

**University of North Texas at Dallas  
Spring Semester 2019  
SYLLABUS for Distance Learning**

**PLDR 5335: Nonprofit Leadership & Management  
3 Credit Hours**

<b>Department of</b>	<b>Public Leadership</b>	<b>School of</b>	<b>Liberal Arts &amp; Science</b>
<b>Instructor Name:</b>		Dr. Janiece Upshaw	
<b>Office Location:</b>		FH259	
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<b>Office Hours:</b>		Monday – 2:00 – 4:00 Tuesday – 2:00 – 4:00 Thursday - 2:00 – 5:00	
<b>Classroom Location:</b>		FH 243	
<b>Class Meeting Days &amp; Times:</b>		Saturday, 9:00 a.m. – 2:50 p.m. (See schedule for face to face meetings)	
<b>Course Catalog Description:</b>	A practical course on managing nonprofit organizations and addresses key aspects such as public trust, board development, strategic planning, volunteer management, financial management, financial, accountability and transparency		
<b>Prerequisites:</b>			
<b>Required Text:</b>	The Jossey-Bass Handbook of Nonprofit Leadership & Management, 4 <sup>th</sup> Ed. (2016) by David O. Renz & Associates, Published by John Wiley & Sons. ISBN: 9781118852965		
<b>Access to Learning Resources:</b>	UNT Dallas Library: phone: (972) 780-1616 web: <a href="http://www.untdallas.edu/library">http://www.untdallas.edu/library</a> email: <a href="mailto:library@untdallas.edu">library@untdallas.edu</a> UNT Dallas Bookstore: phone: (972) 780-3652 web: <a href="http://www.untdallas.edu/bookstore">http://www.untdallas.edu/bookstore</a> e-mail: <a href="mailto:untdallas@bkstr.com">untdallas@bkstr.com</a>		
<b>Course Goals or Overview:</b> The goals of this course are as follows -			
	<ol style="list-style-type: none"> <li>1. To understand key issues in nonprofit management including maintaining public trust, accountability, transparency, and stewardship</li> <li>2. To assess the value of the nonprofit's work through critical analyses.</li> <li>3. To develop a strategy to build social capital</li> <li>4. To gain familiarity with different sources of nonprofit revenue and how these revenue sources can affect the management of a nonprofit organization.</li> </ol>		
<b>Learning Objectives/Outcomes:</b> At the end of this course, students will be able to:			
1	To understand and compare various leadership structures of nonprofit organizations		
2	To design capacity building activities for nonprofit organizations		
3	To analyze financial accounting practices utilized in nonprofit organizations		
4	To evaluate and recommend management practices for nonprofit organizations based upon organizational needs.		

**Online/Hybrid Course Outline**

This schedule is subject to change by the instructor. Any changes to this schedule will be communicated in class or via class email or Canvas announcement. Additional readings and activities may be added, these will be noted in the Readings and Activities/Assignments sections.

Spring 2019 Schedule

<b>Weeks</b>	<b>Calendar Date</b>	<b>Class Date</b>
<b>1</b>	Jan.14 – Jan. 20	Jan. 19
<b>2</b>	Jan. 21 – Jan. 27	Online
<b>3</b>	Jan.28 – Feb. 3	Feb.2
<b>4</b>	Feb. 4 – Feb. 10	Online
<b>5</b>	Feb. 11 – Feb. 17	Feb 16
<b>6</b>	Feb. 18 – Feb. 24	Online
<b>7</b>	Feb. 25 – Mar. 3	Mar. 2
<b>8</b>	Mar. 4 – Mar. 10	(Final Exam Week)

<b>Schedule</b>	<b>Topic</b>	<b>Reading/Activities</b>	<b>Due Date</b>
Week 1	Syllabus Review Historical Overview Legal Framework Nonprofit Accountability	Chapters 1 - 4	
Week 2 Online	Online	Chapters 5, 6, 7,10	Discussion 1 – The Rhetoric of Leadership Due
Week 3	Leadership Governance Ethics Effectiveness	Chapters 11, 12, 13	Nonprofit Leader Interview due Friday, Feb. 1, 11:59 p.m.
Week 4 Online	Online	Chapters 14, 15, 16	
Week 5	Financial Accounting Philanthropy Resources	Chapters 17, 18, 19	Case Study (Part A) due Feb. 15, 11:59 p.m.
Week 6 Online	Online	Chapters 20, 21	
Week 7	Human Resources Volunteer Management	Chapters 22, 23, 24	Present Case Study to Class
Week 8 Online			Case Study Analysis Due Mar 9, 11:59 p.m.

## Course Evaluation Methods

This course will utilize the following instruments to determine student grades and proficiency of the learning outcomes for the course.

### Discussion Posts

Discussion 1 – The Rhetoric of Leadership

**Nonprofit Leadership Interview:** The purpose of this paper is to explore board governance in nonprofit organizations.

- a.) Conduct an interview with the Executive Director or Board Chair of a NPO to learn about board governance. (Script provided by instructor) The interview should take no longer 1.5 hours and may be conducted face to face or by phone.
- b.) Review the responses to analyze the effectiveness of board governance. Use APA style. In eight (8) pages or less, report the responses to the interview, and detail the strengths and weaknesses of the board. Prioritize areas for improvement. Research two sources other than the book to lend support to your analysis and conclusions. Cite all sources used. (Discuss confidentiality with the interviewee. As if they prefer to use pseudonyms or if use of their first name is okay. Do not use full names in the paper. Be sure to take notes during the interview. You must obtain permission from the interviewee if you wish to use a tape recorder.)

**Case Study Analysis:** Conduct a field case study and analysis of a 501(c) (3) nonprofit organization in your community. In effect, this project allows you to act as an organizational development and improvement consultant for the nonprofit organization of your choice. You will work on this consultancy project in teams of two students.. The paper needs to include at least each of the following components:

- An overview of the organization’s mission, structure, governance, programs/services/products, budget, and internal and external environment
- A detailed description of the various elements of this NPO’s strategic plan, if any, and the process used to develop it
- A critical assessment of the management functions of the NPO, to include the strengths and opportunities for the NPO to improve a management function
- Use a ***minimum*** of 4 assessment tools in your research, one of which must be a comprehensive SWOT analysis, and one of which must be a board of directors effectiveness assessment. Assessment tools can be those discussed in class or from other resources you identify in your analysis of your “client” NPO.
- A description and evaluation of the measures the NPO is using to assure accountability and monitoring of performance
- Your recommendations for management development and organizational improvement – this is the key – your recommendations must be supported by your research and assessment.

Other questions to be included in the report while describing the nonprofit are:

- Is the organization effective? What metrics would you look at to answer this, and how does the organization itself judge its effectiveness?
- Where does their budget come from? Where does this nonprofit get its funding? What percentage comes from private donations? Government contracts?
- What is the biggest resource development challenge facing the agency or organization?
- How would you describe the culture of the organization, and how is it developed and maintained?

What operational impediments do you see in reaching the mission of the organization? What are some past and present organizational issues that have challenged the work of this agency? How has the nonprofit worked to resolve them?

Use APA Style. In twenty (20) pages or so, ***support your analysis*** with material from the text and other outside reference sources. A minimum of six (6) outside reference sources must be used and properly cited in APA style.

### Presentation:

Teams will formally present and discuss their Case Study and Analysis project's approach, findings, and recommendations. This review will provide students with an opportunity to present and discuss their evaluations of NPOs, and will permit students to integrate the knowledge presented in previous sessions and apply it in the review of their assessment of nonprofit organizations.

**Grading Matrix:**

<b>Activities/Assignments</b>	<b>Value (percentages)</b>	
1 Discussion	75	(19%)
Interview	100	(25%)
Case Study Analysis 25is (Part A)	75	(19%)
Case Study Analysis (Part B)	100	(25%)
Presentation	50	(13%)
<b>Total:</b>	<b>400</b>	<b>(100%)</b>

**Grade Determination**

**A = 90% or better**

**B = 80 – 89 %**

**C = 70 – 79 %**

**D = 60 – 69 %**

**F = less than 60%**

**University Policies and Procedures**

**Students with Disabilities (ADA Compliance):**

Chapter 7(7.004) Disability Accommodations for Students

The University of North Texas at Dallas makes reasonable academic accommodation for students with disabilities. Students seeking accommodations must first register with the Disability Services Office (DSO) to verify their eligibility. If a disability is verified, the DSO will provide you with an accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You may request accommodations at any time, however, DSO notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet/communicate with each faculty member prior to implementation in each class. Students are strongly encouraged to deliver letters of accommodation during faculty office hours or by appointment. Faculty members have the authority to ask students to discuss such letters during their designated office hours to protect the privacy of the student. For additional information see the Disability Services Office website at <http://www.untDallas.edu/disability>. You may also contact them by phone at 972-338-1777; by email at UNTDdisability@untDallas.edu or at Building 2, room 204.

**Canvas Learn Accessibility Statement:**

University of North Texas at Dallas is committed to ensuring its online and hybrid courses are usable by all students and faculty including those with disabilities. If you encounter any difficulties with technologies, please contact our ITSS Department. To better assist them, you would want to have the operating system, web browser and information on any assistive technology being used.

**NOTE:** Additional instructional technology tools, such as Turnitin, Respondus, Panopto, and publisher cartridge content (i.e. MyLab, Pearson, etc.) may NOT be fully ADA compliant. Please contact our Disability Office should you require additional assistance utilizing any of these tools.

**Course Evaluation Policy:**

Student's evaluations of teaching effectiveness is a requirement for all organized classes at UNT Dallas. This short survey will be made available to you at the end of the semester, providing you a chance to comment on how this

class is taught. I am very interested in the feedback I get from students, as I work to continually improve my teaching. I consider students' evaluations to be an important part of your participation in this class.

**Assignment Policy:** (According to the instructor's discretion while working in concert with the division/program's guidelines).

**Exam Policy:** (Online exams and the ability to retake is solely at the instructor's discretion). NOTE: Online exams may be proctored on campus per instructor's discretion.

### **Academic Integrity:**

Academic integrity is a hallmark of higher education. You are expected to abide by the University's code of Academic Integrity policy. Any person suspected of academic dishonesty (i.e., cheating or plagiarism) will be handled in accordance with the University's policies and procedures. Refer to the Student Code of Academic Integrity at

[http://www.untDallas.edu/sites/default/files/page\\_level2/pdf/policy/7.002%20Code%20of%20Academic\\_Integrity.pdf](http://www.untDallas.edu/sites/default/files/page_level2/pdf/policy/7.002%20Code%20of%20Academic_Integrity.pdf) for complete provisions of this code.

Academic dishonesty includes, but is not limited to, cheating, plagiarizing, fabrication of information or citations, facilitating acts of dishonesty by others, having unauthorized possession of examinations, submitting work of another person or work previously used without informing the instructor, or tampering with the academic work of other students.

Web-based Plagiarism Detection: Please be aware in some online or hybrid courses, students may be required to submit written assignments to Turnitin, a web-based plagiarism detection service, or another method. If submitting to Turnitin, please remove your title page and other personal information.

## **Classroom Policies**

### **Online Attendance and Participation:**

The University attendance policy is in effect for this course. Class attendance in the Canvas classroom and participation is expected because the class is designed as a shared learning experience, and because essential information not in the textbook will be discussed in the discussion board. Online presence and participation in all class discussions is essential to the integration of course material and your ability to demonstrate proficiency.

Attendance for this online or hybrid course is considered when you are logged in and active in Canvas, i.e., posting assignments, taking quizzes, or completing Discussion Boards. To maintain financial aid award eligibility, activity must occur before the census date of the session or term of the course. Refer to <http://www.untDallas.edu/registrar> for specific dates. If you are absent/not active in the course shell, it is YOUR responsibility to let the instructor know immediately, upon your return, the reason for your absence if it is to be excused. All instructors must follow university policy 7.005 covering excused absences; however, it is the instructor's discretion, as outlined in the course syllabus, of how unexcused absences may or may not count against successful completion of the course.

**Inclement Weather and Online Classes:** Online classes may or may not be effected by campus closures due to inclement weather. Unless otherwise notified by your instructor via e-mail, online messaging, or online announcement, students should assume that assignments are due as scheduled.

### **Online "Netiquette:**

In any social interaction, certain rules of etiquette are expected and contribute to more enjoyable and productive communication. Emails, Discussion Board messages and/or any other forms of written communication in the online environment should use proper "netiquette" (i.e., no writing in all caps (usually denotes yelling), no curse words, and no "flaming" messages (angry, personal attacks).

Racial, ethnic, or gender slurs will not be tolerated, nor will pornography of any kind.

Any violation of online netiquette may result in a loss of points or removal from the course and referral to the Dean of Students, including warnings and other sanctions in accordance with the University's policies and procedures. Refer to the Student Code of Student Rights Responsibilities and Conduct at <http://www.untDallas.edu/osa/policies>. Respect is a given principle in all online communication. Therefore, please be sure to proofread all of your written communication prior to submission.

**Diversity/Tolerance Policy:**

Students are encouraged to contribute their perspectives and insights to class discussions in the online environment. However, offensive & inappropriate language (swearing) and remarks offensive to others of particular nationalities, ethnic groups, sexual preferences, religious groups, genders, or other ascribed statuses will not be tolerated. Disruptions which violate the Code of Student Conduct will be referred to the Dean of Students as the instructor deems appropriate.