

SPRING 2021

Latest Version: February 25, 2021

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| Meeting days: Tuesdays/Thursdays | Instructor: Robert Gailey, Ph.D. |
| Meeting times: 3:00pm - 4:15pm | Phone: 619.849.2786 – Office / 619.384.0714 - Mobile |
| Meeting location: Fully online – if/when we go F2F, we will be in FSB #102 | E-mail: RobertGailey@pointloma.edu |
| Final Exam: Tuesday, June 8th from 4:30pm-7:00pm | Office location: On-line via Zoom or, when in person, room #124 in the FSB building Office hours (preferred times to schedule a meeting): M/W: 10:30am-12:30pm T/Th: 10:00am-12:00pm |

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

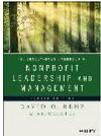
Upon completion of this course, students will be able to:

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).

COURSE CREDIT HOUR INFORMATION

In the interest of providing sufficient time to accomplish the stated Course Learning Outcomes, this class meets the PLNU credit hour policy for a 3 unit class delivered over 16 weeks. Specific details about how the class meets the credit hour requirement can be provided upon request.

REQUIRED TEXTS AND RECOMMENDED STUDY RESOURCES



The Jossey-Bass Handbook of Nonprofit Leadership and Management, 4th edition (2016) – 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.

ASSESSMENT AND GRADING

Grading will be based on the following activities:

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| 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) or Term Project (up to 250 points): | 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:** Weekly 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. Excessive absences will result in a loss of attendance points (out of 50 possible). **Attendance represents 50 points out of the total 1,000.**
- **Weekly Activities:** Each week, you will work in groups of students to complete an assignment related to nonprofit research. Each group will submit one report on what was learned/found in the research. **Weekly Activities 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 Majors on either Friday, May 28th (2-4pm) or on Saturday, May 29th (9am-11am). All non-majors must complete the additional assignment posted on Canvas by Sunday night, May 30th. To provide time to complete this extra exam or assignment, class time

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

Please be aware 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 the [Office of Spiritual Development](#)

STATE AUTHORIZATION

State authorization is a formal determination by a state that Point Loma Nazarene University is approved to conduct activities regulated by that state. In certain states outside California, Point Loma Nazarene University is not authorized to enroll online (distance education) students. If a student moves to another state after admission to the program and/or enrollment in an online course, continuation within the program and/or course will depend on whether Point Loma Nazarene University is authorized to offer distance education courses in that state. It is the student's responsibility to notify the institution of any change in his or her physical location. Refer to the map using the below link to view which states allow online (distance education) outside of California. <https://www.pointloma.edu/offices/office-institutional-effectiveness-research/disclosures/>

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 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. Faculty should follow and students may appeal using the procedure in the university Catalog. See Academic Policies in the PLNU Catalog for further policy information.

PLNU ACADEMIC ACCOMMODATIONS POLICY

While all students are expected to meet the minimum standards for completion of this course as established by the instructor, students with disabilities may require academic adjustments, modifications or auxiliary aids/services. At Point Loma Nazarene University (PLNU), these students are requested to register with the Disability Resource Center (DRC), located in the Bond Academic Center. (DRC@pointloma.edu or 619-849-2486). The DRC's policies and procedures for assisting such students in the development of an appropriate academic adjustment plan (AP) allows PLNU to comply with Section 504 of the Rehabilitation Act and the Americans with Disabilities Act. Section 504 (a) prohibits discrimination against students with special needs and guarantees all qualified students equal access to and benefits of PLNU programs and activities. After the student files the required documentation, the DRC, in conjunction with the student, will develop an AP to meet that student's specific learning needs. The DRC will thereafter email the student's AP to all faculty who teach courses in which the student is enrolled each semester. The AP must be implemented in all such courses.

If students do not wish to avail themselves of some or all of the elements of their AP in a particular course, it is the responsibility of those students to notify their professor in that course. PLNU highly recommends that DRC students speak with their professors during the first two weeks of each semester about the applicability of their AP in that particular course and/or if they do not desire to take advantage of some or all of the elements of their AP in that course.

PLNU ATTENDANCE AND PARTICIPATION POLICY

Regular and punctual attendance at all **synchronous** class sessions is considered essential to optimum academic achievement. If the student is absent for more than 10 percent of class sessions (virtual or face-to-face), 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 the appropriate grade for their work and participation. In some courses, a portion of the credit hour content will be delivered **asynchronously** and attendance will be determined by submitting the assignments by the posted due dates. See Academic Policies in the Academic Catalog. If absences exceed these limits but are due to university excused health issues, an exception will be granted.

Asynchronous Attendance/Participation Definition

A day of attendance in asynchronous content is determined as contributing a substantive note, assignment, discussion, or submission by the posted due date. Failure to meet these standards will result in an absence for that day. Instructors will determine how many asynchronous attendance days are required each week.

If/when this course is a fully online 3-unit courses:

Students taking online courses are expected to attend each week of the course. Attendance is defined as participating in an academic activity within the online classroom which includes posting in a graded activity in the course. (Note: Logging into the course does not qualify as participation and will not be counted as meeting the attendance requirement.)

Students who do not attend at least once in any 3 consecutive days will be issued an attendance warning. Students who do not attend at least once in any 7 consecutive days will be dropped from the course retroactive to the last date of recorded attendance.

Students who anticipate being absent for an entire week of a course should contact the instructor in advance for approval and make arrangements to complete the required coursework and/or alternative assignments assigned at the discretion of the instructor. Acceptance of late work is at the discretion of the instructor and does not waive attendance requirements.

If/when this course is a hybrid 3-unit courses:

At Point Loma Nazarene University, attendance is required at all scheduled classes. Hybrid format means some class meetings will be face-to-face and some will be online. Attendance in the face-to-face classes is to be for the entire time of the class. Arriving late or leaving early will be considered a partial absence. A day of attendance in an online class is determined as contributing a substantive note, assignment, discussion, or submission that adds value to the course as determined by the instructor. Three days of attendance are required each week.

Face-to-face Portion of the Hybrid course

In blended or hybrid courses, if a student misses one face-to-face class then the faculty member will send an email to the student and the Director of Student Success warning of attendance jeopardy. There are no exceptions to this policy.

If a student misses two face-to-face classes, the faculty member or Vice Provost for Academic Administration (VPAA) will initiate the student's de-enrollment from the course without further advanced notice to the student. If the date of de-enrollment is past the last date to withdraw from a class, the student will be assigned a grade of "F" and there will be no refund of tuition for that course.

Online Portion of the Hybrid Course

If a student misses two online classes (fails to contribute to a discussion board) during the course, then the faculty member will send an email to the student and the Director of Student Success warning of attendance jeopardy. There are no exceptions to this policy.

If a student misses three online classes (fails to contribute to a discussion board by the due date) during the course, then the faculty member or Vice Provost for Academic Administration (VPAA) will initiate the student's de-enrollment from the course without further advanced notice to the student. If the date of de-enrollment is past the last date to withdraw from a class, the student will be assigned a grade of "F" and there will be no refund of tuition for that course.

1 missed F2F class = warning / 2 missed F2F classes = de-enrollment

2 missed online classes = warning / 3 missed online classes = de-enrollment

USE OF TECHNOLOGY

In order to be successful in the online environment, you'll need to meet the minimum technology and system requirements; please refer to the [Technology and System Requirements](#) information.

Additionally, students are required to have headphone speakers compatible with their computer available to use. If a student is in need of technological resources please contact student-tech-request@pointloma.edu.

Problems with technology do not relieve you of the responsibility of participating, turning in your assignments, or completing your class work.

FINAL EXAMINATION POLICY

Successful completion of this class requires taking the final examination **on its scheduled day (Tuesday June 8, 4:30pm-7:00pm)**. No requests for early examinations or alternative days will be approved.

COURSE SCHEDULE AND ASSIGNMENTS

| Week # | Class Dates | Class Content/Assignment/Details | Notes/Details/Links/Case Study/Speaker |
|--------|--------------------|---|---|
| 1 | March 2+4 | Tuesday class Greetings – logistics/syllabus – points and tokens Thursday class – Service-Learning Project explained and clarification on class time moving forward – Intro to Guidestar | Get textbooks and start reading! Become familiar with Canvas assignments and start thinking about nonprofit volunteer opportunities |
| 2 | March 9+11 | Read and Prepare to Discuss: Chapter #1 of Textbook (Renz, editor) Chapters #1 + #2 of Devotional (Greer, Haggard) | 2 Initial Questions - PPT |
| 3 | March 16+18 | “Wealth” by Andrew Carnegie Chapter #2 (skim) and Chapter #3 (read fully) of Textbook (Renz, editor) Chapter #3 of Devotional (Greer, Haggard) | Canvas HW Assignment #1 Thursday group work: Case Study #1.2 (Q #1-3) |
| 4 | March 23+25 | Chapter #4 of Textbook (Renz, editor) Chapter #4 of Devotional (Greer, Haggard) | Devotional Discussion S-L organization check-up Canvas HW Assignment #2 Thursday group work |
| 5 | March 30 + April 1 | Chapters #5 of Textbook (Renz, editor) Chapter #5 of Devotional (Greer, Haggard) | Devotional Discussion Canvas HW Assignment #3 Thursday group work |
| 6 | April 6+8 | Chapters #6 of Textbook (Renz, editor) Chapter #6 of Devotional (Greer, Haggard) | Devotional Discussion Canvas HW Assignment #4 Case Studies 2.3 – Qs #1 + #3, 2.4 – Qs #1 + #2, 3.1 – Qs #1 + #4, 3.2 – Qs #2 + #5, 3.3 - Qs #1c + 1f, 3.4 – Qs #4 + #5 |
| 7 | April 13+15 | Chapter #8 of Textbook (Renz, editor) Chapter #7 of Devotional (Greer, Haggard) Watch “Strategic Decisions” interview with Greer | Devotional Discussion Canvas HW Assignment #5 Thursday group work |
| 8 | April 20+22 | April. 20 - S-L updates April 22 - Mid-Term Exam | Canvas HW Assignment #6 Mid-term covers chpts. #1, #3, #4-#6, #8 |
| 9 | April 27+29 | Chapters #13 + #14 of Textbook (Renz, editor) Chapters #8 + #9 of Devotional (Greer, Haggard) | SL – mid-term reflection due Devotional Discussion Canvas HW Assignment #7 Thursday group work |

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| 10 | May 4+6 | Chapters #11 + #12 of Textbook (Renz, editor) Chapters #10 + #11 of Devotional (Greer, Haggard) | Devotional Discussion Canvas HW Assignment #8 Thursday group work |
| 11 | May 11+13 | Chapters #17 + #19 of Textbook (Renz, editor) Chapters #12 + #13 of Devotional (Greer, Haggard) | Devotional Discussion Canvas HW Assignment #9 Thursday group work |
| 12 | May 18+20 | Chapter #22 of Textbook (Renz, editor) Chapters #14 + #15 of Devotional (Greer, Haggard) | Devotional Discussion Canvas HW Assignment #10 Thursday group work |
| 14 | May 25+27 | Chapter #10 + #15 of Textbook (Renz, editor) Chapters #16 + #17 of Devotional (Greer, Haggard) | Devotional Discussion Canvas HW Assignment #11 Thursday group work |
| Special Exit Exam | May 28 th OR May 29 th | The major exit exam is to be taken by all International Development and Nonprofit Majors: Friday, May 28th (2-4pm) OR Saturday, May 29th (9am-11am). | All non-majors must complete the additional assignment posted on Canvas by Sunday night, May 30th . |
| 15 | June 1+3 | Conclusion (pp. 734-745) and Service-Learning Presentations | Devotional Discussion – Greer book reflection Canvas HW Assignment #12 Final S-L Reflection due S-L presentations |
| 16 | June 8 | Final Exam (4:30PM-7:00PM) | Final Exam covers all assigned readings and lectures |

COURSE ASSIGNMENT DETAILS

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 the ability to apply 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. For those who are not familiar with the topic, reading and asking questions to your peers and the professor will be very important. 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.

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 25 points, 5 or more unexcused absences – loss of all attendance points and may be de-enrolled from the course.

Please Note: I take attendance at the start of each class. If for any reason you think I have marked you absent when you are present for most the class period, it is your responsibility, not mine, to check to see if I have marked you as absent and request that I correct it that day. If in doubt, it is best to check if you come in late.

NOTE: It is the student's responsibility to maintain his/her class schedule. Should the need arise to drop this course (personal emergencies, poor performance, etc.), the student has the responsibility to follow through (provided the drop date meets the stated calendar deadline established by the university), not the instructor. Simply ceasing to attend this course or failing to follow through to arrange for a change of registration (drop/add) may easily result in a grade of F on the official transcript.

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

Each week 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 12 activities during the course of the semester but there may be more. Each of the activities will be outlined in detail. If you complete an activity to all of the specifications, you will receive a passing grade. If you do not complete all of the specifications, you likely will receive a non-passing grade for that assignment.

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

To earn 250 points

- Complete at least 12 weekly assignments with a passing grade

To earn 215 points

- Complete at least 10 weekly assignments with a passing grade

To earn 190 points

- Complete at least 8 weekly assignments with a passing grade

To earn 165 points

- Complete at least 6 weekly assignments with a passing grade

To earn 150 points or less

- Complete less than 6 weekly assignments with a passing grade

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

Mid-Term Exam (up to 150 points available): Thursday, April 15th – 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 Majors on either Friday, May 28th (2-4pm) or on Saturday, May 29th (9am-11am). All non-majors must complete the additional assignment posted on Canvas by Sunday night, May 30th.

Final Exam (up to 250 points available): Tuesday, June 8th (4:30-7:00PM)

There are three (3) 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.

The major exit exam is to be taken by all International Development Majors on either Friday, May 28th (2-4pm) or on Saturday, May 29th (9am-11am). All non-majors must complete the additional assignment posted on Canvas by Saturday night, May 29th. To provide time to complete this exam or assignment, class time will be given so that students can dedicate their time to the exam/assignment.

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 (mid-way or final) 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.

Late Policy:

All assignments are due (should be posted on Canvas) at the beginning of the class period on the due date unless otherwise announced in class or posted on Canvas. No late assignments (including tests and quizzes) will be accepted unless the instructor has given approval prior to the due date and a new

completion date and consequences have been agreed upon. This arrangement should be made only under extreme circumstances. Make up exams will not be given.

Tokens

Every student starts the course with 4 tokens available to them. A token can be “used” for one of 3 things:

1. To make up for a class absence – **must be requested within one week of absence**
2. To get one 3-day extension for one weekly assignment – **must be requested before due date**
3. To have the option of “re-doing” an assignment the student failed to pass – **must be requested within one week of receiving the incomplete grade.**

Students can earn additional tokens by completing extra credit opportunities provided during the course.

At the end of the semester, **any student with 3 tokens or more** will be able to use those tokens for a special accommodation during the final exam. **This accommodation will be the opportunity to answer an additional extra credit question during the Final exam that is worth 10% of the final exam grade.**

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. Events will require prior approval from the instructor and evidence of your attendance. **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.**

Student Responsibilities

1. Each student is responsible for his/her own work and learning and responsible for assignments or other announcements made in class. I will not tell you what to write down.
2. If you miss class for any reason, it is your responsibility to first check with a classmate for all notes and information you missed. Then, you may check with the professor for any clarifying questions you may have.
3. It is the student’s responsibility to maintain communication with the instructor by regularly checking her/his PLNU-assigned email and the course info on Canvas for announcements and changes to assignments.
4. Please turn off all phones during class time.
5. Please use computers only for in-class research and related topics.