

RTM 444OL - Non-profit Management and Fund Development (3)

Department of Recreation and Tourism Management
California State University, Northridge

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COURSE DESCRIPTION

The study of the function and management of non-profit organizations. The course specifically emphasizes history and the development of the volunteer movement, techniques of volunteer management, non-profit board organization and development and an overview of the theory and practice of fund raising and philanthropy.

COURSE OBJECTIVES

At the conclusion of the course the student will:

1. Identify her/his own personal leadership strengths of emotional intelligence and articulate the importance of understanding emotional intelligence in working with volunteers and professionals in the not-for-profit¹ sector.
2. Apply knowledge of the history of the not-for-profit organization, philanthropy, and the volunteer movement in an applied project for an existing not-for-profit agency, case study of not-for-profit agency and/or in creating a hypothetical not-for-profit organization.
3. Demonstrate an understanding of the following elements of a not-for-profit organization through an applied project for an existing not-for-profit agency, case study of not-for-profit agency and/or in creating a hypothetical not-for-profit organization: name branding, mission, vision, composition of the board, the role and function of board governance especially in policy formation and implementation, planning, marketing, financial and legal requirements, sustainability, and ethical practices.

¹ Though the official term used for the course is "nonprofit," I have used "not-for-profit" throughout to emphasize that though the primary objective is not to return financial dividends or income based on investment, effective organizations must be financially responsible in balancing income and expenses and retaining reserve funds for emergencies or establishing endowed funds.

4. Demonstrate an understanding of the fund development process and its various methods of solicitation in an applied project for an existing not-for-profit agency, case study of not-for-profit agency and/or in creating a hypothetical not-for-profit organization.
5. Demonstrate knowledge of resources to guide effective not-for-profit management.

COURSE OUTLINE

- I. History of Philanthropy and the Volunteer movement
- II. Overview of the Not-for-Profit Sector
- III. Leadership and emotional intelligence in the Not-for-Profit Sector
- III. Non-profit Organizations
 - A) Name branding, mission, vision
 - B) Board roles and responsibilities
 - C) Legal status and ethical
- IV. Fund Development
 - A) Why people give?
 - B) Techniques of fund development
- V. Current Issues in the Non-Profit Sector
 - A) Public/Private/NPO Partnerships
 - B) Other currently developing issues

METHODS OF INSTRUCTION

The class is online with web readings, a text and a supplementary course reader. You will need to be independent in your study and pace yourself throughout the semester. You are encouraged to make contact with other students via the bulletin board or chat rooms and develop group projects if you wish.

Advanced students and those who have very specific goals to be achieved should contact me at the beginning of the semester so we can consult and develop your individual plan of study.

You will need to visit the course website each week to check for "banner" announcements or information.

If at any time you have concerns or questions about the course or any of the assignments, please contact me via email immediately. We can usually work through and resolve most issues.

STUDY/PROJECT TIME REQUIRED

It is important to schedule regular periods of time to work on this course throughout the semester. If we were meeting in class during the 15 weeks of the semester, we would be meeting for 45 hours. This would be one class session a week each lasting 3 hours. You will need at least that amount of time each week plus time for completing your projects. This is a totally online course - we do not meet on campus and there are no assigned chats or tests. However, there are assignments to be completed according to your own schedule in the community.

COURSE TEXT and READER

READER: The course reader is required and is available from ASAP at 9250 Reseda Blvd., Suite #6, Northridge, 91324. 818-700-7999

TEXT: Wolf, Thomas. Managing a Nonprofit Organization in the Twenty-First Century. Simon and Schuster. Revised and Updated, 1999.

Advanced students who already have extensive experience working in the not-for-profit sector may substitute the following for the required text:

Drucker, Peter. Managing the Non-Profit Organization: Principles and Practices.

ASSIGNMENTS and EVALUATION/GRADING

All the assignments are designed for you to research and integrate knowledge. Your creative thinking including analysis, synthesis and evaluation is required. If you have specific goals and know what you like to achieve, you may propose alternative projects. Please contact me at the beginning of the course so we can consult and develop your individual plan. (Please see course website for assignment due dates.)

1. Self-Evaluation Paper of Emotional Intelligence 1/3 of course grade

Due 5th week of the semester (Please see course website for specific due date.)

Reading assignment: Course Reader: *What Makes a Leader?* By Daniel Goleman.

Wolf text: Chapter 10: *Sustainability and Leadership*

(Advanced students may substitute Drucker's book for the Wolf text.)

Written assignment: Based on the emotional intelligence work of Daniel Goleman, analyze yourself according to the five components of emotional intelligence and propose a plan for building your emotional intelligence. Include anecdotal information or examples in your self-assessment. As part of your analysis and plan, cite references to support your ideas and integrate a full discussion on why understanding of emotional intelligence is critical to leadership in not-for-profit organizations.

2. Case Study of a Not-for Profit Organization 1/3 of course grade
Due 9th week of semester (Please see course website for specific due date.)

Conduct an in-depth review of a not-for-profit organization with a minimum annual budget of \$100,000. Research the organization through the public information available and make at least one site visit and conduct an interview with the chief executive officer or senior staff and the board chair or other member of the board. In your case study, analyze the following elements:

- Branding/Name of the Organization
- Mission/Vision
- Strategic Plan
- Annual Report
- Composition of board
- Financial base and financial stability
- Legal status
- Services provided

Analyze the effectiveness of each of the above items for promoting the main purpose of the organization. Describe the biggest challenges facing the organization and what the organization is doing to meet those challenges. Cite references to support your analysis and conclusions. Use the Course Reader and the Wolf text as critical resources for guiding your analysis.

(Note: advanced students may propose an appropriate project to be developed as part of a comprehensive project - see option 2 in #3 below.)

3. Select one of the following (Option 1 or Option 2): 1/3 of course grade
Due 14th Week of semester (Please see course website for specific due date.)

Option 1: Create a hypothetical not-for-profit organization: Research a need in society which you feel a not-for-profit organization may have potential for addressing. Develop a concept and purpose for an organization and go through the steps of developing that organization including the following components:

- Branding concept/name of organization,
- Mission, Vision,
- Initial Board Composition, (provide a rationale for your selection)
- Articles of Incorporation,
- By-Laws,
- Program Priorities,
- Funding Plan including specific plans for raising start-up costs.

For each component, include an in-depth discussion providing a detailed rationale and justification of your ideas for structuring the organization. Use the Course

Reader and the Wolf text as critical resources for establishing your rationale for each of the components. Cite references to support your rationale.

Note on By-Laws component: You don't need to write out the by-laws completely since that is really the work of an attorney. List the key sections that will be pertinent to your organization (you can find these in the templates provided by a number of websites and resources listed in our Course Reader and website) and in each section, just provide an idea of the key elements that you think will be really important to include such as in the section on "Board of Directors": number of board members, method of selection/appointment/election of officers, terms for officers, etc. (the Wolf book has some good information on board issues to consider).

OR

Option 2: Comprehensive Project: Each student or small group of students working on a joint project, in consultation with the professor, will develop a personally designed individual project. In the past these have included such projects as developing a grant proposal, designing an in-depth fund development campaign, developing a strategic planning retreat and follow-up process for an organization. It should be something which will be of practical value to you and comprehensive enough in nature to count for 1/3 of your grade.

Grading System

<u>Self-Evaluation Paper of Emotional Intelligence</u>	1/3 of course grade
<u>Case Study of a Not-for Profit Organization</u>	1/3 of course grade
<u>Create a hypothetical not-for-profit organization</u> (Or Comprehensive Project)	1/3 of course grade

Plus/minus grading will be used for this course. It is the responsibility of each student to know and follow all the written guidance given by the instructor in this syllabus and at the course website. Consideration for outstanding work will be given in assigning plus/minus in final course grades and in borderline final grade scores.

All written work must meet the following criteria before Professor's evaluation:

- A. be typed with adequate margins and spacing;
- B. is a clear, organized, and logical development of your ideas;
- C. avoid vagueness and unsupported generalizations, and never use another person's ideas, phrases, sentences, or terms without acknowledging the source (this is plagiarism);
- D. is thoroughly proofread; **NOTE: More than five typo or grammatical errors may result in a grade of C.**

E. is turned in on time. *Emailed papers are NOT acceptable. You must upload your assignments to the course website. Computer crash, theft, printer failure etc. is not an acceptable excuse for a late assignment.*

Any work not meeting these criteria will be graded as C or less. The maximum grade for late papers is "C-" and no feedback or comments will be provided on late papers. Please review the following "Grading Criteria" carefully and ensure that your paper meets the requirements for the grade you are hoping to earn prior to submitting your paper.

Grading Criteria

Grade	Characteristics of Work
A	Outstanding. Work demonstrates a superior level of proficiency. It must show depth of thought, analysis and integration of knowledge. <u>Uses extensive references from the texts and other literature and research to support ideas.</u> Maintains a level of excellence throughout demonstrating creative thinking and evidence of engagement in the subject matter. <u>Explores ideas extensively and in-depth.</u>
B	Very Good. Demonstrates a good grasp of subject matter, evidence of critical thinking and analysis, understanding of issues, and <u>evidence of familiarity with the texts through use of references.</u> <u>Explores ideas in depth.</u>
C	Satisfactory. Meets the requirements of the assignment and demonstrates overall understanding of the subject matter and competence. Deals with the subject matter in an adequate manner showing critical thinking and analysis.
D	Barely meets requirements of the assignment. Demonstrates only superficial familiarity with the subject matter with little critical thinking.
F	Does not meet the requirements of the assignment. Lacks evidence of understanding and familiarity with the subject matter.

Note: Papers that treat the subject in a cursory manner without depth and detail or significant writing and proofreading errors earn the grade of "C".

How to Upload Your Assignments and Find Comments to Your Graded Work

Upload an Assignment: Go the "Drop Box for Assignments" link and click on it. You will find a list of all the assignments in order of due date. Click on the assignment you are ready to turn in. Click on "Upload File"; click on "browse" to find your document to upload; click "upload"; click "submit".

Find Grade and Comments: To find graded work with comments, click on "Drop Box for Assignments" link and scroll down to the assignment for which you want to see your grade and comments. Click on "graded" that appears next to the word "status." You will see a box labeled "Comments". My comments will be found in that box. In some cases, I will have uploaded a file to you with specific comments. If so, you will see a file to download.

How to interpret your numerical scores: Numerical grades are assigned as follows on a 5-1 scale:

5	A
4.9-4.7	A-
4.6-4.5	B+
4.4-4	B
3.9-3.7	B-
3.6-3.5	C+
3.4-3	C
2.9-2.7	C-
2.6-2.5	D+
2.4-2	D
1.9-1.7	D-
Below 1.7	F
0	No work submitted

RESPONSIBILITIES OF THE STUDENT

The professor is available as a resource. The student is encouraged to seek guidance and assistance and initiate requests for individual appointments. It is the student's responsibility to do the following:

1. Make an individual appointment or email contact to discuss any concerns or questions with the professor;
2. Read assigned material and complete all assignments;
3. Visit the course website frequently to check for any "banner" information and to participate in bulletin board discussions; and
5. **Schedule time each week** as if you were attending and preparing for a class to complete the assigned readings and course assignments.

If a student has concerns or questions about progress in the course, it is the student's responsibility to make an individual appointment to discuss this with the Professor.

STUDENT DISCIPLINE

Inappropriate conduct by students or by applicants for admission is subject to discipline as provided in Sections 41301 through 41304 of Title 5, California Administrative Code. Some of these sections are as follows:

41301. Expulsion, Suspension and Probation of Students. Following procedures consonant with due process established pursuant to Section 41304, any student of a campus may be expelled, suspended, or placed on probation or given a lesser sanction for one or more of the following causes which must be campus related:

- A. Cheating or plagiarism in connection with an academic program at a campus.
- B. Forgery, alteration or misuse of campus documents, records, or identification of knowingly furnishing false information to a campus.
- C. Inappropriate behavior inside or outside of the classroom.

ETHICAL BEHAVIOR

It is understood that all students will demonstrate the highest ethical behavior. This includes respect for other students, the professor, and individuals encountered during field assignments.

Appropriate behavior as outlined in the University Catalog is expected online. Further, since this class requires the interaction with the public in settings off campus, it is essential that all students conduct themselves with professional behavior.

STUDENTS WITH DISABILITIES

Students with disabilities must register with the Center on Disabilities and complete a services agreement each semester. Staff within the Center will verify the existence of a disability based on the documentation provided and approve accommodations. The Center on Disabilities is located in Bayramian Hall, room 110. Staff can be reached at (818) 677-2684.

Thank you and I look forward to working with you this semester!
Dr. Philibosian