



## **Syllabus: MGMT 3613 Nonprofit Organization and Society Online Spring Semester 2021**

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### **Office Hours**

Office hours are designed for you, providing a private environment where we may talk about your work, performance in class, etc. If you cannot see me during my scheduled office hours, do not hesitate to make an appointment to see me at a different time. Office hours are available virtually through the Zoom platform.

Zoom Link for Office Hours: [Virtual Office Hour Link](#)  
Zoom Link Meeting ID: 963 8303 8725

Office Hours: Mondays: 2:00 pm to 3:30 pm; Wednesdays: 8:15 am to 9:15 am;  
2:00 pm to 3:30 pm; Tuesdays: 8:15 am to 9:15 am; or by appointment

### **Recommended Material**

Worth, M.J. (2018). Nonprofit Management: Principles and Practice. (5th ed.). Thousand Oaks, CA: Sage Publications, Inc. ISBN: 978-1-5063-9686-6 (paperback). The 4<sup>th</sup> Edition of this text is also allowed. Additional readings and materials may be posted to D2L.

### **Required Materials/Supplies**

Students must own or have access to the following:

**Hardware:** Computer, laptop, or Ipad with **webcam, microphone, and speakers** to access Virtual Classroom, Skype, Zoom, Respondus Monitor and Lockdown Browser, etc. **Chromebooks should not be used.** They are incompatible with Lockdown Browser. Please visit the [MSU Texas website](#) for a review of the most up to date technology requirements.

**Software:** Students can sign up for access to Office 365 web edition for free. Students should contact the helpdesk at 940-397-4680 or [helpdesk@msutexas.edu](mailto:helpdesk@msutexas.edu) to get more information about getting access to the software.

**Browser:** It is highly recommended that you use the following browsers for the best experience: Mozilla Firefox; Google Chrome or Apple Safari.

## **Course Description**

Overview of the role, scope and contributions of the nonprofit sector. Introduction to the financial and human strategies nonprofits use. Introduction to assessment methods used to measure program outcomes.

## **Specific Learning Goals**

1. Students will understand the values and ethics embodied in the structure and nature of nonprofits, from its board, staff, volunteers and donors; and understand the standards and codes of conduct that are expected and appropriate to professionals and volunteers working in the nonprofit sector.
2. Students will understand the role of individuals and nonprofit organizations and the strategies they use to impact social change, social movements and influencing the public policy process.
3. Students will understand the roles and responsibilities of nonprofit boards and how it impacts nonprofit governance and leadership.

## **General Learning Goals**

1. Students will demonstrate problem solving and decision making abilities through the critical analysis, evaluation and interpretation of business and nonprofit information.
2. Students will demonstrate competency in writing for common business scenarios.
3. Students will utilize technology for business applications.
4. Students will demonstrate ethical reasoning skills within a business and nonprofit environment.
5. Students will have an understanding of the influence of multicultural issues on business activities.

These general learning goals are among those established by the Dillard College of Business Administration. General learning goals represent the skills that graduates will carry with them into their careers. While assessing student performance in obtaining these general learning goals, the Dillard College is assessing its programs. The assessments will assist us as we improve our curriculum and curriculum delivery.

## **Online General Goals**

1. Students will demonstrate the capability to use devices to communicate with other systems to access data, upload and download.
2. Students will demonstrate proficiency with email to create, send, respond and use attachments.
3. Students will demonstrate the ability to use presentation graphics such as PowerPoint to create slides, displays and presentations.
4. Students will demonstrate the skill to create multimedia presentations.
5. Students will demonstrate the ability to use word processing.

6. Students will demonstrate the capability to navigate a learning system such as D2L/Brightspace and the internet.
7. Students will demonstrate the ability to navigate a Windows or MAC operating system to manipulate files using file manager, determine active printer, access installed applications, create and delete directories and files.

## **Course Communication**

I will provide all course content, updates, readings, handouts, and other communication using D2L. Students may also check their grades via D2L. Students will need to log in to D2L regularly to stay current with the class. If you have any questions or need any help, the best way to reach me is via e-mail. Always include in the email your first and last name as well as the name of the course you're emailing me about. **Be sure that your email settings are set up so that you receive communications sent via D2L. It is your responsibility to manage your settings.**

## **Assignment Submissions**

All assignments should be submitted through D2L. Please only submit typed Word documents unless otherwise specified. If you use Pages (or another word processor), **please convert your document first.** If you fail to submit your document in the correct format, and I cannot read your document, your document will be considered late, and I will NOT accept the assignment. **Submissions by email will not be accepted.**

## **Late Work**

Assignments are due at the specified time due in the syllabus. Late assignments are a reflection of your professionalism, or lack thereof. By definition professionals are not late with their work. **At the instructor's discretion,** if the instructor was notified of a possible late submission PRIOR to the assignment being late, the assignment **may** be accepted with the following penalties incurred: up to 24 hours late receive a 10% deduction from final grade; 24-48 hours late receive a 25% deduction from final grade and after 48 hours there is a 50% deduction from the final grade. **The instructor is not obligated to accept late work at all.**

## Course Grade

<b>Activities</b>	<b>Points</b>
10 Homework Assignments 20 pts each	200 pts
3 quizzes – 50 points each	150 pts
Service Learning – Selection of Nonprofit, Reflection Paper; and Volunteer Hours Log sheet	150 pts
Research Paper	200 pts
<b>TOTAL</b>	<b>700</b>

<b>Actual Points</b>	<b>Letter Grade</b>
Above 627	A
557-626	B
487-556	C
417-486	D
Below 416	F

## Brief Description of Graded Activities

### Weekly Homework Activities:

Weekly Homework Activities will be assigned 10 times to assess students' comprehension of lectures, reading assignments, assigned videos covered in the course. Each assignment is posted in the respective module and is due on the Friday of the week assigned (see syllabus calendar for assignment due dates). Assignments are due in D2L, assignments will not be accepted via email. Each drop box folder on D2L for homework assignments will be open on Wednesday at 12:00 am and closes on Friday at 11:30 pm. Each homework assignment is worth 20 points.

### Quizzes

You will have three quizzes throughout the semester. These quizzes will cover reading materials, lectures, assigned videos and homework assignments. Each quiz will have a time limit (80 minutes) and will be made up of multiple choice, true/false, short answer, fill in the blank and essay questions. Each quiz is worth 50 points. Quizzes will be due by 11:30 pm on the day assigned. The Quiz window will be from 12:00 am until 11:30 pm on Friday. **You will be required to use Respondus Monitor and Lockdown Browser when completing quizzes, so plan accordingly and ensure you have access to a laptop or computer with the required specifications.**

### Service-Learning Requirement

This class will have a service-learning requirement. The service-learning component consists of several parts:

1. Selection of a Nonprofit (50 points)
2. Eight hours of volunteer service and a volunteer hours log-in sheet and reflection paper (100 pts)

### *Selection of Nonprofit*

Each student must select a nonprofit to volunteer with and to use that same nonprofit for homework assignments and the reflection portion of the required research paper. Under “Important Documents” you will find “Nonprofit Selection and Criteria Form” which includes the suggested guidelines for selecting a nonprofit AND a list of possible nonprofits to select from. You are not limited to this list of nonprofits, this is just a starting point. I will post in the news feed on D2L when a nonprofit has been selected by a student, which means that nonprofit is no longer available. Students may start requesting a nonprofit as soon as the first day of class by submitting their three choices in the assignment folder. Once I comment on your selection that you may use that nonprofit, you are approved for that nonprofit and you must submit the Nonprofit Selection and Criteria Form in D2L the next week by 11:30 pm. The earlier you submit your nonprofit selection for my approval, the better.

### *Reflection Paper and Volunteer Log-in Sheet*

Each student will complete 8 hours volunteering with the nonprofit approved by Instructor Sonia White. The eight hours of volunteer service may be completed in one session (for example on a Saturday for 8 hours) or it may be completed over multiple weeks (one hour each week for 8 weeks or any similar combination). See calendar at end of syllabus for due dates of completion of volunteer hours. All hours must be completed with the SAME nonprofit, but the volunteer hours can be served within multiple projects or service areas. A volunteer’s hours log sheet (found in Important Documents on D2L) must be completed and signed by the student and a representative of the approved nonprofit organization. The completed log sheet and completed hours is worth a total of 100 points. See calendar at end of syllabus for due dates of The Volunteer Log-in Sheet. In light of the recent COVID-19 pandemic and social distancing requirements, I highly recommend that you check with nonprofits before you choose them to make sure they will have volunteer opportunities. I also highly recommend that you get your volunteer requirements taken care of earlier rather than later due to possible COVID-19 outbreaks and subsequent quarantining possibilities.

The student must also complete a reflection paper (see reflection paper guidelines under Important Documents). This paper should provide reflection on the service-learning experience and should answer the provided prompts. See calendar at end of syllabus for due dates.

**NOTE:** A best practice for nonprofits is to mitigate risk by conducting background checks on volunteers who may work with vulnerable populations such as minors, disabled individuals and/or senior adults. MSU Texas requires adult volunteers (including students) and employees to complete a background check when volunteering (including service-learning with a direct service component). For this course, I prefer that you NOT work with minors as part of your service-learning hours. **If you insist on working with minors you will have additional**

**requirements to complete for this course. You will have to make arrangements with me to complete these requirements.**

### **Research Paper**

Your final will be a research paper which will be an overview of the nonprofit you have selected. You will select at least three areas regarding best practice topics to discuss.

**The topics you choose must reference lectures, assigned reading, videos and outside research and have at least 6 credible sources/references.**

The paper MUST be written using the Chicago/Turabian style citation. There are resources for this style under important documents. Please read the document, "Examples & Directions for Chicago-Turabian Style" which provides examples of how to cite using this style. The paper should be approximately 1500 (+/- 250) words. Further instructions and guidelines for the paper are included in the **Paper Guidelines** document and the **Writing Rubric** located in Important Documents on D2L. See calendar at end of syllabus for due dates. The total points of the paper are 200 points.

### **Extra Credit**

There may be extra credit opportunity in this course. You will be informed if an opportunity becomes available.

## **Official Policies**

### **Academic Integrity**

With regard to academic honesty, students are referred to the "Student Honor Creed" in the undergraduate catalog. Academic dishonesty (cheating, collusion, and plagiarism) is taken seriously and will be investigated. **Please understand that integrity is very important to me. Cutting and pasting text from the internet without citing the source constitutes plagiarism. I use plagiarism software to identify instances of using uncited sources.** My rule of thumb is that if you are using three or more words in a row from a source, it needs to be identified as a direct quote and cited. Copying material from the web and changing every few words also constitutes plagiarism. The same is true for oral assignments. Use your words and your original thoughts, not the words and thoughts of some other source. If I discover that a student has engaged in academic dishonesty (cheating, collusion, and/or plagiarism) on any work for this course, they will receive an F (0 points) for that work. Repeated instances will result in failing the course. All instances of academic dishonesty will be reported to the Dean of Students.

### **Americans with Disabilities Act**

If a student has an established disability as defined by the Americans with Disabilities Act and would like to request accommodation, that student should please contact me as soon as possible. Any student requesting accommodations should first contact Disability Support Services at 940-397-4140 in room 168 Clark Student Center to document and coordinate reasonable accommodations if you have not already done so.

## Attendance / Participation

As this is an online course, attendance is not taken like in a face to face course, however, participation is critical to your success in this class. Your follow-thru on assignments and service-learning requirements will be critical to your success in the class. This is also why no late assignments will be accepted (see late work policy below). It is your responsibility to stay on top of due dates, check D2L frequently for assignments, lectures, etc., and to adhere to due dates.

### Late Work

Assignments are due at the specified time due in the syllabus. Late assignments are a reflection of your professionalism, or lack thereof. By definition professionals are not late with their work. ***At the instructor's discretion***, if the instructor was notified of a possible late submission PRIOR to the assignment being late, the assignment ***may*** be accepted with the following penalties incurred: up to 24 hours late receive a 10% deduction from final grade; 24-48 hours late receive a 25% deduction from final grade and after 48 hours there is a 50% deduction from the final grade. **The instructor is not obligated to accept late work at all.**

“Valid, documented” excused absences fall in the following categories: medical, legal, or serious personal issue beyond your control (e.g. relative’s death or serious illness; jury duty; car accident). Excuses that are not valid include having deadlines in other classes or at work, having a fight with a significant other, have a bad day, etc.

### Communication

I will provide all course content, updates, readings, handouts, and other communication using D2L, email and in face-to-face class meetings. All email communication between students and instructor should occur using MSU email addresses. **Be sure that your email settings are set up so that you receive communications sent via D2L. It is your responsibility to manage your settings.** When emailing me, PLEASE use professional communication etiquette, such as proper salutations (Dear Ms. White), identify yourself by name and which class you are communicating about. (Some of my students are in multiple classes of mine). Also, please use correct punctuation, grammar, and spelling. It is important to get into the habit of using professional communication skills NOW.

Students may also check their grades via D2L. Students will need to log in to D2L regularly to stay current with the class. If you have any questions or need any help, the best way to reach me is via e-mail. Always include in the email your first and last name as well as the name of the course you’re emailing me about.

### Concealed Carry

Senate Bill 11 passed by the 84<sup>th</sup> Texas Legislature allows licensed handgun holders to carry concealed handguns on campus, effective August 1, 2016. Areas excluded from concealed carry are appropriately marked, in accordance with state law. For more

information regarding campus carry, please refer to the University's webpage on [Campus Carry Rules and Policies](#).

### **Course Syllabus**

This syllabus is a guide for the course and is subject to change. Syllabus changes will be communicated via D2L, via email and/or announced in class. Please print and keep this syllabus as a reference because you are responsible for the assignments and the information contained in the syllabus.

### **COVID-19 Procedures**

Please visit the MSU Texas Coronavirus [webpage](#) for the most up-to-date information about COVID-19 and MSU Texas policies and procedures.

Any student who experiences symptoms of COVID-19 should immediately quarantine, notify their physician, and complete the [COVID-19 Reporting Form for Students](#). Alternately, students may call the Office of Student Affairs at 940-397-4500. A campus contact tracer will follow-up with all reporting students.

Students must wear face masks while in the Dillard Building. Students are responsible for sanitizing their individual work areas with products made available in the classrooms. Students must maintain at least 6 feet of social distancing at all times in the classroom. When instructor or student is presenting, they may remove face mask, as long as they maintain at least 10 feet distance.

If you have concerns about being in a classroom, are unable or unwilling to attend face-to-face classes because of concerns about COVID-19, you have the option of applying for a formal COVID-19 adjustment or accommodation based on your individual health concerns or situation. Any student requesting accommodations should contact Disability Support Services at 940-397-4140 in room 168 Clark Student Center to document and coordinate accommodations.

### **Grades**

Grades will be entered into the gradebook on D2L. It is the student's responsibility to keep copies of submitted assignments. Technical glitches happen, you will need to hold on to your final copy of any assignment if a file does get lost. **Any request to change a grade must be made to the instructor via email within one week of when the grade was posted to D2L.**

In order to help students keep track of their progress toward course objectives, the instructor will provide a Midterm Progress Report through each student's WebWorld account. At the mid-semester point, the instructor will review each student's average to date. If a student has less than a C average for the class, the mid-term grade will be reported in WebWorld. Midterm grades will not be reported on the students' transcripts; nor will they be calculated in the cumulative GPA. They simply give the student an idea of where they stand at the midpoint of the semester. Students earning below a C at the



midway point should schedule a meeting with Ms. White to discuss ways to improve performance.

### **Grade Appeals**

Any student who believes a final grade has been inequitably awarded should first contact the instructor who awarded the grade to discuss the issue and attempt to resolve the differences. A student has 30 days following the first day of the succeeding semester to file a written appeal with the dean of the instructor's college in which the course was taught. Refer to the Undergraduate Catalogue for further details. See the MSU Student Handbook for University policy on grade appeal.

### **Zoom Etiquette**

Due to the circumstances of the COVID-19 pandemic, the instructor will make office hours available virtually.

If you and I are meeting via Zoom or live stream, my expectations of you are as follows:

1. I expect that you be in the Zoom live stream at the designated start time and I will allow you into the meeting when I am ready to meet.
2. I expect your Zoom video to be turned on at all times during the meeting;
3. I expect that you will be visible in the video at all times and paying attention;
4. I expect that you be proficient at muting and unmuting your microphone, as I expect to interact with you.
5. I expect you to be attired just as you would if you were sitting in the classroom or in the office during live office hours.

### **Important Dates**

Change of schedule or late registration: **January 11-13, 2021.**

Deadline to file for May graduation: **February 15, 2021.**

Last Day to drop with a grade of "W": **4:00 p.m., April 23, 2021.**

<b>Module</b>	<b>Topics</b>	<b>Read &amp; Review</b>	<b>View Lectures &amp; Videos</b>	<b>Assignments Due</b>
<b>Week 1</b> January 9-15 Module 1 Course Introduction Nonprofit Overview	Course Orientation Nonprofit Management as a profession	<i>Textbook:</i> Chapter 1 Nonprofit Management as a Profession; <i>Other documents in D2L:</i> Nonprofit Minor Brochure; Nonprofit Minor Degree Plan, Module 1	<i>Lecture Links:</i> “Course Introduction” Posted in Module 1 “Service Learning” posted in Module 1 “Nonprofit as a Career” Posted in Module 1	<b>Complete Homework #1: Syllabus Review</b> by 11:30pm on Friday, 1/15/2021  <b>Submit THREE NONPROFIT CHOICES for Instructor approval</b> by 11:30 pm on Friday, 1/15/2021
<b>Week 2</b> January 16-22 Module 1 Course Introduction Nonprofit Overview	How to start a nonprofit Theories of Nonprofit Management	<i>Textbook:</i> Chapter 2 Overview of Nonprofit Sector; Chapter 3 – Theories of the Nonprofit Sector;	<i>Lecture Links:</i> “How to Start a Nonprofit” Part 1 “How to Start a Nonprofit” Part 2 Posted in Module 1; <i>Video:</i> Charity:water	<b>Nonprofit Selection Form</b> (Service Learning Component) by 11:30 pm Friday, 1/22/2021 (Part of Service-Learning Requirement)
<b>Week 3</b> January 23-29 Module 1 Course Introduction Nonprofit Overview	Introduction to Standards for Excellence: An Ethics & Accountability Code for the Nonprofit Sector	<i>Other documents in D2L:</i> Standards for Excellence: An Ethics and Accountability Code for Nonprofits, Module 1	<i>Lecture Link:</i> “Standards for Excellence Overview” posted in Module 1; <i>Video:</i> Creating a culture of accountability	<b>Complete Homework #2: Nonprofit Vocabulary and Terminology List 1</b> by 11:30 pm Friday, 1/29/2021
<b>Week 4</b> January 30- February 5 Module 2 Mission Strategy & Evaluation	Nonprofit Mission and Vision; Strategic Partnerships	<i>Textbook:</i> Chapter 7 Developing Strategy, Building Capacity and Managing Risk; <i>Other documents in D2L:</i> Mission Impact and Planning; Strategic Partnerships, Module 2	<i>Lecture Link:</i> “Mission and Impact Planning” posted in module 2; <i>Videos:</i> Measuring Nonprofit Mission & Vision; Overview of the Strategic Planning Process	<b>Complete Homework #3: Mission/Vision</b> by 11:30 pm Friday, 2/5/2021

<b>Module</b>	<b>Topics</b>	<b>Read &amp; Review</b>	<b>View Lectures &amp; Videos</b>	<b>Assignments Due</b>
<b>Week 5</b> February 6-12 Module 2 Strategy & Evaluation	Organizational and Program Evaluation; SMART Goals and Logic Models	<i>Textbook:</i> Chapter 6 Ensuring Accountability and Measuring Performance; <i>Other documents in D2L:</i> Program Evaluation; Logic Model Samples, Module 2	<i>Lecture Link:</i> “SMART Goals and Goal Setting” Posted in Module 2 “Logic Models” posted in Module 2 <i>Videos:</i> SMART Goals – Quick Overview; What is Collective Impact	<b>QUIZ #1 – covers Modules 1-2 (Intro to Nonprofits &amp; Mission)</b> Complete Quiz by 11:30 pm, Friday 2/12/2021
<b>Week 6</b> February 13-19 Module 3 Leadership: Board, Staff & Volunteers	Nonprofit Leadership: Boards	<i>Textbook:</i> Chapter 4 Nonprofit Governing Boards; <i>Other documents in D2L:</i> Board Member Responsibilities; Succession Planning: Board Member Composition & Independence	<i>Lecture Link:</i> “Leadership: Board” Posted in Module 3; <i>Videos:</i> Board Leadership: How to be an awesome board member; Executive Leadership, Jim Collins	<b>Complete Homework #4: Board of Directors</b> due by 11:30 pm Friday, 2/19/2021
<b>Week 7</b> February 20-26 Module 3 Leadership: Board, Staff & Volunteers	Leadership: Staff and Volunteers	<i>Textbook:</i> Chapter 5 Executive Leadership; Chapter 9 – Managing Staff and Service Volunteers	<i>Lecture Link:</i> “Leadership: Staff and Volunteers” Posted in Module 3; <i>Videos:</i> Linked In Talent Solutions – Gen Z at Work; Do Something U – How to recruit and retain volunteers	<b>Complete Homework #5: Nonprofit Vocabulary &amp; Terminology List 2</b> due by 11:30 pm on Friday, 2/26/2021
<b>Week 8</b> February 27-March 5 Module 4	Diversity, Equity and Inclusion (DEI);	<i>Other documents in D2L:</i> DEI Checklist; DEI Assessment; Diversity, Equity, Inclusion	<i>Lecture Link:</i> Diversity, Equity & Inclusion; <i>Videos:</i> DEI 201: What is Diversity, Equity & Inclusion?; Equality,	<b>QUIZ #2 covers Modules 3 &amp; 4 (Leadership &amp; Legal Compliance)</b> Complete Quiz #2 by 11:30 pm Friday, 3/5/2021

Module	Topics	Read & Review	View Lectures & Videos	Assignments Due
			Diversity and Inclusion: Open your Mind Posted in Module 4	
<b>Week 9</b> March 6-March 12 Module 5 Finances & Operations	Finance and Operations	<i>Textbook:</i> Chapter 12 Financial Management <i>Other documents in D2L:</i> Financial Planning & Monitoring	<i>Lecture Link:</i> "Finance & Operations Part 1 and Part 2" Module 5	<b>Complete Homework #6: Nonprofit Vocabulary &amp; Terminology List #3</b> due by 11:30 pm on Friday, 3/12/2021
<b>Week 10</b> March 13-19 Module 5 Finances & Operations	Form 990	<i>Textbook:</i> Chapter 12 Financial Management <i>Other documents in D2L:</i> Internal Controls and Financial Policies	<i>Lecture Links:</i> "Form 990 Parts 1 & 2" Module 5	<b>Service-Learning Requirement DUE: Reflection paper and Volunteer Hours Log:</b> Due by 11:30 pm on Friday, 3/19/2021
<b>Week 11</b> March 20-26 Module 6 Resource Development and Grant Writing	Resource Development	<i>Textbook:</i> Chapter 13 Philanthropic Fundraising; Chapter 14 Social Enterprise and Earned Income	<i>Lecture Links:</i> "Resource Development" <i>Videos:</i> The Way We Think About Charity is Dead Wrong, Module 6	<b>Complete Homework #7: Understanding the Form 990</b> , due by 11:30 pm on Friday, 3/26/2021  <b>If you want me to review your paper ROUGH DRAFT must be turned in by 3/26/2021 in D2L as a WORD document by 11:30 pm.</b>
<b>Week 12</b> March 27-April 2 Module 6 Resource Development and Grant Writing	Grant Writing	<i>Textbook:</i> Chapter 15 Government Grants and Contracts	<i>Lecture Links:</i> "Federal Grants Part 1 and 2" Module 6	<b>Complete Homework #8: Federal Grant HW</b> due 11:30 pm on Friday 4/2/2021
<b>Week 13</b> April 3-9 Module 7 Ethics and Compliance	Grant Writing		<i>Lecture Links:</i> Grant Writing Part 1 and 2 Module 6	<b>Complete Homework #9: Nonprofit Vocabulary &amp; Terminology #4</b> due 11:30 pm on Friday, 4/9/2021

<b>Module</b>	<b>Topics</b>	<b>Read &amp; Review</b>	<b>View Lectures &amp; Videos</b>	<b>Assignments Due</b>
<b>Week 14</b> April 10-16 Module 7	Ethics and Compliance	<i>Other documents:</i> Disclose It National, Code of Ethics National	"Ethics and Compliance Parts 1 and 2 Module 7	<b>Complete Homework #10: Compliance and Ethics</b> by 11:30 pm Monday, 4/16/2021
<b>Week 15</b> April 17-23	No new materials	No new materials	No new materials	<b>Quiz #3</b> – Covers Modules 5,6 & 7, Due 11:30 pm, 4/23/2021
<b>FINAL</b> April 24				<b>Research and Analysis Paper</b> DUE 4/24/2021 by 11:30 pm