



## SYLLABUS

### Managing Nonprofit and Special Community Housing (HACE 5310)

#### LOCATION

Spring Semester 2009, Forestry Resources 2, M-W-F, 12:20 pm -1:10 pm

#### PROFESSOR

Russell N. James III, J.D., Ph.D., 203 Consumer Research Center, 706.542.4951, [rjames@uga.edu](mailto:rjames@uga.edu), office hours M&F 3:30-4:45 p.m., W 4:30-5:45 p.m. and by appointment

#### GRADUATE ASSISTANT – (Please contact for all grade-related questions)

Jasmine Giddens, [jag1022@uga.edu](mailto:jag1022@uga.edu), 104 Consumer Research Center, 706.542.4950, office hours T & R 9:00a.m.-12:30p.m. The graduate assistant posts all scores for this course. If you have questions about a posted grade, please contact the graduate assistant first.

#### COURSE DESCRIPTION AND OBJECTIVES

Students will gain familiarity with residential property management in a wide variety of nonprofit, government, and government-assisted contexts. Special focus is given to the practical dynamics of management in various special housing communities including senior housing, supportive housing for the elderly, supportive housing for people with mental or physical disabilities, affordable housing, transitional housing, military housing, and student housing.

1. Students will be able to contrast the expectations and processes of nonprofit residential property management and government-assisted residential property management with for-profit, free-market residential property management.
2. Students will be exposed to the fundamental concepts of program planning, program delivery, and outcome measurement used in nonprofit administration.
3. Students will gain familiarity with the importance of managing multiple, competing stakeholders in a nonprofit context.
4. Students will understand the legal, regulatory, and assistance environments affecting residential property management in low and moderate income-based communities, age-based communities, and other special communities
5. Students will be able to analyze demographic trends within each of the special communities examined.
6. Students will understand the specific challenges each special community type adds to the basic expectations of nonprofit and government-assisted residential property management.

#### REQUIRED TEXT AND READINGS

Senior Housing: Looking Toward the Third Millennium: A Guide to Valuation, Market Analysis, Design, Development, and Financing. Arthur E. Gimmy with Susan B. Brecht and Clifford J. Dowd

Making Housing Happen: Faith-based Affordable Housing Models. Jill Suzanne Shook, editor

Managing the Nonprofit Organization: Principles and Practices. Peter Drucker

Good to Great and the Social Sectors: A Monograph to Accompany Good to Great. Jim Collins

[AUDIOBOOK] Good to Great CD: Why Some Companies Make the Leap...and Others Don't [Abridged] by Jim Collins, (Read by Jim Collins)

### **ACADEMIC HONESTY**

If a suspected violation of the academic honesty policies of this University occurs by any student in this class, I reserve the right to address the situation as a violation of Academic Honesty, and thus will deal with the alleged violator immediately. It is expected that all students are familiar with and will stringently adhere to the University's Academic Honesty Policy. This policy can be found on-line at: <http://www.uga.edu/ovpi/honesty/ahpd.htm>.

### **GRADING SCALE**

A	93% +
A-	90% to <93%
B+	87% to <90%
B	83% to <87%
B-	80% to <83%
C+	77% to <80%
C	73% to <77%
C-	70% to <73%
D	60% to <70%
F	<60%

30% Final exam

30% Quizzes

30% Assignments (take-home, in-class, and worksheets)

10% Participation (presentations/class discussion/class participation)

### **GRADING STRUCTURE**

Your percentage score for any section is the sum of the percentage scores on each assignment, quiz, or item in that section divided by the total number of assignments, quizzes, or items in that section.

### **ABSENCES**

Absences will make it more difficult for you to excel in this class. There are many in-class assignments, announced quizzes, and unannounced quizzes. Should you find it necessary to be absent, or are otherwise unable to meet an assignment deadline, you may choose to meet the following requirements for late work.

### **LATE WORK**

These late work options are not dependent upon the normative content of the proximate cause for your absence or other inability to timely complete the assignment. Consequently, it is not necessary or productive to share such personal information with the professor or graduate assistant.

"Leadership profile paper": A paper of college-level quality that must be a minimum of 5 pages, double-spaced, 1-inch margins, on 8.5 x 11 paper, using 12-point Times New Roman font, with no additional spacing or blank lines between paragraphs. This paper

summarizes the career, impact, and personal motivation of a leader in nonprofit or special community housing management. You may select any leader on whom you desire to report, however, you must have complete references to the sources for your information. You may choose to use any leaders profiled in the Making Housing Happen textbook should you so desire. **YOU MUST ATTACH A COVER SHEET SUCH AS THE ONE FOUND ON THE LAST PAGE OF THE SYLLABUS IN ORDER TO RECEIVE CREDIT.**

Quiz make-up. If you miss a quiz, or you receive a low score on a quiz, you may submit a leadership profile paper within 2 weeks of the date the quiz was given. An acceptable paper will receive a B (85%) score and the grade will replace the quiz grade. An unacceptable paper will receive a 0 and will not change the quiz grade.

Assignment make-up. If you miss an assignment (take-home, in-class, etc.) you may turn in the assignment up to two weeks late if it is ALSO ACCOMPANIED BY an acceptable leadership profile paper. The grade will be based upon the merits of the assignment, assuming that the leadership profile paper is acceptable. You must turn in the assignment in order to receive a grade. You will not receive a grade if you turn in only the leadership profile paper, but not the original assignment.

Each leadership profile paper will apply only to one grade make-up. A single paper cannot apply to both an assignment and a quiz, nor will it apply to more than one quiz or assignment.

TWO-WEEK RULE: You have 14 days after grades are posted on WebCT to challenge or change the posted grade. If you believe you turned in an assignment or took a quiz and a zero is posted on WebCT, you must contact the professor or graduate assistant within two weeks after the score is posted. (The two-week deadline will not be extended even if your attempt to contact is prevented due to e-mail malfunction.) Two weeks (14 calendar days) following a grade posting (0 or otherwise), the posted score will become irrevocable.

#### **EXTRA CREDIT**

Class presentations: each student receiving the award for best presentation of the day will receive a 2% overall grade bonus

#### **CALENDAR**

The course calendar is tentative, and may be changed as the semester progresses. Changes to the calendar, assignments, or assignment dates will be announced in class. Thus, class attendance is necessary in order to be aware of all assignments.

#### **TESTABLE MATERIAL**

Words spoken in class or found in assigned materials, and all reasonable cognitive inferences consequent thereto, are appropriate materials for quizzes and exams unless otherwise specifically stated.

#### **RELIGIOUS/THEOLOGICAL CONTENT**

It would be inappropriate to conduct a survey course on nonprofit housing in the U.S. without examining the influence of faith-based organizations (FBOs). FBOs develop and/or manage half of all housing for the elderly under HUD section 202 (Briggs 2003). As another example, one survey in the Philadelphia area found that FBOs produced about 40 percent of all nonprofit housing and almost 70 percent of elderly housing (Nowak, et al. 1989). However, this is not a course on religion or theology. You will not be tested

on any religious or theological content encountered in the course. Yet, many leaders in nonprofit housing are dramatically influenced by personal religious belief. We will learn about the life stories of several non-profit leaders, told in their own words. Some of these leaders are Hindu, Muslim, Christian, or from another faith group. Should you find the religious content of any assignment so objectionable as to be a barrier to your educational experience, please e-mail the professor for an alternate assignment 24 hours prior to the due date.

## **COURSE OUTLINE**

### I. Overview of the sectors: nonprofit and special community housing

#### Senior housing communities

- 55 + communities

- Independent living communities for the elderly

- Supportive housing for the elderly - assisted living and continuing care facilities

- Other housing programs for older Americans

  - Section 202

  - HUD Assisted Living Facility Conversion Program

  - HUD Emergency Capital Repair Program

  - Congregate Housing Services Program

  - Multifamily Housing Services Coordinators

#### Affordable (income-based) housing communities

- LIHTC-related developments

- Housing choice voucher program (section 8) developments

- Public housing (HOPE VI)

- Rural affordable housing (USDA sections 514, 515, 516, 533, & 538)

- Other affordable housing programs

  - Federal Home Loan Banks Affordable Housing Program

  - FHA multifamily mortgage insurance programs

  - HUD sections 221(d) 3, 221(d) 4, 207/223(f), 220, 241, and Network

  - Neighborhoods program

  - HOME grants and CDBG

  - State and local grants, loans and tax-exempt bonds

#### Other special communities

- Supportive housing for people with physical disabilities

- Supportive housing for people with mental disabilities

- Homeless and transitional housing

- Student housing

- Military housing

- Community associations (condo, co-op, planned unit development, timeshare)

### II. Introduction to management in nonprofit and government-assisted organizations

#### Financial issues in the nonprofit sector

- Accounting & IRS Form 990

- Special Valuation Issues in Nonprofit & Special Community Housing

#### Legal requirements for nonprofits

- Boards, executives, and governance structures

- The role of effective leadership in nonprofit organizations

- Managing conflicting goals of critical stakeholders

- Program planning, program delivery and outcome measurement

Fundraising and charitable giving  
Working with volunteers

III. Case studies in nonprofit and special community housing: Applying management concepts to practical issues

Affordable (income-based) housing communities  
Senior housing communities  
Other special communities

Citations

Briggs, X. D. S. (2003) Faith and mortar: Religious organizations and affordable housing strategy in urban America. in *Building the Organizations that Build Communities*, ed. Roland Anglin (Washington, D.C.: U.S. Department of Housing and Urban Development, 2004), 50.

Nowak, J. (1989) Religious institutions and community renewal, *prepared for the Pew Charitable Trusts, Philadelphia, PA, December, 1989*

Cover Sheet for Leadership Profile Paper  
HACE 5310

Your Name:

Nonprofit or Housing Leader Profiled:

Assignment or Quiz to which this paper should be applied:

Date of the original Quiz or Assignment due date:

Has it been more than 14 days since this score of the assignment or quiz was posted?

Yes / No

If this paper is for an assignment, is the completed original assignment also included?

Yes / No / Not Applicable

Is this paper at least 5 pages long (not counting this cover sheet?)

Yes / No

Does this paper have margins of 1 inch or larger?

Yes / No

Is this paper typed in 12-point Times New Roman font?

Yes / No