

N521 – The Nonprofit and Voluntary Sector

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General Information

N521 (Nonprofit and Voluntary Sector) is an advanced elective in the Nonprofit Management focus area that is designed to provide a solid foundation for understanding the nonprofit sector and its role in the lives of individuals, communities and nations.

Special note on advising: I always encourage students with an interest in working in the nonprofit sector to take both N521 and N525. N521 will focus more on conceptual frameworks, while N525 is an applied course. Thus, N521 will examine why and how particular features or dimensions apply to nonprofit organizations, while N525 will focus on the implications and practical applications of these particular features for nonprofit managers.

Purpose of Course

The nonprofit sector is a crucial part of the social, political, and economic landscape of the U.S., but is often overlooked by policy analysts. This course aims to provide you with a broad overview of the sector, its origin, size, and role in American society and elsewhere. By the end of the course, you will have acquired an essential map of the U.S. nonprofit landscape, an understanding of the map's major features, and the skills to read and use the map in charting your future career. We will also look at how the nonprofit landscape may look very different in other societies.

To do so, we will review the history, size, scope, and dimensions of the U.S. nonprofit sector and examine explanations of and approaches to the sector (i.e., its political, economic, social and philosophical underpinnings) in some depth along with religious and ethical foundations. You will become familiar with the different types of nonprofit organizations, how nonprofits relate to government and the private business sector, and how these relationships differ across nonprofit fields and across societies. We will also look at why people organize, give financial support, and/or donate their time.

Learning Objectives

By the end of this course, you should have developed a sound understanding of the following:

1. The size, composition, and legal foundations of the nonprofit sector
2. The role of nonprofit institutions in communities and societies - political, sociological, and economic perspectives on the sector
3. How nonprofit institutions relate to government and the for-profit sector and how these dynamics vary across major nonprofit policy arenas
4. What accounts for variations in the role of the nonprofit sector over time & place - historical and cross-national perspectives
5. Why people give of their time, expertise, money, goods - philosophical and social science perspectives
6. How giving is structured - philanthropic institutions and incentive structures
7. Sources and limitations of information about nonprofits and voluntary social action.

Required Books

Ott, J. Stephen, The Nature of the Nonprofit Sector, 3rd Edition (Ott), 2015 (paper). –

NOTE: This edition differs from past editions, so you do need to get the 3rd edition

Powell, Walter W. & Steinberg, Richard (editors), The Nonprofit Sector: A Research Handbook, 2nd Edition (Powell & Steinberg). Yale University Press, 2006.

Additional readings as assigned

Office Hours

Given the online format of the class, I will not be keeping fixed office hours. However, I am widely available and happy to schedule an appointment at a time that is mutually convenient. Please contact me directly to schedule an appointment or call or write with any questions that you have. I am eager to be available, so please let me know how I can be of help.

Expectations

Although this course is offered in a distance learning format, it does not alter our basic responsibilities to one another. It is your responsibility to do the following:

- Be prepared to contribute each week to the online discussions
- Complete assignments on time
- Participate in class discussion
- Inform me of any problem or situation that may be interfering with your learning or performance in the course
- Provide feedback on the strengths and weaknesses of the course in a professional manner

It is my responsibility to do the following:

- Provide activities designed to accomplish course objectives
- Assist in providing an atmosphere conducive to learning
- Grade and return assignments in a timely fashion and appraise students of their progress on a regular basis
- Respond to student concerns

Class Format

This is a web-based course. Most of our interaction will be via the internet. Our internet exchanges will, for the most part, be asynchronous (that is, not at concurrent times). This characteristic of how the course will be delivered has advantages and disadvantages. Among the advantages are that the format gives you a good deal of flexibility about when you log in and contribute. It also gives you time to prepare thoroughly and reflect about the issues raised in the readings, cases, and exercises. The electronic format for our interchanges also provides an opportunity for everyone to contribute without the constraints of limited time for in-class discussion and differences in verbal skills.

One of the disadvantages of the format is that we will not enjoy the same level of intimacy that can be achieved in a seminar format. Feedback among participants will not be as quick or, perhaps, as rich. My hope, however, is that each of you will carry on your interchanges with me and your peers recognizing the need for care and completeness in your communications and the virtues of good humor. Our communications can (and I hope will) be augmented by phone, Skype, Zoom and other forms of two-way communication if these alternatives seems more appropriate in a given situation.

I also am planning on hosting optional synchronous meetings to discuss the course and readings. These will be recorded and posted for those who can not attend. The day will vary in order to maximize the opportunities for interaction for individuals with different schedules. They will begin at 6:00 PM Central Time and last until all questions have been answered. They are scheduled for:

- May 17
- June 20
- July 17

My philosophy of teaching is quite simple and I do not see a need to change it because of the format for this course. I believe that students learn best by actively participating in the teaching-learning process. Since this is a graduate course, I consider each of you to be experienced professionals in a position to be a valuable resource to each other. You can learn as much from your classmates as you can from me (in fact, the format may magnify the importance of this view). You will be asked to participate in numerous activities, discussions, and exercises.

Most of our interactions will occur in the context of Canvas, a software system that provides a comprehensive set of tools for the creation, management, and viewing of sophisticated world wide web-based teaching and learning environments.

Useful Websites Nonprofit Databases and Related Listings

- **Guidestar:** <http://www.guidestar.org/>, web database of all IRS-registered charitable nonprofits. See articles on reading Form 990, fundraising, and legal issues at <http://www.guidestar.org/news/features/index.jsp> and on analyzing Form 990 at <http://www.guidestar.org/news/features/ratios.jsp>.
- **IRS:** <http://www.irs.gov/> and follow link for charities and nonprofits (at the “information for...” drop-down item in upper right corner) for additional see links to a variety of

resources for organizations seeking exempt status as well as codebook and downloadable list of registered nonprofits. See also information about Form 990 at <http://www.irs.gov/Charities-&-Non-Profits/Annual-Reporting-&-Filing-1>

- Urban Institute: <http://www.urban.org>, follow "UI Policy Centers" link to Center on Nonprofits and Philanthropy. See also National Center for Charitable Statistics and the links under <http://nccs.urban.org/index.cfm>.
- Quality 990: <http://www.qual990.org/>, efforts to improve quality of reporting on Form 990.
- Raffa & Associates: www.iknow.org, accounting firm specializing in nonprofits (this does not constitute an endorsement of the firm).
- Better Business Bureau Wise Giving Alliance: <http://www.bbb.org/us/charity/>, ratings of nonprofits and information for donors.
- The Johns Hopkins Center for Civil Society: <http://ccss.jhu.edu/>, see links under "Research Projects" to the Comparative Nonprofit Sector Project and Nonprofit Economic Data.
- Saguaro Seminar: <http://www.ksg.harvard.edu/saguaro/>, major survey on civic engagement in the U.S. in collaboration with Robert Putnam. For results of Post 9/11-survey on civic engagement, see http://www.prospect.org/cs/articles?article=bowling_together.
- American Religion Data Archive: <http://www.thearda.com/>, links to major data sources on religion.
- National Association of State Charity Officials: See <http://www.nasconet.org/>, see links to charity regulation at the state level and IRS information.
- The Giving Institute: <http://givinginstitute.org/> (formerly American Association of Fund- Raising Counsel. Its affiliated group, Giving USA Foundation, publishes Giving USA.
- Association of Fundraising Professionals: <http://www.nsfe.org/index.cfm>, professional association of fundraisers
- Independent Sector: <http://www.independentsector.org>, trade association for national nonprofits (ignore request for password, e.g., press escape button).
- Foundation Center: <http://foundationcenter.org/>, search foundations. See also "Literature of the Nonprofit Sector": <http://lnps.fdncenter.org/>
- Council on Foundations: <http://www.cof.org/>, information about foundations.
- National Council of Nonprofit Associations: <http://www.ncna.org/>, network of state and regional associations of nonprofit organizations.
- The Nonprofit Gateway: <http://www.firstgov.gov/Business/Nonprofit.shtml>, a network of links to the federal government.
- Charity Channel: <http://charitychannel.com/> a long list of nonprofit discussion groups, career opportunities, and other resources (may not be available).
- NPAction: <http://www.npaction.org/> provides information on how to undertake advocacy.
- National Center for Nonprofit Enterprise: <http://www.nationalcne.org/>, provides information and technical assistance on nonprofit entrepreneurship.
- The Chronicle of Philanthropy: <http://philanthropy.com/>, major publication in the field
- NonProfit Times: <http://www.nptimes.com/>, trade publication focusing on the nonprofit sector.
- Nonprofit Quarterly: <http://www.nonprofitquarterly.org/>, trade publication focusing on the nonprofit sector.
- International Center for Nonprofit Law: <http://www.icnl.org/>, resource on

international nonprofit developments.

- Philanthropic Studies Index: <http://cheever.ulib.iupui.edu/psipublicsearch/> searchable database for publications on philanthropy.
- Action Without Borders: <http://www.idealists.org/> for a variety of resources and links.
- Care2 make a difference: <http://www.care2.com/>, highlights key debates in the field.
- Organizers' Collaborative: <http://organizerscollaborative.org/>, resource links for those involved in advocacy and organizing activities (may be defunct).

Course Requirements

There are four major requirements for the course, each of which will contribute to the overall course grade in the proportions indicated: online participation (40 percent), a community profile (20%), a nonprofit issue paper (20%), and the subsector project (20%). I have described each in greater detail below.

Class Participation

You must participate actively and constructively in class discussions. In this format, this primarily means contributing regularly to the discussion boards. You are expected to contribute in both quantity and quality. There is a document posted on Canvas that outlines the expectations for weekly discussion board participation. In order to do this effectively, you will need to have read the assigned readings prior to the start of the week and demonstrated your comprehension of them. In particular, I look for indications that you relate particular readings or topics to material previously discussed or otherwise covered in the course, to issues and concepts you have encountered in other courses, and/or to your own personal experiences. You will also be asked to lead the discussion board one week and to submit a philanthropic biography during the first week. Further instructions are also posted on canvas.

Community Profile

Each student is asked to write a 5-7 single-spaced profile and analysis of the nonprofit sector in a community of his or her choice. The paper should be formatted as follows: Overview of the community, Overview of the profile of the nonprofit sector, Highlight what you feel makes the nonprofit sector of this community distinctive and significant, Provide an overview of the business and governmental sector, Identify the 5-7 largest nonprofits in the community and do a summary outline of each including its purpose and economic and social trends, and an Evaluation. A full project description can be found on the assignments tab in Canvas.

Nonprofit Issue Paper

Each student is asked to write a 5-7 single-spaced paper (This number is a guide more than a requirement or a limit) on a topic of your choosing, in consultation with the instructor. The paper explores the research literature, examines the background and current relevance of a specific topic, and uses that research to draw specific conclusions about how the topic has advanced and/or influenced the current and future nonprofit sector in the United States. (Look at weeks 4-8 for inspiration on a topic). The topic could either be an issue of interest that affects or involves the nonprofit and voluntary sector or explores a particular biographical aspect of an individual who was or is an important figure in the development of the nonprofit sector in the United States. Nonprofit Sector Issue papers could include exploring a course topic in greater

depth or investigating a topic on the nonprofit and voluntary sector and/or on philanthropy not addressed in this course. Please get your topic approved by me before you begin. A full project description can be found on the assignments tab in Canvas.

Subsector Project

Each student will complete a 5-7 page single spaced exploration of a nonprofit subsector (This number is a guide more than a requirement or a limit). However, if students want to partner and the class is sufficiently larger, I will allow this project to be completed in pairs. These subsectors will be chosen on a first come / first serve basis and can be selected by signing up on the google doc at https://docs.google.com/spreadsheets/d/1CH3XhFqAHXqwcZlU2RYAtyZLu4ossB_RE1fk6H-0dMY/edit?usp=sharing. Each student/pair will prepare a paper that minimally outlines the size, composition, funding strategy, staffing, legal issues and strengths and weaknesses of the subsector. A full project description can be found on the assignments tab in Canvas.

Grade Calculation

Written case analyses 60% (20% each)
Participation 40%, distributed as follows:

- Philanthropic Biography (5% of the course grade)
- Discussion forum contributions (30% of the course grade – 3% for your best 10 forums)
- Leading discussion of one of the discussion boards (5% of the course grade)

The semester grade will be determined as follows:

A 100-93%	A- 92.9%-90%	B+ 89.9%-88%	B 87.9%-83%
B- 82.9%-80%	C+ 79.9%-78%	C 77.9%-73%	C- 72.9%-70%

All assignments are due by the end of the day (U.S. Central time zone) on the date that the assignment is due. Late work will be downgraded one full letter grade for each business day it is. I will consider making individual exceptions to this policy, but only if an exception is requested in advance.

Student work will be graded on three criteria: (1) Analytical: the thoroughness and quality of your analysis and recommendations, including your grasp of the issues involved; (2) Use of course material: the extent to which you applied course material to the situation and demonstrated your understanding of the material; and (3) Stylistic: the quality of your written or oral presentation, including the care you have taken to edit for grammar and spelling in your papers.

Week	Date	Topic	Module	Readings	Assignment
1	8-May	Why the Sector	Module 1: History and Overview	<ul style="list-style-type: none"> • Payton, Voluntary Action for the Public Good, "Gleanings," pp. 1-23 (skim) • Grønbjerg, "Foreword," in Ott. • Ott, "Introduction to the Nonprofit Sector," in Ott. • Smith, "Impact of voluntary Sector on Society," in Ott. • Frumkin, "The Idea of a Nonprofit & Voluntary Sector," in Ott. • Salamon, "The Resilient Sector" (part: pp. 3-29). 	Philanthropic Biography by Friday
Week 2	15-May	Size, composition, taxonomies, geographic distribution	Module 1: History and Overview	<ul style="list-style-type: none"> • Ott, "The Rationale for Tax Exemption," part III introduction in Ott. • Hoyt, "Tax-Exempt Organization," in Ott. • Smith, "The Rest of the Nonprofit Sector" Nonprofit & Voluntary Sector Quarterly 26 (1997), 114-131. • Boris & Steuerle, "Scope and Dimensions of the Nonprofit Sector in the U.S." Ch. 3 in Powell & Steinberg. • Grønbjerg & Paarlberg, "Community Variations in the Size and Scope of the Nonprofit Sector: Theory and Preliminary Findings" Nonprofit and Voluntary Sector Quarterly 3 • McKeever, Brice, "The Nonprofit Sector in Brief: Public Charities, Giving, and Volunteering, 2015," see http://www.urban.org/sites/default/files/publication/72536/2000497-The-Nonprofit-Sector-in-Brief-2015-Public-Charities-Giving-and-Volunteering.pdf • Grønbjerg et al., "IRS Exempt Status Initiative: Indiana Nonprofits and Compliance with the Pension Protection Act of 2006." Indiana Nonprofit Sector: Scope and Community Dimensions, Briefing #1, 2011.School of Public & Environmental Affairs, Bloomington, IN. www.indiana.edu/~nonprof/results/database/INS.IRSRevocation.pdf. (SKIM) • National Center for Charitable Statistics, "IRS Subsection Codes for Tax-Exempt Organizations," see www.guidestar.org/rxg/help/irs-subsection-codes.aspx (Be Familiar) 	

				<ul style="list-style-type: none"> • U.S. Census Bureau, North American Industry Classification System, see http://www.census.gov/eos/www/naics/. (Be Familiar) 	
	May 17	Synchronous Session			
Week 3	22-May	History of the Sector	Module 1: History and Overview	<ul style="list-style-type: none"> • Skocpol, Ganz, & Munson, "A Nation of Organizers..." American Political Science Review 94 (2000): 527-46. • Holland and Ritvo, History and Theories of Nonprofit Organizations in Ott. • Hall, "A Historical Overview of Philanthropy, Voluntary Associations, and Nonprofit Organizations in the U.S., 1600-2000," (part: pp. 39-65) Ch. 2 in Powell & Steinberg. • Bremner. "Timeline of Important Events." American Philanthropy. Chicago: University of Chicago Press. (Updated by Burlingame, Canvas). • Historical Readings • Carnegie, The Gospel of Wealth in Ott • Tocqueville, "Of the Use Which Americans Make of Public Associations in Civic Life" available at http://xroads.virginia.edu/~HYPER/DETOC/ch2_05.htm. Democracy in America available at http://xroads.virginia.edu/~HYPER/DETOC/home.html. • Addams, Jane, "Chapter 5: First Days at Hull House." Twenty Years at Hull-House (1910), pp.89 -112. (Canvas). 	
Week 4	29-May	Economic Theories	Module 2: Theories	<ul style="list-style-type: none"> • Steinberg, "Economic Theories of Nonprofit Organizations," Ch. 5 in Powell & Steinberg • Brown & Slivinski, "Nonprofit Organizations and the Market," Ch. 6 in Powell & Steinberg • Salamon, "Market Failure in Ott • Young, "Contract Failure Theory," in Ott. • Ott, Introductions to Parts V & VI, in Ott. • Hansmann, The Ownership of Enterprise, ch. 1, 12 	
Week 5	5-Jun	Political Theories	Module 2: Theories	<ul style="list-style-type: none"> • Smith & Grønberg, "Scope & Theory of Government-Nonprofit Relations" (part: pp. 221-29, through Model I) Ch. 	Community Profile Project

				10 in Powell & Steinberg. • Young, "Government Failure Theory," in Ott • Clemens, "The constitution of citizen" in Ott	
Week 6	12-Jun	Civil Society/Mediating Structures	Module 2: Theories	• WARNING: There is a lot of reading this week. Plan ahead and do your best • Smith & Grønberg, "Scope & Theory of Government-Nonprofit Relations" (part: pp. 229-33, Model II) Ch. 10 in Powell & Steinberg. • Schlozman, Verba & Brady: "Civic Participation and the Equality Problem," pp. 427- 59 in Skocpol & Fiorina (Canvas). • Berry, "The Rise of Citizen Groups," pp. 367-93 in Skocpol & Fiorina (Canvas). • Bob. The Global Right Wing and the Clash of World Politics. Ch. 1 and 2. Cambridge U. Press. 2012 (Canvas). • Baggetta, "Civic Opportunities in Associations: Interpersonal Interaction, Governance Experience and Institutional Relationships," Social Forces 88, • Berger and Neuhaus, "To Empower People..." in Ott • Putnam, "Bowling Alone" in Ott • Stolle & Hooge, "Inaccurate, Exceptional, One-Sided or Irrelevant? The Debate about the Alleged Decline of Social Capital and Civic Engagement in Western Societies." British Journal of Political Science 2004, 35: 149-67. (Canvas). • Schneider, "Organizational Social Capital & Nonprofits," in Ott.	
Week 7	19-Jun	Religious and Ethical Foundations	Module 3: Macro Issues	• Fieser, "Ethics" in Internet Encyclopedia of Philosophy available at http://www.iep.utm.edu/ethics/ • Pearson, "Ancient Roots of Western Philanthropy: Pagan, Jewish, & Christian," I.U. Center on Philanthropy working paper. • Robbins "The Nonprofit Sector in Historical Perspective: Traditions of Philanthropy in the West," (part: 13-23) Ch. 1 in Powell & Steinberg • Faith and Giving • Zakat in America	

June 20		Synchronous Session			
Week 8	26-Jun	Personality and Socialization	Module 3: Macro Issues	<ul style="list-style-type: none"> • Tanglely, Mary, Laura, "Law of the Jungle: Altruism," U.S. News and World Report, 2/13/99, pp. 53-4. • Sullivan, Meg, "Evolutionary Roots of Altruism, Moral Outrage," Medical News Today Nov. 29, 2004 • Wolfe, "What is altruism," pp. 281-90 in Ott • Kass, "Giving Well, Doing Good" in Ott • O'Herlihy, Havens & Schervish, "Charitable Giving: How Much, By Whom, To What, and How?" Ch. 23 in Powell & Steinberg • Ott, Introduction to Part VIII, pp. 273-80 in Ott • Vesterlund, "Why Do People Give?" Ch. 24 in Powell & Steinberg • Smith et al., "Philanthropy in Communities of Color" in Ott 	
Week 9	3-Jul	Institutional Philanthropy	Module 3: Macro Issues	<ul style="list-style-type: none"> • Prewitt, "Foundations" Ch. 15 in Powell & Steinberg • Galaskiewicz & Colman, "Collaboration between Corporations and Nonprofit organizations" Ch. 8 in Powell & Steinberg • Lenkowsky, "Foundations and Corporate Philanthropy," Ch. 12 in Salamon 	

Week 10	10-Jul	Cross-National Perspectives	Module 3: Macro Issues	<ul style="list-style-type: none"> • The Comparative Nonprofit Sector Project, http://ccss.jhu.edu/research-projects/comparative-nonprofit-sector. Review “About CNP”, “Comparative Nonprofit Sector Project Publications”, “Global Civil Society Index”. See also “Methodology and Data Sources,” http://ccss.jhu.edu/wp-content/uploads/downloads/2011/09/CNP_Methodology.pdf (Be Familiar) • Anheier & Salamon, “The Nonprofit Sector in Comparative Perspective” Ch. 4 in Powell & Steinberg. • Charities Aid Foundation: World Giving Index, 2016: A Global View of Giving Trends, https://www.cafonline.org/about-us/publications/2016-publications/caf-world-giving-index-2016 (Log on to download). • Smith & Grønbjerg, “Scope & Theory of Government-Nonprofit Relations” (part: pp. 233-42, Model III) Ch. 10 in Powell & Steinberg • Read and Pekkanen, “Organizations that Straddle” in Ott • Brass “Blurring the Boundaries: NGOs, the State, and Service Provision in Kenya,” Ch. 6. Cammet & McLean (eds), The Politics of Nonstate Social Welfare Provision in the Global South.” (Canvas). • Nair, "Evolution of the Relationship Between the State and Non-Governmental Organizations: A South Asian Perspective. Public Administration and Development 31 (2011): 252-61. Canvas 	Issue Paper
	July 17	Synchronous Session			
Week 11	17-Jul	Blurring, blending and other challenges to sector	Module 3: Macro Issues	<ul style="list-style-type: none"> • Salamon, “The Resilient Sector,” ch. 1 in Salamon - Review from Week 1 • Tuckman & Chang: “Commercial Activity, Technological Change and Nonprofit Mission,” Ch. 27 in Powell & Steinberg • Grønbjerg & Salamon, “Devolution, Marketization...” in Salamon 	

				• Young & Salamon, “Commercialization, Social Ventures...” Ch. 14 in Salamon	
Week 12	24- Jul	Subsectors	Finals	Everything Must be Completed by July 28th	Subsector Project

Additional Reading

One topic that is sometimes covered in this class is nonprofit organizations from a comparative perspective. Below are some additional readings that you may enjoy related to this topic.

Comparative Nonprofits

- The Comparative Nonprofit Sector Project, <http://ccss.jhu.edu/research-projects/comparative-nonprofit-sector>. Review “About CNP”, “Comparative Nonprofit Sector Project Publications”, “Global Civil Society Index”. See also “Methodology and Data Sources,” http://ccss.jhu.edu/wp-content/uploads/downloads/2011/09/CNP_Methodology.pdf (Be Familiar)
- Anheier & Salamon, “The Nonprofit Sector in Comparative Perspective” Ch. 4 in Powell & Steinberg.
- Charities Aid Foundation: World Giving Index, 2016: A Global View of Giving Trends, <https://www.cafonline.org/about-us/publications/2016-publications/caf-world-giving-index-2016> (Log on to download).
- Smith & Grønbjerg, “Scope & Theory of Government-Nonprofit Relations” (part: pp. 233-42, Model III) Ch. 10 in Powell & Steinberg
- Read and Pekkanen, “Organizations that Straddle” in Ott
- Brass “Blurring the Boundaries: NGOs, the State, and Service Provision in Kenya,” Ch. 6. Cammet & McLean (eds), The Politics of Nonstate Social Welfare Provision in the Global South.” (Canvas).
- Nair, "Evolution of the Relationship Between the State and Non-Governmental Organizations: A South Asian Perspective. Public Administration and Development 31 (2011): 252-61. Canvas