Course Syllabus
Nonprofit Management
Fall 2020
Dr. Elizabeth Searing

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Course Information

Title:	Nonprofit Management
Number:	PA 6382.501 (87807) and SOC 6381.501 (87840)
Term:	Fall 2020
Meetings:	Tuesdays 7-9:45pm, ECSS 2.415 (in-person)
	Also available through asynchronous online instruction

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Professor Contact Information

Office Location:	GR 3.130
Email Address:	Elizabeth.Searing@utdallas.edu
Student Hours:	In-person immediately following class
	Synchronous online Tuesdays, 2p-4p using Microsoft Teams

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Course Modality and Expectations

Instructional Mode	The course will be taught face-to-face. Instructor and students meet according to the schedule. However, the course is also available using asynchronous online learning for those who cannot or choose not to return to campus.
Course Platform	This course will be delivered using three mechanisms: 1. In-person lectures at the scheduled time; 2. Extensive resources posted on eLearning (including captioned videos of the in-person lectures); 3. Microsoft Teams for weekly Student Hours.
Asynchronous Learning Guidelines	Students may choose their instructional mode each week; learning materials, assignments, and deadlines are identical for both modes. For further information on the University's asynchronous policy, please see: https://www.utdallas.edu/fall-2020/asynchronous-access-for-fall-2020/

Expectations	This course is designed as an asynchronous class that contains a weekly in-person lecture. This means that there will be substantial resources online (including recorded lectures), but students who attend the in-person lecture will have the opportunity for real-time questions and possible work with their groups. Regardless of whether students attend the in-person lecture, full participation in both individual and group assignments is expected.

There will be set times during the week where things need to be submitted to me online and when different media or readings become unlocked and available. Success in this course will rely heavily on your ability to keep track of your own time. Deliverables will be due at one of two different times during the week: Tuesday by 7p for individual work and Sunday midnight for team work. This schedule will remain consistent from week to week. There are further details in the grading and assignment section below. |

COVID-19 Guidelines and Resources
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Classroom Conduct Requirements Related to COVID-19

UT Dallas requires that all students must wear a face covering that covers the nose and mouth in all university buildings and classrooms. To help protect the health and safety of students, instructors, and the University community, students who choose not to wear a face covering may not attend class in person but may attend a course remotely. Anyone attending class in person without a face covering will be asked to put one on or leave. Instructors may end the class if anyone present refuses to appropriately wear a face covering for the duration of class. Students should also be sure they are at least six feet away from their fellow students and faculty, and seated in a seat that is designated to ensure that distance. Students who either refuse to wear face coverings appropriately or to adhere to other social distancing protocols may face disciplinary action for Student Code of Conduct violations. Students who are unable to comply with the university policies including wearing a face covering should consult the Comets United webpage for further instructions.

Students who have tested positive for COVID-19 or may have been exposed should not attend class in person and should instead follow required disclosure notifications as posted on the university's website (see "What should I do if I become sick?" webpage)
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Class Attendance

The University's attendance policy requirement is that individual faculty set their course attendance requirements. Regular and punctual class attendance is expected regardless of modality. Students who fail to attend class regularly are inviting scholastic difficulty. In some courses, instructors may have special attendance requirements; these should be made known to students during the first week of classes. These attendance requirements will not be used as part of grading (see Class Participation below for grading information).

In-person participation records may be used to assist the University or local public health authorities in performing COVID-19 occurrence monitoring. Please note – in-person attendance requires consistently adhering to University requirements, including wearing a face covering and other public safety requirements related to COVID-19, 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 Participation

Regular class participation is expected regardless of course modality. 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. It also includes 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. Any recordings will be available to all students registered for this class as they are intended to supplement the classroom experience. 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. 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. Failure to comply with these University requirements is a violation of the Student Code of Conduct.

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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.

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

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

This course does require access to and use of eLearning. Students will use their UTD NetID account to login at: http://elearning.utdallas.edu.

To get familiar with the eLearning tool, please see the Student eLearning Tutorials.

UTD provides eLearning technical support 24 hours a day/7 days a week. The services include a toll free telephone number for immediate assistance (1-866-588-3192), email request service, and an online chat service. Please use this link to access the UTD eLearning Support Center: http://www.utdallas.edu/elearninghelp.

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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 non-profit management.

- Objective #2: Students will acquire and develop research and writing skills related to the knowledge of leadership within public and non-profit organizations.

- Objective #3: Students will orally communicate the complex issues associated with non-profit organizations concepts through interpretation and analysis.

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Required Textbooks and Materials

There is no required textbook. However, there will be extensive articles and other materials provided online in eLearning. Articles can also be can be accessed through the UTD Library website (http://www.utdallas.edu/library). Readings for each new topic will "unlock" every week, and they will remain available for the rest of the semester.

Suggested Course Materials

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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Assignments & Academic Calendar

General Weekly Schedule

1. Complete readings and IRR for the week. Turn in IRR for readings by the beginning of Tuesday's scheduled class time (7p).

2. *Optional*: attend Student Hours! Dr. Searing will host time dedicated to student questions both from 2-4p on Wednesdays (online, synchronous) and from 8:45-9:30 after class on Tuesdays (in-person). For asynchronous access to the professor, please use email.

3. Watch and read materials on the week's topic, which will be "released" after class (about 10p). The in-person lecture will be made available online (with a lag of a day or so for captioning), plus there may be some online-only materials.

4. Conduct the group activity and post in online discussion forum, if applicable.

5. Submit group activity by midnight on Sunday. You don't have to *do* the work on Sunday. Feel free to work out a rhythm that works best for your group (and it will likely take more than one day.)

6. Complete the readings and IRR for the next week (this can also be done at any time during the previous week, as well).

Specific Weekly Schedule

	Due by Tuesday at 7p	*Due by Sunday at Midnight*
Week 1	Aug. 18 Survey due Foundation readings and prompt unlocked	Aug. 23 Discussion board closes *Individual* responses due for Top Ten Ways
Week 2	Aug. 25 Sector foundations individual reading response (IRR) due International readings unlocked	Aug. 30 Discussion board closes Group response for sector foundations due
Week 3	Sept. 1 International IRR due Leadership readings unlocked	Sept. 6 Discussion board closes Group country report due

Week 4	Sept. 8 Leadership IRR due Governance readings unlocked	Sept. 13 Discussion board closes Submit *individual* leadership analysis
Week 5	Sept. 15 Governance IRR due Advocacy and organizing readings unlocked	Sept. 20 Discussion group closes Group governance activity due
Week 6	Sept. 22 Advocacy and organizing IRR due Government readings unlocked	Sept. 27 Discussion group closes ***Group Project Checkpoint #1 Due***
Week 7	Sept. 29 Government IRR due Public relations readings unlocked	Oct. 4 Discussion group closes Group government activity due
Week 8	Oct. 6 Public relations IRR due Human resources readings unlocked	Oct. 11 Discussion group closes Group PR activity due
Week 9	Oct. 13 Human resources IRR due Resource development readings unlocked	Oct. 18 Discussion group closes Group HR activity due
Week 10	Oct. 20 Resource development IRR due Financial guru readings unlocked	Oct. 25 Discussion group closes ***Group Project Checkpoint #2 Due***
Week 11	Oct. 27 Financial guru IRR due Program evaluation readings unlocked	Nov. 1 Discussion group closes Group financial activity due
Week 12	Nov. 3 Program evaluation IRR due Strategy readings unlocked	Nov. 8 Discussion group closes Group program evaluation activity due

Week 13	Nov. 10 Strategy IRR due Future trends readings unlocked	Nov. 15 Discussion group closes Group strategy activity due
Week 14	Nov. 17 Future trends IRR due	Nov. 22 Discussion group closes Group future trends activity due
Week 15	Nov. 24 The Nonprofit Sector: Overview & Takeaways (no IRR)	Nov 29 Happy Thanksgiving!
		Between Dec. 2 – Dec. 6 ***Final Presentation of Group Project Due*** Dec. 6 ***Final Written Group Project Due***

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Assignments & Grading Policy

Assignment Type Overview:

    A. Individual Performance

Individual Reading Responses	30%
Individual Participation	5%

    B. Team Performance

Team Weekly Activities	30%
Team Project Checkpoint #1	7.5%
Team Project Checkpoint #2	7.5%
Final Report	15%

    C. Team Peer Review   <u>5%</u>

                    100%

Assignment Types Detail:

    1. **Individual Reading Responses (30%).** These 2-3 page assignments are responses to prompts that allow you to show your mastery of the concepts from the readings assigned each week. 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 at the beginning of the in-person class (Tuesdays at 7p), submitted via eLearning. At the end of class, the online components and discussion for that week plus the readings and prompts for the next week will be unlocked and available.

2. **Individual Participation (5%).** Throughout the semester, there will be 6 total tasks buried in the materials for each week. These will be found in the slides, videos, online readings, or other activities that are visible online. In order to receive full credit, at least 5 of these tasks should be completed. This is designed to make sure you are reading/listening to/watching the weekly materials for the class.

3. **Team Weekly Activities (30%):** Each week, 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 a case study or role-playing; most of the time, it will involve both. 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 week's activity is will be due by Sunday at midnight. NOTE: You do not need to perform work on Saturday or Sunday – it is up to your group to create a schedule for completing the assignment that works for everyone. (There are two instances where the weekly activity is an individual activity – it will still count toward that student's weekly activity average.)

4. **Team Checkpoint #1: Status Quo Description (7.5%):** Please submit a team effort describing and assessing the current state of your assigned portion of the final project. This checkpoint will ensure that you know the status quo, which will allow you to think more clearly on how to use your management perspective to improve the situation. This should be 3-4 pages and should also include a list of ten questions that we will direct to the nonprofit.

5. **Team Checkpoint #2: Description of Comparable Organizations (7.5%):** This should be an identification and description of other organizations that have successfully addressed the issues which face the local nonprofit. This could also include potential competitors, potential collaborators, and successful/unsuccessful approaches to your group's management issue(s) taken by other organizations.

6. **Team Final Project (15%).** This report will integrate and expand on the materials learned in class, resulting a final product that will be delivered (and potentially presented) to a local nonprofit. The final report will be approximately 20 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. Additional details will be released during the third week of class.

7. **Peer Evaluation (5%).** Each team member will evaluate the helpfulness of the other members of their team at both the midterm point (for guidance) and the end of the term (for a grade). 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. There will be a "practice" evaluation mid-semester, then a final evaluation at the end of the semester that will be used to assign points.

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: Since readings are discussed during class, I am unable to accept late submissions for the Individual Reading Responses (due at the beginning of class) since they are designed to gather your own reactions to the readings. This applies to both in-person and asynchronous learning.

For other written assignments, if it 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 (with accompanying paperwork), 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 honest assessment of this course is an important source of feedback for both me and the department. 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.

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Off-campus Instruction and Course Activities

There is no travel and/or risk-related activity associated with this course.
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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."

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Academic Support Resources

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

Please see http://go.utdallas.edu/academic-support-resources.

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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 go to http://go.utdallas.edu/syllabus-policies for these policies.

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