Organizations and Social Change
CMST 4350 Section 001
Fall 2020
3:00 – 4:15 Monday & Wednesday
Huntsman Hall 360

Instructor: Matthew L. Sanders, Ph.D.
Office: Old Main 202C
Office Hours: By appointment via Zoom
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Phone: (435) 797-8409

Required Texts

- This course requires all-inclusive digital materials that are provided to you at a lower price than traditional printed materials. These materials are paid for through an “Auto Access Digital Materials” charge placed on your student account when you registered for the course. To access the materials, visit the Canvas course site. For more details, including dates, deadlines, and opt-out info, visit your student Auto Access Portal: https://portal.verba.io/usu/login
- You can purchase this book at the bookstore and at any online bookseller as a hard copy or eBook.
- Many additional readings will be available in PDF format on Canvas.

Course Description and Objectives
Nonprofit organizations, both in the United States and internationally, have long been agents of social change. Over the past 50 years, there has been tremendous growth and innovation in the nonprofit sector as the number of nonprofit and nongovernmental organizations has grown dramatically. This growth has made nonprofit and nongovernmental organizations a powerful economic and social force around the world. Health care, education, poverty, human rights, disease, and economic development are some of the issues that these organizations are addressing. Studying organizations and social change offers us the opportunity to enrich our understanding of how communication and organizing play out in the distinct characteristics and cultures of nonprofit and nongovernmental organizations. Our objectives in this class are to:

- Develop a theoretical understanding of the scope and purpose of nonprofit and nongovernmental organizations.
- Develop conceptual and critical awareness of social change efforts from both nonprofit and business perspectives.
- Critically examine organizational communication concepts within the nonprofit context through scholarly research and community engagement.
- Conduct engaged scholarship focused on helping specific nonprofit organizations.
- Foster social and personal development, community responsibility, and values clarification related to social justice and social responsibility.

The goal of this course is to enable you to develop practical applications for your academic knowledge of nonprofit organizations and augment your understanding of social change. However, it is important to note that this course is not focused on practical managerial issues. The purpose of this course is to give you exposure to this area of organizational life, provide an opportunity for you to examine this kind of work, and help you think conceptually and critically about local, national, and international social change efforts.

Teaching Philosophy

I believe good teaching and learning come from engaging real-life situations and experiences. Therefore, I do not lecture extensively, and my teaching requires you to go beyond the readings as you study and prepare for class discussions. I will ask you to examine your own experiences and share them when appropriate, participate in group projects, and engage in experiential learning as we examine the nonprofit sector together. If you are not comfortable with this approach to teaching, I encourage you to find another course that will better meet your needs.

The purpose of meeting together as a class is to enable you to have experiences and conversations that you cannot get on your own. In other words, class will not be a review of the readings. Consequently, there are two kinds of work I need you to do in order for this class to be successful. First, do the reading for each class. A study guide is provided for each reading that highlights the concepts and key ideas that I want you to know and the important questions that I want you to consider. I will hold you responsible only for material on the study guides and topics discussed in class. Second, do all preparation assignments (e.g., study guides) and actively participate in class. Completing the preparation assignments and participating in class enables us to have conversations and activities that move us beyond the readings.

In addition, my goal in this class is not just for you to learn a set of concepts and discuss a set of issues. I am most interested in helping you develop a certain way of thinking about communication, organizations, and social change. It is this more sophisticated type of thinking that will come from our work together that can enable you to become a different kind of person – more capable, understanding, aware, and competent.

Course Assignments and Assessment

Grading. Please note that the grade of A is given for consistently excellent work that demonstrates an in-depth understanding of all course materials. B’s are given for work that demonstrates instances of excellence with a very good understanding of course materials. C’s are given for work that demonstrates a consistent satisfactory competence in course materials. D’s are given for incomplete work, missed assignments, too many absences, etc. Please talk with me for further understanding of the grading criteria. If you have questions or concerns throughout the semester regarding your grades, please visit with me.

Course evaluation is based on the following assignments:

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Engaged Scholarship Project</td>
<td>40%</td>
</tr>
<tr>
<td>Midterm Exam</td>
<td>25%</td>
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<tr>
<td>Final Exam</td>
<td>25%</td>
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<tr>
<td>Participation</td>
<td>10%</td>
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</tbody>
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Grade assignments will be as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Percentage Range</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>93% and above</td>
</tr>
<tr>
<td>A-</td>
<td>90 – 92%</td>
</tr>
<tr>
<td>B+</td>
<td>87 – 89%</td>
</tr>
<tr>
<td>B</td>
<td>83 – 86%</td>
</tr>
<tr>
<td>B-</td>
<td>80 – 82%</td>
</tr>
<tr>
<td>C+</td>
<td>77 – 79%</td>
</tr>
<tr>
<td>C</td>
<td>73 – 76%</td>
</tr>
<tr>
<td>C-</td>
<td>70 – 72%</td>
</tr>
<tr>
<td>D+</td>
<td>67 – 69%</td>
</tr>
<tr>
<td>D</td>
<td>63 – 66%</td>
</tr>
<tr>
<td>F</td>
<td>62% or below</td>
</tr>
</tbody>
</table>

Exams (50%; 25% each)

You will have two exams. Each will consist of application and analysis questions regarding course concepts. Additional detail will be given during the semester.

Engaged Scholarship Project (40%)

One of the primary goals of this course is to explore how research can inform how we understand and engage nonprofit organizations and the causes they serve. For this project, you will complete a group research project on an assigned topic. Each group will present the findings of their research to the class on assigned dates throughout the semester. Specific guidelines and instructions will be provided.

Participation (10%)

Participation is an essential component of individual and organizational success. You cannot be successful in this class or in any organization without participating. My perspective on participation is based on the “Law of the Harvest.” The law of the harvest simply means you cannot plant corn in August and expect to eat it before winter. Successful participation in this class means doing what is necessary each day to ensure success. The several elements of your participation grade are outlined below:

Group and Individual Contributions: You will do work both in groups and individually in this class. Because of the nature of the class and the importance of class and group discussion for the learning that will take place here, a significant portion of the final grade will be determined by your participation in class discussion and group collaboration. Involvement is a necessary, important, and required part of this course. Showing up is the first step to class participation. However, good involvement is not equal to quantity of participation in class. Rather, I am looking for quality involvement (i.e., not only engaging fully in class discussion, but also listening effectively to/with others, participating in activities, asking helpful questions, integrating the reading into class discussions, providing examples of course content).

A baseline assumption for this class is that you attend. You do not receive any kind of grade for attending class. However, I will take role, and you will be penalized 0.5% of your total course grade for every class missed. You are allowed 2 absences without penalty. Please consider these days as “personal time off.” You can use these days when you are sick, out of town, overwhelmed with other schoolwork, or just want to go to the mountains. However, when you have used your personal time off, you have no more and each subsequent absence results in a deduction from your final grade. Therefore, if for example you miss 4 classes, you will receive a 1% deduction from your final grade. Also, please remember that attendance and participation are not the same thing.

Study Guides/Preparation Assignments: As stated in my teaching philosophy, the purpose of meeting together as a class is to have experiences and conversations that you cannot get on your own.
Therefore, you must come prepared. To ensure that we are prepared to work together each day, you will be required to complete and turn in a study guide (definitions and discussion questions) or preparation assignment each class period. These study guides are not graded for content, but I record that you completed them and they count toward your participation grade, and therefore equal points on your final grade. Study guides serve as a mechanism to ensure that we can have productive discussions, and also orient you to the things I want you to know for the exam. Study guides and preparation assignments must be typed and will be turned in at the end of each class. No late work will be accepted for credit.

Tentative Course Schedule
CMST 4350: Organizations and Social Change
Fall 2020

Week 1: Introduction and Overview of the Nonprofit Sector
Monday, August 31
• Course Overview
Wednesday, September 1
• LeRoux & Feeny, Nonprofit Organizations – Chapter 1
• Wood, Leaving Microsoft to Change the World (Part 1 – pages 1-71)

Week 2: Historical Foundations of the Nonprofit Sector
Monday, September 7
• No Class: Labor Day
Wednesday, September 9
• LeRoux & Feeny, Nonprofit Organizations – Chapter 2
• Wood, Leaving Microsoft to Change the World (Part 2 and chapters 18 & 24)

Week 3: Theories and Perspectives of the Nonprofit Sector
Monday, September 14
• LeRoux & Feeny, Nonprofit Organizations – Chapter 3
• Frumkin, Chapter 1
Wednesday, September 16
• Koschmann, Isbell, & Sanders, Connecting Nonprofit and Communication Scholarship
• Koschmann, Collaborocation: Thinking Communicative about Collaboration

Week 4: Engaged Scholarship
Monday, September 21
• Boyer, The Scholarship of Engagement
Wednesday, September 23
• LeRoux & Feeny, Nonprofit Organizations – Chapter 4

Commented [MS1]: Need to have very frequent alumni visitors to let them see what folks are doing. Check list and make it work. Both CHaSS and CMST.
Commented [MS2]: Lecture on Values (O’Connell)
This is the nonprofit studies overview and theories
Commented [MS3]: This is our day on communicative explanations. A foundation for critique of a lot of our reading.
Commented [MS4]: Have Jess Lucero and CRIC visit via zoom for 30-45 minutes.
Commented [MS5]: This is a discussion of social capital in relation to CRIC and the engaged scholarship projects. Use this week to organize groups and get things going.
Week 5: Meaningful Work
Monday, September 28
- Mize Smith, *Framing the Work of Art*
Wednesday, September 30
- Steimel, *Connecting with Volunteers: Memorable Messages and Volunteer Identification*
- Dempsey & Sanders, *Meaningful Work? Nonprofit Marketization and Work/Life Imbalance*

Week 6: Volunteers
Monday, October 5
- LeRoux & Feeny, *Nonprofit Organizations* – Chapter 5
- Wilson, *Volunteering*
Wednesday, October 7
- Farmer and Fedor, *Volunteer Participation and Withdrawal*
- Kramer, *Voluntary Organizational Membership*

Week 7:
Monday, October 12
- **Exam 1 Review**
Wednesday, October 14
- **Exam 1**

Week 8: Philanthropy and Giving
Monday, October 19
- LeRoux & Feeny, *Nonprofit Organizations* – Chapter 6
Wednesday, October 21
- Nickel & Eikenberry, *A Critique of the Discourse of Marketized Philanthropy*

Week 9: Nonprofits and Politics
Monday, October 26
- LeRoux & Feeny, *Nonprofit Organizations* – Chapter 7
Wednesday, October 28
- TBD

Week 10: Activism and Social Movements
Monday, November 2
• LeRoux & Feeny, *Nonprofit Organizations* – Chapter 8

Wednesday, November 4
• TBD

Week 11: Marketization
Monday, November 9
• LeRoux & Feeny, *Nonprofit Organizations* – Chapter 8
• Eikenberry & Kluver, *Marketization of the Nonprofit Sector*

Wednesday, November 11
• Ruud, *The Symphony: Organizational Discourses and the Symbolic Tension*
• Sanders & McClellan, *Being Business-like While Pursing a Social Mission*

Week 12: Social Entrepreneurship and Social Business
Monday, November 16
• Yunus, *Creating a World Without Poverty* (selections)
• Rivoli, *Travels of a T-Shirt*

Wednesday, November 18
• TBD

Week 13: Success in Nonprofit Work
Monday, November 23
• Porras, Emery, & Thompson, *Redefining Success*
• Smith, *Someone to Lean On*

Wednesday, November 25
• No Class: Thanksgiving Holiday

Week 14: Engaged Scholarship Presentations
Monday, November 30
• Groups TBD

Wednesday, December 2
• Groups TBD

Week 15: Engaged Scholarship Presentations
Monday, December 7
• Groups TBD

Wednesday, December 9

Commented [MS9]: Tyler Tolson visit
• Groups TBD
• Exam 2 Review

Final:
Monday, December 14 3:30-5:20
• Exam 2