

<a href="#">Readings</a>	<a href="#">Assignments</a>	<a href="#">Research</a>	<a href="#">Quotes</a>	<a href="#">Instructor</a>	<a href="#">Links</a>
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University of North Florida -- Master of Public Administration program  
 Course syllabus, Summer 2017  
 PAD 6164 Nonprofit stakeholder relations

Instructor	George Candler
Day/Time	6:10-9:40 Monday 26 June and Wednesday 2 August Online between 26 June and 4 August
Location	Building 51, room 1103
Office hours	Any time by appointment
Office	Bldg 51, 2402
Office phone	904-620-1388
Email	g.candler@unf.edu

**Course Objective:**

Greetings, and welcome to PAD 6164 Nonprofit stakeholder relations. The catalog description for this course is the following:

Identification of, and relations with, major stakeholders of nonprofit organizations. Major topics include: human resources; volunteer management; board of directors; performance measurement; accountability and legitimacy; and administrative communication.

Consistent with the mission of the UNF MPA program, the objectives of this course include to enhance your ability:

- to lead and manage in public governance;
- to participate in and contribute to the policy process;
- to analyze, synthesize, think critically, solve problems and make decisions;
- to articulate and apply a public service perspective;
- to communicate and interact productively with a diverse and changing workforce and citizenry; and
- to understand local governance in a global context.

**Course structure:**

This is an academic course offered in hybrid, six-week format, in a graduate professional program.

- *Hybrid.* This class meets only twice in a six week Summer semester; in which students normally meet twice weekly, for four hours each seminar. As a result, a great deal of student self-direction is necessary to complete the required work. This class also features a combination of synchronous and asynchronous formats. It is synchronous in that each week is a separate unit, and work must be done during that week. It is asynchronous in that students can complete their work during that week at their convenience. The class will, though, require multiple visits to Canvas in each week.
- *Six-week.* This is a three credit class, just like those offered in the traditional, 15-16 week semester format. As the same amount of material is covered, the six week classes require a great deal of your time.

- *Academic.* The MPA program focuses heavily on critical thinking and professional writing, with this demonstrated in class papers and, in this class, Canvas discussion.
- *Graduate professional.* Expectations are high!

There will be three complimentary means of instruction: readings, Canvas as platform for interaction, and two classroom seminar sessions. Readings will include those listed on the syllabus. The course uses Canvas, especially the Discussion forums in the Message Center, for ongoing interaction. The course is largely online, and 'asynchronous', meaning you can participate when and where you like, however this participation is mandatory. It will not be possible to pass this course without engaged, informed, active Canvas participation.

There are two class lecture sessions, scheduled for 26 June (6:10 to 9:40 pm), and a final exam date of 2 August (again, from 6:10 to 9:40 pm). This is a short, intense schedule. Given the compressed format, you will do poorly if you are not self-disciplined, read assigned materials, and bring these in to your Canvas participation and written work in a manner consistent with expectations in a graduate program in the social sciences. The purpose of the first meeting is to ensure that we are all broadly on the same page regarding expectations, and to establish some sort of human contact which, hopefully, will reduce the likelihood of [rude internet behavior](#).

### **Required text:**

Salamon, Lester (2012). *The State of Nonprofit America*. Washington: Brookings.

To contain further student expenditure, we will also make use of (free) electronic materials available on line, through two media. First, EBSCO Host Research Databases, available on the [Carpenter 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:

- Kearns, Kevin (1994). "The Strategic Management of Accountability in Nonprofit Organizations: An Analytical Framework." *Public Administration Review* 54(2), pp. 185-92. [JSTOR link](#).
- Azevedo, Ariston and Renata Ovenhausen Albernaz (2006). "Alberto Guerreiro Ramos's anthropological approach to the social sciences: the parenthetical man." In *Administrative Theory & Praxis* 28(4), pp. 501-21. [EBSCO link](#).

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

- [United Nations Non-governmental Liaison Service](#)
- [American Society for Public Administration](#)
- [National Council of Nonprofits](#)
- [Nonprofit Times](#)
- [Independent Sector](#)
- [BoardSource](#)
- [Nonprofit Quarterly](#)

### **Assignments, grading**

There will be a number of assignments listed, with expectations, on the 'Assignments' document. The usual 90+ = As, 80-90 = Bs, etc. grade distribution will apply, unless I need to curve up to get a normal graduate class grade distribution. In order to earn a grade of 'B' students do, however, need to engage readings, follow instructions, and respond to feedback.

## Class Policies:

Obligations - You should expect me (and all UNF-MPA faculty) to be prepared, to explain the course material clearly, and to work to ensure that this course proceeds smoothly and coherently.



In addition to office hours and ready email access, I will make myself available to help you outside of class or office hour times if necessary. For your part, pay attention to course requirements, learn, and to paraphrase former colleague James Hayes-Bohanon, remember that this is not 17th grade.

Late assignments/make-up exams - Late assignments and missed exams will incur a significant penalty, except in extraordinary circumstances and if I am contacted prior to the due date. If similar extraordinary circumstances lead you to request an incomplete, I've historically been liberal with these, but see campus policy regarding incompletes. It will be *your obligation* to submit unfinished coursework.

Course communications - students have an obligation to activate and monitor their UNF email account. This account will be used for out-of-class communication. When emailing, adopt a professional format. It is your obligation to get assignments to me, and to keep copies of all assignments submitted in the event that they don't get to me.

Disability -- Students with disabilities who seek reasonable accommodations in the classroom or other aspects of performing their coursework must first register with the UNF Disability Resource Center (DRC) located in Building 57, Room 1500. DRC staff members work with students to obtain required documentation of disability and to identify appropriate accommodations as required by applicable disability laws including the Americans with Disabilities Act (ADA). After receiving all necessary documentation, the DRC staff determines whether a student qualifies for services with the DRC and if so, the accommodations the student requires will be provided. DRC staff then prepares a letter for the student to provide faculty advising them of approved accommodations. For further information, contact the DRC by phone (904) 620-2769, e-mail [drcexams@unf.edu](mailto:drcexams@unf.edu), or visit the DRC website [www.unf.edu/drc](http://www.unf.edu/drc). Military and veteran students may need both physical and academic accommodations and may contact the DRC to find further information. Military and veteran students may be utilizing the post 9/11 GI bill to continue postsecondary education goals. Contact Military and Veterans Resource Center by phone (904) 620-2655 or e-mail [mvrc@unf.edu](mailto:mvrc@unf.edu).

Academic misconduct - This is a 'seminar' style online class: free-flowing dialogue is encouraged. While this is meant to be informal; be polite, respectful and professional. Do not disrupt the class, whether through online flaming, rude outbursts, or similar behavior. Each student is responsible for understanding the University's Academic Integrity Code. This can be found in the Academic Integrity section of the online UNF Catalog, in the Student Handbook (page S8) or Graduate Student Handbook, and separately in the university's Academic Misconduct Policy. Procedures described in this document will be followed in dealing with any cases of academic dishonesty. I do make an effort to catch students who cheat, and have been successful in this in the past. Students caught plagiarizing coursework have generally been awarded a grade of F for the class.