**PUAD 5110: Seminar in Nonprofit Management**

**Instructions for Nonprofit Organizational Interview Paper**

For this assignment, you will select a nonprofit organization that you have either worked or volunteered for in the past or about which you have an interest in learning more. This nonprofit organization can be local or from your area of previous residence. Once you have selected an organization, you need to conduct an hour to an hour and half interview with a manager in this organization. This interview should address the following issues:

1. The history of the organization
2. The mission and purpose of the organization
3. The planning process of the organization
4. How the organization determines if it is meeting its mission (or otherwise measures its performance)
5. The major organizational challenges facing the organization.

The primary purpose of the paper is to reflect on what you learned and what it tells you about the challenges of managing in the nonprofit sector. In exploring these topics in your paper, you want to make sure to connect the material to the course material and use the information gathered from the interview to support an overall discussion on what you learned about managing in the nonprofit sector. Therefore, the paper is more about management overall in the nonprofit sector—the organization and the manager you interviewed is used as a case study of this. Be careful not to get too overly focused on the specific details—you need to balance the description of the organization and the analysis of the issues explored.

You must construct a semi-structured interview protocol for the interview. **This protocol should be turned in along with the final paper.** I would suggest no more than 8 questions, with probes associated with the questions. Probes are designed to cue you in terms of issues to explore in greater detail. They can be related questions or simply key terms to spur your memory when questioning a respondent. If the respondent covers the probes in his or her initial answer, you then do not need to use them. The following is an example of an interview question with probes:

EXAMPLE-

1. How does your organization plan for future human resource needs?

Probe:

* When a vacancy arises, what are the steps associated with filling it?
* Do you have particular positions that are hard to fill or experience significant turnover? What has your organization been doing to address that?
* Does your organization engage in strategic planning? When planning for new programs, do you discuss the HRM needs and implications of those new programs?
* Connection to the budgeting process?

You will write up the results of your interview in a short paper (6-8 pages double spaced). This paper should cover the background of the organization (BRIEFLY), why you were interested in interviewing a member of this organization. This paper should then present the responses to points 3-5, including with the description provided by the respondent your analysis on how this real life example connects to what you have learned about these issues in the class. For example, the respondent discusses challenges with determining what to measure to show progress toward the mission of the organization. You would describe what they said and then connect this to the material on organizational effectiveness and performance measurement. Remember—make sure to balance description and analysis.

**Rubric for Grading:**

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| --- | --- | --- | --- |
|  | Excellent (A) | Good (B) | Fair (C/D) |
| **Introduction:** The paper has an introduction that establishes the organization explored, the reason for this exploration, and the major issues discussed in the paper. |  |  |  |
| **Body:** The discussion goes from general ideas to specific conclusions within each paragraph. Transitions tie sections together, as well as adjacent paragraphs. Each paragraph clearly ties back to the thesis. The main focus here is making sure that your paper flows in a logic manner. My suggestion—after your rough draft, write an outline of the paper. This will help you identify any problems with the flow of the paper. |  |  |  |
| **Coverage of Content:** The appropriate content is covered in depth without being redundant. The paper covers the main points of the assignment in appropriate detail. The discussion of the core components of the assignment includes solid analysis of the results of the interview rather than simply description of the interview responses. |  |  |  |
| **Organization and Clarity of Writing:** The paper has a clear introduction, main body with major points, and a conclusion.  Writing is crisp, clear, and succinct. The writer incorporates the active voice when appropriate. The use of pronouns, modifiers, parallel construction, and non-sexist language are appropriate. |  |  |  |
| **Conclusion:** The paper summarizes key points, connects to introduction. |  |  |  |
| **Interview Protocol:** Student composed a thoughtful interview protocol to guide the interview process. Interview protocol reflects a solid understanding of the course concepts. |  |  |  |
| **Connection to Class Material:** Good use of class material to support analysis; supporting material is clearly connected to the points being made. |  |  |  |