



**KENNESAW STATE
UNIVERSITY**

WELLSTAR COLLEGE OF HEALTH
AND HUMAN SERVICES
Bachelor of Science in Human Services

HS 2200 (Fall 2022) Fundamentals of Nonprofit Organizations	
Instructor Information	Instructor: Darlene Xiomara Rodriguez, PhD, MSW, MPA Office Phone: (470) 578-3669 Office Location: Prillaman Health Sciences, Room 3313
Class Meeting Time (Fall 2022)	Face-to-Face: Tuesdays 11am-12:15pm Virtual Class: Thursdays 11am-12:15pm
Meeting Location	Face-to-Face: Prillaman Hall 2206 Virtual Class: Using D2L and MSTeams
Semester/Year & Credit Hours	Fall 2022 3 Class Hours, 0 Laboratory Hours, 3 Credit Hours
Instructor Preferred Communication & Office Hours	Preferred communication methods: D2L email, telephone, or MSTeams HS2200 Thursday Virtual Class Sessions are required and consist of applied learning, coaching, and study sessions, as well as office hours. Other office hours by appointment.
Graduate Teaching Assistant Peer Learning Assistant	Megan Blais: mescot122@students.kennesaw.edu Taylor Lane: tlane19@students.kennesaw.edu

The Syllabus

This syllabus acts as a contract between you and me. You should use this document as your first guide/reference for questions related to this course. Please read it carefully, prior to the start of this course. It contains a great deal of information. You are asked to sign the contract at the end of this document as testament to your understanding of the content herein. Please note, if for any reason you do not agree with the information and requirements discussed within this document and are unable to sign this contract, you will be asked to withdraw from the course.

Additional course materials are found on D2L at <http://d2l.kennesaw.edu>.

To log in you will need your current KSU NetID and password.

Course Catalog Description

This course provides an introductory overview of nonprofit organizations, including an overview of administrative/management functions, international nongovernmental organizations, the history/development of philanthropy, and the relationship to human service practitioners.

Prerequisite, Corequisite, or Concurrent Prerequisite Knowledge:

This course is required for all Human Service majors.

This course is also required for all students earning the Certified Nonprofit Professional credential through the Nonprofit Leadership Alliance.

Course Modality: Hybrid

Course Materials

Required Materials

Author(s): Worth, Michael J.

Title: *Nonprofit Management: Principles and Practices* (6th edition)

ISBN: 978-1-5443-7998-2

Publisher: Sage.

The textbook is available in the KSU Bookstore and online. You can purchase a hard copy or a digital copy. You are encouraged to purchase a hard copy of the text as you will use it throughout your program of study. There are copies of prior editions available, however you will be taught and evaluated from the most current edition. Reliable computer and internet access to attend and actively participate in MSTeam class sessions.

Course Learning Objectives & Relationship to Human Services Education

This course is designed using the national standards for the Baccalaureate Degree in Human Services by the Council for Standards in Human Service Education found at www.cshse.org.

This course is designed to address the following standards:

Knowledge Objectives:

- The curriculum shall include knowledge and theory of the interaction of human systems including: individual, interpersonal, group, family, organizational, community, and societal. Specifically in the following area of small groups: (1) Overview of how small groups are used in human services settings, (2) Theories of group dynamics, and (3) Group facilitation skills (*CSHSE National Standards 12b*).
- The curriculum shall provide knowledge and skill development in systematic analysis of service needs; planning appropriate strategies, services, and implementation; and evaluation of outcomes. Specifically, when identifying skills to develop goals, and design and implement a plan of action (*CSHSE National Standards 15b*).
- The curriculum shall provide knowledge, theory, and skills in the administrative aspects of the services delivery system. Specifically in the following five areas:
 - a. Principles of leadership and management.
 - b. Human resources and volunteer management.
 - c. Funding Sources.
 - d. Legal, ethical and regulatory issues and risk management.
 - e. Budget and financial management (*CSHSE National Standards 18a-e*).

Values Objectives:

- The curriculum shall incorporate human services values and attitudes and promote understanding of human services ethics and their application in practice. Specifically in the following two areas:
 - e. Belief that individuals, service systems, and society can change.
 - f. Interdisciplinary team approaches to problem solving (*CSHSE National Standards 19e-f*).

Skills Objectives:

- The curriculum shall address the scope of conditions that promote or inhibit human functioning. Specifically in the range and characteristics of human services delivery systems and organization. (*CSHSE National Standards 13a*).
- The curriculum shall provide knowledge and skills in information management. Specifically in the following two areas:
 - a. How to obtain, synthesize, and clearly report information from various sources.
 - b. Using technology to locate, evaluate, and disseminate information. (*CSHSE National Standards 14a,d*).
- Learning experiences shall be provided for the student to develop his or her interpersonal skills. Specifically in the following four areas:
 - a. Clarifying expectations.
 - b. Dealing effectively with conflict.
 - c. Establishing rapport with clients.
 - d. Developing and sustaining behaviors that are congruent with the values and ethics of the profession (*CSHSE National Standards 17a-d*).

Relationship to the Nonprofit Leadership Alliance Core Competency Areas

This course provides an overview to nonprofit management and leadership and highlights eight core competency areas as articulated by the Nonprofit Leadership Alliance:

1. Communication, Marketing & Public Relations: Highlights knowledge, attitudes and activities that nonprofit organizations use to understand, inform and influence their various constituencies
2. Financial Resource Development & Management: Highlights financial resource acquisition, budgeting, financial management, control and transparency in nonprofit organizations
3. Foundations & Management of the Nonprofit Sector: Highlights the history, contributions, and unique characteristics of the nonprofit sector and its management
4. Governance, Leadership & Advocacy: Highlights the stewardship and advocacy roles, responsibilities and leadership of the board of directors, staff and volunteers in the development of policies, procedures, and processes by which nonprofits operate and are held accountable
5. Legal & Ethical Decision Making: Highlights basic laws, regulations and professional standards that govern nonprofit sector operations, including a basic knowledge of risk and crisis management, ethics, and decision-making
6. Program Development: Highlights program design, implementation, and evaluation strategies applicable to all nonprofits (youth services, arts, environment, health, recreation, social services, advocacy, etc.)
7. Volunteer and Human Resource Management: Highlights the knowledge, skills, and techniques for managing volunteer and paid staff
8. Future of the Nonprofit Sector: Highlights the dynamic nature of the nonprofit sector, the importance of continuous improvement, emerging trends and innovations, and the critical role research plays in shaping best practice

Course Assignments*

Guidelines for the assignments below are outlined during the corresponding unit within D2L.

GRADE FLEXIBILITY BY DROPPING LOWEST SCORE AND BONUS QUIZZES

You must complete three out of the four exams in this course.

To maximize your score, you are strongly encouraged to take all four exams to replace your lowest score. If you do, you will have the opportunity to drop the lowest score.

Assignment 1: Examinations (via D2L and Lockdown Respondus) = 80%

During the course of the semester, there will be FOUR (4) exams (Multiple Choice and Essays) that cover the material from the assigned readings, lectures, etc.

All exams and bonus quizzes will be open on Friday and must be completed by Sunday 11:59 PM EST. Each unit exam is timed at 90 minutes. If you have studied and prepared in advance you will be able to take it within the time allotted. You will not be able to complete the exam if you have not sufficiently prepared. Students only have one attempt for each exam/bonus.

There is a study guide for each exam. Students are encouraged to complete the study guide prior to taking the exam. If you would like to discuss your performance on an exam, after the grades have been posted, you are asked to schedule an appointment with the instructor or GTA.

See the course schedule for this term to obtain the specific dates for the exams, knowing that they will cover the following:

- Exam #1 and Bonus for Unit 1: Chapters 1, 2, and 3
- Exam #2 and Bonus for Unit 2: Chapters 4, 5, and 9
- Exam #3 and Bonus for Unit 3: Chapters 6, 7, and 10
- Exam #4 and Bonus for Unit 4: Chapters, 12, 13, and 14

BONUS POINT OPPORTUNITIES

During the course of the semester, there will be opportunities to obtain bonus points. These opportunities are found online and occur once for each unit we are studying. Bonus points are added to the exam for that unit. You must complete the bonus unit and the quiz by the corresponding deadline for the Unit exam during that period to receive credit. ***No credit is awarded after the unit closes.*** No exceptions, therefore refer to the above schedule for the corresponding bonus opportunity.

- Bonus Exam #1: Chapter 17 = Governing & Managing International & Global Organizations
- Bonus Exam #2: Chapter 8 = Collaborations, Partnerships & Mergers
- Bonus Exam #3: Chapter 11 = Advocacy & Lobbying
- Bonus Exam #4: Chapter 16 = Social Entrepreneurship & Innovation

Assignment #2 Attendance and Participation (10%)

Your class attendance (i.e., absence, tardiness, early departure) and participation is important to your overall grade. Your lack of attendance or participation in the Virtual Class session activities will affect a full letter grade. Therefore, do not miss your face-to-face and online class sessions or contributing to the VNP tasks and applied sessions to help you make sense of the course material. You are responsible for obtaining class notes and information from your colleagues. I have provided supplementary resources on D2L, but having the in-class/virtual notes is optimal for success. Class attendance is taken each time we meet in-person and online, as well as your engagement and completion of tasks.

In order to obtain minimum participation points, you must attend class and participate. If you miss class due to major professional obligations or personal emergencies, then these absences will not be counted against you under this policy if you present the proper documentation by our next class meeting. You should consult with the professor about such unavoidable absences. Examples of unavoidable and excusable absences include court subpoenas, jury duty, required professional travel, and deaths in the immediate family, major personal obligations and serious accidents. Additionally, in light of the ongoing pandemic, know that extra grace is being extended due to personal illness to you or those in your household that make it so that you cannot fully participate in a physical class setting. Documentation of diagnosis is required should you or a member of your household is infected with COVID-19 to receive accommodations.

Assignment #3 VNP Exercises and Critical Reflection (10%)

Throughout the term we will be doing VNP exercises to help you connect the text and lessons to the real-world of nonprofit organizations. You are to select a nonprofit organization and use them as your agency throughout the term as we collectively dissect how well their efforts align with best practices. You are to complete these exercises when instructed by your professor for each unit of the term. You are to organize all the information you have obtained for your agency throughout the term. This will form the basis of a critical reflection paper that you will submit at the conclusion of the term.

Grading Scale

Assignment	Weight/Points
1. Exams	80%
2. Attendance & Participation	10%
3. VNP Exercises & Critical Reflection	10%
Total	100%

Final Course Grades are reported using the following grading scale

- | | |
|----------------------------------------------|-------------------------------------------------------------|
| A – Excellent (90.0 points or higher) | C – Satisfactory (70 to 79.9) |
| B – Good (80 to 89.9) | D - Passing, but less than satisfactory (60 to 69.9) |
| | F – Failing (59.9 or lower) |

Rounding: There will be no rounding of assignment grades during the semester; however, the final grade will be rounded, with grades .5 or above rounded up (e.g., a 74.5 is 75).

Course Policies

Late Work: The professor expects that all assignments will be submitted by their posted due date. Late assignments will receive a late penalty of 5% per day, including weekends (Saturday, Sunday, and Holidays). Decisions regarding the acceptance of late assignments will be made at the discretion of the professor. **Assignments handed in late will not receive any written feedback.**

Preferred Instructor Communication:

1. Please make sure you consult the course syllabus and any other handouts BEFORE submitting inquiries by email.
2. Email communications should not be seen as an alternative to meeting with the professor. It is not permissible to use emails as a mechanism to receive private tutorials or to receive information on any material that was covered in classes that you have missed.
3. I will do my best to respond to emails of immediate need within 48-72 hours. This only applies Monday to Friday during the hours of 10am-5pm. To cultivate and maintain a healthy life-work balance, I do not respond to student emails in the evenings or on weekends. If you do not receive a reply after 48 hours, please resubmit your original inquiry.
4. When emailing, while enrolled in the course, use D2L's email platform. It prioritizes student emails within the KSU email system. When you do, it will already identify the course you are enrolled in. Therefore, use the subject line to provide a concise statement of purpose (e.g., **<insert statement> COVID Diagnosis**). If you do not adhere to these guidelines, and you submit an email via KSU email, it will likely delay my response to your request, since I respond to emails in order of priority, task, and time commitments.
5. Please, also, include a salutation (e.g., **Hello or Dear Dr. <Instructor Last Name>**), so I know the email is meant for me, and a closing signature (e.g., **Thank you, or Regards, <insert name here>**). It is good practice to write your emails respectfully and I will return the same courtesy to you.

Assignment Turnaround Policy: I strive to return your graded assignments within 14 business days of submission closure for an assignment.

Department or College Policies

Grade Appeals and Student Complaints

*The Department of Social Work and Human Services advocates those students who experience difficulties or problems, **first speak** to their instructor for effective resolution. If this does not work, then the student is encouraged to contact the Human Services' Program Director next, followed by Department Chair should no resolution be met.*

Note: KSU desires to resolve student grievances, complaints and concerns in an expeditious, fair and amicable manner. The complaints and concerns webpage was developed to assist current and prospective students in submitting complaints and appeals, and to direct them to the most effective venue for accurate information and resolution. The resources on the page will direct students to the specific venue to appropriately address the related student complaint.

Complaints for online students are resolved following the same general procedures for students who attend classes on-campus. However, for any process that requires a student appear in person, the university may make other arrangements. For processes that cannot be completed via telephone, email, or written correspondence, the university may set up a two-way videoconference site in place of a meeting on the KSU campus.

COVID-19 illness

If you are feeling ill, please stay home and contact your health professional. In addition, please email your instructor to say you are missing class due to illness. Signs of COVID-19 illness include, but are not limited to, the following:

- Cough
- Fever of 100.4 or higher
- Runny nose or new sinus congestion
- Shortness of breath or difficulty breathing
- Chills
- Sore Throat
- New loss of taste and/or smell

COVID-19 vaccines are a critical tool in “Protecting the Nest.” If you have not already, you are *strongly* encouraged to get vaccinated immediately to advance the health and safety of our campus community. As an enrolled KSU student, you are eligible to receive the vaccine on campus. Please call (470) 578-6644 to schedule your vaccination appointment or you may walk into one of our student health clinics.

For more information regarding COVID-19 (including testing, vaccines, extended illness procedures and accommodations), see KSU's official [COVID-19 website](#).

Face Coverings

Based on guidance from the University System of Georgia (USG), all vaccinated and unvaccinated individuals are strongly encouraged to wear a face-covering while inside campus facilities. Unvaccinated individuals are also strongly encouraged to continue to socially distance while inside campus facilities, when possible. Know that I am immuno-compromised, as such, I will be practicing social distancing and mask wearing during lectures, and respectfully ask that you do the same.

Institutional Policies

Federal, BOR, & KSU Required Syllabus Policies

Course Enrollment Policy: Students are solely responsible for managing their enrollment status in class; nonattendance does not constitute a withdrawal.

KSU Student Resources

This link contains information on help and resources available to students:
[KSU Student Syllabus Resources](#)

Key Academic Dates to Remember for Fall Semester

The information below can also be accessed at the University Registrar’s Website under “[Academic Calendars](#)”.

Date	Assignment/Event
August 15, 2022	First Day of Classes/First Day
August 16, 2022	1 st Class meeting
August 19, 2022 @ 11:45pm	Drop/Add Ends
September 5, 2022	Labor Day Break
October 11, 2022 @ 11:45pm	Last Day to Withdraw Without Academic Penalty/Semester Midpoint
November 20-26, 2022	Thanksgiving Break
November 29, 2022	Last Day to Withdraw with a WF
December 5, 2022	Last Day of Classes
December 15, 2022 @ 12:00pm	Final Grades DUE to Owl Express

Strategies for Passing HS 2200!

Are you a good student? Want to keep your GPA and be successful in this course?

Come to class – prepared and having pre-read the chapter!

Yes, this happens to be a hybrid class – so this means you must logon each week... don't skip a week. It is easy to fall behind in hybrid and online classes. **Therefore, read BEFORE you come to class!** Use our weekly classes (in-person and hybrid) to help you stay accountable and on track. During these weekly class meetings we will be able to clarify concepts and answer questions. However, if you have not done your reading or review of the materials it will be difficult for me to assist you and most importantly for you to learn the concepts.

Forgetting to come to face-to-face/online sessions and doing application exercises!

What a nightmare! You go to the trouble of finishing your assignment but forget to submit it on time. Forgetting your assignments is a double whammy: you suffer the loss of a grade and you blame yourself for taking such an unnecessary hit to your grade point average. This class is designed to allow you the opportunity to get credit for pop quizzes, application exercises, and simulations – but you have to be present to participate and garner this benefit!

Forgetting about your exam!

Have you ever walked into a class to discover (to your surprise) the professor is handing out an exam? It is not a good feeling. If you don't prepare, you won't perform well. This class is designed for you to drop your lowest exam score. Use this gift with some forethought and strategy.

Take advantage of all the bonus opportunities!

There are several bonus opportunities associated with this course. Not only do you have the opportunity to drop an exam, you are able to earn bonus points! Since this class does not grade on the curve, this is a way to help you at the end of the term!

Ignoring your planner!

Simply put, this class requires time management and organization skills. If you note every important date, every assignment, every exam, utilize the D2L platforms to communicate and strategize with your group, then you will be much more likely to perform well in this class.

Course Calendar

Areas highlighted in YELLOW are of primary importance.

Unit 1: Historical Importance, & Legal and Regulatory Foundations of the Nonprofit Sector and Philanthropy (Chapters 1, 2, and 3)

- Nonprofit Management as a Profession and a Field of Study
- Overview of the Nonprofit Sector
- Theories of the Nonprofit Sector and Nonprofit Organizations

Course Preview and Overview (August - Onward)

- Syllabus Review, Course Expectations and Assignment Review
- Take [Personality Test](#).

Learning Outcomes:

- Navigating and familiarizing the format of the course.
- Understanding expectations of the course

Tasks and Assessments (Check D2L Course Site for Updates):

- Student Inventory and MOU to be completed using Qualtrics from link in D2L by Sunday, September 4 (11:59pm EST)
- Complete online Personality Test (make note of your “type” as well as review information on the site about your “type”) – you will need this to complete the Discussion Board below.
- Complete Threaded Discussion Board (DB):
 1. “Class Introduction: Introduce Yourself”!
 - Include information about you, your interests, future goals, your study habits and strategies, your current weaknesses or challenges, as well as your MBTI Type and any other information that will help us build a cohesive learning community to help you learn and apply all that you can while enrolled in this course!
 - Share what issues/topics/causes/communities/nonprofit organizations you are familiar with or would like to get to know better throughout this term.
 - This information will be useful as we have our applied exercises during the semester as we connect the textbook knowledge to the real world!
 - Once you do this for DB #1 ... it may help you start to identify like-minded people to discuss your ideas and interests further as we forge a learning community.
 - Likewise, overtime this will also help you identify people to form study groups within the class.
 - Because this is an organic process and requires time you have until Sunday September 4 at 11:59pm (EST). This will help us when we have our class session that week as we have our first applied class session.

Week 1: Nonprofit Management as a Profession & a Field of Study (C1)

Class Meeting: Tuesday August 16
Thursday August 18 (Orientation to Class/Text/Chapter 1)

- Brief Review of Course and Expectations
- Take [Personality Test](#) to prepare community building.
- Understanding Nonprofit Management as a Profession and Field
 - The Nonprofit Management Revolution
 - Nonprofit Management as a Profession
 - Nonprofit Management as a Field of Study

Weekly Learning Outcomes:

- Discuss why nonprofit organizations need to be managed
- Discuss the nuances associated with managing a nonprofit organization
- Compare and Contrast for profit business management to nonprofit management

CSHSE National Standards:

- Knowledge Objectives: 12; 15b; 18a-e.
- Values Objectives: 19e-f).
- Skills Objectives: 13a; 14a,d; 17a-d.

Reading:

- Worth Text: Preface & Chapter 1 (Nonprofit Management as a Profession and a Field of Study)

Tasks and Assessments (Check D2L Course Site for Updates):

- Student Inventory and MOU to be completed using Qualtrics from link in D2L by Sunday, September 4 (11:59pm EST)
- Complete online Personality Test (make note of your “type” as well as review information on the site about your “type”) – you will need this to complete the Discussion Board below.
- Complete Threaded Discussion Board (DB):
 1. “Class Introduction: Introduce Yourself”!
 - Include information about you, your interests, future goals, your study habits and strategies, your current weaknesses or challenges, as well as your MBTI Type and any other information that will help us build a cohesive learning community to help you learn and apply all that you can while enrolled in this course!
 - Share what issues/topics/causes/communities/nonprofit organizations you are familiar with or would like to get to know better throughout this term.
 - This information will be useful as we have our applied exercises during the semester as we connect the textbook knowledge to the real world!
 - Once you do this for DB #1 ... it may help you start to identify like-minded people to discuss your ideas and interests further as we forge a learning community.
 - Likewise, overtime this will also help you identify people to form study groups within the class.
 - Because this is an organic process and requires time you have until Sunday September 4 at 11:59pm (EST). This will help us when we have our class session that week as we have our first applied class session.

Week 2: Overview of the Nonprofit Sector (C2)

Class Meeting: Tuesday August 23
Thursday August 25 (Orientation to D2L/Assignments/Recordings)

- Defining the Nonprofit Sector
- Emerging Models

Reading:

- Worth Text: Chapter 2 (Overview of the Nonprofit Sector)

Weekly Learning Outcomes:

- Define the importance of the nonprofit sector in the United States.
- Trace the evolution of Philanthropy in the United States
- Discuss the characteristics associated with the nonprofit sector
- Discuss the size and scope of activities that exist within the nonprofit sector

CSHSE0 National Standards:

- Knowledge Objectives: 12; 15b; 18a-e.
- Values Objectives: 19e-f).
- Skills Objectives: 13a; 14a,d; 17a-d.

Tasks & Assessments (Check D2L Course Site for Updates):

- Self-Assessment on Chapter 1 (Not Graded)
- Self-Assessment on Chapter 2 (Not Graded)
- Student Inventory and MOU to be completed using Qualtrics from link in D2L by Sunday, September 4 (11:59pm EST)
- Complete online Personality Test (make note of your “type” as well as review information on the site about your “type”) – you will need this to complete the Discussion Board below.
- Complete Threaded Discussion Board (DB):
 1. “Class Introduction: Introduce Yourself”!
 - Include information about you, your interests, future goals, your study habits and strategies, your current weaknesses or challenges, as well as your MBTI Type and any other information that will help us build a cohesive learning community to help you learn and apply all that you can while enrolled in this course!
 - Share what issues/topics/causes/communities/nonprofit organizations you are familiar with or would like to get to know better throughout this term.
 - This information will be useful as we have our applied exercises during the semester as we connect the textbook knowledge to the real world!
 - Once you do this for DB #1 ... it may help you start to identify like-minded people to discuss your ideas and interests further as we forge a learning community.
 - Likewise, overtime this will also help you identify people to form study groups within the class.
 - Because this is an organic process and requires time you have until Sunday September 4 at 11:59pm (EST). This will help us when we have our class session that week as we have our first applied class session.

Week 3: Theories of the Nonprofit Sector & Organizations (C3)

Class Meeting: Tuesday August 30
Thursday September 1 (How to Use MSTEams for Group Study & Nonprofit Identification for VNP Tasks)

- Various theoretical explanations for the nonprofit/voluntary sector such as economic, political, sociological, and anthropological

Reading:

- Worth Text: Chapter 3 (Theories of the Nonprofit Sector & Organizations)

Weekly Learning Outcomes:

- Explain the rise of the nonprofit sector using economic theory
- Discuss the characteristics of nonprofit organizations in the United States
- Identify the process of nonprofit incorporation and application for tax exempt recognition
- Identify the components of a strong mission for a charitable nonprofit organization
- Write a mission statement

CSHSE National Standards:

- Knowledge Objectives: 12; 15b; 18a-e.
- Values Objectives: 19e-f).
- Skills Objectives: 13a; 14a,d; 17a-d.

Tasks & Assessments (Check D2L Course Site for Updates):

- Self-Assessment on Chapter 3 (Not Graded)
- If you have not already narrowed down the nonprofit you are seeking to examine, then do this now, as we prepare to examine VNP #1 and #2
- Review the organization's website you have chosen and learn more about them.

Week 4: Application Day & Exam Week

Class Meeting: Tuesday September 6
Thursday September 8 (Study Session – Unit 1 Exam)

- Guest Presenters: Human Services (HS) Alumni or HS Program Graduate Teaching Assistant
- Application of VNP #1 (How to Establish a Nonprofit) and #2 (Mission and Vision Statements)

CSHSE National Standards:

- Knowledge Objectives: 12; 15b; 18a-e.
- Values Objectives: 19e-f).
- Skills Objectives: 13a; 14a,d; 17a-d.

Tasks & Assessments (Check D2L Course Site for Updates):

- Come ready to discuss what you have learned about your nonprofit from the VNP exercises.
- Complete study guide and connect application tasks to text learning.
- Attend study session and prepare for the exam.

**Unit 1 Exam on Chapters 1, 2, and 3
and Bonus for Unit 1
Chapter 17: Governing and Managing International & Global Organizations**

**Opens Friday September 9 at 12:01am EST
Closes Sunday September 11 at 11:59pm EST
Exam and Bonus are Timed**

**Students receive one attempt at completion and
must use Lock Down Browser to access the exam/bonus.**

NOTE: If you are registered with KSU's Student Disability Services you must have provided me with the needed documentation by last Friday so that your exam would be inclusive of requested accommodations. Should you receive accommodations later in the term, please communicate this to me as quickly as possible for timely accommodations, if approved, for future examinations.

Unit 2: Governing and Leading Nonprofit Organizations (Chapters 4, 5, & 9)

- Managing organizations through leadership such as, the role of nonprofit boards and executives in providing leadership
- The role, value, and dynamics of volunteerism in recruiting, and carrying out the work and fulfilling the missions of nonprofit organizations
- The dimensions of individual and organizational diversity within the nonprofit sector and their implications for effective human resource management
- Various techniques for supervision and human resource management

Week 5: Nonprofit Governance (C4)

Class Meeting: Tuesday September 13
Thursday September 15 (Exam 1 Debriefing; Questions re: VNP #1 & #2)

- Definition of Nonprofit Governance
- Models of Board Governance
- Achieving Board Effectiveness

Reading:

- Worth Text: Chapter 4 (Nonprofit Governing Boards)

Learning Outcomes:

- Define the concept of Executive Management
- Discuss various theories related to Board Governance
- Examine the organizational structure of a Board of Directors
- Examine the roles and responsibilities of members to a Board of Directors
- Discuss accountability as it relates to executive management

CSHSE National Standards:

- Knowledge Objectives: 12; 15b; 18a-e.
- Values Objectives: 19e-f).
- Skills Objectives: 13a; 14a,d; 17a-d.

Tasks & Assessments (Check D2L for Updated Assignments and Tasks):

- Self-Assessment on Chapter 4 (Not Graded)
- Work on VNP #3 (Executive Leadership)

Week 6: Nonprofit Executive Leadership – The CEO (C5)

Class Meeting: Tuesday September 20
Thursday September 22 (Pre-midpoint Check-in)

- Role of the Chief Executive Officer
- Management and Leadership

Reading:

- Worth Text: Chapter 5 (Executive Leadership)

Learning Outcomes:

- Define the concept of leadership.
- State the role and responsibilities of the CEO.
- Compare and contrast various leadership theories.
- State the difference between leadership and the functions of management.

CSHSE National Standards:

- Knowledge Objectives: 12; 15b; 18a-e.
- Values Objectives: 19e-f).
- Skills Objectives: 13a; 14a,d; 17a-d.

Tasks and Assessments (Check D2L Course Site for Updates):

- Self-Assessment for Chapter 5 (Not Graded)
- Work on VNP #3 (Executive Leadership)

Week 7: Overview of Staff & Volunteer Management (C9)

Class Meeting: Tuesday September 27
Thursday September 29 (Questions re: VNP #3 and
How to Choose an Internship/What to Expect)

- Differences between Paid and Volunteer Staff
- Overview of Motivation Theory
- Guest Lecturer (TBD)

Reading

- Worth – Chapter 9 (Managing Staff and Service Volunteers)

Learning Outcomes:

- Gain knowledge and understanding about human motivation and motivation theory.
- Apply management and motivation theory to the nonprofit workforce.
- Define how volunteers are motivated.
- Discuss basic volunteer management practices.

CSHSE National Standards:

- Knowledge Objectives: 12; 15b; 18a-e.
- Values Objectives: 19e-f).
- Skills Objectives: 13a; 14a,d; 17a-d.

Tasks and Assessments (Check D2L Course Site for Updates):

- Self-Assessment for Chapter 9 (Not Graded)
- Work on VNP #3 (Executive Leadership)

Week 8: Application Day & Exam Week

Class Meeting: Tuesday October 4
Thursday October 6 (Study Session – Unit 2 Exam; Midpoint Evaluation)

- Application of VNP #3 (Executive Leadership)
- Pre-Application of VNP #4 (Goal Setting), #5 (Strategic Planning), and #6 (Marketing)

CSHSE National Standards:

- Knowledge Objectives: 12; 15b; 18a-e.
- Values Objectives: 19e-f).
- Skills Objectives: 13a; 14a,d; 17a-d.

Tasks and Assessments (Check D2L Course Site for Updates):

- Come ready to discuss what you have learned about your nonprofit from the VNP exercises.
- Complete study guide and connect application tasks to text learning.
- Attend study session and prepare for the exam.

**Unit 2 Exam on Chapters 4, 5, & 9
and Bonus for Unit 2
Worth Chapter 8: Collaborations, Partnerships & Mergers**

**Opens Friday October 7 at 12:01am EST
Closes Sunday October 9 at 11:59pm EST
Exams and Bonus are Timed**

**Students receive one attempt at completion and
must use Lock Down Browser to access the exam/bonus.**

Unit 3: Managing the Nonprofit Organization (Chapters 6, 7, & 10)

- Ensuring Organizational Effectiveness, Efficiency, and Accountability
- Developing Strategy, Building Capacity, and Managing Risk
- Operational Planning and Evaluation
- Developing Brand Awareness
- Establishing Effective Communications

Week 9: Strategic Planning and Management (C7)

Class Meeting: Tuesday October 11
Thursday October 13 (Exam 2 Debriefing; Questions re: VNP #4)

- The Strategic Planning Process
- Operational Planning

Reading:

- Chapter 7 (Developing Strategy, Building Capacity & Managing Risk)

Learning Outcomes:

- Define the concept of Strategic Management
- Identify the types of Strategic Planning
- Discuss the elements of the Strategic Planning Process
- Define strategy
- Discuss how to identify strategic issues and develop strategies
- Define organizational capacity and organizational life cycles
- Define Risk

CSHSE National Standards:

- Knowledge Objectives: 12; 15b; 18a-e.
- Values Objectives: 19e-f.
- Skills Objectives: 13a; 14a,d; 17a-d.

Tasks and Assessments (Check D2L Course Site for Updates):

- Self-Assessment on Chapter 7 (Not Graded)
- Work on VNP #4, #5, and/or #6 (Goal Setting, Strategic Planning, and/or Marketing)

Week 10: Ensuring Accountability & Measuring Organizational Performance (C6)

Class Meeting: Tuesday October 18
Thursday October 20 (Questions re: VNP #5)

- Defining Accountability, Efficiency and Effectiveness
- Performance Measurement

Reading:

- Worth Text: Chapter 6 (Ensuring Accountability and Measuring Performance)

Learning Outcomes:

- State the definition accountability
- Discuss how nonprofit organizations measure organizational effectiveness
- State the definition of organizational performance
- Discuss the various ways nonprofit organizations can measure organizational performance

CSHSE National Standards:

- Knowledge Objectives: 12; 15b; 18a-e.
- Values Objectives: 19e-f.
- Skills Objectives: 13a; 14a,d; 17a-d.

Tasks and Assessments (Check D2L Site for Updates):

- Self-Assessment on Chapter 6 (Not Graded)
- Work on VNP #4, #5, and/or #6 (Goal Setting, Strategic Planning, and/or Marketing)
- This is the last week to withdraw without academic penalty

Week 11: Nonprofit Marketing & Communications (C10)

Class Meeting: Tuesday October 25
Thursday October 27 (Questions re: VNP#6)

- Definitions Related to Marketing
- Marketing Mix
- Developing a Brand
- Integrated Marketing Communications

Reading:

- Worth Text: Chapter 10 (Marketing and Communications)

Learning Outcomes:

- Gain knowledge and understanding about nonprofit marketing, including: Marketing mix, Product, Place, Promotion, Market Segmentation, & Price
- Demonstrate how to build a nonprofit brand
- Discuss integrated communications and marketing
- Discuss the process of how to develop a marketing plan & communications plan
- Explain how managers can manage effective one-on-one communication.
- Describe how managers can manage effective organization-wide communication.
- Create a logo and brand for nonprofit

CSHSE National Standards:

- Knowledge Objectives: 12; 15b; 18a-e.
- Values Objectives: 19e-f.
- Skills Objectives: 13a; 14a,d; 17a-d.

Assessment:

- Self-Assessment on Chapter 10 (Not Graded)

Tasks and Assessments (Check D2L Course Site for Updates):

- Work on VNP #4, #5, and/or #6 (Goal Setting, Strategic Planning, and/or Marketing)

Week 12: Application Day & Exam Week

Class Meeting: Tuesday November 1
Thursday November 3 (Study Session – Unit 3 Exam;
Questions re: VNP #6 and #7)

- Wrap up on VNP#4, #5, and #6.
- Financial Management and Preparing a Budget
- Preview of VNP# 7

Reading:

- Pre-Readings for Chapter 12-14 (Nonprofit Finance, Fundraising, and Ethics)

CSHSE National Standards:

- Knowledge Objectives: 12; 15b; 18a-e.
- Values Objectives: 19e-f.
- Skills Objectives: 13a; 14a,d; 17a-d.

Tasks and Assessments (Check D2L Course Site for Updates):

- Come ready to discuss what you have learned about your nonprofit from the VNP exercises.
- Complete study guide and connect application tasks to text learning.
- Attend study session and prepare for the exam.

**Unit 3 Exam on Chapters 6, 7, & 10
and Bonus for Unit 3
Worth Chapter 11: Advocacy & Lobbying**

**Opens Friday November 4 by 12:01am EST
Closes Sunday November 6 at 11:59pm EST
Exams and Bonus are Timed**

**Students receive one attempt at completion and
must use Lock Down Browser to access the exam/bonus.**

Unit 4: Nonprofit Finance, Fundraising, and Ethics (Chapters 12, 13, & 14)

- Theory of nonprofit finance, including the various sources of revenues in nonprofit organizations, the strategic choices and issues associated with each type of revenue, and the methods used to generate these revenues
- Recent and emerging trends such as social enterprise, micro-enterprise and entrepreneurship and their implications for nonprofit performance and for mission achievement
- Understanding grants and contract negotiation
- Overview of financial management including, financial planning and budgeting, management of cash flows, short- and long-term financing, and endowment management policies and practices
- The values embodied in philanthropy and voluntary action, such as trust, stewardship, service, voluntarism, freedom of association and social justice
- Issues arising out of the various dimensions of diversity and their implications for mission achievement in nonprofit organizations

Week 13: Financial Management (C12)

Class Meeting: Tuesday November 8
Thursday November 10 (Exam 3 Debriefing; Questions re: VNP #7)

- Overview of Nonprofit Financial Management
- Budgets & Financial Statements

Readings:

- Worth Text: Chapter 12 (Financial Management)

Learning Outcomes for Chapter 12 – Financial Management

- Identify and define key terminology associated with nonprofit financial management
- Identify and discuss the different types of financial statements that nonprofit organizations use
- Discuss the importance of endowments
- Define the concept of Risk Management
- Identify the three different types of budgets nonprofit organizations utilize
- Construct a simple budget (application of concept to your VNP)

CSHSE National Standards:

- Knowledge Objectives: 12; 15b; 18a-e.
- Values Objectives: 19e-f.
- Skills Objectives: 13a; 14a,d; 17a-d.

Tasks and Assessments (Check D2L Course Site for Updates):

- Self-Assessment on Chapter 12 (Not Graded)
- Work on VNP #7 (Budgeting)

Week 14: Philanthropic Fundraising (C13)

Class Meeting: Tuesday November 15
Thursday November 17 (Final Questions re: VNP #7)

- Philanthropic Revenue Sources
- Motivations for Giving
- Fundraising Process

Reading:

- Worth Text: Chapter 13 (Philanthropic Fundraising)

Learning Outcomes for Chapter 13 Philanthropic Fundraising:

- Identify and define traditional sources of revenue for nonprofits (i.e., philanthropic sources)
- Define key concepts such as philanthropy and fundraising
- Describe the motivations that different types of donors have for giving
- Articulate the fundraising process
- Discuss and find solutions for various ethical issues that can arise when fundraising

CSHSE National Standards:

- Knowledge Objectives: 12; 15b; 18a-e.
- Values Objectives: 19e-f.
- Skills Objectives: 13a; 14a,d; 17a-d.

Tasks and Assessments (Check D2L Course Site for Updates):

- Self-Assessment on Chapter 13 (Not Graded)
- Work on VNP #7 (Budgeting)
- Prepare your Critical Reflection on your VNP Exercises to conclude the term.

Week 15: THANKSGIVING BREAK (NO SCHOOL)

Week of November 21st

Tasks and Assessments:

- Use this time to review your final VNP tasks for this unit.
- Enjoy the break, while making time for study preparations.
- Prepare your Critical Reflection on your VNP Exercises to conclude the term.

Week 16: Earned Income

Class Meeting: Tuesday November 29
Thursday December 1 (Last Day of Class &
Study Session – Unit 4 Exam)

- Earned Income Sources
- Overview of Nonprofit Financials
- Concluding Thoughts for HS2200

Readings:

- Worth Text: Chapter 14 (Social Enterprise and Earned Income Strategies)

Learning Outcomes for Chapter 14 – Earned Income:

- Identify and define different types of earned income sources and strategies
- Discuss the importance of risk
- Discuss the importance of conducting a feasibility study and business plan when engaging in earned income strategies
- Discuss the importance of mission when engaging in earned income strategies

CSHSE National Standards:

- Knowledge Objectives: 12; 15b; 18a-e.
- Values Objectives: 19e-f.
- Skills Objectives: 13a; 14a,d; 17a-d.

Tasks and Assessments:

- Self-Assessment on Chapter 14 (Not Graded)
- Use this time to prepare for your final examination of the term.
- Complete study guide and connect application tasks to text learning.
- Attend study session and prepare for the exam.
- Prepare your Critical Reflection on your VNP Exercises to conclude the term.

**Unit 4 Exam on Chapters 12, 13, and 14
and Bonus for Unit 4
Chapter 16: Social Entrepreneurship and Innovation**

**Opens Friday December 2 at 12:01am
Closes Sunday December 4 at 11:59pm EST
Exams and Bonus are Timed**

**Students receive one attempt at completion and
must use Lock Down Browser to access the exam/bonus.**

Week 17: FINAL EXAM WEEK (NO CLASSES)

Week of December 5th

Tasks and Assessments:

- Submit your Critical Reflection on your VNP Exercises this week.
- Finish strong and enjoy your holiday break!
- Complete Departmental and University instructional evaluations.

Critical Reflection on VNP Exercises DUE by Monday December 5, 2022.

Final Grades Posted to OWL Express by Thursday December 15, 2022.

CHANGES IN ASSIGNMENTS, DATES & POLICIES

*I reserve the right to make changes in this syllabus,
but only for good reason and with adequate notice.*

You will be given a link via Qualtrics to complete a digital copy of the document below as your acknowledgement and agreement to the contents outlined in the syllabus.

HS 2200: Fundamentals of Nonprofit Organizations

The syllabus acts a contract between you and me. You should use this document as your first guide/reference for questions related to this course. Please read it carefully, prior to the start of this course. It contains a great deal of information. You are asked to sign the memorandum of understanding at the end of this document as testament to your understanding of the content herein. Please note, if for any reason that you do not agree with the information and requirements discussed within this document and are unable to sign, then you will politely be asked to withdraw from the course.

MEMORANDUM OF UNDERSTANDING

I understand that this syllabus acts as a contract of understanding between the professor and me. I have read this contract and understand what is required of me during the duration of this course. I agree to abide by the content herein.

I understand that I am responsible for all course content including assigned readings, texts and additional learning materials.

I have also accessed the links describing various policies and student support services. I have read these and understand that I need to follow policies set forth by Kennesaw State University.

Student Signature: _____ Date: _____

Contact Information

Student Name: _____

City: _____ State: _____ Zip: _____

Home, Cell or Work Phone Number: _____

Student Net ID: _____