S362/V362 – Spring 2012
NONPROFIT MANAGEMENT AND LEADERSHIP
Section 23736/19803
(Please Note: On Oncourse, the two sections are combined into one Section: V362 - C24288)
Monday/Wednesday 11:15 a.m. - 12:30 p.m.
SPEA 272

Professor: Al Lyons
Office: SPEA 322

Phone: Office: 855-7980
E-mail: allyons@iupui.edu

Office Hours: I generally don’t hold formal office hours BUT (unless I have other meetings) I am usually available (sometimes in my office, sometimes in other places on campus):

- Mondays and Wednesdays between 9 AM and 2 PM
- I can also be available at most other days and times except when I am teaching (FYI: this spring I have classes on Monday and Wednesday 11:15-12:30, 2:30-3:45, and 4:00-5:15).

Appointments are strongly preferred over drop-ins. BUT I am happy to meet with “drop-ins” if I am there and available when you stop by!

The BEST process if you would like to meet with me is to please email me and tell me when you’d like to meet. If at all possible, I will try to accommodate your schedule and needs. I am more than willing to meet at any time with any students, either in groups or individually. Meetings may be related to class projects, complaints or suggestions related to class work, or any other questions or issues where I may be able to help.

I. COURSE DESCRIPTION

The nonprofit sector in the United States contains well over a million organizations and is growing rapidly. An estimated 10% of the American workforce is employed in the nonprofit sector, and one in four individuals in the U.S. is a volunteer. Only some students in this course intend to pursue a professional career in nonprofit management, but each of us – whether as business or arts industry managers, public managers, board members, volunteers, or service recipients – will interact with the nonprofit sector throughout our lifetimes.

This survey course provides you with an overview of nonprofit operations. The course covers both general management practices that apply to all public and private organizations (marketing, strategic planning, inter-organizational relations, human resources, ethics, and financial management) and practices unique to nonprofits (such as boards and governance, volunteer management, legal responsibilities, and fundraising). The course uses a combination of readings, lectures, and experiential learning to give students daily opportunities to test the textbook material in the real world.

Course Objectives

Upon successful completion of this course, students can expect to be able to:

- Describe the various nonprofit management methods and practices and how they are critical to a nonprofit organization being able to fulfill its social mission
- Apply management principles to an actual project at a nonprofit organization.
Recognize the nonprofit management practices in an existing organization and evaluate those practices for possible strengths and weaknesses
Identify the major management issues and standards currently facing nonprofit organizations

II. REQUIRED TEXT and READINGS
  - This book is available at IU campus bookstores. You should also be able to find it through online sources such as Amazon.

Online material:
- All readings are either posted at the Oncourse “Resources” link under “Reading Assignments” or the URL are provided in the syllabus. Also see the list of web-based resources at the end of this syllabus.

III. COURSE ASSIGNMENTS and GRADING CRITERIA

PLEASE NOTE:
Detailed information on each assignment will be distributed separately during classes . . . and will be individually posted on Oncourse under “Syllabus”

**Summary of Course Assignments:**

1. Daily attendance, completion of all reading assignments and contributions to class discussion (20\% of total grade)
2. Nonprofit Management News Article class presentations (10\% of course grade)
3. Nonprofit Profile and Analysis (30\% of total grade)
4. Nonprofit Management Team Project (30\% of total grade)
   a. Team Project Outline: Team-written and Graded (5\% of total grade)
   b. Reflective Journal: Individually-written (5\% of total grade)
   c. Project Final Report: Team-written and Graded (15\% of total grade)
   d. Class Presentation of Team Project Report: Team-written and Graded (5\% of total grade)
5. Final Exam (10\% of total grade)

**Descriptions of Course Assignments:**

PLEASE NOTE:
Detailed information on each assignment will be distributed separately during classes . . . and will be individually posted on Oncourse under “Syllabus”

1. Daily attendance, completion of reading assignments, and participation in class discussion (20\%)
   “Ninety percent of success in life is just showing up!” (Woody Allen)
• ATTENDANCE: All students are expected to attend scheduled classes. Attendance will be taken and any student who wishes to get a “C” grade or better should not miss more than 4 classes during the semester – for any reason.

• Please Note #1 - ABSENCES: ANY absence is counted against the student attendance record regardless of the reason. If you expect to be ill or have a death in the family later in the semester, you would be wise to not use up your absences earlier in the semester.

• Please Note #2 – ELECTRONIC DEVICES: No “disruptive” electronic devices of any kind should be used during class – including laptops. If a student is noticed using any such device during class, they simply and quietly will be marked as absent from that class.

• CLASS PARTICIPATION: All students are expected to contribute meaningful thoughts on the readings, class presentations, and various discussion items during the classes.

2. Nonprofit Management News Article class presentations (10% of course grade)

• NONPROFIT NEWS ARTICLES: Each student will make two short presentations (no more than 1 minute/60 seconds!) during the semester on news stories related to current Nonprofit Management issues (5% each or 10% total). Assignments will be made at the January 18 class.

3. Nonprofit Management Profile and Analysis (30% of course grade).

• NONPROFIT PROFILE AND ANALYSIS: The primary individual semester-long assignment is for each student to profile and analyze the management practices of a nonprofit organization.
  o This 12-15 page analysis of the nonprofit organization (of the student’s choosing) and its management practices should use publicly available information and focuses on how transparent the organization’s management practices are as well as how these practices relate to the course readings and materials.
    ▪ The Final Nonprofit Profile and Analysis is due Monday, April 16

4. Nonprofit Management Team Project (30% of course grade)

• NONPROFIT MANAGEMENT PROJECT: Each student will participate as an equal partner in a semester-long, team-based Management Project for a local nonprofit organization. The Project directly relates to a specific area of management of importance to the administrative operation of the nonprofit (as opposed to the service delivery). The Nonprofit Management Team Project includes completion of a Final Project Report (as a Team) and a Reflection Journal (by each individual student) based on the Project Team activities, processes, and results.
  a. Team Project Outline: Team-written and Graded (5% of course grade). It identifies the overall goals and time lines as well as individual team member job descriptions, - and the intended results/outcomes of the Team Project: DUE 9/14
b. Reflective Journal: Individually-written (5% of course grade). Post a minimum of 5 blogs (minimum of 150 words each) between Week #4 and Week #12 giving your personal reaction to the working of your Project Team.

c. Final Report (15% of course grade)
   i. Project Final Report: Team-written and Graded (15% of total grade). A minimum of 15 pages, giving background of the organization an over view of the Project, and an evaluation of how well the Project achieved its intended results.

d. Class Presentation of Team Project Report: Team-written and Graded (5% of total grade). An 8-10 minute presentation, with 5 minutes for questions giving an overview of your Project as well as an evaluation of how well the project results were achieved.

5. Final Exam (10% of course grade)
   • A FINAL EXAM will be given at the end of the course, incorporating all information covered during the semester. The exact nature of the exam will be announced during Week #14. It will be done on a take-home basis. All Final Exams are due Monday, April 30 by 9:15 pm

**Grading Scales and Criteria:**
Assignment grades are based on a total number of 100 points for the semester. Each assignment has a defined number of points which are part of that total. Assignment and Course letter grades are based on the following:

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<th>A+</th>
<th>98-100%</th>
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<th>93-97%</th>
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<th>B+</th>
<th>87-89%</th>
<th>B</th>
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*The following is a broad overview of grading criteria for the class. Specific grade criteria will be part of the Detailed Assignment outlines distributed in class at various points of the semester.*

1. Daily attendance, completion of reading assignments, and participation in class discussion (20%)
   • **GRADING CRITERIA:** The grade for Attendance and Participation is based on the number of classes the student attends as well as the number of class periods a student actively and meaningfully participates in class discussions.
   • **Please Note:** A single grade is given for both Attendance and Participation – with the professor’s assessment of the quality of a student’s participation over the course of the semester included, in addition to the objective factual criteria given below.
   • **AN ALTERNATIVE:** One or two questions each week will be posted under “Forum” on Oncourse. Students may respond to those questions and receive partial credit for “Class Participation” for that week.
2. Nonprofit Management News Article class presentations (10% of course grade)
   • GRADING CRITERIA: Each News Article presentation is “worth” a total of five points. To get full credit, the presentation must be done in class as assigned and also posted on Oncourse – including the source, date and a brief explanation how it relates to course topic(s)

3. Nonprofit Management Profile and Analysis (30% of course grade).
   • GRADING CRITERIA: The Nonprofit Profile and Analysis is “worth” a total of 30 points. Grading is based on the quality of the writing and the conclusions drawn by the paper as well as the depth of evaluation and recommendations that are made

4. Nonprofit Management Team Project (30% of course grade)
   • GRADING CRITERIA
     • Team Project Outline: Team-written and Graded (5 points – or 5% of course grade). For 5 Points, submit on time and include all information in the Assignment Guidelines
       o Reflective Journal: Individually-written (5 points – or 5% of course grade)
         ▪ The primary grading criteria is whether they are posted in a timely manner and how well they convey how your Project Team is working. Each post is worth 1 point.
       o FINAL REPORT (20% of course grade)
         ▪ Project Written Final Report: Team-written and Graded (15 points – or 15% of total grade). The Final Report is evaluated on two levels:
           o The overall Final Report is evaluated on the basis of whether the intended results were accomplished - as identified in the Team Project Outline and how well it evaluates the Project Team operation
           o Each of the three sections is evaluated by whether it includes all information in Assignment Guidelines and relates the project to class readings and sources
         ▪ Class Presentation of Team Project: Team-presented and Graded (5 points – or 5% of total grade). It is graded on the basis that the presentation is made within the defined time period, and that project goals and evaluation of the project are clearly identified. Class feedback is also a factor.

5. Final Exam (10% of course grade) – GRADING CRITERIA will be shared with the exam

Grading team projects: All team members will share the same grade for the team project and presentation, with one exception: students will be graded individually on their Reflective Journal. If any team member feels work was unevenly or unfairly distributed within a team project, adjustments may (rarely!) be made at the instructor’s discretion. Usually, conflicts that arise within teams can be addressed successfully if they are dealt with early. Please don’t hesitate to share concerns with the instructor as soon as possible.

Incompletes: The school policy on incomplete grades is that they can only be considered if most of the course work has been completed (80% at least) and a student is physically unable to complete the remainder.
PAPER CRITERIA

For all students and all written assignments, please follow the following guidelines:

- All papers should be double-spaced, in 12-point font, using 1-inch margins (approximately 250 words per page).
- Graphics, photos and figures are welcome, but should not be excessive. Extensive material that is not original (not your own) should be placed in an appendix.
- You are welcome to place copies of any relevant organizational materials or examples in appendices. Label your appendices and explain somewhere what they are and why they’re there.
- Papers should be professional, well-organized and well-edited. Write as if you were going to submit your paper to a nonprofit board of directors.
- Quality Control: Do not submit first drafts. Do not write the paper the night before it is due. Do produce a high-quality, carefully edited paper that reflects the thoughtful work you put into the entire project. The instructor and TA can be available between classes to meet with you to discuss content, react to ideas, and offer suggestions. Also make use of the other writing resources you have on campus.
  - DRAFTS of papers are accepted and encouraged. They will be reviewed by the instructors and feedback will be given. No grade is given for the draft.
    - Any student who wishes the instructors to review drafts should submit them at least 2 weeks before the final due date, to give time for the instructors to read them, provide feedback, and for the student to make needed revisions.

Expectations for your citations and bibliography:

- A bibliography is mandatory on all written work.
- You will be graded on your ability to use a proper citation style. Any citation style (MLA, APA, Chicago) is acceptable as long as it is properly and consistently followed. The key is that I must be able to track all of your citations to their sources, so be aware that it is not enough to attach a bibliography – an in-text citation is required.
- Be sure that ALL material you use is properly attributed to its author. If you quote directly from any source, you must use quotation marks and provide a source along with author info (e.g., page number or URL). If you paraphrase ideas without quotes, you must still include the source of the citation. If you don’t understand how to accomplish this, see your professor or the TA.
- Do not use anonymous sources. This includes Wikipedia! – as well as ask.com and any other source where you cannot identify the author. It is permissible, however, to quote an organization as the author of an article (e.g., Smith Bucklin & Associates, Independent Sector).

Plagiarism and Academic Honesty: Academic Honesty is taken very seriously at Indiana University. Cheating, copying the works of others (or even the ideas of others) and passing them off as your own can result in a poor or even a failing grade for an assignment or for the class. In extreme cases it can lead to dismissal from the university.

For further information and guidelines, please refer to these sites:

- IU Code of Student Rights, Responsibilities, and Conduct
- (Especially) Part II: Student Responsibilities, G. Uphold and maintain academic and professional honesty and integrity
http://www.iu.edu/~code/code/responsibilities/academic/index.shtml
And the SPEA Honor Code:
http://www.indiana.edu/~speaweb/careers/honor_code.php
Please be sure you properly cite ALL quotations, ideas, and other materials you gather from outside research and other sources.