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.

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.

Students will submit written business plans to the ideaMSU business plan competition.

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 for a nonprofit idea which will be submitted to ideaMSU.
4. Create a presentation of the business plan to present to potential "funders"
5. 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 understand 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 (6 at 50 points each)	300 pts
Group homework assignments (4 at 100 points each)	400 pts
Written business plan (group grade)	150 pts
Group Presentation of business plan (group grade)	150 pts
TOTAL	1000 pts

Actual Points	Letter Grade
899 and above	A
799-898	B
699-798	C
599-698	D
Below 598	F

Brief Description of Graded Activities

Homework Activities (Individual and Group):
Six individual homework activities and four group 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 assignment is due by 11:59 on Friday, unless otherwise noted in syllabus. Each individual homework assignment is worth 50 points and group assignments are worth 100 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 final 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 and Business Plan Pitch (ideaMSU)
The Nonprofit Strategic Business Plan will be used to evaluate your **individual** and **group** 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 written business plan will follow the guidelines for the ideaMSU business competition. Each group is required to submit their business plan to the ideaMSU competition, as well as turn it in to me via D2L in the folder provided. See the class calendar, syllabus, and ideaMSU website for deadlines.

If the business plan is accepted as one of the finalist for ideaMSU, the group is REQUIRED to participate in the pitch competition. The presentation at the ideaMSU finalist competition will be counted as the final business plan pitch. If the business plan is NOT accepted as one of the finalist, the group will be required to create a business plan pitch that follows ideaMSU guidelines and submit to the instructor via D2L. All member of the group should participate in the live presentation or video presentation.

Extra Credit
There may be opportunities to gain extra credit points. I will notify you via D2L if there are opportunities to gain extra credit.

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: **January 13-16, 2023.**
Deadline to file for December graduation: **February 20, 2023**
The last day to drop with a grade of "W": is **by 4:00 p.m., March 27, 2023.**
Last day of classes: **May 5, 2023**
Final examinations begin: **May 6, 2023**

Module	Topics	Read & Review	View Lectures & Videos	Assignments Due
Week 1 January 17-20 Start here! Module MLK Holiday 1/16/2023	Course Introduction; Nonprofit overview	**D2L: Start Here and Module 1** *Syllabus;* *Nonprofit Profile Sheet* *Nonprofit Minor Degree Plan* *Nonprofit Minor Brochure*	**Video lectures:** *Video Lecture Course* *Introduction* *Nonprofit Profile* *Nonprofit management as a* *Career*	**Individual HW #1 Syllabus** **Acknowledgement Form** **Due by 11:59 pm on Friday,** **1/20/2023**
Week 2 **January 21-27** **Start here! Module** **Module 1**	Nonprofit Start-up	*D2L:* **Module 1** *Nonprofit Checklist* *Nonprofit Profile Sheet* *Geraldine McDowell Endowment* *Nonprofit Start-up Checklist*	**Video Lectures**: Nonprofit Start-up Part 1 Nonprofit Start-up Part 2 **Watch YouTube Video**: The Spring – The Charity Water Story	**Individual HW #2-Geraldine** **McDowell Endowment** Due Friday, 1/27/2023, by 11:59 pm
Week 3 **Jan 28-Feb 3** **Module 2**	Mission, Vision and Need	**D2L Module 2:** Prospectus Examples **D2L Standards for Excellence** **Module***:* "SFX Mission Vision & Planning"	**Video Lectures:** Transforming Problems into Social Change **Watch YouTube Video**: The Strategic Planning Process	**Assigned to groups:** Each group must turn in a SIGNED team contract Due Friday, 2/3/2023 by 11:59 pm (Group grade)
Week 4 **February 4-10** **Module 2**	Mission, Vision and Need	**D2L Module 2:** Prospectus Examples **D2L Standards for Excellence** **Module***:* "SFX Mission Vision & Planning"	**Video Lectures**: Mission & Vision	
Week 5 **February 11-17** **Module 2**	Mission, Vision and Need	**Textbook:** p.45, Business Planning for a New Venture; Preface, Chapter 1, and Chapter 2.	*YouTubeVideos:* How to write a Mission Statement; How to write a Vision Statement; Overview of the Strategic Planning Process	**GROUP ASSIGNMENT #1** *Purpose & Pain-Points* **Due Friday, 2/17/2023 by** **11:59 pm**. (Group grade) **Peer evaluation for Group** **Assignment #1** Due Friday 2/17/2023 by 11:59 pm (individual grade)
Week 6 **February 18-24** **Module 3**	Market Analysis	**D2L Module 3:** Who is Your Greatest Competition? By Suzanne Smith	**Video Lecture:** Market and Competitive Analysis	

Module	Topics	Read & Review	View Lectures & Videos	Assignments Due
		Textbook: Chapter 4 Researching Your Market		
Week 7 **Feb 25-Mar 3** **Module 3**	Market Analysis	**D2L Module 3:** Who is Your Greatest Competition? By Suzanne Smith *Textbook: Chapter 4* Researching Your Market	*Video Lecture: Best Practices* **YouTube Videos:** *Best Practices Examples*	**GROUP ASSIGNMENT #2: Positioning and Place** Due Friday 3/3/2023 by 11:59 pm. **(Group Grade)** **Peer evaluation for Group Assignment #2** Due Friday 3/3/2023 by 11:59 pm (individual grade)
Week 8 **March 4-10** **Module 4**	Human Resources for Nonprofits -Managing Volunteers & Staff	**D2L Standards for Excellence:** *Standards for Excellence, Personnel Policies, Volunteer Policies, and DEI; The Board and Executive Partnership* **D2L Module 4:** Sample/Template of Nonprofit By-laws; Org Charts **Textbook:** Chapter 5 Developing Your Plan	**Video Lectures:** Staff & volunteers, Part 1 Staff & Volunteers, Part 2 Watch YouTube Video: *Executive Leadership; How Gen Z will Transform the Workplace; How to Recruit & Retain Volunteers*	
Week 9 **March 11-17**	March 11-17 **SPRING BREAK**	March 11-17 **SPRING BREAK**	March 11-17 **SPRING BREAK**	March 11-17 **SPRING BREAK**
Week 10 **March 18-24** **Module 4**	Human Resources for Nonprofits -Managing Volunteers & Staff	*D2L: Standards for Excellence Board Member Responsibilities*; Board Member Composition **D2L Module 4:** 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	**GROUP ASSIGNMENT #3: People and Product** Due Friday 3/24/2023 by 11:59 pm (Group grade) **Peer evaluation for Group Assignment #3** Due Friday 3/24/2023 by 11:59 pm (individual grade)
Week 11 March 25-31 **Module 5**	Measurement & Evaluation	**D2L Module 5;** *SMART Goals Worksheet; Logic Model Template; Logic Model Sample*	**Video Lectures:** SMART Goals and Goal Setting;	

Module	Topics	Read & Review	View Lectures & Videos	Assignments Due
Week 12 **April 1-7** **Module 5**	Fundraising & Financials	**D2L Module 5:** Sample budget template; *Textbook Chapter 6:* Projecting the Future with Business Plan Financials	**Video Lecture**: Business Plan Financials: Multi-year budget;	
Week 13 **April 8-14** **Module 5**	Fundraising & Financials	**D2L Module 5:** Nonprofit revenue streams The Geraldine McDowell Endowment **Textbook:** Chapter 3, Assessing Your Current Business Model	**Video Lecture**: *Resource Development; Elements of a Healthy Fundraising Program; Grant Writing*	**GROUP ASSIGNMENT #4: Performance and Projections** Due Friday 4/14/2023 at 11:59 pm. (Group grade) **Peer evaluation for Group Assignment #4** Due Friday 4/14/2023 by 11:59 pm (individual grade)
Week 14 **April 15-21** **Module 6**	ideaMSU Business Plans	**Textbook:** Chapter 7: Pulling it all together **D2L Module 6:** idea MSU Business Plan guidelines; ideaMSU presentation guidelines		**ideaMSU:** Groups must submit a written business plan to ideaMSU AND to the D2L course folder. The plan must follow the ideaMSU submission guidelines.
Week 15 **April 22-28** **Module 6**	ideaMSU Business Plan pitches	**Textbook:** Chapter 7: Pulling it all together **D2L Module 6:** idea MSU Business Plan guidelines; ideaMSU presentation guidelines	**Video Links:** Writing the Business Plan Creating your Business Plan presentation	
Week 16 **April 29-May 5** **Module 6**	ideaMSU Business Plan pitches			**Final Group Presentation:** due by 5/5/2023 by 11:59. Groups who participated in final ideaMSU pitch competition are exempt. Other groups must submit. All group members must appear in video and have speaking parts in the video.