will have writing tutors available to offer advice to current WKU students on any stage of their writing projects. In-person tutoring is available in Cherry Hall 123 from 9-4 Monday through Friday and in the Cravens Commons (at the horseshoe-shaped reference desk) from 5-9 on Sunday through Thursday evenings. Students may also request feedback on their writing via email or arrange a real-time Zoom conference to discuss a paper. See instructions and how-to videos on the website (www.wku.edu/writingcenter) for making appointments. Walk-in feedback is available unless we are booked up. Students may also get short writing questions answered via email; just put "Quick question" in the subject line to (writingcenter@wku.edu).

Accommodations for Students with Disabilities

In compliance with University policy, students with disabilities who require academic and/or auxiliary accommodations for this course must contact the Student Accessibility Resource Center located in Downing Student Union, Room 1074. The SARC can be reached by phone number at 270-745-5004 [270-745-3030 TTY] or via email at sarc.connect@wku.edu. Please do not request accommodations directly from the professor or instructor without a faculty notification letter (FNL) from The Student Accessibility Resource Center.

Title IX, Discrimination, Harassment and Sexual Misconduct Policy

Western Kentucky University (WKU) is committed to supporting faculty, staff and students by upholding WKU's Sex and Gender-Based Discrimination, Harassment, and Retaliation (#0.070) and Discrimination and Harassment Policy (#0.2040). Under these policies, discrimination, harassment and/or sexual misconduct based on sex/gender are prohibited. If you experience an incident of sex/gender-based discrimination, harassment and/or sexual misconduct, you are encouraged to report it to the Title IX Coordinator, Deborah Wilkins, 270-745-5398 or Title IX Investigators, Michael Crowe, 270-745-5429 or Joshua Hayes, 270-745-5121. Please note that while you may report an incident of sex/gender-based discrimination, harassment and/or sexual misconduct to a faculty member, WKU faculty are "Responsible Employees" of the University and MUST report what you share to WKU's Title IX Coordinator or Title IX Investigator. If you would like to speak with someone who may be able to afford you confidentiality, you may contact WKU's Counseling and Testing Center at 270-745-3159.

Tentative Course Outline & Reading Schedule (subject to change)

8/24   Course Introduction

8/31   Topic 1 – *What is the Nonprofit Sector?*
- *Managing Nonprofit Organizations in a Policy World* Chapter 1
- James J. Fishman, "The Political Use of Private Benevolence: The Statute of Charitable Uses" (2008). *Pace Law Faculty Publications.* Paper 487. http://digitalcommons.pace.edu/lawfaculty/487
- Watch Independent Sector's July Monthly Policy Update available at: https://www.youtube.com/watch?v=pj5FP2aTbbw

9/7   Topic 2 – *Intersectoral Relations*
- *Managing Nonprofit Organizations in a Policy World* Chapters 2 and 3
- Kirk Emerson, Tina Nabatchi, and Stephen Balogh. 2011. "An Integrative Framework for Collaborative Governance," *Journal of Public Administration Research & Theory* 22:1-29
- Listen to the *Greater* podcast – How New York City Evolves in Times of Crisis – available wherever you get your podcasts or at: https://greaterpodcast.com/podcasts/nyc-times-of-crisis/

- **Draft of Artifact #1 – Organization Overview – is due by 5:30 p.m.**

Tentative Course Outline & Reading Schedule (cont.)

9/14   Topic 3 – *Nonprofits and Public Policy Change*
- *Managing Nonprofit Organizations in a Policy World* Chapter 4
- Kimberly Kay Wiley. 2022. Leveraging Political Resources: Applying the Advocacy Coalition Framework to the National Coalition Against Domestic Violence. *Nonprofit Policy Forum* 13(1):1-30.
- Listen to the *Georgetown Public Policy Review* podcast – Community Foundations & Public Policy: Building communities and Paths to Opportunity – available wherever you get your podcasts or at: http://gppreview.com/2022/05/12/sol-anderson-evanston/

9/21   Topic 4 – *Regulation*
- *Managing Nonprofit Organizations in a Policy World* Chapter 5
- Peter Frumkin. 1995. Strangled Freedom. *American Scholar*, 64(4): 590-597
- Watch the *Form 990 Tutorial – Full* video prepared by Guidestar by Candid, available on YouTube at: https://www.youtube.com/watch?v=cgrxDudlB8M
- Additional information on the Form 990 is available from Candid at: https://candid.org/research-and-verify-nonprofits/990-finder/demystifying-the-990-pf
- Listen to the *Voices for Good* podcast S4E4 Nonprofits Pay UBIT Because of Macaroni…Seriously available wherever you get your podcasts or at: https://independentsector.podbean.com/e/s4e4-nonprofits-pay-ubit-because-of-macaroni%e2%80%a6seriously/

9/28   Topic 5 – *Mission*
- *Managing Nonprofit Organizations in a Policy World* Chapter 6
- Shella Pandey, Mirae Kim, and Sanjay K Pandey. 2017. Do Mission Statements Matter for Nonprofit Performance? *Nonprofit Management & Leadership* 27(3): 389-410.
- Listen to the *Big Duck* podcast – How can you Create and Use your Vision, Mission, and Values? – available wherever you get your podcasts or at: https://bigduck.com/insights/how-can-you-create-and-use-your-vision-mission-and-values/

- **Draft of Artifact #2 – Form 990 Analysis – is due by 5:30 p.m.**

10/5   Case Study Analyses and draft interview questions (see requirements for Artifact #5) due by 11:59 p.m. – class does not meet

Tentative Course Outline & Reading Schedule (cont.)

10/12 Topic 6 – *Lobbying and Advocacy*
- *Managing Nonprofit Organizations in a Policy World* Chapter 7
- Chao Guo and Gregory D. Saxton. 2018. Speaking and Being Heard: How Nonprofit Advocacy Organizations Gain Attention on Social Media *Nonprofit and Voluntary Sector Quarterly* 47(1):5-26.
- Listen to the *Greater* podcast – How One Upper West Sider Became an Advocate for the Homeless – available wherever you get your podcasts or at: https://greaterpodcast.com/podcasts/how-one-upper-west-sider-became-an-advocate-for-the-homeless/

10/19 Topic 7 – *Ethics & Accountability*
- *Managing Nonprofit Organizations in a Policy World* Chapter 8
- Laura E. Grant and Matthew Potoski. 2015. Collective Reputations Affect Donations to Nonprofits *Journal of Policy Analysis & Management* 34(4):835-852.
- Rebecca Scurlock, NIves Dolsak, and Aseem Prakash. 2020. Recovering from Scandals: Twitter Coverage of Oxfam and Save the Children Scandals *Voluntas* 31:94-110.
- Watch the PBS Firing Line with Margaret Hoover interview of Matt Damon and Gary White available at: http://www.pbs.org/wnet/firing-line/video/matt-damon-and-gary-white-nzhwaw/

- **Draft of Artifact #3 – Podcast Discussion – is due by 5:30 p.m.**

10/26 Topic 8 *Marketing and Resource Development*
- *Managing Nonprofit Organizations in a Policy World* Chapters 9 and 10
- Gia Nardini, Melissa G. Bublitz, Caitlin Butler, Staci Croom-Raley, Jennifer Edson Escalas, Jonathan Hansen, and Laura A. Peracchio. 2022. Scaling Social Impact: Marketing to Grow Nonprofit Solutions. *Journal of Public Policy & Marketing* 41(3):254-276.
- The Future of Marketing Analytics and Public Policy. 2021. Brennan Davis, Dhruv Grewal, and Steve Hamilton. *Journal of Public Policy & Marketing* 40(4):447-452.
- Listen to the *Big Duck* podcast –How does Branding Make Things Easier? – available wherever you get your podcasts or at: https://bigduck.com/insights/how-does-branding-make-things-easier/

Tentative Course Outline & Reading Schedule (cont.)

11/2   Topic 9 – *Administration & Management*
- *Managing Nonprofit Organizations in a Policy World* Chapter 11
- Katrina Miller-Stevens, Jennifer A. Taylor, John C. Morris, Stephen E. Lanivich. 2018. Assessing Value Differences Between Leaders of Two Social Venture Types: Benefit Corporations and Nonprofit Organizations *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, 29(5): 938-950
- Donald Morris. 2008. Tainted Money and Charity: Do 501(c)(3)s Have a Right to Refuse a Gift? *Nonprofit and Voluntary Sector Quarterly* 37:743-755
- Watch Melinda Gates' TED talk What Nonprofits can Learn from Coca-Cola at: https://www.ted.com/talks/melinda_gates_what_nonprofits_can_learn_from_coca_cola

- **Draft of Artifact #4 – Communications Assessment – is due by 5:30 p.m.**

11/9   Topic 10 – Leadership, Governance, and Personnel
- *Managing Nonprofit Organizations in a Policy World* Chapters 12 and 13
- Jurgen Willems, Fredrik O. Andersson, Marc Jegers, and David O. Renz. 2017. A Coalition Perspective on Nonprofit Governance Quality: Analyzing Dimensions of Influence in an Exploratory Comparative Case Analysis *Voluntas* 28:1422-1447.
- Watch Ernesto Sirolli's TED talk Want to Help Someone? Shut up and Listen! at: https://www.youtube.com/watch?v=chXsLtHqfdM

11/16 Topic 11 – Evaluation
- *Managing Nonprofit Organizations in a Policy World* Chapter 14
- Tara Kolar Bryan, Robbie Waters Robichau, and Garielle E. L'Esperance. 2021. Conducting and utilizing evaluation for multiple accountabilities: A study of nonprofit evaluation capacities. *Nonprofit Management & Leadership* 31:547-569.
- **Draft of Artifact #5 – Interview Article – is due by 5:30 p.m.**

11/23 *Thanksgiving – Class Does Not Meet*

11/30 Topic 12 – *Emerging Trends*
- *Managing Nonprofit Organizations in a Policy World* Chapter 15
- Steph Haydon, Tobias Jung, and Shona Russell. 2021. 'You've Been Framed': A Critical review of academic discourse on philanthrocapitalism *International Journal of Management Reviews* 23:353-375.
- Roseanne M. Mirabella and Khanh Nguyen. 2019. Educating Nonprofit Students as Agents of Social Transformation: Critical Public Administration as a Way Forward *Administrative Theory & Praxis* 41:388-404.
- **Complete E-Portfolio is due by 5:30 p.m.**

12/7   *Presentations*