

COURSE: PADM 5312-060 Fall 2023 (Online Class)

DURATION: Start Date: 08/21/2023
End Date: 12/9/2023

FACULTY: Dawn Franks, MPA
Phone: (903) 245-4309
Email: dfranks@uttyler.edu
Office hours: by appointment/Two Zoom Pop-ins available, see the calendar

Please do not hesitate to contact me. I strive to respond to emails within 24 hours Monday through Friday. In-person appointments can usually be made within 48 hours of the request.

TEXTBOOK: Meehan III, William F. and Jonker, Kim Starkey (2018) *Engine of Impact: Essentials of Strategic Leadership in the Nonprofit Sector*. Stanford University Press. Available in the bookstore or online:
https://www.amazon.com/Engine-of-Impact-audiobook/dp/B07CB1L3ZB/ref=sr_1_3?dchild=1&keywords=william+meehan&qid=1627841895&sr=8-3

O'Brien, David J. and Craig, Matthew D. (2020) *Building Smart Nonprofits: A Roadmap for Mission Success*. Rowman and Littlefield
Available on-line: https://www.amazon.com/Building-Smart-Nonprofits-RoadmapMission/dp/1538118238/ref=sr_1_1?crid=1WO8AGDMIO9QO&keywords=building+smart+nonprofits&qid=1690741942&srefix=builidng+smart+%2Caps%2C115&sr=8-1

Additional readings can be accessed through the Muntz Library or via Canvas.

COURSE OVERVIEW & OBJECTIVES

The goal of the course is to introduce students to nonprofit management. At the conclusion of the course, students should have a strong understanding of the demands and considerations of the nonprofit environment. Course learning outcomes are:

1. Recognize the core concept of mission as foundational to the life of a nonprofit organization.
2. Identify three early nonprofit management eras leading to today's impact era.
3. Distinguish fundamentals of nonprofit management: governance, leadership, fund development, budget and finance, evaluation and volunteerism.
4. Identify impact strategies for the nonprofit organization of today.
5. Demonstrate ability to apply conceptual frameworks to current nonprofit management.

IMPORTANT DATES

Census date: 09/01/2023

Last day to withdraw from one or more classes: 10/30/2023

COURSE DESIGN

Course Content

The course content is presented in modules, with each module containing the content to be covered during the week in which it is posted. Content will include short video lectures and PowerPoint slides. These resources should be used as a supplement to, and not a substitution for the readings.

Assignments

Student Introductions: Each student will post an introduction on the discussion board. The introduction should include name, at least one thing you want us to know about you, why you are taking this class and an overview of any nonprofit volunteer or paid experience. Include any nonprofit boards you are now or have served on in the past.

Post by 11:59 9/3/2023

Discussion Board Posts: Each student will post a minimum of four critical analyses of weekly readings throughout the semester. Dates of required postings are listed in the course calendar. There will be a required posting in each calendar segment. Segments are broken down by colors. The discussion posting should not be summaries, but instead an analytical review of the content (e.g. compare/contrast, strengths/weaknesses, etc.). Additionally, each student is encouraged to post responses to their classmates' posts during the semester. A discussion post rubric will be available on Canvas.

Segments include: **Weeks 1 – 3, Weeks 4 – 6, Weeks 7 – 10, and Weeks 11 – 14.**

Analyses should be in the 275 to 350-word range, with responses in the 175 to 250-word range. While this is a guideline, the important thing to remember is to include a complete argument. If that can be done in fewer words, great! If an analysis takes 400 words, that's fine, too. Just be sure to be as concise and powerful as possible with language and arguments.

These are formal assignments. Students are expected to submit well-written and well-structured assignments. Grammatical errors, punctuation errors, spelling errors, wrong word errors, and other writing errors will be penalized.

Mid-Term Exam: Students will be required to submit a mid-term exam. This exam will consist of five short essay questions focusing on the content of the first half of the semester. The student must choose three questions to complete. Students will have one week to complete the assignment. **DUE 10/16/2023 by**

11:59.

Research Paper: Each student is required to complete a research paper over the course of the semester. The paper should be roughly 15-20 pages double spaced, Times New Roman, 12-point font. For the paper, students should interview a person in a nonprofit leadership position and apply one or more of the concepts discussed in class to the leader's experience. A prospectus of the paper will be due Week 7. It should detail who the student will interview and concepts to be applied. **DUE 10/8/2023 by 11:59**

Required Nonprofit Criteria: The nonprofit you choose should have a total agency budget of \$5 million or less. Your interview should be with the Executive Director, or key leadership position. Including a board member in the interview process will be icing on the cake.

Note – a summary and list of five AHAs learned during the research process will be graded as part of the final required discussion board.

Final Exam: Students will be required to submit a final exam. This exam will consist of five short essay questions focusing on the content of the second half of the semester, of which the student must choose three to complete. Students will have one week to complete the assignment. **DUE 12/3/2023 by 11:59.**

Writing Style: All assignments should be completed using APA style.

ZOOM -Pop In: NOT REQUIRED – Two ZOOM Pop-In dates have been set up for questions and answers as needed. September 27 and November 08. Both at 7 p.m. CT. I will be available for one hour each evening.

Grading Timeline: Assignments will be graded within two (2) weeks of the due date. Feedback will be provided with the grade. If students need to turn in an assignment late, they may do so without penalty if notice of an acceptable reason, as determined by the instructor, is provided at least 48 hours prior to the due date. If notice is not provided, the assignment will be penalized 10% per day every day it is late. Assignments will not be accepted if they are not submitted within three days of the original due date.

COURSE GRADING

Course Activity	Points
Introduction video	3
Reading Analysis & Response – 7 pts/Discussion Board	9
Giving Fingerprints Exercise & Discussion Board	5
Mid-Term	25
Final	25
Research Paper	25
Research Video Report	8
TOTAL:	100

Scale for final letter grade: A (90-100); B (80-89); C (70-79); D (60-69); and F (Below 69)

COURSE CALENDAR

Week	Dates	Topic	Readings
1	8/21-8/27	Course Introduction Video Introductions	Read Stanford Social Innovation article: <i>Today's Charitable Sector and Its Roots and Challenges</i> View TED Talk: Devita Davison on Urban Agriculture in Detroit Review ONE Campaign online article: <i>"Five Toughest Places to Feed a Family."</i>
2	8/28-9/3	Mission & Strategy	Meehan & Jonker, Chapters 1 & 2 Listen to Class Introductions Video Introduction due 9/3 by 11:59
3	9/4-9/10	Impact & Evaluation	Meehan & Jonker, Chapter 3 Listen to Segment 1 Lecture Assignment: Discussion Board on Canvas
4	9/11-9/17	Leadership & Nonprofit Teams	Meehan & Jonker, Chapters 4 & 5 Discussion Board Responses
5	9/18-9/24	Money	Meehan & Jonker, Chapter 6 Complete Giving Fingerprints Exercise and Giving Fingerprints Lecture Assignment: Giving Fingerprints Discussion Board on Canvas

6	9/25-10/1	Governance	<p>Meehan & Jonker, Chapter 7 Read Stanford Social Innovation Review The Four Principles of Purpose-Driven Board Leadership Listen to Segment 2 Lecture</p> <p>Discussion Board Responses</p> <p><u>Zoom Pop-In NOT Required 9/27 @ 7 p.m. CT</u></p>
---	-----------	------------	--

7	10/2-10/8	Scaling for Impact	<p>Meehan & Jonker, Chapter 8</p> <p>Research Paper Prospectus Due: 10/8 by 11:59</p>
---	-----------	--------------------	--

8	10/9-10/15	MID-TERM	
---	------------	-----------------	--

9	10/16-10/22	Financial Management and Funding	<p>Nonprofit Basics: https://www.jitasagroup.com/jitasa_nonprofit_blog/nonprofit-budgeting-understand-the-basics/</p> <p>Charity Navigator: https://www.charitynavigator.org/</p> <p>Read Chronicle of Philanthropy article Charity Navigator’s New Impact Score</p> <p>O’Brien and Craig, Chapter 1</p> <p>Discussion Board - Better Business Bureau Exercise</p>
---	-------------	----------------------------------	---

10	10/23-10/29	Financing Philanthropy And Compensation	<p>O’Brien and Craig, Chapters 2 & 3 Watch Dan Palotta: https://www.youtube.com/watch?v=bfAzi6D5FpM&ab_channel=TED</p> <p>Segment 3 Lecture</p> <p>Discussion Responses</p>
----	-------------	---	--

11	10/30-11/5	Too Many Nonprofits and Nonprofit Leadership	O'Brien and Craig, Chapters 4 & 5 Discussion Board on Canvas Research Paper Due: 11/5 by 11:59
12	11/6-11/12	Sustainability & Lending	O'Brien & Craig, Chapters 6 & 9 Assignment: Research Paper Video Report <u>Zoom Pop-In NOT required 11/08 @ 7 p.m.</u>
13	11/13-11/19	Assessment & Evaluation The Nonprofit Story	O'Brien & Craig, Chapters 7 & 8 Stanford Social Innovation Review article Eight Myths of U.S. Philanthropy Listen to Segment 4 Lecture
14	11/20-11/26	Prep for Final	Thanksgiving holidays
15	11/27 to 12/3 by 11:59	FINAL	

KEY DUE DATES

Video Introduction: 11:59 on September 3, 2023

Prospectus: 11:59 p.m. on October 8, 2023

Mid-Term: 11:59 p.m. on October 15, 2023

Paper: 11:59 p.m. on November 5, 2023

Final: 11:59 p.m. on December 3, 2023

** Each student must submit at least four (4) discussion board reading analyses and eight (8) discussion board responses. At least one (1) reading analysis and (2) responses must be completed in each course segment. The Giving Fingerprints Discussion Board and Better Business Bureau Discussion Board are in addition to the reading analysis and discussion. **

- Segment 1: Weeks 1-3
- Segment 2: Weeks 4-6
- Segment 3: Weeks 7-10
- Segment 4: Weeks 11-13 (special instructions related to research paper on Discussion Board)

TECHNICAL SUPPORT

If you experience technical problems with this course or Canvas, contact the 24/7 Canvas Support by phone or chat by clicking the Help button in Canvas, which is located at the bottom of the Canvas Global Menu on the left side of the window.

When you contact Canvas Support, be sure to include a complete description of your problem or question including:

- The title and number of the course
- The page in question
- If you get an error message, a description and message number
- What you were doing at the time you got the error message

You can also search the Canvas Student Guide for useful information on using Canvas at <https://community.canvaslms.com/docs/DOC-10701>.

If you are experiencing login/password problems or need support for other technical issues, contact Campus Computing Services by phone 903-565-5555, or by email at itsupport@uttyler.edu.