

WEST TEXAS A&M UNIVERSITY
DEPARTMENT OF POLITICAL SCIENCE AND CRIMINAL JUSTICE

EMA/POSC 4351 Nonprofit Management and Administration

Web-Based

Fall 2023

Instructor: Dr. Ming Xie (She | Her | Hers)

Email: mxie@wtamu.edu

NOTE: Please be mindful when emailing me – do not email a WT student with the same last name and the same first name initial with me. It is not the student’s responsibility to notify you that you’ve emailed the wrong person.

Office: Old Main 404B

Office Phone: 806-651-2564

NOTE: I will respond to messages within 48 hours, excluding weekends, holidays, and breaks.

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Office Hours: Tuesdays and Thursdays 9:00am-3:00pm or by appointment

Required Text:

- Worth, M. J. (2021). *Nonprofit management: Principles and practice* (6th edition). Sage. ISBN: 9781544379982
- Additional Readings will be available in WTClass under the “Readings” tab/folder.

Course Description:

Nonprofit organizations are an important component of American society. Understanding the concepts and functions of nonprofit organizations and nonprofit management provides a unique perspective for understanding society.

This course is designed for undergraduate students who are interested in gaining a better understanding of nonprofit organizations (NPOs) and management. This course aims to provide a foundation of knowledge for students about NPOs and the important roles they play in society. The course will familiarize students with the issues, knowledge, skills, theories, and values relevant to NPOs and NPO management. Students will be provided a general overview of the nonprofit sector as well as the general purpose and functions of nonprofit organizations. Critical components to nonprofit management will also be discussed, including strategic planning and

ethics. A primary goal of this course is to foster critical thinking by applying concepts from the course readings to practical skills.

Course Objectives:

The objectives of this course are to:

- Provide a general understanding of and familiarize students with basic concepts related to the nonprofit sector, nonprofit organizations, and management, as well as philanthropy and civil society.
- Develop a foundation of knowledge about nonprofit organizations and management that students can build on as scholars and in her/his/their careers.
- Provide an awareness of the role and importance of nonprofit organizations in society.
- Provide a general understanding of some of the key theories and practices that drive and influence nonprofit organizations and nonprofit management, and to link these theories to the practice of nonprofit management (apply theories to real life problems).
- Develop a well-rounded understanding of what nonprofits are, their purpose, their aims, how they function.
- Encourage critical thinking about the status of the nonprofit sector and of nonprofit management theories.
- Provide an opportunity for personal, academic, and professional growth.

Program Learning Outcomes:

Students are expected to have the knowledge base for higher-level EMA courses and be ready for analytic, critical, and philosophical discussions in the program.

Course Requirements:

- **Discussion Questions (30%)**

This course is structured around weekly tasks that involve reading a chapter of the textbook, viewing the lectures, and participating in ten (10) discussions with your classmates in the expectation your workload will remain relatively constant throughout the semester. Each week's materials will be posted on WTClass at the beginning of the week.

There are 10 discussion board questions posted throughout the semester. Each student will answer the question and then respond to at least 3 posts written by classmates.

Initial reading reflection post: Answer the questions posted by the instructor and connect your answer with the reading materials. It should:

- Fully address the question or prompt posted by the instructor.
- End with one to two questions of your own that you wonder about after doing the readings or writing your responses to the instructor's question(s).

Each post will be around 300 words. The initial posts will be due each Friday 11:59pm Central Time during the assigned week.

Response posts: Please respect your peers and provide your comments on three posts of other students based on the reading materials. Each post will be at least 100 words in length. The comments will be due on each Sunday 11:59pm Central Time during the assigned week.

- All Discussion Posts and in this course should be thorough but succinct, relevant and meaningful to the topic, respectful and understandable.
- All Discussion Posts in this course should connect to and reference the assigned reading materials.

Your grade will be based on completing each of the initial posts and comments and the overall quality of your comments and writing. A rubric of grading can be found in “Assignment Rubrics and Instructions” on WTClass.

- **Case Study Assignment (20%)**

There will be one case study assignment during the semester. You will choose one organization and conduct the analysis by using the concepts and theories we learned from the reading materials and discussions. Before conducting the case study please send me an email (mxie@wtamu.edu) and get my approval regarding the organization you choose. The organization’s analysis will be 3-5 pages, double space, times new roman, 12 pt. font.

The goal of this assignment is to have each student apply the knowledge learned in the class to a real life situation. Students should be succinct but provide enough information to analyze the organization’s structure, operation, leadership, etc. Additional details and criteria for the case study assignments will be provided later in the semester.

- **Learning Summary (10%)**

At the end of the course, you are expected to reflect on and summarize what you have learned in this course. In your summary, you can: discuss your observations about nonprofit management in practice; detail any new insights you have from the course readings and assignments; explain how this course has helped you understand the nature of nonprofit management; and discuss how you envision that the things you’ve learned during this course may contribute to your future career. Your summary should be 2 page minimum, DOUBLE spaced. Please do not submit this assignment any earlier than a week before its due date as the point is to incorporate and reflect on all the information we reviewed during the course.

- **Exams (40%)**

Two exams are given to determine understanding of the course material. Exams will cover all aspects of the course such as readings, lectures, videos, handouts, discussions, and any other course materials uploaded to WTClass. The course exams consist of multiple-choice and true-false questions. All students must take all course exams in the week it is posted.

Exam attempts are timed and each student will only get one attempt to complete the exam. Typically, there is plenty of time built into the exam for the student to complete all questions. No make-up exams are allowed unless prior arrangements are made. These exams will assess the

student's knowledge of textbook and lecture material. Please note that exam questions and answers (after submission) will not be returned to the student.

Evaluation

Students should be aware that the instructor grades assignments according to the description in the WTAMU Catalog. An A is reserved for those students that have excelled or mastered the material or activity. A B is reserved for those students that have met all required areas and went beyond them with, perhaps, a few mistakes. A C is reserved for those students that met the required elements of the assignment with appropriate effort and went no further. A D is reserved for those students that almost met all of the required elements of the assignment, but with 3 additional effort would have met them all. Finally, an F is reserved for those students that did not meet the required elements and, obviously did not put forth the required effort.

Every effort is made to make the grading system and rubrics as transparent and fair as possible. You may contest a grade up to one week after it is returned. If you believe that there has been an error on your assignment or exam, please wait 24 hours after receiving the grade. After that period, please submit a written description of the error you believe occurred along with the assignment or exam to the instructor for re-grading. Clerical errors and outright mistakes will be corrected; decisions about the amount of partial credit to give for an answer will not be revisited. Please note that your grade could increase, decrease, or remain the same upon reconsideration.

• Grading System

Task	Points
Weekly Discussion (10 x 30 points each)	300
Nonprofit Case Study	200
Learning Summary	100
Exams (2 x 200 points)	400
Total	1000

• Grading Scale

Percentage	Letter Grade
90.0-100	A
80.0-89.9	B
70.0-79.9	C
60.0-69.9	D
0-59.9	F

Current Faculty Senate Statement: The WT Faculty Senate places the highest priority on the health and safety of our university's students, faculty, and staff. In cooperation and consultation with Academic Affairs and Dean's Council, Faculty Senate strongly supports that everyone in the WTAMU campus community abide by the provisions, both present and future, set out by system and university administration to maintain health and safety during the COVID-19 pandemic. Further, Faculty Senate calls upon WT faculty to set an example for others by consistently and

correctly wearing masks or face coverings while on campus, or at WT-sponsored events, as well as maintain at least six feet of physical distance.

Course Policies and Responsibilities

You will be responsible for assigned readings, quizzes, class lectures/discussions, participation in-class and other assignments.

• Attendance

Attendance is important to succeed in this and any course in college. Your attendance is measured by your participation and completion of online activities.

• Late Work

Late assignments will automatically be penalized 10% if they are submitted after the due date. Assignments will not be accepted if they are more than 24 hours late without making prior arrangements with the instructor. For example: if an assignment is due on Friday at 11:59 PM turned in on Saturday at 1:00 PM, a B paper would be dropped to a C. If the student does not submit the paper until Monday at 07:00 AM, no credit will be given for the assignment. Please note: The Late Policy does NOT apply to course exams. There are no make-up exams allowed in this course unless prior arrangements are made.

• Retakes

If an assignment is returned to the student to be redone, it will be assessed a 15% penalty each time it must be redone. It is in the student's best interest to read/listen to assignment directions carefully so as to complete the assignment correctly the first time.

Academic Integrity

All work must be completed individually unless otherwise stated. Commission of any of the following acts shall constitute scholastic dishonesty: acquiring or providing information for any assigned work or examination from any unauthorized source; informing any person or persons of the contents of any examination prior to the time the exam is given in any subsequent sections of the course or as a makeup; plagiarism; submission of a paper or project that is substantially the same for two courses unless expressly authorized by the instructor to do so. For more information, see the [Code of Student Life](#). It is both the right and responsibility of every member of the community to read, understand and enforce the guidelines set forth for maintaining WTAMU's academic integrity. Sanctions for any violation of the Academic Integrity Code may include any of those listed under the "Sanctions/Penalties" section of the Code of Student Life.

Plagiarism and Cheating are not tolerated. The WT Code of Student Life (August 2020, p. 25) defines plagiarism as:

- Presenting work, ideas or phrasing of another, in whole or in part, as one's own without giving credit and proper documentation of sources.
- Copying material directly from sources (including electronic media) except when the material is enclosed in quotation marks and the source is clearly identified. Failure to use

quotation marks or appropriate methods of documentation shall be construed as attempted plagiarism.

- Paraphrasing too closely to the original, even when the source is identified.
- Claiming credit for work in any media (electronic, digital, artistic, etc.) where the student is not the original creator of said work.

The use of AI outputs without attribution, and contrary to any direction by the instructor, is a form of plagiarism and constitutes academic misconduct.

Any assignment or exam in this course that contains plagiarism or cheating will be scored a 0. More than one incident of academic misconduct will result in a letter grade of “F” for the course. Depending on the severity, academic misconduct could result in suspension or dismissal from the program.

Acceptable Student Behavior

Classroom behavior should not interfere with the instructor’s ability to conduct the class or the ability of other students to learn from the instructional program (Code of Student Life). 5 Unacceptable or disruptive behavior will not be tolerated. Students engaging in unacceptable behavior may be instructed to leave the classroom. Inappropriate behavior may result in disciplinary action or referral to the University’s Behavioral Intervention Team. This prohibition applies to all instructional forums, including electronic, classroom, labs, discussion groups, field trips, etc.

ADA Statement

West Texas A&M University seeks to provide reasonable accommodations for all qualified persons with disabilities. This University will adhere to all applicable federal, state and local laws, regulations and guidelines with respect to providing reasonable accommodations as required to afford equal educational opportunity. It is the student's responsibility to register with [Student Disability Services](#) (SDS) and to contact faculty members in a timely fashion to arrange for suitable accommodations. Contact Information: Student Success Center, CC 106; phone (806) 651-2335.

Title IX Statement

West Texas A&M University is committed to providing a learning, working and living environment that promotes personal integrity, civility, and mutual respect in an environment free of sexual misconduct and discrimination. Title IX makes it clear that violence and harassment based on sex and gender are Civil Rights offenses subject to the same kinds of accountability and the same kinds of support applied to offenses against other protected categories such as race, national origin, etc. Harassment is not acceptable. If you or someone you know has been harassed or assaulted, you can find the appropriate resources here:

- WTAMU Title IX Coordinator Richard Webb – Old Sub, or call 806.651.3199
- WTAMU Counseling Services – Classroom Center 116, or call 806.651.2340
- WTAMU Police Department – 806.651.2300, or dial 911

- 24-hour Crisis Hotline – 800.273.8255, or 806.359.6699, or 800.692.4039
<https://www.notalone.gov/>

For more information, see the [Code of Student Life](#).

Evacuation Statement

If you receive notice to evacuate the building, please evacuate promptly but in an orderly manner. Evacuation routes are posted in various locations indicating all exits, outside assemble area, location of fire extinguishers, fire alarm pull stations and emergency telephone numbers (651-5000 or 911). In the event an evacuation is necessary: evacuate immediately do not use elevators; take all personal belongings with you; report to outside assembly area and wait for further information; students needing assistance in the evacuation process should bring this to the attention of the instructor at the beginning of the semester.

WT Attendance Policy for Core Curriculum Classes

For the purposes of learning assessment and strategic planning, all students enrolled in Core Curriculum courses at West Texas A&M University must swipe their Buff Gold cards through the card reader installed in the classroom/lab for each class/lab meeting.

Fall 2023 COURSE CALENDAR

The schedule is tentative and subject to change.

Week 1, 08/21 - 08/27: Introduction and Course overview

- Introduction to EMA/POSC 4351
- Syllabus review: Course objectives and assignments
- Read Textbook chapter 1
- Self-introduction

Week 2, 08/28 - 09/03: The Nonprofit Sector, and Theories

- Reading textbook chapters 2 and 3
- Discussion Question#1 (30 points)
 - Initial post due Friday 09/01 by 11:59pm
 - Comment posts due Sunday 09/03 by 11:59pm

Week 3, 09/04 - 09/10: Nonprofit Governing Board

- Read textbook chapter 4
- Discussion Question #2 (30 points)
 - Initial post due Friday 09/08 by 11:59pm
 - Comment posts due Sunday 09/10 by 11:59pm

Week 4, 09/11 - 09/17: Executive Leadership

- Read textbook chapter 5
- Discussion Question #3 (30 points)
 - Initial post due Friday 09/15 by 11:59pm
 - Comment posts due Sunday 09/17 by 11:59pm

Week 5, 09/18 - 09/24: Accountability and Performance

- Read textbook chapter 6
- Discussion Question #4 (30 points)
 - Initial post due Friday 09/22 by 11:59pm
 - Comment posts due Sunday 09/24 by 11:59pm

Week 6, 09/25 - 10/01: Strategic Development and Organizational Capacity, Collaborations and Partnerships

- Read textbook chapters 7 and 8
- Discussion Question #5 (30 points)
 - Initial post due Friday 09/30 by 11:59pm
 - Comment posts due Sunday 10/01 by 11:59pm

Week 7, 10/02 - 10/08: Mid-term Exam

- Complete Midterm Exam (Chapters 1-8) (200 points)
 - Due Sunday 10/08 by 11:59pm

Week 8, 10/09 - 10/15: Managing Staff and Volunteers

- Read textbook chapter 9
- Discussion Question #6 (30 points)
 - Initial post due Friday 10/13 by 11:59pm
 - Comment posts due Sunday 10/15 by 11:59pm

Week 9, 10/16 - 10/22: Marketing and Communications

- Read textbook chapter 10
- Discussion Question #7 (30 points)
 - Initial post due Friday 10/20 by 11:59pm
 - Comment posts due Sunday 10/22 by 11:59pm

Week 10, 10/23 - 10/29: Advocacy and Lobbying

- Read textbook chapter 11
- Discussion Question #8 (30 points)
 - Initial post due Friday 10/27 by 11:59pm
 - Comment posts due Sunday 10/29 by 11:59pm

Week 11, 10/30 – 11/05: Financial Management and Fundraising

- Read textbook chapter 12 and 13
- Discussion Question #9 (30 points)

- Initial post due Friday 11/03 by 11:59pm
- Comment posts due Sunday 11/05 by 11:59pm

Week 12, 11/06 – 11/12: Social Enterprise and Social Entrepreneurship

- Read textbook chapters 14 and 16
- Nonprofit case study paper (200 points)
 - Due Sunday 11/12 by 11:59pm

Week 13, 11/13 - 11/19: Government Grants and Contracts

- Read textbook chapter 15
- Discussion Question #10 (30 points)
 - Initial post due Friday 11/17 by 11:59pm
 - Comment posts due Sunday 11/19 by 11:59pm

Week 14, 11/20 – 11/26: International and Global Organizations

- Read textbook chapter 17
- Learning summary (100 points)
 - Due Sunday 11/26 by 11:59pm

Week 15, 11/27 – 12/03: Final Exam

- Complete final exam (chapters 9-17) (200 points)
 - Due Sunday 12/03 by 11:59pm