Non-Profit Organizational Management for Community Sustainability Course Handbook (CSUS430, Section 001) ONLINE

M.W. Everett

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Non-Profit Organizational Management for Community Sustainability
Course Handbook
(CSUS430, Section 001) ONLINE

Overview of the Course

Welcome to CSUS430, Non-Profit Organizational Management for Community Sustainability! This course is designed to provide students with an understanding of the core aspect of organizational management of non-profit agencies. As the title denotes, this course is focused on non-profit organizational management with a community engagement flair. Defining non-profit organizational management is a key component of the course. For our purposes, we will define non-profit organizational management as focused on **non-profit, nonprofit or not-for-profit** organizations. Non-profit organizational examples include: Salvation Army, Michigan Trails and Greenways, Michigan Environmental Council, Pheasants Forever, Ducks Unlimited, Greenpeace, and the Audubon Society.

This course is broken into several components. They include 1) Lectures; 2) Discussion forums; and 3) Assessments (Quizzes, Interview Video, and NPS Video/Paper). The direct application of content will be in the form of 14 cumulative weekly quizzes via D2L, non-profit interview, and development of a non-profit startup organization document and accompanying marketing and promotional video.

Non-Profit Organizational Management for Community Sustainability
CSUS 430

Fall 2020
ONLINE

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Michigan State University
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OFFICE HOURS: By Appointment (Zoom)

COURSE DESCRIPTION: Sustainable management and operation of non-profit organizations. Legal foundations, policy, management responsibilities, ethical decision-making and management functions.

COURSE GOALS:
Students will be able to:

1. Define fundamental principles, procedures, and responsibilities of managing non-profit organizations;
2. Define and apply strategic management;
3. Determine and apply approaches to key organizational communication and marketing concepts;
4. Define basic principles and procedures of citizen leadership and volunteer management;
5. Determine appropriate legal foundations of non-profit organizations, legislative processes and organizational policy;
6. Determine best practices for funding, fiscal policy and financial accountability; and
7. Compare and contrast organizational management theories.

COURSE TEXTBOOK:

Ahmed, S. (2013). Effective non-profit management: Context, concepts, and competencies. Boca Raton, FL: CRC Press.

ADDITIONAL RESOURCE:

Pynes, J. E. (2013). Human Resources Management for Public and Nonprofit Organizations: A

Strategic Approach. San Francisco, CA: John Wiley & Sons, Inc.

CSUS430 COURSE LEARNING OUTCOMES:

Students who complete this course will be able to:

1. Define the key components of a non-profit and governmental organization;

2. Explain key linkages between non-profits, governmental and for-profit organizations;

3. Describe the organizational importance of a non-profit mission;

4. Define and describe appropriate legal foundations for non-profit organizations;

5. Define and describe appropriate governance of non-profit organizations;

6. Identify key organizational behaviors and human resources of non-profit organizations;

7. Compare and Contrast various theoretical models of organizational management;

8. Describe processes associated with financial management of a non-profit organization;

9. Describe processes associated with resource acquisition, fundraising and foundations in non-profits;

10. Identify key components of non-profit organizational IT;

11. Describe marketing, promotion and branding in the context of non-profit organization;

12. Compare and contrast national and global perspectives of non-profit and NGO organizations; and

13. Explain why accountability and ethics are important to a non-profit organization.

MICHIGAN STATE UNIVERSITY LEARNING GOALS
CSUS430 – Non-Profit Organizational Management for Community Sustainability

Analytical Thinking: You will learn to critically analyze complex information and problems through courses and experiences at MSU and by applying what you learn both in and out of class.

Cultural Understanding: You will learn to deepen your understanding of global and cultural diversity by interacting with others in and outside our diverse campus community and reflecting on your own culture and that of others.

Effective Citizenship: You will learn to be an effective citizen by engaging in opportunities for involvement both inside and outside the classroom.

Effective Communication: Spartans communicate to diverse audiences using speech, writing, debate, art, music, and other media. You will learn how to communicate effectively through your interactions with peers, faculty, staff, and community members at MSU, your coursework, and your reflection on how you've changed as you progress toward graduation.

Integrated Reasoning: You will learn to make decisions through integrated reasoning by observing the example set by your fellow Spartans—faculty, professional staff, your peers and student leaders, and our 500,000 Spartan alumni— who are advancing knowledge and transforming lives in innumerable ways. MSU provides you with the space and support to make decisions learn from them and use them to inform your values.

DEPARTMENT OF COMMUNITY SUSTAINABILITY COMPETENCIES
CSUS430 – Non-Profit Organizational Management for Community Sustainability

Critical Thinking: Students will interpret, analyze and evaluate information generated by observation, experience, reflection, reasoning, and communication as a guide to formulate and defend responses to complex sustainability problems.

Systems Thinking: Students will demonstrate their knowledge of the interconnectedness of human and natural systems with the ability to anticipate and explain changes in complex systems.

Community: Students will demonstrate knowledge of the various interpretations of community as it relates to the study and practice of sustainability.

Civic engagement: Students will develop the knowledge, skills, values, and motivation to participate in civic life.

Initiative and Practical Skills: Students will demonstrate initiative, including the ability to self-direct and solve problems individually and as participants in larger group efforts.

Ethics: Students will evaluate and analyze diverse ethical positions on practical sustainability challenges.

CLASS SCHEDULE[1]

Module 1 (September 2 to September 11)
-Introducing non-profit organizations (Chapter 1)
-Non-profit linkages with government and business (Chapter 2)
-Module 1 Assessment

Module 2 (September 12 to September 18)
-Missions and creating missions and goals for non-profits (Chapter 3)
-Module 2 Assessment

Module 3 (September 19 to September 25)
-Legal foundations of non-profits (Chapter 3)
-Module 3 Assessment

Module 4 (September 26 to October 2)
-Governance of non-profit organizations (Chapter 4)
-Module 4 Assessment

Module 5 (October 3 to October 9)
-Principles of organizational behavior and human resources (Chapter 5)
-Module 5 Assessment

Module 6 (October 10 to October 16)
-Theories of non-profit organizations (Chapter 5)
-Non-Profit leadership a case study
-Module 6 Assessment

Module 7 (October 17 to October 23)
-Financial review of a non-profit and the IRS990 (Chapter 6)
-Module 7 Assessment

Module 8 (October 24 to October 30)
-Non-profit resource acquisition (Chapter 6)
-Fundraising in a non-profit
-Module 8 Assessment

Module 9 (October 31 to November 6)
-Strategic planning in the context of organizational problem types (Chapter 4)
-Module 9 Assessment

[1] Topics or dates may change due to availability of resources

Module 10 (November 7 to November 13)
-Risk management in non-profit organizations (Chapter 5)
-Module 10 Assessment

Module 11 (November 14 to November 20)
-Non-profit organizations and IT (Chapter 7)
-Module 12 Assessment

Module 12 (November 21 to November 27)
-Marketing and promotion in non-profits (Chapter 8)
-Module 13 Assessment

Module 13 (November 28 to December 4)
-International non-profits and nongovernmental organizations (Chapter 9)
-Module 11 Assessment

Module 14 (December 5 to December 11)
-Accountability and ethics in non-profits (Chapter 10)
-Module 14 Assessment

Final Exam Week – Viewing of the Top 10 NPS Videos

Assignments

1. Weekly Module Quizzes (WMQ). There will be 14 weekly quizzes during the semester. Each of the assessments will be D2L-based and a mixture of multiple choice, matching, and true/false questions. The weekly quizzes will be open and available the day the Module starts. **Students will have 60-minutes to complete the quiz. Once you start the quiz, you must finish in 60-minutes**. No one will be excused from taking quizzes at the time scheduled. **(14 @ 20 Points = 350 Points)**. The low score for the 14 weekly quizzes will be dropped and replaced with the high score. **(Analytical Thinking, Cultural Understanding, Integrated Reasoning/Critical Thinking, Initiative and Practical Skills, Ethics)**

2. Non-Profit Interview Video (NP-IV). In 3-minutes, students will conduct an interview with a representative of a non-profit organization (CEO, Board Member, Employee). The interview may be conducted via Zoom or in-person and the video footage should be distilled down to a 3-minute video. See the appropriate grading criteria for the NP-Interview in the appendix below. Videos will be uploaded to YouTube, then create an "Unlisted" link to be uploaded to the D2L site for this assignment. The NPS-Interview is worth **150 points**. **(Effective Communication/Initiative and Practical Skills)**

3. Non-Profit Startup Video (NPS-V). In 3-minutes, students will develop a video of your NPS-IBC (See below). Use content from the course, provided examples and researched samples

to develop the video. Students should include aspects of the video related to marketing and promotion of the organization, mission and goals, and other appropriate material (See appendices for the rubric). Videos will be uploaded to YouTube, then create an "Unlisted" link to be uploaded to the D2L site for this assignment. The NPS-V is worth **150 points**. **(Effective Communication/Initiative and Practical Skills)**

4. Non-Profit Startup Introduction, Bylaws, and Constitution (NPS-IBC). In 5-pages (text), students will develop a brief introduction, bylaws and constitution of a non-profit organization that a student would like to develop based on their career goals or personal interests. Use content from the course, provided examples and researched samples to develop the document. Students will include a cover page with a developed brand image and table of contents as a way to develop a professional image for the organization (7-pages total). Upload the completed PDF document to D2L. The NPS-IBC is worth **350 points**. **(Effective Communication/Initiative and Practical Skills)**

Student Evaluation

Assignments[2]	**Points (%)**	**Due Date**
1. Weekly Quizzes	350 (35%)	Weekly
2. NP-Interview Video	150 (15%)	11/1
3. NPS-Video	150 (15%)	12/7
4. NPS-IBC	350 (35%)	12/11
Total	**1000**	

Grading Scale

Grade	Points
4.0	1000 – 920
3.5	919 – 860
3.0	859 – 820
2.5	819 – 750
2.0	749 – 700
1.5	699 – 650
1.0	649 – 600
0	< 600

[2] Late assignments will **NOT** be accepted (Dropboxes will close at midnight on due dates)

Academic Misconduct
Article 2.III.B.2 of the Academic Freedom Report states that "The student shares with the faculty the responsibility for maintaining the integrity of scholarship, grades, and professional standards." In addition, the Department of Community Sustainability adheres to the policies on academic honesty as specified in General Student Regulations 1.0, Protection of Scholarship and Grades; the all-University Policy on Integrity of Scholarship and Grades; and Ordinance 17.00, Examinations. (See Spartan Life: Student Handbook and Resource Guide and/or the MSU Web site: www.msu.edu.)

Therefore, unless authorized by your instructor, you are expected to complete all course assignments, including homework, lab work, quizzes, tests and exams, without assistance from any source. You are expected to develop original work for this course; therefore, you may not submit course work you completed for another course to satisfy the requirements for this course. Also, you are not authorized to use the www.allmsu.com Web site to complete any course work in **CSUS430**. Students who violate MSU academic integrity rules may receive a penalty grade, including a failing grade on the assignment or in the course. Contact your instructor if you are unsure about the appropriateness of your course work. (See also http://www.msu.edu/unit/ombud/dishonestyFAQ.html). **There will be no warnings – the maximum sanction allowed under University policy will occur on the first offense**. Turnitin.com will be used for all written assignments.

Limits to confidentiality
Essays, journals, and other materials submitted for this class are generally considered confidential pursuant to the University's student record policies. However, students should be aware that University employees, including instructors, may not be able to maintain confidentiality when it conflicts with their responsibility to report certain issues to protect the health and safety of MSU community members and others. As the instructor, I must report the following information to other University offices (including the MSU Police Department) if you share it with me:

--Suspected child abuse/neglect, even if this maltreatment happened when you were a child,
--Allegations of sexual assault or sexual harassment when they involve MSU students, faculty, or staff, and
--Credible threats of harm to oneself or to others.

These reports may trigger contact from a campus official who will want to talk with you about the incident that you have shared. In almost all cases, it will be your decision whether you wish to speak with that individual. If you would like to talk about these events in a more confidential setting you are encouraged to make an appointment with the MSU Counseling Center.

Accommodations
Michigan State University is committed to providing equal opportunity for participation in all programs, services and activities. Requests for accommodations by persons with disabilities may be made by contacting the Resource Center for Persons with Disabilities at 517-884-RCPD or on the web at rcpd.msu.edu. Once your eligibility for an accommodation has been determined, you will be issued a verified individual services accommodation ("RISA") form. Please present this form to Dr. Everett at the start of the semester and/or two weeks prior to the accommodation date (test, project, etc.). Requests received after this date will be honored whenever possible.

Bereavement:
Students seeking a grief absence should be directed to the Grief Absence Request Form found on the RO home page (https://reg.msu.edu/) under 'Student Services – Grief Absence Request Form' OR to StuInfo (https://stuinfo.msu.edu/) under 'Academics - Enrollment Information and Services – Grief Absence Request Form.' Per policy, graduate students who should see their major professor and notify course instructors are directed to do so when they access the form.

Drops and Adds
The last day to add this course is the end of the first week of classes. The last day to drop this course with a 100 percent refund and no grade reported is **September 23**. The last day to drop this course with no refund and no grade reported is **October 16**. You should immediately make a copy of your amended schedule to verify you have added or dropped this course.

Commercialized Lecture Notes
Commercialization of lecture notes and university-provided course materials is not permitted in this course.

Attendance
Students whose names do not appear on the official class list for this course may not attend this class. Students who fail to attend the first four class sessions or class by the fifth day of the semester, whichever occurs first, may be dropped from the course. This course follows the General University Attendance Policy. If you miss a class due to a Special Consideration Absence as defined by University Policy, your class participation grade for those excused absences days will be the average of your earned participation grades.

Internet
Some professional journals will not consider a submission for publication if the article has appeared on the Internet. Please notify your instructor in writing if you do not want your course papers posted to the course Web site

Disruptive Behavior
Article 2.III.B.4 of the Academic Freedom Report (AFR) for students at Michigan State University states: "The student's behavior in the classroom shall be conducive to the teaching and learning process for all concerned." Article 2.III.B.10 of the AFR states that "The student has a right to scholarly relationships with faculty based on mutual trust and civility." General Student Regulation 5.02 states: "No student shall . . . interfere with the functions and services of the University (for example, but not limited to, classes . . .) such that the function or service is obstructed or disrupted. Students whose conduct adversely affects the learning environment in this classroom may be subject to disciplinary action through the Student Faculty Judiciary process.

Campus Emergencies
In the event of an emergency arising within the class, the Professor will notify you of what actions that may be required to ensure your safety. It is the responsibility of each student to understand the evacuation, "shelter-in-place," and "secure-in-place" guidelines posted in each facility and to act in a safe manner. You are allowed to maintain cellular devices in a silent mode during this course, in order to receive emergency SMS text, phone or email messages distributed by the university. When anyone receives such a notification or observes an emergency situation, they should immediately bring it to the attention of the Professor in a way that causes the least disruption. If an evacuation is ordered, please

ensure that you do it in a safe manner and facilitate those around you that may not otherwise be able to safely leave. When these orders are given, you do have the right as a member of this community to follow that order. Also, if a shelter-in-place or secure-in- place is ordered, please seek areas of refuge that are safe depending on the emergency encountered and provide assistance if it is advisable to do so.

E-Learning Policies
Information technologies such as D2L and email are widely used in this class. As a result, there are some additional policies that need to be understood.

- Students should visit the course's D2L site on a regular basis.
- Students should check their email frequently (all class email is sent to the student's official MSU email account).
- All assignments submitted electronically, either on disk or via email, should be free of any viruses and/or worms. Any infected file or media that is submitted will receive a zero (0) for that assignment.
- This course recognizes the students' right to privacy and adheres to the Family Educational Rights and Privacy Act (FERPA).
- Students need to review the university policy "Acceptable Use of Computing Systems, Software, and the University Digital Network" at http://lct.msu.edu/guidelines-policies/aup/.
- Excessive emails make an unreasonable time demands on both sender and recipient. Please ensure you have a legitimate need before you write.
- **Dr. Everett** will answer email about:
    - Questions arising from difficulty in understanding course content.
    - Requests for feedback about graded assignments.
    - Private issues appropriate for discussion within the teacher-student relationship.
- **Dr. Everett** will NOT answer email which:
    - Poses questions answered in the course information sections of the course D2L site
    - Poses questions answered in the course syllabus.
    - Lacks a subject line clearly stating the purpose of the email and the course number (**CSUS430**).
    - Raises an inappropriate subject.
- **Dr. Everett** will make every effort to answer email received on a given day no later than close of work on the next workday.
- The Web site tech.msu.edu provides a number of information technology resources for students.
- You are responsible for the operation of any personally owned computers you use on or off campus. A malfunctioning computer system is NOT a valid excuse for submitting late work.
- Students are expected to have a high degree of self-motivation and self-direction in this class and develop the needed technology skills to excel in this class and in life.

APPENDIX A – Non-Profit Interview Video (NP-IV)

Objective/Criteria	*Not Acceptable*		*Passing Grade*		*Inspiring*	*Out of*
*3-minute video presentation that has a clear focus, not distracting, and **creative.***	0		20		30	/30
Spoken clearly, appropriate enthusiasm (15 Points), video graphic quality (15 Points)	0		20		30	/30
*Interview provides an appropriate overview of the organization. **NP-IV** aspects include: 1) Overview of the organization, definition, Mission and Goals.*	0		20		30	/30
*Interview includes the role of the interviewee in the organization. **NP-IV** aspects include: 1) roles of the position of interviewee.*	0		20		30	/30
Interview highlights current challenges of the organization. These may include 1) Financial aspects, 2) Risk Management, 3) Strategic Planning, 4) Bylaws and Constitution, 5) Human Resources, 6) Membership, 7) Sustainability, and 8) Other aspects as appropriate.	0		20		30	/30
Time should be 3 minutes (video) - (-25 points under 2:30 minutes and -25 points over 3:30)						
Total						/150

APPENDIX B – Non-Profit Startup Video (NPS-V)

Objective/Criteria	*Not Acceptable*		*Passing Grade*		*Inspiring*	*Out of*
*3-minute video presentation that has a clear focus, not distracting, and **creative.***	0		20		30	/30
Spoken clearly, appropriate enthusiasm (15 Points), video graphic quality (15 Points)	0		20		30	/30
*Provided a solid conceptual foundation of the organization. **NPS-V** aspects include: 1) Overview of the NPS, Definition, Mission and Goals.*	0		20		30	/30
*Provided a solid conceptual foundation of the organization. **NPS-V** aspects include: 1) rationale for development of the NPS.*	0		20		30	/30
*Provides the audience with an overview of the organization through development and presentation of sustainability and **one** of the following in relation to the developed non-profit: 1) Financial aspects, 2) Risk Management, 3) Strategic Planning, 4) Bylaws and Constitution, or 5) Human Resources*	0		20		30	/30
Time should be 3 minutes (video) - (-25 points under 2:30 minutes and -25 points over 3:30)						
Total						/150

APPENDIX C – Non-Profit Startup – Introduction, Bylaws, and Constitution (NPS-IBC)

Objective/Criteria	*Not Acceptable*		*Passing Grade*		*Inspiring*	*Out of*
Introduction includes an overview of the organization, organizational structure and rationale for non-profit organizational need. You must also include how you addressed the pillars of sustainability within your organization. ***One-page single spaced.***	0		45		70	/70
Bylaws contain appropriate components as highlighted in class using content associated with legal aspects and regulations of non-profits.	0		45		70	/70
Constitution/Articles of Incorporation has appropriate elements including a mission, legal foundation, officers, dissolution clause, and other appropriate elements associated as necessary.	0		45		70	/70
Formatting is consistent with a professional document that includes a cover with branding, table of contents and other elements as appropriate.	0		45		70	/70
Spelling, grammar, and attributes that are conducive to an undergraduate CSUS student. Document text should be Times New Roman, 12 font. Other attributes may be considered for the readability of the document (see example provided).	0		45		70	/70
Total						/350