

University of North Texas at Dallas
Summer 5W2 2019
SYLLABUS for Distance Learning

PLDR 5335: Nonprofit Leadership & Management
3 Credit Hours

Department of		Public Leadership	School of		Liberal Arts & Science
Instructor Name:		Dr. Janiece Upshaw			
Office Location:		FH259			
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Office Hours:		Monday – 2:00 – 4:00 Tuesday – 2:00 – 4:00 Thursday - 2:00 – 5:00			
Classroom Location:		FH 243			
Class Meeting Days & Times:		Saturday, 9:00 a.m. – 2:50 p.m. (See schedule for face to face meetings)			
Course Catalog Description:		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			
Prerequisites:					
Required Text:		The Jossey-Bass Handbook of Nonprofit Leadership & Management, 4 th Ed. (2016) by David O. Renz & Associates, Published by John Wiley & Sons. ISBN: 9781118852965			
Access to Learning Resources:		UNT Dallas Library: phone: (972) 780-1616 web: http://www.untdallas.edu/library email: library@untdallas.edu UNT Dallas Bookstore: phone: (972) 780-3652 web: http://www.untdallas.edu/bookstore e-mail: untdallas@bkstr.com			
Course Goals or Overview: The goals of this course are as follows -					
<ol style="list-style-type: none"> 1. To understand key issues in nonprofit management including maintaining public trust, accountability, transparency, and stewardship 2. To assess the value of the nonprofit's work through critical analyses. 3. To develop a strategy to build social capital 4. To gain familiarity with different sources of nonprofit revenue and how these revenue sources can affect the management of a nonprofit organization. 					
Learning Objectives/Outcomes: 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

Weeks	Calendar Date	Class Date
1	July 15 - 21	July 20
2	July 22 - 28	July 27
3	July 29 – August 4	Online
4	August 5 - 11	Online
5	August 12 - 17	August 17

Schedule	Topic	Reading/Activities	Due Date
Week 1	Syllabus Review Historical Overview Legal Framework Nonprofit Accountability	Chapters 1 - 7	
Week 2	Leadership Governance Ethics Effectiveness	Chapters 10-16	Nonprofit Leader Interview due July 28, 11:59 p.m.
Week 3	Financial Accounting Philanthropy Resources	Chapters 17-20	Discussion 1 – The Rhetoric of Leadership Part A Due Aug. 1 @ 11:59 p.m; Part B due Aug. 3 @ 11:59 p.m. Discussion 2 – Alliances & Collaborations due Aug. 5 @ 11:59
Week 4	Online	Chapters 21-24	Case Study (Part A) due August 8 @ 11:59 p.m Discussion 3 – Alliances & Collaborations Part A due August 9 August 11
Week 5	Human Resources Volunteer Management		Case Study Analysis (Final) Due August 15 @ 11:59 p.m. Present Case Study to Class – August 17

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 (Part A – Due Aug 1; Part B – Due Aug 3)
Discussion 2 – Alliances & Collaborations (Part A – Due Aug 9; Part B – Due Aug 11)

Classroom Activities

Students must be present during face to face classroom times to complete the classroom activities, based upon the assigned reading. Grade will include student’s punctuality (class begins at 9:00 a.m.); attendance; participation level; and understanding and synthesis of the readings assigned.

July 20 Classroom Activity: Based on Chapters 1 – 7 of required textbook
July 27 Classroom Activity: Based on Chapters 10 – 16 of required textbook

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. Do they prefer to use pseudonyms or is the use of their first name 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: Team Project: Nonprofit Startup (Part A: 50 points; Final Report: 60 points; Presentation: 15 points; 125 pts total)

- Part A - due Aug 8
- Part B - due Aug 15
- Presentation - due Aug 17

The goal of this team project is to develop a comprehensive plan for starting a nonprofit organization.

Your team can create any type of nonprofit organization and you can design it any way you want, but you need to defend your decisions. Draw on empirical research, data from the nonprofit sector, and existing organizations to develop your plan. Cite your sources by providing a citation in the text and including the full reference in the bibliography.

Your team's project report needs to include the following sections:

1. MVV Statements (250 words): Develop a mission statement, vision statement, and 3-5 values for your organization. Explain why you selected the particular mission, vision, and values, and assess their strengths and limitations. **(Part A)**
2. Community Analysis (750 words): Select a city in which your organization will be located. Describe the city's social demographics and its nonprofit sector. Identify the city's potential organizational competitors and collaborators for your organization. Explain why the city needs your organization and the gaps it will fill. **(Part A)**
3. Board (500 words): Describe the types of people you will need on your board and specify its optimal size and composition. Describe your plan for recruiting and developing your board members. **(Part A)**
4. Strategic Plan (1 page): Create a strategic plan for you organization. **(Part A)**
5. Programming (500 words): Describe one program your organization will provide and explain how it will help your organization accomplish its mission. Identify the criteria you will use to measure the success of this program—both in terms of outputs and outcomes. Include a logic model for this program (see Worth p. 143). **(Part B)**
6. Human Resources (500 words): Describe the human resources you will need to accomplish your mission. Justify your decision to use paid staff and/or volunteers. Explain how you will recruit, motivate, and evaluate your paid staff and/or volunteers. **(Part B)**
7. Stakeholders (500 words): Describe 5 of your organization's key stakeholders and explain why they would be interested in your organization's success. **(Part B)**
8. Social Media Campaign (250 words): Design a detailed social media campaign your organization will implement to increase the engagement and involvement of one of its key stakeholders. **(Part B)**
9. Funding Plan (250 words): Describe your organization's plan for generating revenue. Your plan needs to include three types of funding sources. Assess your plan's strengths and limitations. **(Part B)**

Final Presentation: Give a 20 minute professional presentation of your report using Powerpoint or other presentation software.

Grading Matrix:

Activities/Assignments	Points	%
Discussion #1	25	17%
Discussion #2	25	
Interview	55	18%
Team Project (Part A)	55	35%
Team Project (Part B)	65	
Presentation	25	
Classroom Activity (Aug 20)	25	17%
Classroom Activity (Aug 27)	25	
Total:	300	

Grade Determination

A = 90% or better

B = 80 – 89 %

C = 70 – 79 %

D = 60 – 69 %

F = less than 60%

Late Assignments:

All assignments are to be submitted online at Canvasd. It is the student's responsibility to ensure the assignment is submitted successfully. All assignments should be submitted as word documents or power points. Canvas will time stamp each document. Assignments turned in late will lose 10% of the grade for each 24 hours the assignment is past due. Example if an assignment is worth 100 points, then 10 points will be deducted each 24 hour period. If an assignment is worth 25 points, then 2.5 points will be deducted for each 24 hour period. Assignments are not accepted 3 days (72 hours) after due date and time.

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 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.