

COURSE: PADM 5380-060 Fall 2021 (Online Class)

DURATION: Start Date: 08/23/2021
End Date: 12/11/2021

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Office hours: by appointment/Two Zoom Pop-ins available as scheduled

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: Payton, Robert L. and Moody, Michael P. (2008) *Understanding Philanthropy: Its Meaning and Mission*. Indiana University Press
Available on-line: https://www.amazon.com/Understanding-Philanthropy-Meaning-Philanthropic-Nonprofit/dp/0253350492/ref=sr_1_1?dchild=1&keywords=understanding+philanthropy&qid=1627841801&sr=8-1

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

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: 09/04/2021

Last day to withdraw from one or more classes: November 1, 2021

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 9/4/2021

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 should post responses to their classmates' posts during the semester. Three reply posts per discussion is recommended. 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 10/16/2021 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 10/9/2021 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 12/4/2021 by 11:59.**

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

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 |
|--|--------|
| Reading Analysis - 3 pts/Discussion Board | 12 |
| Reading Responses – 2 pts/Discussion Board | 8 |
| Mid-Term | 25 |
| Final | 25 |
| Research Paper | 30 |
| 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 | 8/23-8/28 | Course Introduction | Listen to General Overview Lecture Read Stanford Social Innovation article Today's Charitable Sector and Its Roots and Challenges |
| 2 | 8/29-9/4 | Mission & Strategy | Meehan & Jonker, Chapters 1 & 2 Listen to Class Introductions Video Introduction due 9/4 by 11:59 |
| 3 | 9/5-9/11 | Impact & Evaluation | Meehan & Jonker, Chapter 3 Listen to Segment 1 Lecture Assignment: Discussion Board on Canvas |
| 4 | 9/12-9/18 | Leadership & Nonprofit Teams | Meehan & Jonker, Chapters 4 & 5 |
| 5 | 9/19-9/25 | Money | Meehan & Jonker, Chapter 6 Read Stanford Social Innovation Review Covid-19s Impact on Nonprofits Complete Giving Fingerprints Exercise Giving Fingerprints Lecture |
| 6 | 9/26-10/2 | Governance | Meehan & Jonker, Chapter 7 Read Stanford Social Innovation Review The Four Principles of Purpose-Driven Board Leadership Listen to Segment 2 Lecture Assignment: Discussion Board on Canvas <u>Zoom Pop-In NOT Required 9/30 @ 7 p.m.</u> |

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|----|---------------|-------------------------------|--|
| 7 | 10/5-10/9 | Scaling for Impact | Meehan & Jonker, Chapter 8 Research Paper Prospectus Due: 10/9 by 11:59 |
| 8 | 10/10-10/16 | MID-TERM | |
| 9 | 10/17-10/23 | Financial Management | Ott & Dicke, Chapter 17 & 18 (pdf in Canvas) Read Chronicle of Philanthropy article Charity Navigator's New Impact Score Complete Better Business Bureau Exercise |
| 10 | 10/24-10/30 | The Public Good | Payton & Moody, Chapter 1 & 2 Listen to Segment 3 Lecture Assignment: Discussion on Canvas |
| 11 | 10/31-11/6 | Fixing the Human Problem | Payton & Moody, Chapter 3 Assignment: Discussion Board on Canvas Research Paper Due: 11/6 by 11:59 |
| 12 | 11/7-11/13 | Make the World a Better Place | Payton & Moody, Chapter 4 Assignment: Discussion Board on Canvas (Research Paper Discussion) <u>Zoom Pop-In NOT required 11/11@ 7 p.m.</u> |
| 13 | 11/16-11/20 | Looking Back & Forward | Payton & Moody, Chapter 5 & 6 Stanford Social Innovation Review article Eight Myths of U.S. Philanthropy Listen to Segment 4 Lecture |
| 14 | 11/22-11/27 | | Thanksgiving holidays |
| 15 | 12/4 by 11:59 | FINAL | |

DUE DATES

Video Introduction: 11:59 on September 4, 2021

Prospectus: 11:59 p.m. on October 9, 2021

Mid-Term: 11:59 p.m. on October 16, 2021

Paper: 11:59 p.m. on November 6, 2021

Final: 11:59 p.m. on December 4, 2021

** Each student must submit at least four (4) discussion board analyses and eight (8) discussion board responses. At least one (1) analysis and (2) responses must be completed in each course segment. **

- 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 located in the Business Building (BUS 101), by phone 903-565-5555, or by email at itsupport@uttyler.edu

See below or access at <http://www.uttyler.edu/academicaffairs/files/syllabuspolicy.pdf>

UTT TYLER ACADEMIC POLICIES

UT Tyler Honor Code

Every member of the UT Tyler community joins together to embrace: Honor and integrity that will not allow me to lie, cheat, or steal, nor to accept the actions of those who do.

Students Rights and Responsibilities

To know and understand the policies that affect your rights and responsibilities as a student at UT Tyler, please follow this link: <http://www.uttyler.edu/wellness/rightsresponsibilities.php>

Campus Carry

We respect the right and privacy of students 21 and over who are duly licensed to carry concealed weapons in this class. License holders are expected to behave responsibly and keep a handgun secure and concealed. More information is available at <http://www.uttyler.edu/about/campus-carry/index.php>

UT Tyler a Tobacco-Free University

All forms of tobacco will not be permitted on the UT Tyler main campus, branch campuses, and any property owned by UT Tyler. This applies to all members of the University community, including students, faculty, staff, University affiliates, contractors, and visitors. Forms of tobacco not permitted include cigarettes, cigars, pipes, water pipes (hookah), bidis, kreteks, electronic cigarettes, smokeless tobacco, snuff, chewing tobacco, and all other tobacco products. There are several cessation programs available to students looking to quit smoking, including counseling, quitlines, and group support. For more information on cessation programs please visit www.uttyler.edu/tobacco-free.

Grade Replacement/Forgiveness and Census Date Policies

Students repeating a course for grade forgiveness (grade replacement) must file a Grade Replacement Contract with the Enrollment Services Center (ADM 230) on or before the Census Date of the semester in which the course will be repeated. Grade Replacement Contracts are available in the Enrollment Services Center or at <http://www.uttyler.edu/registrar>. Each semester's Census Date can be found on the Contract itself, on the Academic Calendar, or in the information pamphlets published each semester by the Office of the Registrar. Failure to file a Grade Replacement Contract will result in both the original and repeated grade being used to calculate your overall grade point average. Undergraduates are eligible to exercise grade replacement for only three course repeats during their career at UT Tyler; graduates are eligible for two grade replacements. Full policy details are printed on each Grade Replacement Contract.

The Census Date is the deadline for many forms and enrollment actions of which students need to be aware. These include:

- Submitting Grade Replacement Contracts, Transient Forms, requests to withhold directory information, approvals for taking courses as Audit, Pass/Fail or Credit/No Credit.
- Receiving 100% refunds for partial withdrawals. (There is no refund for these after the Census Date)
- Schedule adjustments (section changes, adding a new class, dropping without a "W" grade)
- Being reinstated or re-enrolled in classes after being dropped for non-payment
- Completing the process for tuition exemptions or waivers through Financial Aid

State-Mandated Course Drop Policy

Texas law prohibits a student who began college for the first time in Fall 2007 or thereafter from dropping more than six courses during their entire undergraduate career. This includes courses dropped at another 2-year or 4-year Texas public college or university. For purposes of this rule, a dropped course is any course that is dropped after the census date (See Academic Calendar for the specific date).

Exceptions to the 6-drop rule may be found in the catalog. Petitions for exemptions must be submitted to the Enrollment Services Center and must be accompanied by documentation of the extenuating circumstance. Please contact the Enrollment Services Center if you have any questions.

Disability/Accessibility Services

In accordance with Section 504 of the Rehabilitation Act, Americans with Disabilities Act (ADA) and the ADA Amendments Act (ADAAA) the University of Texas at Tyler offers accommodations to students with learning, physical and/or psychological disabilities. If you have a disability, including a non-visible diagnosis such as a learning disorder, chronic illness, TBI, PTSD, ADHD, or you have a history of modifications or accommodations in a previous educational environment, you are encouraged to visit <https://hood.accessiblelearning.com/UTTyler> and fill out the New Student application. The Student Accessibility and Resources (SAR) office will contact you when your application has been submitted and an appointment with Cynthia Lowery, Assistant Director of Student Services/ADA Coordinator. For more information, including filling out an application for services, please visit the SAR webpage at <http://www.uttyler.edu/disabilityservices>, the SAR office located in the University Center, # 3150 or call 903.566.7079.

Student Absence due to Religious Observance

Students who anticipate being absent from class due to a religious observance are requested to inform the instructor of such absences by the second class meeting of the semester.

Student Absence for University-Sponsored Events and Activities Revised 05/19

If you intend to be absent for a university-sponsored event or activity, you (or the event sponsor) must notify the instructor at least two weeks prior to the date of the planned absence. At that time the instructor will set a date and time when make-up assignments will be completed.

Social Security and FERPA Statement

It is the policy of The University of Texas at Tyler to protect the confidential nature of social security numbers. The University has changed its computer programming so that all students have an identification number. The electronic transmission of grades (e.g., via e-mail) risks violation of the Family Educational Rights and Privacy Act; grades will not be transmitted electronically.

Emergency Exits and Evacuation

Everyone is required to exit the building when a fire alarm goes off. Follow your instructor's directions regarding the appropriate exit. If you require assistance during an evacuation, inform your instructor in the first week of class. Do not re-enter the building unless given permission by University Police, Fire department, or Fire Prevention Services.

Student Standards of Academic Conduct

Disciplinary proceedings may be initiated against any student who engages in scholastic dishonesty, including, but not limited to, cheating, plagiarism, collusion, the submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

i. "Cheating" includes, but is not limited to:

- copying from another student's test paper;
- using, during a test, materials not authorized by the person giving the test;
- failure to comply with instructions given by the person administering the test;
- possession during a test of materials which are not authorized by the person giving the test, such as class notes or specifically designed "crib notes". The presence of textbooks constitutes a violation if they have been specifically prohibited by the person administering the test;
- using, buying, stealing, transporting, or soliciting in whole or part the contents of an unadministered

test, test key, homework solution, or computer program;

- collaborating with or seeking aid from another student during a test or other assignment without authority;
 - discussing the contents of an examination with another student who will take the examination;
 - divulging the contents of an examination, for the purpose of preserving questions for use by another, when the instructors has designated that the examination is not to be removed from the examination room or not to be returned or to be kept by the student;
 - substituting for another person, or permitting another person to substitute for oneself to take a course, a test, or any course-related assignment;
 - paying or offering money or other valuable thing to, or coercing another person to obtain an unadministered test, test key, homework solution, or computer program or information about an unadministered test, test key, home solution or computer program;
 - falsifying research data, laboratory reports, and/or other academic work offered for credit;
 - taking, keeping, misplacing, or damaging the property of The University of Texas at Tyler, or of another, if the student knows or reasonably should know that an unfair academic advantage would be gained by such conduct; and
 - misrepresenting facts, including providing false grades or resumes, for the purpose of obtaining an academic or financial benefit or injuring another student academically or financially.
- ii. “Plagiarism” includes, but is not limited to, the appropriation, buying, receiving as a gift, or obtaining by any means another’s work and the submission of it as one’s own academic work offered for credit.
- iii. “Collusion” includes, but is not limited to, the unauthorized collaboration with another person in preparing academic assignments offered for credit or collaboration with another person to commit a violation of any section of the rules on scholastic dishonesty.
- iv. All written work that is submitted will be subject to review by plagiarism software.

UT Tyler Resources for Students

- UT Tyler Writing Center (903.565.5995), writingcenter@uttyler.edu
- UT Tyler Tutoring Center (903.565.5964), tutoring@uttyler.edu
- The Mathematics Learning Center, RBN 4021, this is the open access computer lab for math students, with tutors on duty to assist students who are enrolled in early-career courses.
- UT Tyler Counseling Center (903.566.7254)

Important Covid-19 Information for Classrooms and Laboratories

Students are required to wear face masks covering their nose and mouth, and follow social distancing guidelines, at all times in public settings (including classrooms and laboratories), as specified by [Procedures for Fall 2020 Return to Normal Operations](#). The UT Tyler community of Patriots views adoption of these practices consistent with its [Honor Code](#) and a sign of good citizenship and respectful care of fellow classmates, faculty, and staff.

Students who are feeling ill or experiencing symptoms such as sneezing, coughing, or a higher than normal temperature will be excused from class and should stay at home and may join the class remotely. Students who have difficulty adhering to the Covid-19 safety policies for health reasons are also encouraged to join the class remotely. Students needing additional accommodations may contact the Office of Student Accessibility and Resources at University Center 3150, or call (903) 566-7079 or email saroffice@uttyler.edu.

Recording of Class Sessions

Class sessions may be recorded by the instructor for use by students enrolled in this course. Recordings that contain personally identifiable information or other information subject to FERPA shall not be shared with individuals not enrolled in this course unless appropriate consent is obtained from all relevant students. Class recordings are reserved only for the use of students enrolled in the course and only for educational purposes. Course recordings should not be shared outside of the course in any form without express permission.