Introduction to the Course

Civil society is not easily defined. Non-Western forms of civil society do not necessarily conform to the American tradition or contemporary beliefs about civil society. Throughout the world, there are different approaches to civil society and attempts to either strengthen or weaken nongovernmental organizations. There are, for example, Third World countries loosening their stranglehold over their citizens and countries which practice authoritarianism. Some countries are moving toward a market system economy and others have maintained their socialist viewpoint. In some areas of the world, governments have moved toward models of democracy, free association and/or increased political and societal pluralism. In other parts of the world, however, there still exists influential controls and limits on the activities of Nongovernmental/Nonprofit sector activities.

For NGOs to be effective - particularly in developing or transitioning countries - NGO managers and leaders need to have a keen understanding of the contextual environment in which they are operating, especially the social, political and cultural influences.

Course content will include:
- Exploring the meaning of civil society as both an American concept and its adaptation to the Nonprofit Sectors of developing and transitioning countries;
- Strategies that NGOs use to build democratic institutions; and,
- Nongovernmental Organizational Management and Management Issues.

Course Objectives

By the end of the course, it is expected that each student will be able to:
- Demonstrate knowledge of theory and concepts of Civil Society and the organizations that operate amongst it.
- Understand the meaning of civil society from the context of socioeconomic development, the role of political culture, societal change (modernization and democratization), and the influences of international/foreign influence.
• Understand Nongovernmental relationships with communities, government and the business sector.
• Understand key issues in the management of Nongovernmental Organizations

REQUIRED TEXTS


Additional readings may be assigned and will be provided on eCollege.

COURSE POLICIES & PROCEDURES

Writing Policy
Students are expected to demonstrate writing proficiency. At minimum, papers should follow the following guidelines:

- Use only 8.5 inch by 11 inch sheets of white paper
- Number each page (with the exception of page one and the cover sheet)
- Include a cover sheet that identifies the topic of the paper, your name, date, and etc.
- Double space
- 1 inch top/bottom and left/right margins
- Use 12 inch, Times New Roman font
- Write out the word “percent” (and not use % unless you are constructing tables)
- Write out numbers one through ten and use the actual number for 11 or higher.

Students must use APA writing and citation format and not mix styles. Please keep in mind Wikipedia is not a scholarly source of information and should not be used as a reference and internet references should be used sparingly. Be responsible for your spelling and grammar (do not rely on software). Proof read for awkward sentence styles and construction. All written assignments should be submitted via the eCollege Dropbox. Please label all files as: lastname.assignment.date (Machado.Memo.Jan31).

Grading Policy

100 Point Scale

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<th>Grade</th>
<th>Points</th>
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<td>A+</td>
<td>97-100</td>
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<td>F</td>
<td>65 points or below</td>
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The first key to the student's success in this course is preparation for class by reading the prescribed materials and completing assignments. The successful student will demonstrate the
ability to present a reasoned argument, and support that position with cogent reasoning, references to assigned readings, and real-world examples. The expression of intellectual courage, rigorous research, as well as critical thinking should be reflected in the student's writing and class participation. As in life, you will get out of this course what you put into it.

**Academic Honesty**
Academic honesty and integrity are vital elements of a dynamic academic institution. The responsibility for ethical conduct rests with each individual member of the academic community---students, faculty, and staff. The University of Colorado-Denver has an ongoing commitment to maintain and encourage academic integrity. Therefore, the University has created a set of standards of academic honesty and procedures governing violations of these principles. Copies of the Academic Honor Code document may be obtained at the University Library, from the Student Services Office at SPA, or from the Vice Chancellor's office.

*Forms of Academic Dishonesty*
1. Plagiarism--use of distinctive ideas or words belonging to another person, without adequately acknowledging that person's contribution.

2. Cheating-intentionally possessing, communicating, using, or attempting to use materials unauthorized by the instructor, information, notes, study aids, or other devices, in any academic exercise.

3. Fabrication and Falsification-intentional and unauthorized alteration or invention of any information or citation in an academic exercise.

4. Multiple Submission-submissions of substantial portions of either written or oral academic work that has previously earned credit, when such submission is made without instructor authorization.

5. Misuse of Academic Materials-intentionally or knowingly destroying, stealing, or making inaccessible, library or other academic resource material.

6. Complicity in Academic Dishonesty-intentionally or knowingly contributing to the academic dishonesty of another.

These examples of academic dishonesty shall not be construed to be comprehensive, and infractions will be dealt with on an individual basis according to university policies and procedures. It is the obligation of each student to assist in the enforcement of academic standards.

This policy is strictly enforced. Papers and/or assignments may undergo a plagiarism review. Plagiarism review consists of running a paper/assignment through various search engines and databases to check for “borrowed” or “bought” information. If you are found in violation of academic dishonesty, then you will be subject to the enforcement of the applicable policies and procedures.
E-mail
All students enrolled in this course are required to maintain their University of Colorado student email address – which will be the only address used for communication originated from the instructor. You are encouraged to set up your UCD student email account to forward to your personal email address.

Technical Support and Computer Labs
CU Online:
Phone: 303.315.3700
Toll Free: 1.877.823.3644
E-mail: help@cuonline.edu
Hours: M-F, 7 am - 7 pm

eCollege:
Phone: 877.740.2214
E-mail: HelpDesk@cuonline.edu
Hours: 24/7

Internet access is available on campus at the following locations:
1. PC and Mac computer labs are located in North Classroom Rooms 1206, 1208, 2206 and St. Cajetan's. These labs are accessible with a valid UCD ID.

2. SPA offers a PC computer lab for student use. The lab is located in the SPA office (1380 Lawrence Street Center, Suite 500, Denver CO 80217). This lab is accessible seven days a week, but you must use your CU-Denver ID after hours or on weekends. Contact Rose Segawa at Rose.Segawa@ucdenver.edu to gain approval on your UCD ID to access the building after hours.

Auraria Library
The Auraria Library is a great resource for graduate students. Due to the fact that the library serves three different institutions, the online reference library is quite large with a vast collection of full-text online journals. In addition, the library also has resources such as Endnote Web, interlibrary loan, general and specialized databases, and an online librarian chat service. In order to access and use these e-resources you must secure a student ID number. The library staff provides trainings and assistance with using the online database for research.

http://library.auraria.edu/

University of Colorado Denver Writing Center
Graduate coursework requires a great deal of writing. For most this requires additional work and refinement. The UCD Writing Center is a free service that will assist you in building sound arguments and refining work appropriate at the graduate level. I strongly encourage each and every student to utilize the resources available through the Writing Center as early as possible in the semester and in the graduate school process.

http://clas.ucdenver.edu/writing/
Changes in Assignments, Schedule/Dates and Course Policies
Please note that the instructor reserves the right to alter the course schedule/dates, course content and course policies if the professor is of the opinion that changes will benefit students and improve the likelihood of achieving course learning objectives. Students will be notified in advance of any changes and an explanation will be provided.

PUAD 7125
Doctoral students should have enrolled in this course as PUAD 7125 and not PUAD 5125. Additionally, doctoral students must take responsibility for contacting me in order to discuss supplemental assignments/requirements for receiving doctoral credit.

Instructional Needs and the Office of Disabilities
The University of Colorado at Denver (UCD) welcomes and supports a diverse student body. The Disability Services Office (DSO) is the designated office that maintains disability-related documents, determines eligibility for academic accommodations, determines reasonable accommodations and develops plans for the provision of such accommodations for students attending UCD. The DSO will provide accommodations as mandated under the ADA and Section 504 of the Rehabilitation Act.

If you have special instructional needs because of a disability, please visit the UCD DSO first and obtain the necessary documentation and instructions for the instructor. Next, make an appointment to see me no later than the second week of class so we can discuss and arrange proper accommodations to facilitate your educational processes and maximize your learning utilities.

Inclement Weather Policy
Since this is an online course, the closure of the campus for inclement weather will not apply.

COURSE ASSIGNMENTS

Weekly Discussion - 30%
Students will be assigned to discussion groups of four to six people each – please do not ask to change groups. Each week there will be a question relevant to the weekly reading that should be discussed within your assigned discussion group. Occasionally the weekly discussion question will require well-crafted and lengthy responses that resemble a homework assignment. Make references to the readings, draw connections to practical experiences in your professional life, and when appropriate offer insights from your personal observations in your life. Most importantly – stay on point, be relevant to the weekly assigned readings, and be courteous of your fellow discussion participants.

NGO Memo - 15%
Each student should select an NGO that has a proven background in international programs with a specific role in third world development. The NGO can address issues of poverty, hunger, disease, economic development, etc. APA format is not necessary for this memo assignment
except for citations of references. The NGO Memo is due by 5:00pm on Feb. 25, 2011. Memos should be 3-5 pages (double spaced, 1 inch margins, 12 pt font) and should include:

- A discussion of the organization’s mission, vision, purpose
- The NGO’s programs including past successes and failures on the front lines and/or political arena (advocacy)
- The NGO’s nonprofit status (501c3, c4, etc)
- Any other relevant information you find interesting like their organizational characteristics, funding sources or strategic plans.
- Most of this information can be found on the organization’s website or in journal articles
- Feel free to take some creative liberties

**Journal Review - 25%**
Each student will select an article from a respected academic journal that is relevant to the material being presented in this course. Examples of journals include, but are not limited to: Journal of Public Administration Research and Theory, Public Administration Review, Nonprofit Management and Leadership, Nonprofit Voluntary Sector Quarterly, Voluntas, etc. Please see the instructor if you have any questions regarding acceptable academic journals. The Journal Analysis is due by 5:00pm on March 30, 2011. Papers should be 8-10 pages (double spaced, 1 inch margins, 12 pt font, APA style) and should include:

- Summary of the research question and purpose of the study
- Concise and insightful synthesis of the theories and concepts discussed in the literature review
- Note key previous studies cited by the authors
- Comment on the research methods and quality of the study
- Discussion of the results and implications of the findings
- Discussion of any potential weaknesses and your personal likes and dislikes of the article
- Be sure to discuss relevant issues of past, present or future contexts of the role of NGOs in international development – many of which have been weekly topics

**Case Study - 30%**
Select a cause or an event that occurred with at least one international NGO presence – such as the Haitian earthquake, Southeast Asia tsunami, violence in Somalia or Rwanda, Hurricane Katrina, 9-11, poverty in a region, aids in a country, etc. The Case Study assignment is due by 5:00pm on May 10, 2011. Papers should be 15-17 pages (double spaced, 1 inch margins, 12 pt font, APA style) and should include:

- Literature review of previous studies and articles that discuss the case, both broadly and the sub-topics contained within – geographical context, political situation, demographic and culture influences, etc
- Detail the NGO or multiple NGOs that were involved. Discuss their strengths, weaknesses, successes, etc
- Use the theory and concepts as discussed in the readings for the semester to ground your observations and insights. Make use of citations and references
- Recommendations and suggestion for corrections, changes and alternatives that would be more effective
• Evolution of the issue, or of the nation’s civil society, involved - evolving relationships, etc
• Collaboration capacity – of the region, organization, issue

COURSE CALENDAR

Session 1: Jan. 18 - 22, 2011
Topic: Syllabus Review and Class Introductions

Session 2: Jan. 23 - 29, 2011
Topic: What is Civil Society and Frameworks for Examining NGOs
Read: Wiarda Ch. 1-3 & skim Ch. 8

Session 3: Jan. 30 - Feb. 5, 2011
Topic: Vision, Values & Roles of NGOs
Read: Edwards & Fowler Introduction & Ch. 1-3

Session 4: Feb. 6 - 12, 2011
Topic: Political Responsibility and Advocacy
Read: Edwards & Fowler Ch. 4-7

Topic: Growth and Change
Read: Edwards & Fowler Ch. 8-10

Session 6: Feb. 20 - 26, 2011
Topic: Accountability
Read: Edwards & Fowler Ch. 11-13
Due: NGO Memo by 5:00pm Feb. 25, 2011

Session 7: Feb. 27 - Mar. 5, 2011
Topic: Collaboration
Read: Edwards & Fowler Ch. 14-16

Session 8: Mar. 6 - 12, 2011
Topic: Performance Measurement
Read: Edwards & Fowler Ch. 17-20

Topic: Organizational Learning
Read: Edwards & Fowler Ch 21-23

Session 10: Mar. 20 - 26, 2011
Spring Break -- No Class
Session 11: Mar. 27 - Apr. 2, 2011
Due: Journal Analysis by 5:00pm March 30, 2011

Session 12: Apr. 3 - 9, 2011
Topic: Case Study Sub-Saharan Africa
Read: Wiarda Chapter 4

Session 13: Apr. 10 - 16, 2011
Topic: Case Study East Asia
Read: Wiarda Chapter 5

Session 14: Apr. 17 - 23, 2011
Topic: Case Study Latin America
Read: Wiarda Chapter 6

Sessions 15: Apr. 24 - 30, 2011
Topic: Case Study Middle East and Islamic Society
Read: Wiarda Chapter 7

Session 16: May 1 - 7, 2011
Due: Case Studies by 5:00pm May 10, 2011

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