

SPRING 2023

Latest Version: January 9, 2023

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

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.

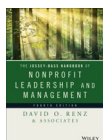
COURSE LEARNING OUTCOMES

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, 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:

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 Homework:** For 12 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

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

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](#) 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. 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 619-849-2486). 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.

SEXUAL MISCONDUCT AND DISCRIMINATION

Point Loma Nazarene University faculty are committed to helping create a safe learning environment for all students. 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 help and support 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, it is 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

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 the appropriate grade for their work and participation.

FINAL EXAMINATION POLICY

Successful completion of this class requires taking the final examination **on its scheduled day (Tuesday May 2nd, 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	PLNU Spring 2022 Semester begins on Tuesday, January 10th – all weeks follow 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: Syllabus and Service-Learning Project Get textbooks and start reading! Become familiar with Canvas assignments and start thinking about nonprofit volunteer opportunities
2	Tuesday+ Thursday	<u>Read and Prepare to Discuss:</u> Chapter #1 “Historical Perspectives on Nonprofit Organizations in the U.S.” of Textbook (Renz, editor) Chapters #1 “Confessions of a Do-Goeder” + #2 “Sparky Grace” of Devotional (Greer, Haggard)	Topic: Introduction to the Nonprofit Sector in the US Devotional Discussion 2 Initial Questions - PPT
3	Tuesday+ Thursday	Article: “Wealth” by Andrew Carnegie (in Canvas) Chapter #2 (<i>skim</i>) “The Legal Framework of the Nonprofit Sector in the U.S.” of Textbook (Renz, editor) Chapter #3 (<i>read fully</i>) “The Changing Context of Nonprofit Management in the U.S.” of Textbook (Renz, editor) Chapter #3 “When Ministry Becomes Your Mistress” of Devotional (Greer, Haggard)	Topic: Context and Legal Structure of Nonprofits Devotional Discussion Canvas HW Assignment #1 Thursday group work on case studies
4	Tuesday+ Thursday	Chapter #4 “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 Canvas HW Assignment #2 Thursday group work on case studies
5	Tuesday+ Thursday	Chapters #5 “Leadership, Governance, and the Work of the Board” of Textbook (Renz, editor)	Topic: Board Governance Devotional Discussion

		Chapter #5 “Silverbacks and Small Steps” of Devotional (Greer, Haggard)	Canvas HW Assignment #3 Thursday group work on case studies
6	Tuesday+ Thursday	Chapters #6 “Executive Leadership” of Textbook (Renz, editor) Chapter #6 “What Goes Up” of Devotional (Greer, Haggard)	Topic: Leading Nonprofits Devotional Discussion Canvas HW Assignment #4 Thursday group work on case studies
7	Tuesday+ Thursday	Chapter #8 “Strategic Management” of Textbook (Renz, editor) Chapter #7 “3 A.M. Friends” of Devotional (Greer, Haggard) Watch: “Strategic Decisions” interview with Greer	Topic: Strategic Planning Devotional Discussion Canvas HW Assignment #5 Thursday group work on case studies
8	Tuesday+ Thursday	Tuesday - S-L updates Thursday (March 2) - Mid-Term Exam	Topic: Mid-semester evaluation S-L: Mid-term reflection due Exam: Mid-term covers textbook chapters #1, #3, #4-#6, #8 Canvas HW Assignment #6
Spring	Break Week	No class or assignments due	Please stay safe!
9	Tuesday+ Thursday	Chapter #13 “Marketing for Nonprofit Organizations” + Chapter #14 “Advocacy, Lobbying and Social Change” 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 Canvas HW Assignment #7 Thursday group work on case studies
10	Tuesday+ Thursday	Chapter #11 “Social Entrepreneurship and Social Innovation” + Chapter #12 “Social Enterprise and Nonprofit 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 Canvas HW Assignment #8 Thursday group work on case studies
11	Tuesday+ Thursday	Chapter #17 “Financial Leadership in Nonprofit Organizations” + Chapter #19 “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 Canvas HW Assignment #9 Thursday group work on case studies

12	Tuesday Only (Easter Break)	Tuesday class time dedicated to ID exit exam and alternative assignment – not meeting in person Thursday no class due to Easter Break Catch up on S-L hours if needed	Topic: Assessing Knowledge
13	Tuesday+ Thursday	Chapter #22 “ Effective Human Resource Management: Nonprofit Staffing ” 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 Canvas HW Assignment #10 Thursday group work on case studies
14	Tuesday+ Thursday	Chapter #10 “ Understanding Nonprofit Effectiveness ” + Chapter #15 “ Value Creation Through Collaboration ” of Textbook (Renz, editor) Chapter #16 “ Man Makeup ”+ Chapter #17 “ You-Turn ” of Devotional (Greer, Haggard)	Topic: Nonprofit Evaluation and Collaboration Devotional Discussion Canvas HW Assignment #11 Thursday group work on case studies
Special Exit Exam	April 20th or 21st	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. 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).
15	Tuesday+ Thursday	“ Conclusion (pp. 734-745) ” of Textbook (Renz, editor) Student Service-Learning Presentations	Topic: Concluding Thoughts and Practical Applications Devotional Discussion – Greer book reflection Canvas HW Assignment #12 Final S-L Reflection due S-L presentations
16	Thursday	Final Exam: <u>Tuesday, May 2nd from 4:30pm-7:00pm</u>	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 Homework Assignments (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 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): Thursday, March 2nd – 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. 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): Tuesday, May 2nd (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

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. **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.**

INSTRUCTOR'S BACKGROUND

FAITH INTEGRATION IN THE CLASSROOM

I am a Christian 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 can and should be used as a platform to bring others to Christ by your actions.

ABOUT PROFESSOR GAILEY

Welcome! My name is Robert Gailey and I am teaching BUS 4080 this semester. You can view my PLNU page [here](#) and my LinkedIn profile [here](#). I am in my 18th 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 30 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. My kids created a vlog about their travel adventures in 2019-2020 called [321 Travelers](#). 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 serve 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 3 billion people on earth). I currently serve on the Board of [Nazarene Compassionate Ministries, Inc.](#) (which partners with the church's [Compassionate Ministries](#)) and served 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 Cross-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 poorer 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.