

SPRING 2026

Latest Version: January 4, 2026

Meeting days: Tuesdays/Thursdays	Instructor: Robert Gailey, Ph.D.
Meeting times: 8:00am - 9:15am	Phone: 619.849.2786 – Office
Meeting location: FSB #105	E-mail: RobertGailey@pointloma.edu
Final Exam: Thursday, May 7 th from 7:30am-10:00am	Office location: #124 in the FSB building, main campus Office hours (preferred times to schedule a meeting): M-Th: 1:00pm-4:00pm

PLNU Mission

To Teach ~ To Shape ~ To Send

Point Loma Nazarene University exists to provide higher education in a vital Christian community where minds are engaged and challenged, character is modeled and formed, and service is an expression of faith. Being of Wesleyan heritage, we strive to be a learning community where grace is foundational, truth is pursued, and holiness is a way of life.

Fermanian School of Business Mission

Character – Professionalism – Excellence – Relationships – Commitment - Innovation

As members of a vital Christian community, we strive to provide high quality business programs that equip students to make a positive impact in their workplace and community by connecting purpose to practice.

COURSE DESCRIPTION

This course applies management principles to nonprofit organizations. Topics include managing volunteers, advising board of directors, accounting, investment, financial management, marketing, fund raising, ethics and responsibility to society and donors.

COURSE LEARNING OUTCOMES

Upon completion of this course, students will be able to:

1. Exhibit an understanding of management concepts and core functions within a nonprofit organization (PLO 1 & E1).
2. Describe how nonprofit managers create, support and measure the effectiveness of an

organizational mission (PLO E1 & E2).

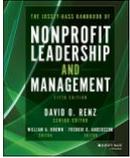
3. Compare approaches to decision making in for-profit and nonprofit environments (PLO 2 & E2).

4. Apply nonprofit principles through a service-learning volunteer experience (PLO 2 & E2).

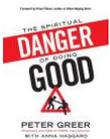
5. Identify and employ ethical values when engaging with a nonprofit organization (PLO 4).

6. Present ideas on nonprofit management through written and verbal means (PLO 3).

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES



The Jossey-Bass Handbook of Nonprofit Leadership and Management, 5th edition (2024) – David O. Renz, editor and Associates. Jossey-Bass. Wiley.



The Spiritual Danger of Doing Good (2013) by Peter Greer with Anna Haggard. Bethany House Publishers.

Other required reading: Journal/News articles posted on Canvas, Canvas discussions as assigned.

Lomabooks Instructions for Students:

This course is part of our course material delivery program, **LomaBooks**. The bookstore will provide each student with a convenient package containing all required physical materials; all digitally delivered materials will be integrated into Canvas.

You should have received an email from the bookstore confirming the list of materials that will be provided for each of your courses and asking you to select how you would like to receive any printed components (in-store pick up or home delivery). If you have not done so already, please confirm your fulfillment preference so the bookstore can prepare your materials.

For more information about **LomaBooks**, please go: [HERE](#)

ASSESSMENT AND GRADING

Grading will be based on the following activities:

Attendance (up to 50 points):	5%
Weekly Activities (up to 250 points):	25%
Mid-Term Exam (up to 150 points):	15%
Service-Learning Activity (25 hours):	25%
Major Exit Exam or alternative assignment for non-majors (50 points)	5%
Final Exam (up to 250 points):	25%

Final grades will approximately follow this scale:

A	930 – 1000 points	C	730 – 769 points
A-	900 – 929 points	C-	700 – 729 points
B+	870 – 899 points	D+	670 – 699 points
B	830 – 869 points	D	630 – 669 points
B-	800 – 829 points	D-	600 – 629 points
C+	770 – 799 points	F	599 points or less

Graded Course Components (see more details below)

- **Attendance:** Attendance will be taken. Reading assigned material prior to coming to class is essential and students need to be prepared to be involved in the presentation of material and a discussion of the ramifications of various positions presented. Students' final score/grade will be impacted by their attendance, participation in class, and completing the course evaluation at the end of the semester. **Attendance represents 50 points out of the total 1,000.**
- **Weekly Homework:** For 10 weeks during the course you will complete homework assignments related to nonprofit research and topics from the readings. Each week you will submit this assignment on Canvas before class. **Weekly Homework represent 250 points out of the total 1,000.**
- **Course Exams (Mid-term and Final):** There are two (2) course exams scheduled. The mid-term and final will follow the course and will cover material found in the texts, additional readings and resources assigned, class discussions, lectures, and guest lectures. Exams will vary in nature as needed to reach the course objectives. The mid-term exam will cover material up to the point of the exam. The Final exam will be comprehensive and cover the entire course material. **Exams represent 400 points out of the total 1,000.**
- **Major Exit Exam/Alternative Assignment:** The major exit exam is to be taken by all International Development (ID) Majors during the semester. All non-ID majors must complete the additional assignment posted on Canvas by Sunday night of the same week. To provide time to complete this extra exam/assignment, a class period will be given so that students can dedicate their time to the exam/assignment. **The Major Exit Exam/Alternative Assignment represents 50 points out of the total 1,000.**
- **Service-Learning Activity:** A major portion of this class will be spent engaging in hands-on work at a nonprofit organization and thoughtful reflection on those experiences. At least 25 hours of volunteer work during the semester is required for this assignment to receive full credit. Some in-class seat time may be given to accommodate these hours. There will be both verbal and written reflections to complete on these experiences. More information on this assignment will be posted on Canvas. **Service Learning represents 250 points out of the total 1,000.**

INCOMPLETES AND LATE ASSIGNMENTS

All assignments are to be submitted/turned in by the beginning of the class session when they are due—including assignments posted in Canvas. Incompletes will only be assigned in extremely unusual circumstances.

SPIRITUAL CARE

PLNU strives to be a place where you grow as whole persons. To this end, we provide resources for our students to encounter God and grow in their Christian faith. If students have questions, a desire to meet with the chaplain or have prayer requests you can contact your professor or the [Office of Spiritual Life and Formation](#).

ARTIFICIAL INTELLIGENCE (AI) POLICY

You are allowed to use Artificial Intelligence (AI) tools (e.g, ChatGPT, iA Writer, Marmot, Botowski) to generate ideas and to create presentation materials (graphs, images) that will be submitted to be graded for this course. However, please do not use AI for substantive content that should be your original work and be sure to properly cite your sources, including use of AI tools. If you have any doubts about using AI, please gain permission from the instructor. [APA Style: How to Cite ChatGPT](#)

FINAL EXAMINATION POLICY

Successful completion of this class requires taking the final examination on its scheduled day. The final examination schedule is posted on the [Traditional Undergraduate Records: Final Exam Schedules](#) site. If you find yourself scheduled for three (3) or more final examinations on the same day, you are authorized to contact each professor to arrange a different time for one of those exams. However, unless you have three (3) or more exams on the same day, no requests for alternative final examinations will be granted.

PLNU COPYRIGHT POLICY

Point Loma Nazarene University, as a non-profit educational institution, is entitled by law to use materials protected by the US Copyright Act for classroom education. Any use of those materials outside the class may violate the law.

PLNU RECORDING NOTIFICATION

In order to enhance the learning experience, please be advised that this course may be recorded by the professor for educational purposes, and access to these recordings will be limited to enrolled students and authorized personnel.

Note that all recordings are subject to copyright protection. Any unauthorized distribution or publication of these recordings without written approval from the University (refer to the Dean) is strictly prohibited.

PLNU ACADEMIC HONESTY POLICY

Students should demonstrate academic honesty by doing original work and by giving appropriate credit to the ideas of others. Academic dishonesty is the act of presenting information, ideas, and/or concepts as one's own when in reality they are the results of another person's creativity and effort. A faculty member who believes a situation involving academic dishonesty has been detected may assign

a failing grade for that assignment or examination, or, depending on the seriousness of the offense, for the course. For all student appeals, faculty and students should follow the procedures outlined in the University Catalog. See [Academic Policies](#) for definitions of kinds of academic dishonesty and for further policy information.

PLNU ACADEMIC ACCOMMODATIONS POLICY

PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities in accordance with the Americans with Disabilities Act (ADA). Students with disabilities may request course-related accommodations by contacting the Educational Access Center (EAC), located in the Bond Academic Center (EAC@pointloma.edu or 619-849-2533). Once a student's eligibility for an accommodation has been determined, the EAC will work with the student to create an Accommodation Plan (AP) that outlines allowed accommodations. Professors are able to view a student's approved accommodations through Accommodate.

PLNU highly recommends that students speak with their professors during the first two weeks of each semester/term about the implementation of their AP in that particular course. Accommodations are not retroactive so clarifying with the professor at the outset is one of the best ways to promote positive academic outcomes.

Students who need accommodations for a disability should contact the EAC as early as possible (i.e., ideally before the beginning of the semester) to assure appropriate accommodations can be provided. It is the student's responsibility to make the first contact with the EAC. Students cannot assume that because they had accommodations in the past, their eligibility at PLNU is automatic. All determinations at PLNU must go through the EAC process. This is to protect the privacy of students with disabilities who may not want to disclose this information and are not asking for any accommodations.

PLNU ATTENDANCE AND PARTICIPATION POLICY

Regular and punctual attendance at all class sessions is considered essential to optimum academic achievement. If the student is absent for more than 10 percent of class sessions, the faculty member will issue a written warning of de-enrollment. If the absences exceed 20 percent, the student may be de-enrolled without notice until the university drop date or, after that date, receive an "F" grade.

COURSE SCHEDULE AND ASSIGNMENTS

Week #	Class Dates	CLASS CONTENT OR ASSIGNMENT	Notes/Details/Links/Case Study/Speaker
1	Tuesday+ Thursday	Tuesday: Introduction to course and course format. Review Syllabus and Course Assignments. Opening Exercise - 2 Initial Questions Thursday: Service-Learning Project discussed Intro to Guidestar (Candid)	Topic: Syllabus and Service-Learning Project Get textbooks and start reading! Become familiar with Canvas assignments and think about nonprofit volunteer opportunities
2	Tuesday+ Thursday	Read and Prepare to Discuss: Chapter #1 “The Changing Context of Nonprofit Management: Broad Trends and Policy Challenge” of Textbook (Renz, editor) Chapters #1 “Confessions of a Do-Goodeer” + #2 “Sparky Grace” of Devotional (Greer, Haggard)	Topic: Introduction to the Nonprofit Sector in the US Devotional Discussion HW Assignment #1 Group work on case studies
3	Tuesday+ Thursday	Article: “Wealth” by Andrew Carnegie (in Canvas) Chapter #2 (<i>skim</i>) “The Legal Framework of the Nonprofit Sector in the United States” of Textbook (Renz, editor) Chapter #3 “When Ministry Becomes Your Mistress” of Devotional (Greer, Haggard)	Topic: Context and Legal Structure of Nonprofits Devotional Discussion HW Assignment #2 Group work on case studies
4	Tuesday+ Thursday	Chapter #3 (<i>read fully</i>) “The Many Faces of Nonprofit Accountability” of Textbook (Renz, editor) Chapter #4 “Stuck in a Rut” of Devotional (Greer, Haggard)	Topic: Holding Nonprofits Accountable Devotional Discussion S-L organization check-up HW Assignment #3 Group work on case studies
5	Tuesday+ Thursday	Chapters #4 “Leadership, Governance, and the Work of the Board” of Textbook (Renz, editor) Chapter #5 “Silverbacks and Small Steps” of Devotional (Greer, Haggard)	Topic: Board Governance Devotional Discussion HW Assignment #4 Group work on case studies
6	Tuesday+ Thursday	Chapters #5 “Executive Leadership” of Textbook (Renz, editor) Chapter #6 “What Goes Up” of Devotional (Greer, Haggard)	Topic: Leading Nonprofits Devotional Discussion HW Assignment #5 Group work on case studies
7	Tuesday+ Thursday	Chapter #7 “Strategic Management” of Textbook (Renz, editor) Chapter #7 “3 A.M. Friends” of Devotional (Greer, Haggard) Watch: “Strategic Decisions” interview with Greer S-L updates Mid-Term Exam – Thursday, March 5th	Topic: Strategic Planning and Mid-semester evaluation Devotional Discussion HW Assignments #6 S-L: Mid-term reflection due Exam: Mid-term covers textbook chapters #1, #3, #4-#5, #8
8	No Class – Spring Break	No class or assignments due	Please stay safe!

9	Tuesday+ Thursday	Chapter #12 “Anatomy of a Nonprofit Brand” + Chapter #13 “Advocacy, Lobbying and Social Justice” of Textbook (Renz, editor) Chapter #8 “God Loves My Job More Than Yours” + Chapter #9 “Worm Food” of Devotional (Greer, Haggard)	Topic: Nonprofit Marketing and Advocacy Devotional Discussion HW Assignment #7 Group work on case studies
10	Tuesday+ Thursday	Chapter #10 “Making Sense of Social Entrepreneurship and Social Enterprise” + Chapter #11 “Nonprofit Venture Development: Starting New Nonprofits and Social Ventures” of Textbook (Renz, editor) Chapter #10 “Panera Prophet” + Chapter #11 “Who Am I When I Am Not Me?” of Devotional (Greer, Haggard)	Topic: Blurring the Lines: Social Entrepreneurship Devotional Discussion HW Assignment #8 Group work on case studies
11	Tuesday+ Thursday	Chapter #17 “Financial Leadership and Sustainability” + Chapter #18 “Nonprofit Finance: Developing Nonprofit Resources” of Textbook (Renz, editor) Chapter #12 “Christian Karma” + Chapter #13 “Spinach Salad With a Side of Shame” of Devotional (Greer, Haggard)	Topic: Nonprofit Finances Devotional Discussion HW Assignment #9 Group work on case studies
12	No Class - Easter Break Tuesday+ Thursday	Class time dedicated to ID exit exam and alternative assignment – not meeting in person Catch up on S-L hours if needed	Topic: Assessing Knowledge
13	Tuesday+ Thursday	Chapter #23 “Effective Human Resource Management in Nonprofit Organizations” of Textbook (Renz, editor) Chapter #14 “How Do I Look?” + Chapter #15 “A Full Head and an Empty Heart” of Devotional (Greer, Haggard)	Topic: Human Resources and finding a job Devotional Discussion HW Assignment #10 Group work on case studies
14	Tuesday+ Thursday	Chapter #16 “Program Evaluation: Principles for Useful Evaluation” + Chapter #14 “ Interorganizational Relationships ” of Textbook (Renz, editor) “Conclusion (pp. 734-745)” of Textbook (Renz, editor) Chapter #16 “Man Makeup” + Chapter #17 “You-Turn” of Devotional (Greer, Haggard)	Topic: Nonprofit Evaluation and Collaboration Devotional Discussion Group work on case studies
15	Tuesday+ Thursday	Greer/Haggard book reflection S-L presentations	Canvas Final S-L Reflections due S-L presentations in class
Special Exit Exam	Date/Time TBD	The major exit exam is to be taken by all International Development (ID) Majors : Two dates will be announced at a later time and you must choose one to take the exam. Time from class will be given to students for the time required for this exam/assignment.	All non-ID majors must complete the alternative assignment that is posted in Canvas instead (details online).

16	Thursday	Final Exam: Thursday, May 7th from 7:30AM-10:00AM	Final Exam covers all assigned readings and lectures
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Disclaimer:

The information in this syllabus is subject to change. I will announce changes in class and on Canvas early enough to give you time to meet assignments, etc. It is your responsibility to maintain your schedule, making the changes as necessary. I will not consider absence an excuse for not keeping your schedule updated. Check your PLNU e-mail and Canvas regularly.

GENERAL EXPECTATIONS

1. Comprehensive, on-time reading of text and assigned materials.
2. Active participation in class and on-line discussions and activities.
3. Full participation in the service-learning component of the class.
4. Demonstration of applying foundational knowledge and principles to contemporary circumstances.
5. Successful and timely completion of assignments, course projects and exams.
6. Faithful attendance as defined by the PLNU Attendance Policy.

Attendance and Engagement in Class (up to 50 points available) – 5% of Total Grade

This class is to be subject-centered, not teacher-centered nor student-centered. What this means is that everyone should prioritize attendance and contribute in class to our understanding of the subject material. **Excessive absences will result in a loss of attendance points (out of 50 possible). The exact loss of points is at the discretion of the professor but will likely follow this pattern: 1-2 unexcused absences – no effect, 3-4 unexcused absences – loss of at least 20 points, 5 or more unexcused absences – loss of all attendance points and may be de-enrolled from the course.**

Weekly Homework Assignments (up to 250 points available) – 25% of Total Grade

For many weeks students will be given an activity to complete in response to materials from the week’s required readings. These activities will be due each week just before class begins. There will be at least 10 activities during the semester. Each of the activities will be outlined in detail.

Examinations (up to 450 points available) – 45% of Total Grade

Mid-Term Exam (up to 150 points available): see Canvas for date – during regular class time

Major Exit Exam or alternative assignment for non-majors (up to 50 points available): The major exit exam is to be taken by all International Development (ID) Majors on one of the dates offered. All non-ID majors must complete the additional assignment posted on Canvas by Sunday night of the same week. Class time will be given so that students can dedicate their time to the exam/assignment.

Final Exam (up to 250 points available): Thursday, May 7th (7:30AM-10:00AM)

Service-Learning Project (up to 250 points available) – 25% of Total Grade

A major portion of this class will be spent engaging in hands-on work at a nonprofit organization and thoughtful reflection on those experiences. At least 25 hours of volunteer work during the semester is required for this assignment to receive full credit. Some in-class seat time *may* be given to accommodate these hours. There will be both verbal and written reflections to complete on these experiences. More information on this assignment will be posted on Canvas.

You are able to choose the Grade you want to achieve:

To earn 250 points

- Complete 25+ hours of Service-Learning at a nonprofit organization
- Provide 2 written reflections (mid-way AND final) to the required standards
- Present a 3-5 minute verbal AND visual summary to the class about your experience at the end of the semester

To earn 215 points

- Complete 20-24 hours of Service-Learning at a local nonprofit
- Provide 1 written reflection at the end of the semester to the required standards
- Present a 3-5 minute verbal summary to the class about your experience at the end of the semester

To earn 190 points

- Complete 15-19 hours of Service-Learning at a local nonprofit
- Present a 3-5 minute verbal summary to the class about your experience at the end of the semester

To earn 165 points

- Complete 10-14 hours of Service-Learning at a local nonprofit

To earn 150 points or less

- Complete less than 10 hours of Service-Learning at a local nonprofit

Acceptable Format

All written assignments are due as scheduled and must reflect a professional, consistent format. More details on this will be explained during class. Most importantly, please carefully cite your sources and reference course readings liberally as you seek to integrate and grapple with various perspectives and ideas. The biggest challenges for students are citing web-based materials and giving credit where credit is due in edited books with multiple authors.

Extra Credit

Occasionally, events outside the classroom will be available that touch on materials from class and will be offered as extra credit for the course. **Students may suggest options for extra credit to the professor for his consideration but there are no guarantees he will use them for such purpose.**

ADDITIONAL IMPORTANT INFORMATION

LANGUAGE AND BELONGING

Point Loma Nazarene University faculty are committed to helping create a safe and hospitable learning environment for all students. As Christian scholars we are keenly aware of the power of language and believe in treating others with dignity. As such, it is important that our language be equitable, inclusive, and prejudice free. Inclusive/Bias-free language is the standard outlined by all major academic style guides, including MLA, APA, and Chicago, and it is the expected norm in university-level work. Good writing and speaking do not use unsubstantiated or irrelevant generalizations about personal qualities such as age, disability, economic class, ethnicity, marital status, parentage, political or religious beliefs, race, gender, sex, or sexual orientation. Inclusive language also avoids using stereotypes or terminology that demeans persons or groups based on age, disability, class, ethnicity, gender, race, language, or national origin. Respectful use of language is particularly important when referring to those outside of the religious and lifestyle commitments of those in the PLNU

community. By working toward precision and clarity of language, we mark ourselves as serious and respectful scholars, and we model the Christ-like quality of hospitality.

If you (or someone you know) have experienced other forms of discrimination, you can find more information on reporting and resources at www.pointloma.edu/nondiscrimination.

LOMA WRITING CENTER

The Loma Writing Center exists to help all members of the PLNU community cultivate transferable writing skills to engage their academic, professional, personal, and spiritual communities. We work toward this goal by conducting one-on-one consultation sessions, supporting writing education across the PLNU community, and participating in ongoing writing center research.

Getting feedback from the Loma Writing Center while you're in the process of working on an assignment is a great way to improve the quality of your writing and develop as a writer. You are encouraged to talk with a trained writing consultant about getting started on an assignment, organizing your ideas, finding and citing sources, revising, editing for grammar and polishing final drafts, and more. For information about how to make in-person or online appointments, see [Loma Writing Center webpage](#) or visit the Loma Writer Center on the first floor of the Ryan Library, room 221.

- Appointment Calendar: <https://plnu.mywconline.com/>
- Website: <https://www.pointloma.edu/centers-institutes/loma-writing-center>
- Email: writingcenter@pointloma.edu

SEXUAL MISCONDUCT AND DISCRIMINATION

In support of a safe learning environment, if you (or someone you know) have experienced any form of sexual discrimination or misconduct, including sexual assault, dating or domestic violence, or stalking, know that accommodations and resources are available through the Title IX Office at pointloma.edu/Title-IX. Please be aware that under Title IX of the Education Amendments of 1972, faculty and staff are required to disclose information about such misconduct to the Title IX Office.

If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact Counseling Services at counselingservices@pointloma.edu or find a list of campus pastors at pointloma.edu/title-ix.

If you (or someone you know) have experienced other forms of discrimination or bias, you can find more information on reporting and resources at www.pointloma.edu/bias

INSTRUCTOR'S BACKGROUND

FAITH INTEGRATION IN THE CLASSROOM

I am a follower of Christ who believes that successful businesses and nonprofits can be run with integrity, compassion, and ethics, as well as with sound business principles, and that, in fact, they go hand in hand. Your work life and actions can and should be used as a platform to model the love of Christ for others and for the most marginalized among us.

ABOUT PROFESSOR GAILEY

Welcome! My name is Robert Gailey and I am teaching MGT4070 this semester. You can view my PLNU page [here](#) and my LinkedIn profile [here](#). I am in my 21st year teaching at PLNU and look forward to getting to know you this semester and sharing in the pursuit of learning about International Business.

A little on my personal journey:

My wife, Wanda, and I have been married for over 33 years. I have a son, Josh, and a daughter, Teresa. Our family loves to travel, make friends with people from other cultures, and anything to do with animals.

I grew up as a missionary kid in [Eswatini](#) (formerly Swaziland), which is located in southern Africa.

My wife and I (pre-kids) served as missionaries to [Malawi](#), located closer to central Africa.

I have worked for more than 20+ years in the field of microfinance, first with the Microcredit Summit Campaign, then with [World Relief](#). I served as faculty advisor for PLNU's Microfinance Club.

I also direct PLNU's [Center for International Development](#), a place where students can engage businesses that seek to serve the least of these (poorest 2 billion people on earth).

I currently serve on the Board of [Nazarene Compassionate Ministries, Inc.](#) (which partners with the church's [Compassionate Ministries](#)) and have served for several years on the board of [Lazarian World Homes](#). I am a Boston sports team fan, having been born in Boston and attending college there.

My educational background includes:

A BA in Business Administration from Eastern Nazarene College (graduated in 1992).

A Masters of Divinity in Inter-cultural ministry from [Nazarene Theological Seminary](#) (1997 grad).

A Ph.D. from the [School of Leadership and Education Sciences](#) at the [University of San Diego](#) (with a concentration in nonprofit management). I graduated from USD in 2010.

My personal passions:

The things that get me up in the morning and that I feel called by God to give my life towards are: poverty alleviation (particularly in Global South countries), local church engagement, seeing students decide to engage their skills, networks, enthusiasm, idealism, and hard work to address issues of poverty, compassion, and discipleship. I believe [business can be a powerful tool to help communities flourish](#). I recently had a book (2021) published entitled: [Development in Mission: A Guide for Transforming Global Poverty and Ourselves](#) for Christians/Churches interested in helping address global poverty.