



COURSE: PADM 5312-060 Non-profit Management
Fall 2025 (Asynchronous Online Class)

DURATION: Start Date: 08/25/2025
End Date: 12/12/2025

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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

Brandt, Brian and Kutach, Ashley, PhD (2021) *The Ambassador's Journey: A Parable About Nonprofit Board Leadership*. Available on Amazon: <https://tinyurl.com/y9pc6xyr>

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: 09/08/2025

Last day to withdraw from one or more classes: 11/03/2025

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 using Canvas Studio. 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 9/07/25

Discussion Board and Exercise Posts: Each student will post four critical analyses of weekly readings and exercise reflections 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.) or a reflection on the exercise. Additionally, each student is graded on responses to their classmates' posts during the semester. A discussion post rubric will be available on Canvas. **Each post is due on Wednesday of the week and classmate responses should be posted by Thursday of the following week.**

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. The exam will consist of three short essay questions focusing on the content of the first half of the semester. Students will have one week to complete the assignment. **DUE 10/19/2025 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 10/12/2025 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 a key leadership position. Including a board member in the interview process will be icing on the cake. **Research Paper Due: 11/09/2025 by 11:59 p.m.**

Note –Each student is required to submit a Research Paper Video Report by week twelve (12) and listen to fellow student's Video Reports in week thirteen (13). A summary and list of five AHAs learned during the research process will be graded as part of the final exam and should include what you learned from your own research and heard in fellow student's Video Reports.

Final Exam: Students will be required to submit a final exam. The exam will consist of three short essay questions focusing on the content of the second half of the semester. Students will have one week to complete the assignment. **DUE 12/07/2025 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. **October 1 and November 5. Both at 7 p.m. CT.** I will be available for one hour both evenings.

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.

Use of Artificial Intelligence: AI

UT Tyler is committed to exploring and using artificial intelligence (AI) tools as appropriate for the discipline and task undertaken. We encourage discussing AI tools' ethical, societal, philosophical, and disciplinary implications. All uses of AI should be acknowledged as this aligns with our commitment to honor and integrity, as noted in UT Tyler's Honor Code. Faculty and students must not use protected information, data, or copyrighted materials when using any AI tool. Additionally, users should be aware that AI tools rely on predictive models to generate content that may appear correct but is sometimes shown to be incomplete, inaccurate, taken without attribution from other sources, and/or biased. Consequently, an AI tool should not be considered a substitute for traditional approaches to research. You are ultimately responsible for the quality and content of the information you submit. Misusing AI tools that violate the guidelines

specified for this course (see below) is considered a breach of academic integrity. The student will be subject to disciplinary actions as outlined in UT Tyler's Academic Integrity Policy.

For this course, AI is encouraged during the course, and appropriate acknowledgment is expected. You can use AI programs (ChatGPT, Copilot, etc.) in this course. These programs can be powerful tools for learning and other productive pursuits, including completing assignments in less time, helping you generate new ideas, or serving as a personalized learning tool. However, your ethical responsibilities as a student remain the same. You must follow UT Tyler's Honor Code and uphold the highest standards of academic honesty. This applies to all uncited or improperly cited content, whether created by a human or in collaboration with an AI tool. **If you use an AI tool to develop content for an assignment, you must cite the tool's contribution to your work.**

COURSE GRADING

Course Activity	Points
Introduction video	3
Reading Analysis & Response – 7 pts/Discussion Board	14
Giving Fingerprints Exercise & Discussion Board	6
Better Business Bureau Exercise & Discussion Board	7
Mid-Term	20
Final	20
Research Paper	20
Research Video Report	10
TOTAL:	100
Zoom Pop-in Extra Points 3 per session	6

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	8/25-8/31	Course Introduction Video Introductions	Read Stanford Social Innovation article: <i>Today's Charitable Sector and Its Roots and Challenges</i> You Tube View TED Talk: Devita Davison on Urban Agriculture in Detroit View TED talk: Areva Martin on What's the Profit in Nonprofit
2	9/1-9/7	Mission & Strategy	Meehan & Jonker, Chapters 1 & 2 Listen to Class Introductions Video Introduction due 9/07 by 11:59
3	9/8-9/14	Impact & Evaluation	Meehan & Jonker, Chapter 3 Listen to Segment 1 Lecture Discussion Board on Canvas – Your analysis by Wednesday 9/10
4	9/15-9/21	Leadership & Nonprofit Teams	Meehan & Jonker, Chapters 4 & 5 Begin Reading <i>The Ambassador's Journey</i> Discussion Board Responses to classmates by Thursday, 9/18

5	9/22-9/28	Money	<p>Meehan & Jonker, Chapter 6 Continue Reading <i>The Ambassador's Journey</i></p> <p>Complete Giving Fingerprints Exercise and Giving Fingerprints Lecture</p> <p>Assignment: Giving Fingerprints Exercise</p> <p>Discussion Board on Canvas – your analysis By Wednesday, 9/24.</p>
6	9/29-10/5	Governance	<p>Meehan & Jonker, Chapter 7 Read Stanford Social Innovation Review The Four Principles of Purpose-Driven Board Leadership Complete <i>The Ambassador's Journey</i></p> <p>Discussion Board on Canvas: Giving Fingerprints responses to classmates by Thursday, 10/2.</p> <p>Listen to Segment 2 Lecture Zoom Pop-In (Not Required) 10/1 @ 7 p.m.</p> <p>Discussion Board Responses</p>
7	10/6-10/12	Scaling for Impact	<p>Meehan & Jonker, Chapter 8</p> <p>Research Paper Prospectus Due: 10/12 by 11:59</p>
8	10/13-10/19	MID-TERM	

9	10/20-10/26	<p>Financial Management and Funding</p> <p>NOTE: Excellent video on creating detailed budgets https://www.youtube.com/watch?v=JBhC9Epqw9M&ab_channel=NonprofitFinanceFund 38 min</p>	<p>Nonprofit Basics Read Online https://www.jitasagroup.com/jitasa_nonprofit_blog/nonprofit-budgeting-understand-the-basics/</p> <p>Read: O'Brien and Craig, Chapter 1</p> <p>View on You Tube: Create a Budget from Scratch https://www.youtube.com/watch?v=GPiRvrGgJXg&ab_channel=NonprofitFinanceFund 16 min</p> <p>Charity Navigator: https://www.charitynavigator.org/</p> <p>Read Chronicle of Philanthropy article Charity Navigator's New Impact Score</p> <p>Discussion Board - Better Business Bureau Exercise – response due by Wednesday, 10/22</p>
10	10/27-11/2	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 Segment 3 Lecture</p> <p>Discussion Board Responses: Better Business Bureau Exercise: classmate response by Thursday, 10/30</p>
11	11/3-11/9	Too Many Nonprofits and Nonprofit Leadership	<p>O'Brien and Craig, Chapters 4 & 5</p> <p>Discussion Board on Canvas – your analysis by Wednesday, 11/5/25</p>
12	11/10-11/16	Sustainability & Lending	<p>O'Brien & Craig, Chapters 6 & 9 Assignment: Research Paper Video Report Discussion Board Responses classmate responses due Thursday, 11/13. <u>Zoom Pop-In NOT required</u> 11/05 @ 7 p.m. (Final exam prep & open topics)</p>

13	11/17-11/23	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 Review Video Reports – fellow students to prepare for final.
14	11/24-11/30	Prep for Final	Thanksgiving holidays
15	12/1-12/7 by 11:59 p.m.	FINAL	

KEY DUE DATES

Video Introduction: 11:59 on September 7, 2025
 Research Prospectus: 11:59 p.m. on October 12, 2025
 Mid-Term: 11:59 p.m. on October 19, 2025
 Research Paper: 11:59 p.m. on November 9, 2025
 Final: 11:59 p.m. on December 7, 2025

**** Each student must submit at least two (2) discussion board reading analyses and two (2) exercise reflections. Grades include points for discussion and reflection responses. At least one (1) reading analysis or exercise and three (3) classmate responses are due in each course segment.**

- Segment 1: Weeks 1-3
- Segment 2: Weeks 4-6
- Segment 3: Weeks 7-10
- Segment 4: Weeks 11-13

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.