

**SPRING 2022**

*Latest Version: January 3, 2022*

<b>Meeting days:</b> Tuesdays/Thursdays	<b>Instructor:</b> Robert Gailey, Ph.D.
<b>Meeting times:</b> 3:00pm - 4:15pm	<b>Phone:</b> : 619.849.2786 – Office / 619.384.0714 - Mobile
<b>Meeting location:</b> FSB #102	<b>E-mail:</b> RobertGailey@pointloma.edu
<b>Final Exam:</b> <u>Thursday, May 5<sup>th</sup> from 4:30pm-7:00pm</u>	<b>Office location:</b> #124 in the FSB building <b>Office hours (preferred times to schedule a meeting):</b> <b>M/W:</b> 11:00am-12:00pm, <b>M:</b> 3:00-5:00pm <b>T/Th:</b> 10:00am-12:00pm, 1:00-2:00pm

**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**

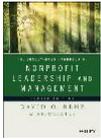
Upon completion of this course, students will be able to:

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

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**The Jossey-Bass Handbook of Nonprofit Leadership and Management**, 4<sup>th</sup> 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

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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) 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:** 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 Activities:** For 10 weeks of the course you will work in groups of students to complete an assignment related to nonprofit research (reflecting on case studies). 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 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

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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

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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](#)

## **PLNU COPYRIGHT POLICY**

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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**

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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](#) for definitions of kinds of academic dishonesty and for further policy information.

## **PLNU ACADEMIC ACCOMMODATIONS POLICY**

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PLNU is committed to providing equal opportunity for participation in all its programs, services, and activities. Students with disabilities may request course-related accommodations by contacting the Educational Access Center (EAC), located in the Bond Academic Center ([EAC@pointloma.edu](mailto:EAC@pointloma.edu) or 619-849-2486). Once a student's eligibility for an accommodation has been determined, the EAC will issue an academic accommodation plan ("AP") to all faculty who teach courses in which the student is enrolled each semester.

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 and/or if they do not wish to utilize some or all of the elements of their AP in that course.

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.

## **PLNU ATTENDANCE AND PARTICIPATION POLICY**

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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 the appropriate grade for their work and participation.

## **USE OF TECHNOLOGY**

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In order to be successful in your course, 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, microphone, or webcams compatible with their

computer available to use for any online or hybrid classes. Please note that any course with online proctored exams require a computer with a camera (tablets are not compatible) to complete exams online. 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 (Thursday May 5, 4:30pm-7:00pm)**. No requests for early examinations or alternative days will be approved.

## COURSE SCHEDULE AND ASSIGNMENTS

Week #	Class Dates	CLASS CONTENT OR ASSIGNMENT	Notes/Details/Links/Case Study/Speaker
1	Tuesday (no class – Monday schedule) Thursday (online)	PLNU Spring 2022 Semester begins on <b>Tuesday, January 11<sup>th</sup> – all weeks follow</b> Introduction to course and course format Review Syllabus and Course Assignments- discuss points and tokens Opening Exercise Service-Learning Project explained Intro to Guidestar	Topic: <b>Syllabus and Service-Learning Project</b> Get textbooks and start reading! Become familiar with Canvas assignments and start thinking about nonprofit volunteer opportunities
2	Tuesday+ Thursday	<b>Read and Prepare to Discuss:</b> Chapter #1 <b>“Historical Perspectives on Nonprofit Organizations in the U.S.”</b> of Textbook (Renz, editor) Chapters #1 <b>“Confessions of a Do-Gooder”</b> + #2 <b>“Sparky Grace”</b> of Devotional (Greer, Haggard)	Topic: <b>Introduction to the Nonprofit Sector in the US</b> Devotional Discussion 2 Initial Questions - PPT
3	Tuesday+ Thursday	Article: <b>“Wealth”</b> by Andrew Carnegie (in Canvas) Chapter #2 ( <i>skim</i> ) <b>“The Legal Framework of the Nonprofit Sector in the U.S.”</b> of Textbook (Renz, editor) Chapter #3 ( <i>read fully</i> ) <b>“The Changing Context of Nonprofit Management in the U.S.”</b> of Textbook (Renz, editor) <b>Chapter #3 “When Ministry Becomes Your Mistress”</b> of Devotional (Greer, Haggard)	Topic: <b>Context and Legal Structure of Nonprofits</b> Devotional Discussion <b>Canvas</b> HW Assignment #1 Thursday group work on case studies
4	Tuesday+ Thursday	Chapter #4 <b>“The Many Faces of Nonprofit Accountability”</b> of Textbook (Renz, editor) Chapter #4 <b>“Stuck in a Rut”</b> of Devotional (Greer, Haggard)	Topic: <b>Holding Nonprofits Accountable</b> Devotional Discussion S-L organization check-up <b>Canvas</b> HW Assignment #2 Thursday group work on case studies
5	Tuesday+ Thursday	Chapters #5 <b>“Leadership, Governance, and the Work of the Board”</b> of Textbook (Renz, editor)	Topic: <b>Board Governance</b> Devotional Discussion <b>Canvas</b>

		Chapter #5 <b>"Silverbacks and Small Steps"</b> of Devotional (Greer, Haggard)	HW Assignment #3 Thursday group work on case studies
6	<b>Tuesday+ Thursday</b>	Chapters #6 <b>"Executive Leadership"</b> of Textbook (Renz, editor) Chapter #6 <b>"What Goes Up"</b> of Devotional (Greer, Haggard)	Topic: <b>Leading Nonprofits</b> Devotional Discussion <b>Canvas</b> HW Assignment #4 Thursday group work on case studies
7	<b>Tuesday+ Thursday</b>	Chapter #8 <b>"Strategic Management"</b> of Textbook (Renz, editor) Chapter #7 <b>"3 A.M. Friends"</b> of Devotional (Greer, Haggard) Watch: <b>"Strategic Decisions" interview with Greer</b>	Topic: <b>Strategic Planning</b> Devotional Discussion <b>Canvas</b> HW Assignment #5 Thursday group work on case studies
8	<b>Tuesday+ Thursday</b>	<b>Tuesday</b> - S-L updates <b>Thursday (March 3)</b> - Mid-Term Exam	Topic: <b>Mid-semester evaluation</b> S-L: Mid-term reflection due Exam: Mid-term covers textbook chapters #1, #3, #4-#6, #8 <b>Canvas</b> HW Assignment #6
9	<b>Spring Break Week</b>	<b>No class or assignments due</b>	Please stay safe!
10	<b>Tuesday+ Thursday</b>	Chapter #13 <b>"Marketing for Nonprofit Organizations"</b> + Chapter #14 <b>"Advocacy, Lobbying and Social Change"</b> of Textbook (Renz, editor) Chapter #8 <b>"God Loves My Job More Than Yours"</b> + Chapter #9 <b>"Worm Food"</b> of Devotional (Greer, Haggard)	Topic: <b>Nonprofit Marketing and Advocacy</b> Devotional Discussion <b>Canvas</b> HW Assignment #7 Thursday group work on case studies
11	<b>Tuesday+ Thursday</b>	Chapter #11 <b>"Social Entrepreneurship and Social Innovation"</b> + Chapter #12 <b>"Social Enterprise and Nonprofit Ventures"</b> of Textbook (Renz, editor) Chapter #10 <b>"Panera Prophet"</b> + Chapter #11 <b>"Who Am I When I Am Not Me?"</b> of Devotional (Greer, Haggard)	Topic: <b>Blurring the Lines: Social Entrepreneurship</b> Devotional Discussion <b>Canvas</b> HW Assignment #8 Thursday group work on case studies
12	<b>Tuesday+ Thursday</b>	Chapter #17 <b>"Financial Leadership in Nonprofit Organizations"</b> + Chapter #19 <b>"Nonprofit Finance: Developing Nonprofit Resources"</b> of Textbook (Renz, editor) Chapter #12 <b>"Christian Karma"</b> + Chapter #13 <b>"Spinach Salad With a Side of Shame"</b> of Devotional (Greer, Haggard)	Topic: <b>Nonprofit Finances</b> Devotional Discussion <b>Canvas</b> HW Assignment #9 Thursday group work on case studies

<b>13</b>	<b>Tuesday+ Thursday</b>	Chapter #22 <b>“Effective Human Resource Management: Nonprofit Staffing”</b> of Textbook (Renz, editor) Chapter #14 <b>“How Do I Look?”</b> + Chapter #15 <b>“A Full Head and an Empty Heart”</b> of Devotional (Greer, Haggard)	Topic: <b>Human Resources and finding a job</b> Devotional Discussion <b>Canvas</b> HW Assignment #10 Thursday group work on case studies
<b>14</b>	<b>Tuesday Only</b> (Easter Break)	Tuesday class time dedicated to <b>ID exit exam and alternative assignment</b> <b>Thursday no class</b> due to Easter Break Catch up on S-L hours if needed	Topic: <b>Assessing Knowledge</b>
<b>15</b>	<b>Tuesday+ Thursday</b>	Chapter #10 <b>“Understanding Nonprofit Effectiveness”</b> + Chapter #15 <b>“Value Creation Through Collaboration”</b> of Textbook (Renz, editor) Chapter #16 <b>“Man Makeup”</b> + Chapter #17 <b>“You-Turn”</b> of Devotional (Greer, Haggard)	Topic: <b>Nonprofit Evaluation and Collaboration</b> Devotional Discussion <b>Canvas</b> HW Assignment #11 Thursday group work on case studies
<b>Special Exit Exam</b>	<b>Dates to be announced</b>	The major exit exam is to be taken by <b>all International Development Majors</b> : Two dates will be announced at a later time and you must choose one to take the exam. A class period 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).
<b>16</b>	<b>Tuesday+ Thursday</b>	<b>“Conclusion (pp. 734-745)”</b> of Textbook (Renz, editor) Student Service-Learning Presentations	Topic: <b>Concluding Thoughts and Practical Applications</b> Devotional Discussion – Greer book reflection Canvas HW Assignment #12 Final S-L Reflection due S-L presentations
<b>17</b>	<b>Thursday</b>	<b>Final Exam: <u>Thursday, May 5<sup>th</sup> from 4:30pm-7:00pm</u></b>	Final Exam covers all assigned readings and lectures

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

### **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, March 3rd<sup>th</sup> – 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 one of the dates offered. 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 exam or assignment, 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 5<sup>th</sup> (4:30-7:00PM)**

## **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

## **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 if offered.*

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.**

## **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.

**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.**