Syllabus: MGMT 3623
Strategic and Human Management of Nonprofit Organizations
Online - Fall Semester 2022

Instructor: Sonia White, M.S.
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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 office hours, do not hesitate to make an appointment to see me at a different time.

Office Hours: Mondays: 3:30 pm to 5:00 pm; Tuesdays: 8:30 am to 10:30 am; Wednesdays: 8:30 am to 10:30 am; or by appointment.

This is an online course, so I cannot see if you understand me when I lecture or provide feedback on homework. Therefore, you must contact me if you do not understand something or have questions about grading, instructions, or the course. I welcome the opportunity to get to know my students more personally. I will make myself available to meet with you in person or via zoom if you need to discuss an assignment or the course.

Recommended Material
LaPiana, D., Gowdy, H., Olmstead-Rose, L., Copen, B. (2012). *The Nonprofit Business Plan: The Leader's Guide to Creating a Successful Business Model*. Nashville, Tennessee: Turner Publishing Company. ISBN: 978-1-61858-006-1 (paperback).
Additional readings and materials may be posted to D2L.

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 to review the most up-to-date technology requirements.

Software: Students can get access to Office 365 web edition for free. Students should contact the helpdesk at 940-397-4680 or helpdesk@msutexas.edu to get more information about accessing the software. Please note that the D2L learning management system does not handle Pages or other Apple Mac software very well. If you submit documents in Pages or other Mac-

specific software, I will likely NOT be able to open the documents. PLEASE convert your homework assignments to Word documents before submitting them to avoid late submissions or no submission penalties.

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 contribution of the nonprofit sector. Introduction to the financial and human strategies nonprofits use. Introduction to assessment methods used to measure program outcomes. Advanced study of nonprofit business and strategic planning which requires the development and presentation of a detailed nonprofit business plan.

Specific Learning Goals
Upon successful completion of this course, the student should have completed a nonprofit business plan and should have refined their understanding of real-world nonprofit business planning.
1. Identify and describe best practices of nonprofit strategic planning, business planning, human resource management and evaluation methods;
2. Analyze, evaluate and interpret theories and processes and then apply them to a simulated "real-world scenario/situation" by creating a fictional nonprofit;
3. Create a written business plan and prospectus for a nonprofit idea;
4. Understand and apply best practices, theories and principles of social enterprise and earned income for nonprofits;

The purpose of this course is to train students to identify and understand the theories and best practices that guide successful and ethical nonprofit management. Students will learn to develop and write a nonprofit business plans. They will also learn to articulate their business plan and present their idea in a professional presentation.

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 an e-mail 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 ability to use word processing. This includes converting documents to the appropriate/required version for submission. Students must submit homework assignments as Word documents. Other formats are not acceptable.
5. Students will demonstrate the capability to navigate a learning system such as D2L/Brightspace and the internet.

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 must log in to D2L regularly to stay current with the class. I will provide feedback on homework assignments via D2L. If you have any questions or need help, the best way to reach me is via e-mail. I will communicate with the class through D2L and student MSU e-mail. Ensure your e-mail settings are set up, so you receive communications sent via D2L. It is your responsibility to manage your settings.

You are responsible for logging in to D2L regularly to check for announcements or messages from me regarding the course. If you miss more than one assignment and are not regularly logging into the system, you may be dropped from the class for a failure to attend/participate.

E-mail Communication Guidelines: I expect upper-division students (which you are!) to be able to communicate professionally. You are expected to communicate via e-mail with a nonprofit of your choice. Occasionally, you may have to communicate with me. **When communicating with me via e-mail, always include your first and last name and the course name in the subject line.** Be sure to have a proper salutation in your e-mail to me. You can address me as Ms. White, Instructor White, or Professor White. Do not address me by my first name or leave out the salutation. Your e-mail should have proper spelling, punctuation, and capitalization. Your e-mail also should have a "signature," which includes your first name, last name, and your M#. If your e-mail does not follow these guidelines, I MAY NOT ANSWER YOUR E-MAIL. All of these guidelines reflect business-appropriate and professional e-mail communication standards.

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 open or read your document, your homework will be considered late, and I will NOT accept the assignment. **Submissions by e-mail will not be accepted.**

Late Work
Assignments are due at the specified day and time 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, an assignment may be accepted late. If an assignment is accepted late, it will incur the following penalties: up to 24 hours late receives a 10% deduction from the final grade; 24-48 hours late receive a 25% deduction from the final grade, and after 48 hours, there is a 50% deduction from the final grade. Assignments more than three days late will receive zero points. **The Instructor is not obligated to accept late work at all.**

I intentionally plan that ALL homework assignments are due on the same day and time each week, Friday by 11:59 pm, so students can plan accordingly. If a homework assignment deviates from this expected date/time, I will post a reminder on the newsfeed in D2L. Always check the syllabus for exact due dates and the newsfeed on D2L for any changes.

Course Grade

Activities	Points
Individual homework assignments (7 at 20 points each)	140 pts
Group homework assignments (6 at 20 points each)	120 pts
Written business plan (individual grade)	100 pts
Group Presentation of business plan (group grade)	100 pts
TOTAL	460 pts

Actual Points	Letter Grade
412 and above	A
366-411.9	B
319 – 365.9	C
274 – 318-9	D
Below 273.9	F

Brief Description of Graded Activities
Homework Activities (Individual and Group):
Weekly Homework Activities will be assigned over the course of the semester 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. Each drop box folder on D2L for homework assignments will be open on Saturday at 12 am (or earlier) the before the assignment is due. Each assignment is due by 11:59 on Friday, unless otherwise noted in syllabus. Each homework assignment is worth 20 points.

Throughout the semester you will be given both INDIVIDUAL and GROUP assignments. Each of these assignments contribute to your overall building and creation of the final business plan. Each activity is assessed and reported back to the individual student or group. The assignments will contain comments and recommendations that the student(s) may want to incorporate into the Nonprofit Business Plan. **You should keep your research and notes while completing these assignments and keep feedback from me when I return the assignments back to you.** Again, these COMPLETED assignments will provide content for your final written business plan and final presentation.

Nonprofit Strategic Business Plan
The Nonprofit Strategic Business Plan will be used to evaluate your **individual** understanding of key concepts, principles and best practices discussed in lectures, covered in assigned text readings and applied through class assignments. The plan should reflect and demonstrate basic understanding of key nonprofit strategic theories, best practices, principles and ethics. The instructor will provide a template to be used for the Business Plan. See the class calendar for deadline for submission. Although most of the strategic business plan can be created from the GROUP projects, I expect you to contribute individual analysis, creativity, and style to your own individual plan. **You should NOT work as a group on the written plan. Each person should take GROUP work and interpret it individually to create their own unique business plan.**

Business Plan Pitch
For the final, each GROUP will create a 5-7minute video presentation which will be submitted to the class instructor and based on the Business Plan. The presentation will include a visual, informative, professional presentation making a "pitch" to support and/or finance your nonprofit endeavor. The class presentation will be due, during the designated final examination day. The PowerPoint presentation should include all members of the group presenting the information, I should be able to hear and see all group members, along with the presentation. This presentation should be similar in format to the lecture presentation posted for this course. Students should be professionally groomed and dressed. This means no t-shirts, sweatshirts, caps/hats, sunglasses should be worn during the presentation. Your attire that can be seen in the video should be professional attire.

Extra Credit
There is an opportunity to gain extra credit points. There are two different ways to earn points. The first is by participating in *Together We Make a Difference Community Service Day* on October 22. You must register at least one week BEFORE the event, and you must show up to the community service site and remain there the entire time of the event. This opportunity will be worth 10 points. The second opportunity is to donate up to 5 food or hygiene items to the *Dillard College Food & Hygiene Drive* during the month of October. The maximum total number of points is 15 points.

Official Policies
Academic Integrity
Concerning 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. Instances of academic dishonesty will be handled quickly and severely.** Cutting and pasting text from the internet without citing the source constitutes plagiarism. Cheating (using old quizzes, using notes, trying to circumvent video recording) on a quiz is considered academic dishonesty. Not following the Respondus guidelines is considered academic dishonesty (See Quiz section for specifics). Copying or using other people's work is considered academic dishonesty. I use plagiarism software to identify instances of using uncited sources. If I discover that a student has engaged in academic dishonesty (cheating, collusion, and plagiarism) on any work for this course, **AT A MINIMUM,** they will receive an F (0 points) for that work, and at the **MAXIMUM** failure of 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 an accommodation, the student should first contact Disability Support Services at 940-397-4140 in room 168 Clark Student Center. Once that office has determined the accommodation, the student should contact me as soon as possible with the documentation.

If you have concerns about being in a classroom and are unable or unwilling to attend face-to-face classes because of concerns about COVID-19, you can apply 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. As an instructor, I cannot grant accommodations without guidance or recommendations from the office of Disability Support Services.

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 essential to your success in the class. This is also why no late assignments will be accepted (see late work policy below). Your responsibility is to stay on top of due dates, check D2L frequently for assignments, lectures, etc., and adhere to due dates.

Late Work
Assignments are due at the specified time scheduled 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, an assignment *may* be accepted late with the following penalties: 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. Assignments later than three days will receive a zero. **The Instructor is not obligated to accept late work at all.**

"Valid, documented" excused absences fall in the following categories: medical, legal, or a serious personal issue beyond your control (e.g., relative's death or severe illness; jury duty; car accident). A valid, documented excuse **MUST BE DOCUMENTED.** Understand you will be expected to provide appropriate documentation, such as a doctor's note, insurance or police reports, hospital admission paperwork, obituary, travel documentation, etc. Excuses that are not valid include: having deadlines in other classes or at work, having a bad day, oversleeping or running late, not feeling well, roommate issues, internet issues, computer issues, etc.

In most circumstances, since this is an online course, students with excused absences can meet homework assignments and due dates on time. If it appears that this will not be possible, the student **must** discuss alternative arrangements with me in advance of the due date AND you **must** provide written documentation **before** the event.

Communication
I will provide all course content, updates, readings, handouts, and other communication using D2L and e-mail. All e-mail communication between students and Instructor should occur using MSU e-mail addresses. **Ensure your e-mail settings are set up, so you receive communications sent via D2L. It is your responsibility to manage your settings.** When e-mailing me, PLEASE use professional communication etiquette, such as proper salutations, and identify yourself by name and which class you are communicating about. Also, please use

correct punctuation, grammar, and spelling. Getting into the habit of using professional communication skills is essential NOW. Students may also check their grades via D2L. Students must log in to D2L regularly to stay current with the class. If you have any questions or need help, the best way to reach me is via e-mail.

Concealed Carry
For 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, e-mail, and announced in class.

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.

Grades
Grades will be entered into the grade book on D2L. It is the student's responsibility to keep copies of submitted assignments. Any request to change a grade must be made to the Instructor via e-mail within one week after the grade was posted to D2L.
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 current average. Midterm grades are not reported on transcripts, nor will they be calculated in the cumulative GPA. They give the student an idea of where they stand at the semester's midpoint. Students earning below a C at the midway point should schedule a meeting with Ms. White to discuss ways to improve performance.

Grade Appeals
See the MSU Student Handbook for University policy on grade appeal.

Zoom Etiquette
If you and I are meeting via Zoom or live stream, my expectations of you are as follows:
1. I expect you will 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 pay attention;
4. I expect that you are 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 the office during live office hours.

Important Dates
Change of schedule or late registration: **August 19-21, 2022.**
Deadline to file for December graduation: **September 26, 2022**
The last day to drop with a grade of "W": is **by 4:00 p.m., October 24, 2022.**
Last day of classes: **December 2, 2022**
Final examinations begin: **December 3, 2022**

Module	Topics	Read & Review	View Lectures & Videos	Assignments Due
Week 1 Aug. 22-26 **Start Here! Module; Module 1, Nonprofit Startup**	Course Introduction; Nonprofit overview	*D2L: Start Here and Module 1 Syllabus; Nonprofit Profile Sheet Nonprofit Minor*	*Video Lectures:* Course Introduction Nonprofit Profile Nonprofit Management as a Career	**Individual HW #1 Syllabus Acknowledgement Form** Friday, August 26 by 11:59 pm **(individual grade)**
Week 2 Aug 27-Sep 2 **Module 1 Nonprofit Start-up**	Nonprofit Start-up	*D2L:* **Module 1** Nonprofit Checklist *Board Member Responsibilities*; Board Member Composition Sample/Template of Nonprofit By-laws	**Video Lectures**: Nonprofit Start-up Part 1 **Watch YouTube Video**: The Spring – The Charity Water Story	**Individual HW #2**- Defining the Need due by Friday, 9/2/2022, by 11:59 pm **(individual grade)**
Week 3 Sep 3- 9 **Module 1 Nonprofit Start-up**	Human Resources for Nonprofits - Executive & Board Partnership	**D2L: Module 1** *Standards for Excellence, Board Member Responsibilities*; Board Member Composition Sample/Template of Nonprofit By-laws; Org Charts	*Video Lectures:* Leadership: Board Part 1 Leadership: Board Part 2 **Watch YouTube Video:** How to Be an Awesome Board Member	**Assigned to groups:** Each group must turn in a SIGNED team contract by Friday, 9/9/2022 by 11:59 pm **(Group grade)**
Week 4 Sep 10-16 **Module 1 Nonprofit Start-up**	Human Resources for Nonprofits - Managing Volunteers & Staff	**D2L Module 2:** *Standards for Excellence, Personnel Policies, Volunteer Policies, and DEI; The Board and Executive Partnership*	**Video Lectures**: Staff & volunteers, Part 1 Staff & Volunteers, Part 2 Watch YouTube Video: Executive Leadership; How Gen Z will Transform the Workplace; How to Recurit & Retain Volunteers	**Group Assignment HW #1-** *Governance and Management* due Friday, 9/16/22 by 11:59 pm. **(Group grade)** Group grade (25% of individual's grade comes from peers' evaluation) **INDIVIDUAL PEER EVALUATION:** Contributes to 25% of individual grade in group project. **(individual grade)**
Week 5 Sep 17-23 Module 5 Identifying & Addressing the Need	Mission, Vision and Need	*D2L Module 3: LaPiana et al. Textbook: P. 45, Business Planning for a New Venture;* **Preface and Chapter 1; Chapter 2**: *Getting Started: Designing and Launching your Process*	**Video Lectures:** Transforming Problems into Social Change Review Prospectus Examples **Watch YouTube Video**: The Strategic Planning Process	

Module	Topics	Read & Review	View Lectures & Videos	Assignments Due
Week 6 Sep 24-30 Module 5 Identifying & Addressing the Need	Mission, Vision and Need	**D2L Module 3**: LaPiana Textbook, p.45, Business Planning for a New Venture; Preface and Chapter 1. Prospectus Examples	**Video Lectures**: Mission & Vision	**Group Assignment HW #2**: *Mission,* *Vision, Defining the Need &* *Opportunity for Change* due Friday, 9/30/22 by 11:59 pm **(Group grade)** Group grade (25% of individual's grade comes from peers' evaluation) **INDIVIDUAL PEER EVALUATION:** Contributes to 25% of individual grade in group project. **(individual grade)**
Week 7 Oct 1-7	Market Analysis	**D2L Module 4;** *Textbook:* ***Chapter 4***: Researching Your Market *Posted on D2L:* Who is Your Greatest Competition? By Suzanne Smith	**Video Lecture:** Market and Competitive Analysis	
Week 8 Oct 8-14	Market Analysis	***D2L Module 4;*** *Textbook:* ***Chapter 4***: *Researching Your* *Market* Posted on D2L: Who is Your Greatest Competition? By Suzanne Smith	***Video Lecture:*** *Best* *Practices* **YouTube Videos:** *Best Practices Examples*	**Group Assignment HW #3:** *Identifying Best Practices and* *Competitive Analysis* due by 11:59 pm Friday, 10/14/2022. **(Group grade)** 25% of individual's grade comes from peers' evaluation **INDIVIDUAL PEER EVALUATION:** Contributes to 25% of individual grade in group project**. (Individual grade)**
Week 9 Oct 15-21	Measurement & Evaluation	**D2L Module 5**; LaPiana Textbook: Chapter 2, Getting Started, Designing and Launching your Process, Chapter 3, Assessing Your Current Business Model	**Video Lectures:** Mission, Vision & Strategy	
Week 10 Oct 22-28	Measurement & Evaluation	**D2L Module 5;** *Posted* *on D2L: SMART Goals* *Worksheet; Logic Model* *Template; Logic Model* *Sample*	**Video Lectures:** SMART Goals and Goal Setting; Logic Models Review Logic Model Samples, Logic Model	**Group Assignment HW #4:** Measurement & Evaluation due Friday, 10/28/2022 by 11:59 pm. **(Group** **grade)** 25% of individual's grade comes from peers' evaluation

Module	Topics	Read & Review	View Lectures & Videos	Assignments Due
			Template, SMART Goal Worksheet	**INDIVIDUAL PEER EVALUATION:** Contributes to 25% of individual grade in group project. **(Individual grade)**
Week 11 Oct 29-Nov 4	Fundraising & Financials	*D2L Module 6; Textbook: **Chapter 3**:* Assessing your current Business Model; ***Chapter 6:** Projecting the Future with Busines Plan Financials*	**Video Lecture**: Business Plan Financials: Multi-year budget; Business Plan Financials: Cash Flow Worksheet	
Week 12 Nov 5-11	Fundraising & Financials	*D2L Module 6:* **Textbook** *Chapter 6:* Projecting the Future with Busines Plan Financials **Chapter 5:** Developing Your Plan	**Video Lecture**: Resource Development; Elements of a Healthy Fundraising Program; Grant Writing	**Group Assignment HW #5**: Financials and Fundraising, 11/11/22 by 11:59 pm. **Group grade** 25% of individual's grade comes from peers' evaluation **INDIVIDUAL PEER EVALUATION:** Contributes to 25% of individual grade in group project. **(Individual grade)**
Week 13 **Nov 12-18**	The Nonprofit Business Plan	**D2L Module 7***; Textbook:* Chapter 7: Pulling it all together *Posted on D2L*: Business plan template and guidelines	Video Links: Writing the Business Plan Creating your Business Plan presentation	
Week 14 **Nov 19-25**	The Nonprofit Business Plan Thanksgiving Break Nov 23-25	*D2L Module 7: Textbook:* Chapter 7: Pulling it all together *Posted on D2L*: Business plan template and guidelines	Video Links: Writing the Business Plan Creating your Business Plan presentation	
Week 15 **Nov 26-Dec 2**	The Nonprofit Business Plan	*Textbook:* Chapter 7: Pulling it all together *Posted on D2L*: Business plan template and guidelines	Video Links: Writing the Business Plan Creating your Business Plan presentation	**Final Individual Grade**: Each group member should turn in an **INDIVIDUAL** written Strategic Business Plan due **MONDAY, 11/28/2022 by 11:59 pm**.
FINALS				**Final Group Grade:** Video presentation of business plan, due by 12/5/2022 by 11:59. **All group**

Module	Topics	Read & Review	View Lectures & Videos	Assignments Due
				members must appear in video and have speaking parts in the video.