

Revised 1/31/08

Political Science 704
Sociology 704
Urban Studies 794
Spring 2008

Wednesday 4:30-7:10
1617

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Seminar in Non-Profit Organizations

Overview:

Our course will mix theoretical readings drawn from sociology and political science with historical and sociological case studies and collection of primary data. Conceptually we will be concerned with the orientations and structural forms that have separated nonprofits from business organizations, on the one hand, and government bureaucracies, on the other. We will explore, however, the ways in which the boundaries of these three sectors have been blurring and the tensions, consequences and trade-offs that result. This class does not offer tools of nonprofit management but theoretical and empirical knowledge of nonprofit organizations which we will approach through analysis and reflection.

Nonprofit organizations in the United States grew from a distinctive past linked to community life and voluntary action. Most were small, distinctive entities powered by an ethos of service and voluntarism. In recent decades, many of them, especially those providing nonprofit health and human services have faced pressures to change. Community hospitals re-constituted themselves organizationally and operationally in order to function as multiple service competitive organizations. Community agencies and clinics adapted to new roles as subsidiary units and government contractors. The transition brought with it the need to accept models of organizational structure and finance drawn from the business world including financial accounting, performance measurement and accountability. In many case professional authority was challenged by bureaucratic and managerial control.

Resulting tensions, we will reflect upon the tension between the smaller community and the larger whole, mission and contract, particularism and universalism, charity and profitability, independence and accountability.

Course requirements:

This course is a seminar in which participation is a central component. Required readings include three books and materials on electronic reserve as indicated in the course schedule. Informed discussion of the material is one of the most important components of the class. Therefore, it is essential that you come to class each week well prepared.

Week-by-week discussion of materials will be structured in two ways.

◇ Presentations of readings: Students will share responsibility for presenting the readings each week. Presentations should consist of a brief (5-10 minute) overview of the

reading highlighting major points, persuasiveness of the argument, where appropriate, evaluation of method and supporting data.

◇ Reaction pieces: For each reading, all students are required to prepare a paragraph containing comments or questions that can be used as a basis for contributing to class discussions. You should pay particular attention to methodological issues, themes, or questions which are raised by the readings. Reaction pieces may include a brief summary of the reading, but they should focus principally on reacting to the material rather than summarizing it. Reaction pieces should be between 1 and 2 pages (single-spaced) in length. They will be due at the end of each class session.

Independent Research: Each student will complete a case study of a Milwaukee area nonprofit organization with a presentation and written report due at the end of the semester. Three assignments are associated with the case study.

◇ Proposal. In preparation for the conduct of your case study, you will be asked to prepare an 5 page (double-spaced) research proposal, due February 13. The proposal will identify the aspect of this organization that interests you and describe in detail both how you intend to investigate this question and why it is worth exploring.

◇ Class presentation. Oral presentations of case studies will take place during the last three weeks of the class. These will occupy about 20 minutes each with the time divided between an oral presentation (of ongoing or completed research depending on date of presentation) and class discussion.

◇ Research papers, approximately 15 pages, in length will be due the last day of class.

It is also expected that, as your research unfolds, applicability of readings to your case study (pro or con) will inform class discussion.

Grading

Each of the above components will account for the following proportions of your final grade:

Reaction pieces and class discussion: 50%

Research Proposal: 10%

Class presentation of research: 10%

Research paper: 30%

Required Books:

J. Steven Ott (Editor), *The Nature of the Nonprofit Sector*, (ISBN: 0813367859) Boulder: Westview Press, 2001

Steven Rathgeb Smith and Michael Lipsky, *Nonprofits for Hire: The Welfare*

State in the Age of Contracting, Cambridge, Harvard University Press, 1993. ISBN 0 674 62639 7.

Lester M. Salamon, *Partners in Public Service: Government-Nonprofit Relations in the Modern Welfare State*, Baltimore: Johns Hopkins University Press, 1995. ISBN 0 8018 4962 4.

Richard Titmuss, et. al., *The Gift Relationship: From Human Blood to Social Policy*, LSE Books (London School of Economics and Political Science), ISBN 0 7530 1201 4 or any edition since first published by Richard Titmuss in 1970.

Schedule of Classes

January 23: Course overview

January 30: Mission in Nonprofit Organizations

Electronic Reserve

J. David Seay and Bruce C. Vladeck, "Mission Matters," Chapter 1 in Seay and Vladeck (eds) *In Sickness and in Health: The Mission of Voluntary Health Care Institutions*, McGraw Hill, 1988, pages 1-34. [Electronic reserve]

David Rosner, "Heterogeneity and Uniformity: Historical Perspectives on the Voluntary Hospital" Chapter 4 in Seay and Vladeck (eds) *In Sickness and in Health: The Mission of Voluntary Health Care Institutions*, McGraw Hill, 1988, pages 87-126 [Electronic reserve]

Stanley B. Jones and Merlin K. Du Val, "What Distinguishes the Voluntary Hospital in an Increasingly Commercial Health Care Environment?" Chapter 8 in Seay and Vladeck (eds) *In Sickness and in Health: The Mission of Voluntary Health Care Institutions*, McGraw Hill, 1988, pages 201-232. [Electronic reserve]

February 6: Social and Community Theories of the Nonprofit Sector

Part 7 in Ott: Chapters 20, 21, 22, pages 233-266

Chapter 20: Berger and Neuhaus, "To Empower People..."

Chapter 21: Smith and Lipsky, "Nonprofit Organizations and Community"

Chapter 22: Popielarz and McPherson, "On the Edge or In Between..."

Electronic Reserve:

Greer, S. "The Major Types of Human Groups," *Social Organization*. New York: Random House, 1955, pg33-38

Minar, D. and Scott Greer, "Introduction to the Concept of Community," in *Concept of Community*, Chicago: Aldine, 1969. pg ix-xii

Recommended: Robert D. Putnam, *Bowling Alone*, New York: Simon & Shuster, 2000

February 13: The Rationale for Tax Exemption of Nonprofit Organizations

Reading

In Ott, Chapter 8, Gary Scrivner, "Tax Policy Changes Affecting...", pages 126-142.

In Ott, Part 4, Chapters 11 and 12, pages 143-158

In Ott, Part 2: The Nonprofit Sector's Distinctive Values and Contribution, p 47-88

Ch 4, Brudney, "Volunteerism..."

Ch 5, Carnegie, "The Gospel..."

Ch. 6, Filer, "The Filer Commission..."

Ch 7, "the Impact of the Voluntary Sector.."

Assignment Due: Five page research proposal

February 20: Government and Nonprofits: The Contracting Regime

Guest Speaker:

Michael Martin

Senior Community Planning and Development Specialist

Milwaukee Office of the Department of the U.S. Department of Housing and Urban Development (HUD)

Reading:

Smith and Lipsky, Chapters 1, "Contracting for Services in the Welfare State" and Chapter 2, "Nonprofit Organizations and Community" pg 3-40

Salaman, Part I. "The Nonprofit Sector at the Local Level, pages 59-66

In Ott, "Chapter 18, James Douglas, "Political Theories of Nonprofit Organizations...pages 205-216

February 27: : The Inter-penetration of Public and Nonprofit: Contracting Regimes

Reading:

Smith and Lipsky, Intro to Part II and Chapter 3, "The Political Economy of Nonprofit Revenues". pages 43-71.

Salamon, Part II, "Prevailing Realities: The Nonprofit Sector and Government," pg 53-102.

March 5: Guardians of Community and Issues of Governance

Guest Speaker:

T. Michael Bolger
President and CEO
Medical College of Wisconsin

Reading:

Smith and Lipsky, Chapter 4, "Guardians of Community..." pg. 72-97.

Electronic Reserve:

Scott S. and Greer, A. L. (1980): Governance By Citizen's Boards: The Case of Community Mental Health Centers. In: *The Practice of Policy Evaluation Research*. (Ed: Nachmias, David) St. Martin's Press, New York, 352-375.

Nachmias, David; Greer, Ann Lennarson (1982): Governance Dilemmas in an Age of Ambiguous Authority. *Policy Sciences* 14, 105-116.

March 12: Nonprofit organization's service providers

Reading

In Ott: Chapter 14, Roger A. Lohmann, "A New Approach: A Theory of the Commons" pages 167-178

Chapter 17, Roger A. Lohmann, "And Lettuce Is Nonanimal...." pages 197-204

Smith and Lipsky, Chapter 5 "Service Providers for the Welfare State," pg 98-118.

Electronic Reserve:

Lipsky, M. "The Assault on Human Services: Street-Level Bureaucrats, Accountability and the Fiscal Crisis," in S. Greer, R.D. Hedlund and JL Gibson, *Accountability in Urban Society: Public Agencies Under Fire*, Golden Oaks, CA: Sage, 1978, pg 15-38.

March 19: Spring Break

March 26: Clients and Environment

Reading:

Smith and Lipsky, Chapter 6, "Services and Clients Under Contracting," pg 120-46.

Salamon, Part III, "The Consequences of Government Support," pg 103-48.

Electronic Reserve:

DiMaggio, Paul J (1991): Constructing an Organizational Field as Professional

Project: U.S. Art Museums, 1920-1940. In: *The New Institutionalism in Organizational Analysis*. (Eds: Powell, Walter W; DiMaggio, Paul J) University of Chicago Press, Chicago, 267-292.

April 2: Management and Politics in Nonprofit Organizations

Reading

Smith and Lipsky, Chapter 7, "Dilemmas of Management in Nonprofit Organizations," pg. 147-170

Smith and Lipsky, Chapter 8, "The New Politics of the Contracting Regime," pg. 171-205.

In Ott: Chapter 24, J. Steven Ott "Perspectives on Organizational Governance... Pages 288-296

Recommended:

April 9: Returning Social Services to the Private Sector: The "Privatization" Controversy

Reading

Smith and Lipsky, Chapter 9 "Privatization in Human Services: A Critique," pg 188-202.

Salamon, Part IV, "The Impact of Retrenchment," pg 149-202.

In Ott:

Weisbrod, "The Future of the Nonprofit Sector... pages 399-410

Assignment Due: Two page précis of major points made by these authors

April 16 : The bases of social welfare

Reading:

Salaman, Chapter 13 "The Voluntary Sector and the Future of the Welfare State," and Chapter 14, "The Marketization of Welfare" pg 203-242

Richard Titmuss, *The Gift Relationship*. This is a classic text, first published in 1970. It has been republished many times so pages will vary by edition. Any edition will do, just find the correct chapters!

Chapter 11, "Is the Gift a Good One"

Chapter 17, "The Right to Give"

Note: Titmuss is considered to be the theorist of the British welfare state. Do not focus on the particular case (blood donation) or statistics that report empirical data (the stats will be very out of date). The point to discern is why Titmuss felt health and human services, like the National Health Service in Britain, should be supported by the community rather than by market decisions.

Recommended:

Smith and Lipsky, Chapter 10, "Government Nonprofit Agencies and the Welfare State," pg 206-232

In Ott

Part 9: 311-355

Ch 26: Wolfe, What is Altruism? Pages 320-330

Ch 27: Mount, Why Donors Give... Pages 331-337

Ch 28 Goldin, "The Founding Fathers..pages 338-342

Ch 29 Coles: "The Call of Service... pages 343- 354

April 23: Student Presentations of Independent Research

April 30: Student Presentations of Independent Research

May 7: Student Presentations of Independent Research

Assignment Due: Case Studies

UNIVERSITY AND SOCIOLOGY DEPARTMENT POLICIES

The Secretary of the University maintains a web page that contains university policies that affect the instructor and the students in this course, as well as essential information specific to conduct of the course. The link to that web page is:
<http://www.uwm.edu/Dept/SecU/SyllabusLinks.pdf>

Students with Disabilities. Verification of disability, class standards, the policy on the use of alternate material and test accommodations can be found at the following: **DisplayText cannot span more than one line!****Religious Observances.** Policies regarding accommodations for absences due to religious observance are found at the following:
http://www.uwm.edu/Dept/SecU/acad%2Badmin_policies/S1.5.htm

Students called to active Military Duty. Accommodations for absences due to call-up of reserves to active military duty are found at the following: <http://www3.uwm.edu/des/web/registration/militarycallup.cfm>

Incompletes. You may be given an incomplete if you have carried a course successfully until near the end of the semester but, because of illness or other unusual and substantiated cause beyond your control, have been unable to take or complete the final examination or to complete some limited amount of course work. An incomplete is not given unless you prove to the instructor that you were prevented from completing the course for just cause as indicated above.

The conditions for awarding an incomplete to graduate and undergraduate students can be found at the following:
http://www.uwm.edu/Dept/SecU/acad%2Badmin_policies/S31.pdf

Discriminatory Conduct (such as sexual harassment). Discriminatory conduct will not be tolerated by the University. It poisons the work and learning environment of the University and threatens the careers, educational experience and well-being of students, faculty and staff. Policies regarding discriminatory conduct can be found at:
http://www.uwm.edu/Dept/SecU/acad%2Badmin_policies/S47.pdf

Academic Misconduct. Students are responsible for the honest completion and representation of their work, for the appropriate citation of sources, and for respect of others' academic endeavors. Policies for addressing students cheating on exams or plagiarism can be found at the following: <http://www.uwm.edu/Dept/OSL/DOS/conduct.html>

Complaint Procedures. Students may direct complaints to the Sociology Department Chair or the Associate Dean for Social Sciences in the College of Letters & Sciences. If the complaint allegedly violates a specific university policy, it may be directed to the Sociology Department Chair, the Associate Dean for Social Sciences in the College of Letters & Sciences, or to the appropriate university office responsible for enforcing the policy. Policies may be found at:
http://www.uwm.edu/Dept/SecU/acad%2Badmin_policies/S49.7.htm

Grade Appeal Procedures. Procedures for student grade appeal can be found at the following:
http://www.uwm.edu/Dept/SecU/acad%2Badmin_policies/S28.htm

Final Examination Policy. Policies regarding final examinations can be found at the following:
http://www.uwm.edu/Dept/SecU/acad%2Badmin_policies/S22.htm

Book Royalties. In accord with Department of Sociology policy, the royalties from the sale of faculty-authored books to students in their classes are donated to a UWM Foundation/Sociology Account to support future awards and activities for UWM students in Sociology. Update 08/2007