

Course Syllabus  
Nonprofit Management  
Spring 2023  
Dr. Elizabeth Searing

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**Course Information**

Title: Nonprofit Management  
Number: PA 6382.0W1 (27661) and SOC 6381.0W1 (27699)  
Term: Spring 2023  
Meetings: Asynchronous online instruction

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**Professor Contact Information**

Office Location: GR 3.130  
Email Address: [Elizabeth.Searing@utdallas.edu](mailto:Elizabeth.Searing@utdallas.edu)  
Office Hours: Synchronous online: Mondays, 11a to 1p  
Online or in person: By appointment

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**Course Modality and Expectations**

<b>Instructional Mode</b>	The course will be taught using asynchronous online learning.
<b>Course Platform</b>	This course will be delivered using three mechanisms: <ol style="list-style-type: none"><li>1. Extensive resources posted on eLearning (including assignments, captioned lecture videos, and other required learning materials);</li><li>2. Zoom for weekly Student Hours.</li><li>3. Microsoft Teams or Zoom for meetings between the student team, Professor, and community organization.</li></ol>
<b>Asynchronous Learning Guidelines</b>	Asynchronous access does not mean that you can complete the course and course requirements at your own pace or discretion. Asynchronous access means flexibility is given to you completing the course at a distance. Success in this course will rely heavily on your ability to keep track of your own time.  The learning modules (topics) are each two weeks long. However, there will be an assignment due every week by midnight on Monday. This schedule will remain consistent across modules. Further details are in the grading and assignment section below.

## **Course Pre-requisites, Co-requisites, and/or Other Restrictions**

There are no formal course pre-requisites or co-requisites.

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## **Course Description**

This course examines issues, strategies, and techniques related to leadership, governance, and management in nonprofit organizations. Upon completing this course, students will have better understanding of nonprofit management, including:

- Definition and scope of the nonprofit sector,
  - Leadership, financial management, and human resources in nonprofit organizations,
  - Performance measurement and accountability issues in nonprofits,
  - Marketing and fundraising strategies in nonprofit organizations, and
  - Changes and issues confronting today's nonprofit organizations
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## **Student Learning Objectives/Outcomes**

- Objective #1: Students will demonstrate their knowledge of the major issues in nonprofit management.
  - Objective #2: Students will acquire and develop research and writing skills related to the knowledge of leadership within public and nonprofit organizations.
  - Objective #3: Students will orally communicate the complex issues associated with nonprofit organizations concepts through interpretation and analysis.
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## **Class Materials and Technology**

### **Class Materials**

The Instructor may provide class materials that will be made available to all students registered for this class as they are intended to supplement the classroom experience. These materials may be downloaded during the course, however, these materials are for registered students' use only. Classroom materials may not be reproduced or shared with those not in class, or uploaded to other online environments except to implement an approved Office of Student AccessAbility accommodation. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

## Required Textbooks and Materials

The required textbook is *Strategic Leadership and Management in Nonprofit Organizations*, 2<sup>nd</sup> edition, by Martha Golensky and Mark Hager. Additional readings for each new topic will “unlock” every week, and they will remain available for the rest of the semester.

Textbooks and other bookstore materials can be ordered online or purchased at the [UT Dallas Bookstore](#).

## Suggested Course Materials (not required)

Peri Pakroo. *Starting and Building a Nonprofit*, 7th ed., Berkeley, CA: NOLO, 2017, ISBN 978-1413323573. Since this is only recommended (though strongly so for those with no nonprofit experience) and will not be used in class, feel free to use whichever edition you want. The most recent will have the most up-to-date information.

## Selected Journals of Interest (not required)

- *Nonprofit and Voluntary Sector Quarterly* (the journal of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA))
- *Nonprofit Management and Leadership*
- *Nonprofit Quarterly* (industry journal and daily newswire)
- *Voluntas* (the journal of the International Society for Third Sector Research (ISTR))
- *Stanford Social Innovation Review*

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## Technical Requirements

In addition to a confident level of computer and Internet literacy, certain minimum technical requirements must be met to enable a successful learning experience. Please review the important technical requirements on the [Getting Started with eLearning](#) webpage.

## Course Access and Navigation

This course can be accessed using your UT Dallas NetID account on the [eLearning](#) website.

Please see the course access and navigation section of the [Getting Started with eLearning](#) webpage for more information.

To become familiar with the eLearning tool, please see the [Student eLearning Tutorials](#) webpage.

UT Dallas provides eLearning technical support 24 hours a day, 7 days a week. The [eLearning Support Center](#) includes a toll-free telephone number for immediate assistance (1-866-588-3192), email request service, and an online chat service.

### **Communication**

This course utilizes online tools for interaction and communication. Some external communication tools such as regular email and a web conferencing tool may also be used during the semester. For more details, please visit the [Student eLearning Tutorials](#) webpage for video demonstrations on eLearning tools.

Student emails and discussion board messages will be answered within 3 working days under normal circumstances.

### **Distance Learning Student Resources**

Online students have access to resources including the McDermott Library, Academic Advising, The Office of Student AccessAbility, and many others. Please see the [eLearning Current Students](#) webpage for more information.

### **Server Unavailability or Other Technical Difficulties**

The University is committed to providing a reliable learning management system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and also contact the online [eLearning Help Desk](#). The instructor and the eLearning Help Desk will work with the student to resolve any issues at the earliest possible time.

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## **Class Participation**

Regular class participation is expected. Students who fail to participate in class regularly are inviting scholastic difficulty. A portion of the grade for this course is directly tied to your participation in this class, including both engaging in group or other activities during class that solicit your feedback on homework assignments, readings, or materials covered in the lectures (and/or labs). Class participation is documented by faculty. Successful participation is defined as consistently adhering to University requirements, as presented in this syllabus. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

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## **Class Recordings**

Students are expected to follow appropriate University policies and maintain the security of passwords used to access recorded lectures. Unless the Office of Student AccessAbility has approved the student to record the instruction, students are expressly prohibited from recording any part of this course. Recordings may not be published, reproduced, or shared with those not in the class, or uploaded to other online environments except to implement an approved Office of Student AccessAbility accommodation. Failure to comply with these University requirements is a violation of the [Student Code of Conduct](#).

The instructor may record meetings of this course. These recordings will be made available to all students registered for this class if the intent is to supplement the classroom experience. If the instructor or a UTD school/department/office plans any other uses for the recordings, consent of the students identifiable in the recordings is required prior to such use unless an exception is allowed by law.

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## Assignments & Academic Calendar

<b>All assignments due online by Mondays at midnight</b>			
	<i>Module Topics</i>	<i>Assignments</i>	<b>Readings Due by IRR Date</b> <i>(Non-textbook readings will be available on eLearning)</i>
Week 1 & 2 <i>Jan 17 - Jan 30</i>	The Nonprofit Sector & Nonprofit Management	<b>Jan. 23: IRR 1 Due</b>  Jan. 30: Group Activity 1 Due	GH Chapters 1, 2, and 3  Casey, John. 2016. "Comparing Nonprofit Sectors Around the World: What do we know and how do we know it?" <i>The Journal of Nonprofit Education and Leadership</i> , 6(3), 187-223.  Child, Curtis. 2014. "Sector Choice: How Fair Trade Entrepreneurs Choose Between Nonprofit and For-Profit Forms." <i>Nonprofit and Voluntary Sector Quarterly</i> , 1-20.
Week 3 & 4 <i>Jan 31 - Feb 13</i>	Leadership & Governance	<b>Feb. 6: IRR 2 Due</b>  Feb. 13: Group Activity 2 Due	GH Chapters 4, 5, 6, and 15
Week 5 & 6 <i>Feb 14 – Feb 27</i>	Managing Programs: Development, Delivery, & Evaluation	<b>Feb. 20: IRR 3 Due</b>  Feb. 27: Checkpoint #1 Due	GH Chapter 9  Chand, Daniel E., Calderon, M. Apolonia, Hawes. Daniel P., and O’Keeffe, Lauren O. 2020. "Serving Immigrant Communities: Effectiveness of Nonprofit Legal Aid Organizations in an Age of Heightened Enforcement." <i>VOLUNTAS</i> , 1-13.  Thomas, John C. 2016. "Outcome Assessment and Program Evaluation." In <i>Jossey-Bass Handbook</i> , 444-474.

Week 7 & 8 Feb 28 - Mar 13	Managing Human Resources: Pay, Ethics, & Equity	<b>Mar. 6: IRR 4 Due</b>  Mar. 13: Group Activity 3 Due	GH Chapters 13, 14, and 16  Speckbacher, Gerhard. 2013. "The use of incentives in nonprofit organizations." <i>Nonprofit and Voluntary Sector Quarterly</i> , 42(5), 1006-1025.
	Spring Break		
Week 9 & 10 Mar 21 – Apr 3	Managing Finance: Resource Development & Financial Management	<b>Mar. 27: IRR 5 Due</b>  Apr. 3: Group Activity 4 Due	GH Chapters 10 and 11  Bhati, Abhishek, and Hansen, Ruth. "A Literature Review of Experimental Studies in Fundraising." <i>Journal of Behavioral Public Administration</i> , 3(1) 1-19.  Dees, J. Gregory. 1998. "Enterprising Nonprofits," <i>Harvard Business Review</i> (January-February, 1998), 55-67.  Searing, Elizabeth A.M., and Young, Dennis. 2020. "Feeding the Zoo." In <i>The Social Enterprise Zoo</i> . Cheltenham: Edward Elgar.  Bowman, Woods. 2011. "Financial capacity and sustainability of ordinary nonprofits." <i>Nonprofit Management and Leadership</i> , 22(1), 37-51.
Week 11 & 12 Apr 4 - Apr 17	Managing Public Relations & Advocacy	<b>Apr. 10: IRR 6 Due</b>  Apr. 17: Checkpoint #2 Due	Bandyopadhyay, Chinmoy, and Ray, Subhasis. 2019. "Responsible marketing: can social enterprises show the way?." <i>Journal of Nonprofit &amp; Public Sector Marketing</i> , 31(2), 164-183.

			<p>Gibelman, M. &amp; Gelman, S.R. 2001. "Very Public Scandals: Nongovernmental Organizations in Trouble." <i>VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations</i>, 12(49). doi:10.1023/A:1011242911726</p> <p>Fyall, Rachel, and McGuire, Michael. 2014. "Advocating for Policy Change in Nonprofit Coalitions." <i>Nonprofit and Voluntary Sector Quarterly</i>, December.</p> <p>Prentice, C. R., and Brudney, J. 2017. "Nonprofit lobbying strategy: Challenging or championing the conventional wisdom?" <i>VOLUNTAS</i>, 28(3), 935-957.</p>
<p>Weeks 13 &amp; 14 Apr 18 - May 1</p>	<p>Strategic Management &amp; Future Trends</p>	<p><b>Apr 24: IRR 7 Due</b></p> <p><b>May 1: BONUS IRR Due</b></p> <p>May 1: Draft Written Report Due</p>	<p>GH Chapters 7, 8, and 12</p> <p>Searing, E., Wiley, K., and Young, S. Resiliency tactics during financial crisis: The nonprofit resiliency framework. <i>Nonprofit Management and Leadership</i>, 1–18. <a href="https://doi.org/10.1002/nml.21478">https://doi.org/10.1002/nml.21478</a></p> <p>Lovejoy, Kristin, Waters, Richard D., and Saxton, Gregory R. 2012. "Engaging stakeholders through Twitter: How nonprofit organizations are getting more out of 140 characters or less." <i>Public Relations Review</i>, 38(2), 313-318.</p> <p>Young, Jimmy. 2017. "Facebook, Twitter, and Blogs: The Adoption and Utilization of Social Media in</p>



			Nonprofit Human Service Organizations.” <i>Human Service Organizations: Management, Leadership &amp; Governance</i> , 41(1), 44-57.
Reporting Week		<i>May 3-6: Group Presentation</i>  <i>May 8: Final Written Report &amp; Peer Evaluation Due</i>	

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## Assignments & Grading Policy

### ***Assignment Type Overview:***

A. Individual Performance	
Individual Reading Responses	30%
Individual Participation	15%
B. Team Performance	
Team Weekly Activities	20%
Team Project Checkpoint #1	5%
Team Project Checkpoint #2	5%
Final Presentation	5%
Final Report	15%
C. Team Peer Review	<u>5%</u>
	100%

### ***Assignment Types Detail:***

- 1. Individual Reading Responses (30%).** These 3-4 page assignments are responses to prompts that allow you to show your mastery of the concepts from the readings assigned each module. Each prompt's response will be roughly one page, single spaced, reasonable font, and standard margins; there will be between 1-3 prompts, depending on the week. The responses will be due by midnight on Monday of the first week of the module, submitted via eLearning.

- 2. Individual Participation (15%).** Throughout the semester, there will be two simple tasks buried in the materials for each module. These will be found in the slides, videos, online readings, or other activities that are visible online. These are essentially attendance points designed to make sure you are reading/listening to/watching the materials for the class. They CANNOT be submitted late.
- 3. Team Activities (20%):** Each module, there will be some kind of activity designed to apply the lessons learned in the readings and other materials to real-life scenarios. Sometimes this will be contributions to a discussion thread, other times it will be a team activity involving the service-learning project or a case study. A discussion board specifically dedicated to your team will be available for you to carry out planning and discussions, and I will occasionally chime in on the conversation. The final version of whatever the module's activity is will be due by midnight on the Monday of the second week in the module.
- 4. Team Checkpoint #1: Theory of Change and Logic Model (5%):** Please submit a team effort describing and assessing how your nonprofit achieves its mission using the techniques described in the course. This includes both the Theory of Change (1-2 pages of text) and the more specific Logic Model (a figure or powerpoint slide). This checkpoint should also include a list of ten questions that we will direct to the nonprofit.
- 5. Team Checkpoint #2: Draft of Three Management Assessment Areas (5%):** The final project will contain your description and assessment of at least 8 of the 12 management areas covered in the class. This checkpoint is an opportunity to submit drafts of three of those sections for feedback.
- 6. Team Final Presentation (5%) and Report (15%).** This report and presentation will integrate and expand on the materials learned in class, resulting a final product that will be delivered to a local nonprofit. The final report will be approximately 25 double-spaced pages, though this is subject to change based on the preferences of the nonprofit. The report's analyses or arguments should be supported with substantial secondary sources from the readings and beyond. Additional details will be released during the semester.
- 7. Peer Evaluation (5%).** Each team member will evaluate the helpfulness of the other members of their team. You will have a set number of points to distribute amongst the rest of your group to assess their contributions, plus will have the opportunity to give written verbal feedback.
- 8. Final Grade:** Final grades will be based on the point distribution described above. Final letter grades will be assigned as followed:

Grade	Total Percentage Achieved
A	93% or more
A-	90%-92%
B+	87%-89%
B	83%-86%
B-	80%-82%
C+	77%-79%
C	73%-76%
C-	70%-72%
F	Less than 70%

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## Course & Instructor Policies

**Late and Make-up Policy:** With the exception of Participation Points (which cannot be submitted late), if an assignment is turned in within 24 hours of the due date and time, the assignment is eligible for 90% of the original point total. A written assignment submitted between 24-48 hours after it was due is eligible for 80% of the original point total. No written assignments will be accepted more than 48 hours after they are due except for a documented emergency situation. A documented emergency situation is hospitalization, the death of an immediate family member, or situations of similar magnitude. All emergencies must have documentation, and the treatment of each is totally within the professor's discretion.

If you know that you will have difficulty turning in an assignment at a certain time (travel, work obligations, etc.), you should plan ahead, coordinate with your team, and/or turn in assignments early.

**Course Evaluations:** Your assessment of this course is an important source of feedback for both me and the school. We will have course evaluations both mid-semester and at the conclusion. These are an important part of curriculum development, so please take the time to fill out the evaluations thoughtfully.

## **Comet Creed**

This creed was voted on by the UT Dallas student body in 2014. It is a standard that Comets choose to live by and encourage others to do the same:

*“As a Comet, I pledge honesty, integrity, and service in all that I do.”*

## **Academic Support Resources**

The information contained in the following link lists the University’s academic support resources for all students.

Please go to [Academic Support Resources](#) webpage for these policies.

## **UT Dallas Syllabus Policies and Procedures**

The information contained in the following link constitutes the University’s policies and procedures segment of the course syllabus. Please review the catalog sections regarding the [credit/no credit](#) or [pass/fail](#) grading option and withdrawal from class.

Please go to [UT Dallas Syllabus Policies](#) webpage for these policies.

*The descriptions and timelines contained in this syllabus are subject to change at the discretion of the Professor.*