



THE OHIO STATE UNIVERSITY

JOHN GLENN COLLEGE OF PUBLIC AFFAIRS

PUBAFRS 7553: Nonprofit Management and Governance

(3 Credits)

Autumn 2021 – Distance Learning

Tuesdays from 5:45 pm to 7:05 pm via Zoom

Instructor: Long Tran, Ph.D.

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Office phone: 614-247-8134

Online office hours: Tuesdays 3:30-5:30 pm
and by appointment (see link on Carmen)

Teaching assistant: Kathleen

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COURSE OVERVIEW

Course description

PUBAFRS 7553 is an advanced survey course that provides students with theoretical knowledge and practical tools needed to manage nonprofit organizations. A broad range of topics is covered in this course. After an overview of the nonprofit sector, we will explore various aspects of nonprofit management such as organizational creation, strategic planning, performance evaluation, board governance, executive leadership, human resources, finance, marketing, advocacy, and collaboration. We will use multiple learning methods such as case studies, presentations, and discussions to better understand options for addressing managerial challenges experienced by nonprofits.

Course objectives

By the end of this course, through individual and collaborative learning activities, students should have been able to:

- Discuss major concepts, theories, and tools related to nonprofit management.
- Use these concepts, theories, and tools to create nonprofit managerial solutions.
- Compare, defend, and critique nonprofit managerial solutions.
- Develop customized expertise in a topic of nonprofit management.

HOW THIS COURSE WORKS

Mode of delivery

This course is 100% online. However, there are required synchronous sessions every Tuesday from 5:45 pm to 7:05 pm via Zoom.

Pace of online activities

This course is divided into **weekly modules** that are released 1 week ahead of time. Students are expected to keep pace with weekly deadlines but may schedule their efforts freely within that time frame.

Credit hours and work expectations

This is a 3-credit-hour course. According to Ohio State bylaws on instruction (go.osu.edu/credithours), students should expect around 3 hours per week of time spent on direct instruction (instructor content and Carmen activities, for example) in addition to 6 hours of homework (reading and assignment preparation, for example).

Attendance and participation requirements

Because this is an online course, your attendance is based on your online activity and participation. If you have a situation that might cause you to miss an entire week of class, discuss it with me as soon as possible.

- **Participating in online activities on Carmen: EVERY WEEK.**
You are expected to log in to the course on Carmen every week and probably many times per week to participate in online activities.
- **Participating in online office hours: OPTIONAL.**
My weekly office hours are optional.
- **Participating in online synchronous sessions: EVERY WEEK.**
Weekly online synchronous sessions, which will take place every Tuesday from 5:45 pm to 7:05 pm via Zoom, are required.

COURSE MATERIALS AND TECHNOLOGIES

Reading materials

Required materials:

1. Renz, D., & Herman, R. (Eds.). (2016). *The Jossey-Bass handbook of nonprofit leadership and management (4th edition)*. John Wiley & Sons. ISBN-13: 978-1118852965. This is not required to buy because it is available electronically via the OSU Library. The book is noted as R&H in the course schedule.
2. A course pack of 4 case studies from Harvard Business Publishing, which costs \$17 and can be purchased using the following link:
<https://hbsp.harvard.edu/import/853908>.

Recommended optional materials:

1. Boris, E., & Steuerle, C. (Eds.). (2016). *Nonprofits and government: Collaboration and conflict (3rd edition)*. The Urban Institute Press.
2. Cordes, J., & Steuerle, C. (Eds.). (2009). *Nonprofits and business*. The Urban Institute Press.
3. Mitchell, G., Schmitz, H., & Bruno-van Vijeijken, T. (2020). *Between power and irrelevance: The future of transnational NGOs*. Oxford University Press.
4. Powell, W., & Bromley, P. (Eds.). (2020). *The nonprofit sector: A research handbook (3rd edition)*. Stanford University Press.
5. Powell, W., & Steinberg, W. (Eds.). (2006). *The nonprofit sector: A research handbook (2nd edition)*. Yale University Press.
6. Salamon, L. (Ed.). (2012). *The state of nonprofit America (2nd edition)*. Brookings Institution Press. (Available electronically via the OSU Library).
7. Seaman, B., & Young, D. (Eds.). (2018). *Handbook of research on nonprofit economics and management (2nd edition)*. Edward Elgar Publishing.
8. Tschirhart, M., & Bielefeld, W. (2012). *Managing nonprofit organizations*. John Wiley & Sons. (Available electronically via the OSU Library).

More optional materials may be recommended or posted on Carmen. Students are also encouraged to browse the contents of key nonprofit sector publications such as nonprofit research journals like *Nonprofit and Voluntary Sector Quarterly*, *Nonprofit Management and Leadership*, and *Voluntas*, as well as practitioner-oriented publications like *The Chronicle of Philanthropy*, *Nonprofit Quarterly*, *Nonprofit Times*, and *The Stanford Social Innovation Review*.

Students can access textbook information via the Barnes & Noble bookstore website: <https://ohiostate.bncollege.com> as well as from their BuckeyeLink Student Center. This information is disseminated by B&N to all area bookstores. You may buy from a store of your choice and/or shop for books (use ISBN# for searches) online.

Course technologies

For help with your password, university email, Carmen, or any other technology issues, questions, or requests, contact the Ohio State IT Service Desk. Standard support hours are available at ocio.osu.edu/help, and support for urgent issues is available 24/7.

- **Self-Service and Chat support:** ocio.osu.edu/help.
- **Phone:** 614-688-4357.
- **Email:** servicedesk@osu.edu.
- **TDD:** 614-688-8743.

Technical skills for this course:

- Basic computer and web-browsing skills.
- Navigating Carmen: See the Canvas Student Guide at <https://community.canvaslms.com/t5/Student-Guide/tkb-p/student>.
- Overview of CarmenZoom virtual meetings: <https://resourcecenter.odee.osu.edu/carmenzoom/meetings-overview>.
- Recording a presentation in CarmenZoom: <https://resourcecenter.odee.osu.edu/carmenzoom/record-lectures-carmenzoom>.

Required equipment:

- Computer: Mac or PC with high-speed internet connection.
- Webcam: built-in or external webcam.
- Microphone: built-in laptop or tablet mic or external microphone.
- Other: a mobile device or landline to use for BuckeyePass authentication.

Required software:

- Microsoft Office 365: All Ohio State students are now eligible for free Microsoft Office 365 ProPlus through Microsoft's Student Advantage program. Full instructions for downloading and installation can be found at go.osu.edu/office365help.

CarmenCanvas access: You will need to use BuckeyePass multi-factor authentication to access your courses in Carmen. To ensure that you are able to connect to Carmen at all times, it is recommended that you take the following steps:

- Register multiple devices in case something happens to your primary device.
- Request passcodes to keep as a backup authentication option. When you see the Duo login screen on your computer, click **Enter a Passcode** and then click the **Text me new codes** button that appears. This will text you 10 passcodes good for 365 days that can each be used once.
- Download the Duo Mobile application to all of your registered devices for the ability to generate 1-time codes in the event that you lose cell, data, or Wi-Fi service.

If none of these options will meet the needs of your situation, you can contact the IT Service Desk at 614-688-4357, 614-688-8743, or servicedesk@osu.edu and IT support staff will work out a solution with you.

Digital Flagship: Digital Flagship is a student success initiative aimed at helping you build digital skills for both college and career. This includes offering an engaging collection of digital tools and supportive learning experiences, university-wide opportunities to learn to code, and a Design Lab to explore digital design and app development. Digital Flagship resources available to help Ohio State students include on-demand tutorials, The Digital Flagship Handbook (your guide for all things tech-related), workshops and events, 1-on-1 tech consultations with a peer or Digital Flagship staff member, and more. To learn more about how Digital Flagship can help you use technology in your courses and grow your digital skills, visit go.osu.edu/dfresources.

GRADING AND FACULTY RESPONSE

How your grade is calculated

ASSIGNMENT CATEGORY	FREQUENCY	POINTS
Participation in online synchronous sessions	10	1 * 10 = 10
Participation in online discussion boards	10	1 * 10 = 10
Group case analysis memos	3	10 * 3 = 30
Group case analysis presentation	1	10 * 1 = 10
Peer evaluations	1	5 * 1 = 5
Final project	1	25 * 1 = 25
Maximum Points		100

See the course schedule below for due dates. See rubrics on Carmen.

Participation in online synchronous sessions:

- You are expected to participate in at least 10 out of 13 synchronous sessions on Tuesdays and share your ideas, questions, and/or comments in each session.
- Your participation in each session should be substantive, relevant, and respectful.

Participation in discussion boards:

- There will be 10 weeks (i.e., weeks 1, 2, 3, 4, 5, 7, 8, 10, 11, and 15) when you are required to log in to an online discussion board on Carmen and:

- Post a written reply (200 to 300 words) or a video reply (60 to 90 seconds) to that week's discussion question(s) by midnight on Thursday.
- Comment in a written format (100 to 200 words) or a video format (30 to 60 seconds) on at least 1 post by your peers by midnight on Sunday.
- Instructions:
 - Your posts should be to the point and informed by your knowledge and experience as well as the week's learning materials.
 - A good comment does more than affirm the original poster. It is fine to respond to others' posts with "I like what you said!" but move the conversation forward. You can ask questions, make suggestions, share resources, or offer relevant personal experiences. Framing your comment using a "yes, and" or "yes, but" approach can be a good way. "Yes, and" affirms and extends your peer's ideas. "Yes, but" questions or challenges your peer's ideas. In either case, be polite and supportive.

Group case analysis memos:

- This class relies partly on case studies to provide insights into real-world managerial challenges experienced by nonprofits. The cases generally present information on the organizations and the people involved, as well as a series of events that lead to some nonprofit managerial challenge(s). The challenge(s) may or may not be clearly defined in a case. Similarly, the possible solution(s) also may or may not be clearly described in a case. For each case, however, I will provide 2 or 3 major questions for students to address in their group case analysis memos.
- Throughout the semester, each student will work in a small group (3-4 members per group) to write group case analysis memos. Each student will be assigned to their group by the instructor on week 3. The length of each group memo should be about 2-3 pages (single-spaced, 1-inch margin, 12-point Times New Roman font), plus up to ½ page of citations.
- Each group memo will include:
 - An introduction that describes the most important background information and the questions that will be addressed.
 - Responses to the instructor's questions.
 - A conclusion that explains what you learn from the case.
- There will 4 case studies for weeks 4, 6, 9, and 12. However, your group will only have to submit case analysis memos for the last 3 cases. The first case is a practice case that you should use as an opportunity to familiarize yourself with the case study method and the working styles of your teammates.

- You and your teammates will work on the group case analysis memos together and receive the same grade for each memo. Your group members will need to collectively agree on how to apportion the work required to complete the memos.

Group case analysis presentation:

- Each group will present once and, for that presentation, will be randomly assigned to present their response to 1 question from 1 case study.
- The presentation should be slides-based, preferably using PowerPoint, and between 10 and 15 minutes.
- Your group can choose to present live at the case study session. Otherwise, your group can record your presentation before the case study session and play it at the session. Not every group member has to present.
- Submit your group's PowerPoint slides via Carmen by midnight on Monday before the case study session if it is your group's assigned turn to present.
- The presentation should include:
 - An introduction that describes the most important background information and the question that will be addressed.
 - Your response to the question.
 - A conclusion that explains what you learn from the case.
- You and your teammates will work on the presentation together and receive the same grade for the presentation. Your group members will need to collectively agree on how to apportion the work required to complete the presentation.

Peer evaluations:

- You will submit a peer evaluation document at the end of the course, in which you will rate and comment on the contributions throughout the semester of each of your teammates.

Final project:

- Students come to this course with different backgrounds and interests. You should customize this project to your interests.
- Your 3 standard options for this project are:
 - Conducting a SWOT analysis (see R&H Chapter 9 and other recommended materials on Carmen) for a nonprofit organization, either an organization in 1 of the 4 assigned case studies or a different organization that you are familiar with, in which you analyze the strengths, weaknesses, opportunities, and threats facing that nonprofit.
 - Conducting a marketing mix (4Ps) analysis (see R&H Chapter 13 and other recommended materials on Carmen) for a nonprofit organization,

either an organization in 1 of the 4 assigned case studies or a different organization that you are familiar with, in which you analyze the product, price, place, and promotion of a major good or service that is or should be provided by that nonprofit.

- Conducting a financial resource analysis (see R&H Chapter 19 and other recommended materials on Carmen) for a nonprofit organization, either an organization in 1 of the 4 assigned case studies or a different organization that you are familiar with, in which you analyze 4 current or potential sources of income for that nonprofit.
- Depending on your interests, you may also propose a different topic that is related to the course's content.
- This assignment will include several different components to be fulfilled throughout the semester:
 - Submit your project's topic proposal as a written document via Carmen by the end of week 6.
 - The length of the document should be about ½ to 1 page (single-spaced, 1-inch margin, 12-point Times New Roman font).
 - This document should explain your topic and the organization you have in mind.
 - You will receive my comments and a maximum of 3 points for this proposal.
 - Submit your project report as a written document via Carmen by midnight on week 13's Thursday.
 - The length of the document should be about 3 to 4 pages (single-spaced, 1-inch margin, 12-point Times New Roman font), plus up to ½ page of citations.
 - This document should include an executive summary of your project (about ½ page), your analysis and findings (about 2 to 3 pages), a conclusion (about ½ page) where you share your recommendations and reflections, and up to ½ page of citations.
 - You will earn a maximum of 10 points for this document.
 - Post a video presentation of your project on Carmen by midnight on week 13's Sunday.
 - The presentation should be slides-based, preferably using PowerPoint, and between 10 and 15 minutes.
 - The presentation should include a summary of your project, your analysis and findings, a conclusion where you share your lessons learned from the project, and citations.
 - You will earn a maximum of 10 points for this presentation.
 - Comment on at least 2 project presentations by your peers by midnight on week 14's Sunday.

- Again, your comments should follow either a "Yes, and..." approach (i.e., extending someone's ideas) or a "Yes, but..." approach (i.e., challenging someone's ideas).
- You may also ask your peers questions about their projects.
- You will earn a maximum of 2 points for your comments.

Late assignments

See the course schedule below for due dates. Assignments turned in by 11:59 pm Eastern Standard Time on the due date will be considered on time and will receive full credit. Prompt submission of assignments for assessment allows me to provide timely feedback. Assignments submitted after the due date without having made arrangements with me will receive a 10-percentage-point grade deduction per each day late. If a situation might cause you to miss a deadline, discuss it with me as soon as possible.

Grading scale

A	100 to 93	B-	< 83 to 80	D+	< 70 to 67
A-	< 93 to 90	C+	< 80 to 77	D	< 67 to 60
B+	< 90 to 87	C	< 77 to 73	E	< 60
B	< 87 to 83	C-	< 73 to 70		

Grade appeals

The assigned grade is designed to show the overall quality of work performed by each student. If you believe that any grade was not properly assigned you may write a letter explaining why you believe the grade was incorrectly assigned within 1 week of receiving the graded assignment back. Each appeal will be considered, and if a re-grade is performed, the entire assignment will be re-graded. The final grade may be greater, less, or equal to the original grade.

Instructor feedback and response time

See below to have an idea of my intended availability throughout the course. Remember that you can contact the IT Service Desk at 614-688-4357, 614-688-8743, or servicedesk@osu.edu at any time if you have a technical problem.

- **Preferred contact method:** If you have a question, please contact me first through my Ohio State email address. I will generally reply to emails **within 24 hours on days when class is in session at the university.**

- **Class announcements:** I will send all important class-wide messages through the Announcements tool on Carmen. Please check your notification preferences (go.osu.edu/canvas-notifications) to ensure you receive these messages.
- **Grading and feedback:** After an assignment's deadline, you can generally expect a grade and feedback **within 7 days**.

OTHER COURSE POLICIES

Discussion and communication guidelines

The following are my expectations for how we should communicate as a class. Above all, please remember to be respectful and thoughtful.

- **Writing style:** Remember to write using good grammar, spelling, and punctuation. A more conversational tone is fine for non-academic topics.
- **Tone and civility:** Let's maintain a supportive learning community where everyone feels safe and where people can disagree amicably. Remember that sarcasm does not always come across online.
- **Citing your sources:** When we have academic discussions, please cite your sources to back up what you say. For the textbook or other course materials, list at least the title and page numbers. For online sources, include a link.
- **Backing up your work:** Consider composing your posts in a word processor, where you can save your work, and then copying into the Carmen discussion.

Academic integrity policy

POLICIES FOR THIS ONLINE COURSE

- **Written assignments:** Your written assignments, including discussion posts, should be your own original work. In formal assignments, you should follow APA style to cite the ideas and words of your research sources. You are encouraged to ask a trusted person to proofread your assignments before you turn them in, but no one should rewrite your work.
- **Reusing past work:** In general, you are prohibited in university courses from turning in work from a past class to your current class, even if you modify it. If you want to build on past research or revisit a topic you have explored in previous courses, please discuss the situation with me.

- **Falsifying research or results:** All research you will conduct in this course is intended to be a learning experience. You should never feel tempted to make your research look more successful than it was.
- **Collaboration and informal peer-review:** The course includes many opportunities for formal collaboration with your classmates. Study groups and peer-review of major projects are encouraged.
- **Group projects:** This course includes group projects, which can be stressful for students when it comes to dividing work, taking credit, and receiving grades and feedback. I have attempted to make the guidelines for group work as clear as possible for each assignment, but please let me know if you have any questions.

OHIO STATE'S ACADEMIC INTEGRITY POLICY

Academic integrity is essential to maintaining an environment that fosters excellence in teaching, research, and other educational and scholarly activities. Thus, The Ohio State University and the Committee on Academic Misconduct (COAM) expect that all students have read and understand the university's Code of Student Conduct, and that all students will complete all academic and scholarly assignments with fairness and honesty. Students must recognize that failure to follow the rules and guidelines established in the university's *Code of Student Conduct* and this syllabus may constitute "Academic Misconduct."

The Ohio State University's *Code of Student Conduct* (Section 3335-23-04) defines academic misconduct as: "Any activity that tends to compromise the academic integrity of the university or subvert the educational process." Examples of academic misconduct include (but are not limited to) plagiarism, collusion (unauthorized collaboration), copying the work of another student, and possession of unauthorized materials during an examination. Ignorance of the university's *Code of Student Conduct* is never considered an excuse for academic misconduct, so I recommend that you review the *Code of Student Conduct* and, specifically, the sections dealing with academic misconduct.

If I suspect that a student has committed academic misconduct in this course, I am obligated by university rules to report my suspicions to the Committee on Academic Misconduct. If COAM determines that you have violated the university's *Code of Student Conduct* (i.e., committed academic misconduct), the sanctions for the misconduct could include a failing grade in this course and suspension or dismissal from the university.

If you have any questions about the above policy or what constitutes academic misconduct in this course, please contact me.

Copyright disclaimer

The materials used in connection with this course may be subject to copyright protection and are only for the use of students officially enrolled in the course for the educational purposes associated with the course. Copyright law must be considered before copying, retaining, or disseminating materials outside of the course.

FERPA and privacy in CarmenZoom statement

Video and audio recordings of class lectures will be part of the classroom activity. The video and audio recording is used for educational use/purposes and may be made available to all students presently enrolled in the course. Please note that you are not allowed to share these recordings. This is to protect your FERPA rights and those of your fellow students.

Statement on diversity

The Glenn College is committed to nurturing a diverse and inclusive environment for our students, faculty, staff, and guests that celebrates the fundamental value and dignity of everyone by recognizing differences and supporting individuality. We are dedicated to creating a safe space and promoting civil discourse that acknowledges and embraces diverse perspectives on issues and challenges that affect our community.

Statement on Title IX

All students and employees at Ohio State have the right to work and learn in an environment free from harassment and discrimination based on sex or gender, and the university can arrange interim measures, provide support resources, and explain investigation options, including referral to confidential resources.

If you or someone you know has been harassed or discriminated against based on your sex or gender, including sexual harassment, sexual assault, relationship violence, stalking, or sexual exploitation, you may find information about your rights and options at titleix.osu.edu or by contacting the Ohio State Title IX Coordinator at titleix@osu.edu. Title IX is part of the Office of Institutional Equity (OIE) at Ohio State, which responds to all bias-motivated incidents of harassment and discrimination, such as race, religion, national origin and disability. For more information on OIE, visit equity.osu.edu or email equity@osu.edu.

Accommodation policy

The university strives to make all learning experiences as accessible as possible. If you anticipate or experience academic barriers based on your disability including mental health, chronic or temporary medical conditions, please let me know immediately so that we can privately discuss options. To establish reasonable accommodations, I may request that you register with Student Life Disability Services. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. **SLDS contact information:** slds@osu.edu; 614-292-3307; 098 Baker Hall, 113 W. 12th Avenue.

Your mental health

As a student you may experience a range of issues that can cause barriers to learning, such as strained relationships, increased anxiety, alcohol/drug problems, feeling down, difficulty concentrating and/or lack of motivation. These mental health concerns or stressful events may lead to diminished academic performance or reduce a student's ability to participate in daily activities.

The Ohio State University offers services to assist you with addressing these and other concerns you may be experiencing. If you or someone you know is suffering from any of the aforementioned conditions, you can learn more about the broad range of confidential mental health services available on campus via the Office of Student Life Counseling and Consultation Services (CCS) by visiting ccs.osu.edu or calling 614-292-5766. CCS is located on the 4th Floor of the Younkin Success Center and 10th Floor of Lincoln Tower. You can reach an on call counselor when CCS is closed at 614--292--5766 and 24 hour emergency help is also available through the 24/7 National Suicide Prevention Hotline at 1--800--273--TALK or at suicidepreventionlifeline.org. Also, the OSU Student Advocacy Center is a resource to help students navigate OSU and to resolve issues that they encounter at OSU – visit advocacy.osu.edu.

COVID process SLDS statement

The university strives to make all learning experiences as accessible as possible. In light of the current pandemic, students seeking to request COVID-related

accommodations may do so through the university’s request process, managed by Student Life Disability Services. If you anticipate or experience academic barriers based on your disability (including mental health, chronic, or temporary medical conditions), please let me know immediately so that we can privately discuss options. To establish reasonable accommodations, I may request that you register with Student Life Disability Services. After registration, make arrangements with me as soon as possible to discuss your accommodations so that they may be implemented in a timely fashion. SLDS contact information: slds@osu.edu; 614-292-3307; 098 Baker Hall, 113 W. 12th Avenue.

COURSE SCHEDULE

Week	Dates	Topics, Learning Materials, Assignments
1	08/22 – 08/29	<p>Topic: Defining.</p> <p>Learning material(s):</p> <ul style="list-style-type: none"> • TED(x) Talk: “What's the profit in nonprofits?” (https://www.youtube.com/watch?v=8Lhgruor0Z0). • R&H Chapters 1 and 3. • Mini-lecture(s) on Carmen. <p>Assignment(s) due by the end of the week:</p> <ul style="list-style-type: none"> • Post a reply to the discussion question(s) on this week’s discussion board by midnight on Thursday. • Comment on at least 1 post by your peers on this week’s discussion board by midnight on Sunday.
2	08/30 – 09/05	<p>Topic: Creating.</p> <p>Learning material(s):</p> <ul style="list-style-type: none"> • TED(x) Talk: “Sustaining compassion: A nonprofit story” (https://www.youtube.com/watch?v=pNrOfqrm-BE). • R&H Chapters 2, 11, and 12. • “Guide to starting a nonprofit organization in Ohio” (https://www.ohiosos.gov/globalassets/publications/busserv/nonprofit.pdf). • Mini-lecture(s) on Carmen. <p>Assignment(s) due by the end of the week:</p> <ul style="list-style-type: none"> • Post a reply to the discussion question(s) on this week’s discussion board by midnight on Thursday.

Week	Dates	Topics, Learning Materials, Assignments
		<ul style="list-style-type: none"> • Comment on at least 1 post by your peers on this week’s discussion board by midnight on Sunday.
3	09/06 – 09/12	<p>Topic: Strategizing.</p> <p>Learning material(s):</p> <ul style="list-style-type: none"> • TED(x) Talk: “How to kill your charity (Yes, that's a good thing)” (https://www.youtube.com/watch?v=iVDGSMvlwQM). • R&H Chapters 8 and 9. • Mini-lecture(s) on Carmen. <p>Assignment(s) due by the end of the week:</p> <ul style="list-style-type: none"> • Post a reply to the discussion question(s) on this week’s discussion board by midnight on Thursday. • Comment on at least 1 post by your peers on this week’s discussion board by midnight on Sunday. • Get in touch and discuss Case Study #1 with your teammates.
4	09/13 – 09/19	<p>Topic: Evaluating.</p> <p>Learning material(s):</p> <ul style="list-style-type: none"> • TED(x) Talk: “It's time to invest in non-profits with impact” (https://www.youtube.com/watch?v=wOcC8BBhtAY). • TED(x) Talk: “How nonprofits can miss the individual” (https://www.youtube.com/watch?v=xUcD1_yYcs). • R&H Chapters 4, 10, and 16. • Case Study #1 – Inside-Out Prison Exchange Program. • Mini-lecture(s) on Carmen. <p>Assignment(s) due by the end of the week:</p> <ul style="list-style-type: none"> • Post a reply to the discussion question(s) on this week’s discussion board by midnight on Thursday. • Comment on at least 1 post by your peers on this week’s discussion board by midnight on Sunday.
5	09/20 – 09/26	<p>Topic: Governing and Leading.</p> <p>Learning material(s):</p> <ul style="list-style-type: none"> • TED(x) Talk: “Modern nonprofit board governance: Passion is not enough!” (https://www.youtube.com/watch?v=MIF9yJVldwQ&t=619s). • R&H Chapters 5, 6, and 7. • Mini-lecture(s) on Carmen.

Week	Dates	Topics, Learning Materials, Assignments
		<p>Assignment(s) due by the end of the week:</p> <ul style="list-style-type: none"> • Post a reply to the discussion question(s) on this week’s discussion board by midnight on Thursday. • Comment on at least 1 post by your peers on this week’s discussion board by midnight on Sunday. • Work on Case Study #2 with your teammates and submit your group’s case analysis memo via Carmen by midnight on Sunday.
6	09/27 – 10/03	<p>Topic: Case Study #2 – Jane Addams Hull House Association.</p> <p>Learning material(s):</p> <ul style="list-style-type: none"> • Case Study #2 – Jane Addams Hull House Association. <p>Assignment(s) due by the end of the week:</p> <ul style="list-style-type: none"> • Submit your group’s PowerPoint slides via Carmen by midnight on Monday if it is your group’s assigned turn to present. • Submit your final project’s topic proposal via Carmen by midnight on Sunday.
7	10/04 – 10/10	<p>Topic: Staffing.</p> <p>Learning material(s):</p> <ul style="list-style-type: none"> • TED(x) Talk: “On diversity: Access ain’t inclusion” (https://www.youtube.com/watch?v=j7w2Gv7ueOc&t=3s). • R&H Chapters 22, 23 and 24. • Mini-lecture(s) on Carmen. <p>Assignment(s) due by the end of the week:</p> <ul style="list-style-type: none"> • Post a reply to the discussion question(s) on this week’s discussion board by midnight on Thursday. • Comment on at least 1 post by your peers on this week’s discussion board by midnight on Sunday.
8	10/11 – 10/17	<p>Topic: Financing.</p> <p>Learning material(s):</p> <ul style="list-style-type: none"> • TED(x) Talk: “How to be a better fundraiser” (https://www.youtube.com/watch?v=SUvoBzjZv7E&t=190s). • R&H Chapters 17, 18, 19, and 21. • Mini-lecture(s) on Carmen. <p>Assignment(s) due by the end of the week:</p>

Week	Dates	Topics, Learning Materials, Assignments
		<ul style="list-style-type: none"> • Post a reply to the discussion question(s) on this week’s discussion board by midnight on Thursday. • Comment on at least 1 post by your peers on this week’s discussion board by midnight on Sunday. • Work on Case Study #3 with your teammates and submit your group’s case analysis memo via Carmen by midnight on Sunday.
9	10/18 – 10/24	<p>Topic: Case Study #3 – Goodwill Industries.</p> <p>Learning material(s):</p> <ul style="list-style-type: none"> • Case Study #3 – Goodwill Industries. <p>Assignment(s) due by the end of the week:</p> <ul style="list-style-type: none"> • Submit your group’s PowerPoint slides via Carmen by midnight on Monday if it is your group’s assigned turn to present.
10	10/25 – 10/31	<p>Topic: Marketing and Advocating.</p> <p>Learning material(s):</p> <ul style="list-style-type: none"> • TED(x) Talk: “What nonprofits can learn from Coca-Cola” (https://www.youtube.com/watch?v=GIUS6KE67Vs&t=475s). • TED(x) Talk: “A period positive world vision” (https://www.youtube.com/watch?v=OCcqOLTQg8w). • R&H Chapters 13 and 14. • Mini-lecture(s) on Carmen. <p>Assignment(s) due by the end of the week:</p> <ul style="list-style-type: none"> • Post a reply to the discussion question(s) on this week’s discussion board by midnight on Thursday. • Comment on at least 1 post by your peers on this week’s discussion board by midnight on Sunday.
11	11/01 – 11/07	<p>Topic: Collaborating.</p> <p>Learning material(s):</p> <ul style="list-style-type: none"> • TED(x) Talk: “Planning perfect potlucks: The importance of nonprofit coordination” (https://www.youtube.com/watch?v=csilFfJPbyI). • R&H Chapters 15 and 20. • Mini-lecture(s) on Carmen. <p>Assignment(s) due by the end of the week:</p> <ul style="list-style-type: none"> • Post a reply to the discussion question(s) on this week’s discussion board by midnight on Thursday.

Week	Dates	Topics, Learning Materials, Assignments
		<ul style="list-style-type: none"> • Comment on at least 1 post by your peers on this week’s discussion board by midnight on Sunday. • Work on Case Study #4 with your teammates and submit your group’s case analysis memo via Carmen by midnight on Sunday.
12	11/08 – 11/14	<p>Topic: Case Study #4 – West Side United.</p> <p>Learning material(s):</p> <ul style="list-style-type: none"> • Case Study #4 – West Side United. <p>Assignment(s) due by the end of the week:</p> <ul style="list-style-type: none"> • Submit your group’s PowerPoint slides via Carmen by midnight on Monday if it is your group’s assigned turn to present.
13	11/15 – 11/21	<p>Topic: Career Advice and Final Projects.</p> <p>Learning material(s): No required material.</p> <ul style="list-style-type: none"> • Glenn College’s Dean Trevor Brown’s career conversation with Glenn College’s alumnus Tracy Najera: (https://www.youtube.com/watch?v=YKn6kxckIOg&t=288s). <p>Assignment(s) due by the end of the week:</p> <ul style="list-style-type: none"> • Submit your final project report via Carmen by midnight on Thursday. • Post a video presentation of your final project on Carmen by midnight on Sunday.
14	11/22 – 11/28	<p>Topic: Thanksgiving Break.</p> <p>Learning material(s): No required material.</p> <p>Assignment(s) due by the end of the week:</p> <ul style="list-style-type: none"> • Comment on at least 2 final project presentations by your peers by midnight on Sunday.

Week	Dates	Topics, Learning Materials, Assignments
15	11/29 – 12/05	<p>Topic: Concluding and Envisioning.</p> <p>Learning material(s):</p> <ul style="list-style-type: none"> • TED(x) Talk: “The way we think about charity is dead wrong” (https://www.youtube.com/watch?v=bfAzi6D5FpM). • Mini-lecture(s) on Carmen. <p>Assignment(s) due by the end of the week:</p> <ul style="list-style-type: none"> • Post a reply to the discussion question(s) on this week’s discussion board by midnight on Thursday. • Comment on at least 1 post by your peers on this week’s discussion board by midnight on Sunday. • Submit your peer evaluations via Carmen by midnight on Sunday.

Read/watch the learning materials before each week’s Tuesday class.