



Non-Profit Organizational Management for Community Sustainability Course Handbook (CSUS430, Section 740)

M.W. Everett

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Non-Profit Organizational Management for Community Sustainability

Course Handbook

(CSUS430, Section 740)

Overview of the Course

Welcome to CSUS430, Non-Profit Organizational Management for Community Sustainability! This course is designed to provide students with an understanding of organizational management of non-profit agencies. As the title denotes, this course is focused on non-profit organizational management with a community engagement focus. For our purposes, we will define non-profit organizational management as focused on **non-profit, nonprofit or not-for-profit** organizations. Non-profit organizational examples include Salvation Army, Michigan Trails and Greenways, Michigan Environmental Council, Pheasants Forever, Ducks Unlimited, Greenpeace, and the Audubon Society.

This course is broken into several components. They include 1) Online content; 2) Lectures; 3) In-class discussions and applications; 4) Assessments (Weekly Module Quizzes, Interview Video, NPS Recruitment/Promo Artifact and Paper, and a Final Exam). Content knowledge assessment will be in the form of cumulative weekly quizzes via D2L, a non-profit professional representative interview, development of a non-profit startup organization document and accompanying marketing and promotional video, and a final exam.

Course Format

This course will take on a flipped classroom approach. Below are highlights that should be considered over the course of the semester.

- Students are expected to come to class having watched/viewed the lecture and completed any readings,
- The course officially meets on Tuesday from 12:40 to 2:00 pm, 225 NR,
- Course lectures and accompanying videos are based on a Module/Week approach,
- In-person class sessions will be an overview/application of the specific Module/Week content,
- Weekly quizzes will open at the beginning of the Module/Week and end each Friday at midnight (11:59 pm to be specific),
- Assignments are due on specific dates and will not be accepted late, and finally
- The final exam will be completed in-person during the designated day/time

**Non-Profit Organizational Management for Community Sustainability
CSUS 430**

Tuesday 12:40 to 2:00 pm
Fall 2023

INSTRUCTOR: Dr. Michael W. Everett
Department of Community Sustainability
Michigan State University
480 Wilson Road, RM 140 NR
Telephone 517-581-5888
Email: everettm@msu.edu

OFFICE HOURS: By Appointment (Zoom or In-person)

COURSE DESCRIPTION: Sustainable management and operation of non-profit organizations. Legal foundations, policy, management responsibilities, ethical decision-making and management functions.

COURSE GOALS:
Students will be able to:

1. Define fundamental principles, procedures, and responsibilities of managing non-profit organizations.
2. Define and apply strategic management.
3. Determine and apply approaches to key organizational communication and marketing concepts.
4. Define basic principles and procedures of citizen leadership and volunteer management.
5. Determine appropriate legal foundations of non-profit organizations, legislative processes and organizational policy.
6. Determine best practices for funding, fiscal policy and financial accountability.
7. Compare and contrast organizational management theories.

COURSE TEXTBOOK (Not Required, But Helpful):

Ahmed, S. (2022). *Effective non-profit management: Context, concepts, and competencies* (2nd Edition). Boca Raton, FL: CRC Press.

ADDITIONAL RESOURCE:

Pynes, J. E. (2013). *Human Resources Management for Public and Nonprofit Organizations: A Strategic Approach*. San Francisco, CA: John Wiley & Sons, Inc.

CSUS430 COURSE LEARNING OUTCOMES:

Students who complete this course will be able to:

1. Define the key components of a non-profit and governmental organization.
2. Explain key linkages between non-profits, governmental and for-profit organizations.
3. Describe the organizational importance of a non-profit mission.
4. Define and describe appropriate legal foundations for non-profit organizations.
5. Define and describe appropriate governance of non-profit organizations.
6. Identify key organizational behaviors and human resources of non-profit organizations.
7. Compare and Contrast various theoretical models of organizational management.
8. Describe processes associated with financial management of a non-profit organization.
9. Describe processes associated with resource acquisition, fundraising and foundations in non-profits.
10. Identify key components of non-profit organizational IT.
11. Describe marketing, promotion and branding in the context of non-profit organization.
12. Compare and contrast national and global perspectives of non-profit and NGO organizations.
13. Explain why accountability and ethics are important to a non-profit organization.

MICHIGAN STATE UNIVERSITY LEARNING GOALS

CSUS430 – Non-Profit Organizational Management for Community Sustainability

Analytical Thinking: You will learn to critically analyze complex information and problems through courses and experiences at MSU and by applying what you learn both in and out of class.

Cultural Understanding: You will learn to deepen your understanding of global and cultural diversity by interacting with others in and outside our diverse campus community and reflecting on your own culture and that of others.

Effective Citizenship: You will learn to be an effective citizen by engaging in opportunities for involvement both inside and outside the classroom.

Effective Communication: Spartans communicate to diverse audiences using speech, writing, debate, art, music, and other media. You will learn how to communicate effectively through your interactions with peers, faculty, staff, and community members at MSU, your coursework, and your reflection on how you've changed as you progress toward graduation.

Integrated Reasoning: You will learn to make decisions through integrated reasoning by observing the example set by your fellow Spartans—faculty, professional staff, your peers and student leaders, and our 500,000 Spartan alumni—who are advancing knowledge and transforming lives in innumerable ways. MSU provides you with the space and support to make decisions learn from them and use them to inform your values.

DEPARTMENT OF COMMUNITY SUSTAINABILITY COMPETENCIES

CSUS430 – Non-Profit Organizational Management for Community Sustainability

Critical Thinking: Students will interpret, analyze and evaluate information generated by observation, experience, reflection, reasoning, and communication as a guide to formulate and defend responses to complex sustainability problems.

Systems Thinking: Students will demonstrate their knowledge of the interconnectedness of human and natural systems with the ability to anticipate and explain changes in complex systems.

Economic Literacy: Students will demonstrate their knowledge of and ability to use economic theories and methods to recognize and evaluate tradeoffs inherent in decision-making for sustainability.

Boundary Crossing: Students will identify their own assumptions and biases, recognize new perspectives, and demonstrate the ability to collaborate with individuals and groups whose norms, assumptions and biases are different from their own.

Institutions and Policy: Students will demonstrate an understanding of how policies influence economic and social organizations, how policies are made, and how citizens influence the policy process.

Civic engagement: Students will develop the knowledge, skills, values, and motivation to participate in civic life.

Initiative and Practical Skills: Students will demonstrate initiative, including the ability to self-direct and solve problems individually and as participants in larger group efforts.

Ethics: Students will evaluate and analyze diverse ethical positions on practical sustainability challenges.

CLASS SCHEDULE¹

Module 1 (August 28 to September 1)

- Introducing non-profit organizations (Chapter 1)
- Non-profit linkages with government and business (Chapter 2)
- Module 1 Assessment

Module 2 (September 2 to September 8)

- Missions and creating missions and goals for non-profits (Chapter 3)
- Guest Speaker – Amy Trotter (MUCC) – September 5
- Module 2 Assessment

Module 3 (September 9 to September 15)

- Legal foundations of non-profits (Chapter 3)
- Sustainability in non-profits
- NPS-IBC #1 Peer Review (The Introduction)
- Module 3 Assessment

Module 4 (September 16 to September 22)

- Governance of non-profit organizations (Chapter 4)
- Module 4 Assessment

Module 5 (September 23 to September 29)

- Principles of organizational behavior and human resources (Chapter 5)
- Guest Speaker – Scott Yammin (Southern African Wildlife College) – September 26 (ZOOM)
- Module 5 Assessment

Module 6 (September 30 to October 6)

- Theories of non-profit organizations (Chapter 5)
- Non-Profit leadership a case study
- Module 6 Assessment

Module 7 (October 7 to October 13)

- Financial review of a non-profit and the IRS990 (Chapter 6)
- Module 7 Assessment

Module 8 (October 14 to October 20)

- Non-profit resource acquisition (Chapter 6)
- Fundraising in a non-profit
- Guest Speaker – Pamela Miklavcic (The Davies Project) – October 17
- Module 8 Assessment

Module 9 (October 21 to October 27) FALL BREAK - No Class, Content, Quiz

¹ Topics or dates may change due to availability of resources

Module 10 (October 28 to November 3) – Online Content Only

- Strategic planning in the context of organizational problem types (Chapter 4)
- Module 9 Assessment

Module 11 (November 4 to November 10)

- Risk management in non-profit organizations (Chapter 5)
- NPS-IBC #2 Peer Review (The Articles of Incorporation/Constitution)
- Module 10 Assessment

Module 12 (November 11 to November 17)

- Non-profit organizations and IT (Chapter 7)
- Guest Speaker – Rhoda Malgas (Stellenbosch University) – November 7 (ZOOM)
- NPS-IBC #3 Peer Review (The Bylaws and Legal Aspects)
- Module 11 Assessment

Module 13 (November 18 to November 24)

- Marketing and promotion in non-profits (Chapter 8)
- NPS-IBC #4 Peer Review (The Brand Image and ToC)
- Module 12 Assessment

Module 14 (November 25 to December 1)

- International non-profits and nongovernmental organizations (Chapter 9)
- Decolonizing the non-profit organization
- Module 13 Assessment

Module 15 (December 2 to December 8)

- Accountability and ethics in non-profits (Chapters 10 & 11)
- Module 14 Assessment

12/14 (12:45-2:45 pm) Final Exam Class Session

Assignments

1. Weekly Module Quizzes (WMO). There will be 14 weekly quizzes during the semester. Each of the assessments will be D2L-based and a mixture of multiple choice, matching, and true/false questions. The weekly quizzes will be open and available the day the Module starts. **Students will have 60-minutes to complete the quiz. Once you start the quiz, you must finish in 60-minutes.** No one will be excused from taking quizzes. **(14 @ 20 Points = 280 Points) (Analytical Thinking, Cultural Understanding, Integrated Reasoning/Critical Thinking, Initiative and Practical Skills, Ethics).**

2. Non-Profit Interview Video (NP-IV). In 3-minutes, students will conduct an interview with a representative of a non-profit organization (CEO, Board Member, Employee, NO FAMILY MEMBERS). The interview may be conducted via Zoom or in-person and the footage should be distilled down to a 3-minute video. See the appropriate grading criteria for the NP-Interview in the appendix below. Videos will be uploaded to YouTube, then create an “Unlisted” link to be uploaded to the D2L site for this assignment. The NPS-Interview is worth **150 points.** **(Effective Communication/Initiative and Practical Skills)**

3. Non-Profit Startup Promotional Artifact (NPS-PA). Students will develop an artifact that may be used to promote your NPS-IBC (See below). Use content from the course, provided examples and researched materials to develop your artifact. The artifact may be a promotional brochure, poster, infographic, 3-minute YouTube video or other artifact if approved by the instructor. Each student will complete this task for their NPS regardless of group numbers. See needed components as defined in the rubric below (See appendices for the rubric). If using a video artifact, uploaded to YouTube, then create an “Unlisted” link to be uploaded to the D2L site for this assignment. The NPS-PA is worth **150 points.** **(Effective Communication/Initiative and Practical Skills)**

4. Non-Profit Startup Introduction, Bylaws, and Constitution (NPS-IBC). Students MAY pair up or work alone on this project. Student(s) will select a wicked problem of interest to them. Using this wicked problem, students will develop a non-profit organization that can be used take used to help remediate the wicked problem. Therefore, the document will include up to two-pages of introduction (about the wicked problem, about the organization in relation to the wicked problem and how the pillars of sustainability as part of the organization will address the wicked problem), articles of incorporation/constitution and bylaws of a non-profit organization based on individual/group wicked problem. The same grade will be provided to group members. Use content from the course to develop the document. The NPS-IBC document will include a cover page with a developed brand image and table of contents as a way to present a professional image for the organization. Check-in sessions will occur over the semester to facilitate guidance in the document. Document may be up to 20 pages in total. Upload the completed PDF or WORD document to D2L. The NPS-IBC is worth **350 points.** **(Effective Communication/Initiative and Practical Skills)**

5. Final Exam. A comprehensive final exam will be used to assess student knowledge for the entire course. The final exam will be a D2L administered in-person during the final exam day/time. **70 points.** (Effective Communication/Initiative and Practical Skills)

Student Evaluation

Assignments²

	<u>Points (%)</u>	<u>Due Date</u>
1. Weekly Quizzes	280 (28%)	Weekly
2. NP-IV	150 (15%)	10/26
3. NPS-PA	150 (15%)	12/5
4. NPS-IBC	350 (35%)	12/8
5. Final Exam	70 (7%)	Final Exam Week

Total **1000**

Grading Scale

<u>Grade</u>	<u>Points</u>
4.0	1000 – 920
3.5	919 – 860
3.0	859 – 820
2.5	819 – 750
2.0	749 – 700
1.5	699 – 650
1.0	649 – 600
0	< 600

Academic Misconduct

Article 2.III.B.2 of the Academic Freedom Report states that "The student shares with the faculty the responsibility for maintaining the integrity of scholarship, grades, and professional standards." In addition, the Department of Community Sustainability adheres to the policies on academic honesty as specified in General Student Regulations 1.0, Protection of Scholarship and Grades; the all-University Policy on Integrity of Scholarship and Grades; and Ordinance 17.00, Examinations. (See Spartan Life: Student Handbook and Resource Guide and/or the MSU Web site: www.msu.edu.)

Therefore, unless authorized by your instructor, you are expected to complete all course assignments, including homework, lab work, quizzes, tests and exams, without assistance from any source. You are expected to develop original work for this course; therefore, you may not submit course work you completed for another course to satisfy the requirements for this course. Also, you are not authorized to use the www.allmsu.com Web site to complete any course work in **CSUS430**. Students who violate MSU academic integrity rules may receive a penalty grade, including a failing grade on the assignment or in the course. Contact your instructor if you are unsure about the appropriateness of your course work. (See also <http://www.msu.edu/unit/ombud/dishonestyFAQ.html>). **There will be no warnings – the**

² Late assignments will **NOT** be accepted (Dropboxes will close at midnight on due dates)

maximum sanction allowed under university policy will occur on the first offense. Turnitin.com will be used for all written assignments.

Limits to confidentiality

Essays, journals, and other materials submitted for this class are generally considered confidential pursuant to the University's student record policies. However, students should be aware that University employees, including instructors, may not be able to maintain confidentiality when it conflicts with their responsibility to report certain issues to protect the health and safety of MSU community members and others. As the instructor, I must report the following information to other University offices (including the [MSU Police Department](#)) if you share it with me:

- Suspected child abuse/neglect, even if this maltreatment happened when you were a child,
- Allegations of sexual assault or sexual harassment when they involve MSU students, faculty, or staff, and
- Credible threats of harm to oneself or to others.

These reports may trigger contact from a campus official who will want to talk with you about the incident that you have shared. In almost all cases, it will be your decision whether you wish to speak with that individual. If you would like to talk about these events in a more confidential setting you are encouraged to make an appointment with the [MSU Counseling Center](#).

Accommodations

Michigan State University is committed to providing equal opportunity for participation in all programs, services and activities. Requests for accommodations by persons with disabilities may be made by contacting the Resource Center for Persons with Disabilities at 517-884-RCPD or on the web at rcpd.msu.edu. Once your eligibility for an accommodation has been determined, you will be issued a verified individual services accommodation ("RISA") form. Please present this form to Dr. Everett at the start of the semester and/or two weeks prior to the accommodation date (test, project, etc.). Requests received after this date will be honored whenever possible.

Bereavement:

Students seeking a grief absence should be directed to the Grief Absence Request Form found on the RO home page (<https://reg.msu.edu/>) under 'Student Services – Grief Absence Request Form' OR to StuInfo (<https://stuinfo.msu.edu/>) under 'Academics - Enrollment Information and Services – Grief Absence Request Form.' Per policy, graduate students should see their major professor and notify course instructors are directed to do so when they access the form.

Drops and Adds

The last day to add this course is the end of the first week of classes. Reference the Registrar's website (www.reg.msu.edu) or the student information system (www.student.msu.edu) for appropriate drop and add information about courses. You should immediately make a copy of your amended schedule to verify you have added or dropped this course.

Commercialized Lecture Notes

Commercialization of lecture notes and university-provided course materials is not permitted in this course.

Attendance

This is an in-person class and attendance may be taken to determine student engagement. Students whose names do not appear on the official class list for this course may not attend this class. Students who fail to attend the first four class sessions or class by the fifth day of the semester, whichever occurs first, may be dropped from the course. This course follows the General University Attendance Policy.

Disruptive Behavior

Article 2.III.B.4 of the Academic Freedom Report (AFR) for students at Michigan State University states: "The student's behavior in the classroom shall be conducive to the teaching and learning process for all concerned." Article 2.III.B.10 of the AFR states that "The student has a right to scholarly relationships with faculty based on mutual trust and civility." General Student Regulation 5.02 states: "No student shall . . . interfere with the functions and services of the University (for example, but not limited to, classes . . .) such that the function or service is obstructed or disrupted. Students whose conduct adversely affects the learning environment in this classroom may be subject to disciplinary action through the Student Faculty Judiciary process.

Campus Emergencies

In the event of an emergency arising within the class, the Professor will notify you of what actions that may be required to ensure your safety. It is the responsibility of each student to understand the evacuation, "shelter-in-place," and "secure-in-place" guidelines posted in each facility and to act in a safe manner. You are allowed to maintain cellular devices in a silent mode during this course, in order to receive emergency SMS text, phone or email messages distributed by the university. When anyone receives such a notification or observes an emergency situation, they should immediately bring it to the attention of the Professor in a way that causes the least disruption. If an evacuation is ordered, please ensure that you do it in a safe manner and facilitate those around you that may not otherwise be able to safely leave. When these orders are given, you do have the right as a member of this community to follow that order. Also, if a shelter-in-place or secure-in-place is ordered, please seek areas of refuge that are safe depending on the emergency encountered and provide assistance if it is advisable to do so.

E-Learning Policies

Information technologies such as D2L and email are widely used in this class. As a result, there are some additional policies that need to be understood.

- Students should visit the course's D2L site on a regular basis.
- Students should check their email frequently (all class email is sent to the student's official MSU email account).
- All assignments submitted electronically, either on disk or via email, should be free of any viruses and/or worms. Any infected file or media that is submitted will receive a zero (0) for that assignment.
- This course recognizes the students' right to privacy and adheres to the Family Educational Rights and Privacy Act (FERPA).
- Students need to review the university policy "Acceptable Use of Computing Systems, Software, and the University Digital Network" at <http://lct.msu.edu/guidelines-policies/aup/>.
- Excessive emails make an unreasonable time demands on both sender and recipient. Please ensure you have a legitimate need before you write.
- **Dr. Everett** will answer email about:
 - Questions arising from difficulty in understanding course content.

- Requests for feedback about graded assignments.
- Private issues appropriate for discussion within the teacher-student relationship.
- **Dr. Everett** will NOT answer email which:
 - Poses questions answered in the course information sections of the course D2L site
 - Poses questions answered in the course syllabus.
 - Lacks a subject line clearly stating the purpose of the email and the course number (**CSUS430**).
 - Raises an inappropriate subject.
- **Dr. Everett** will make every effort to answer email received on a given day no later than close of work on the next workday.
- The www.tech.msu.edu site provides a number of information technology resources for students.
- You are responsible for the operation of any personally owned computers you use on or off campus. A malfunctioning computer system is NOT a valid excuse for submitting late work.
- Students are expected to have a high degree of self-motivation and self-direction in this class and develop the needed technology skills to excel in this class and in life.

AI Policy

Artificial Intelligence (AI) is becoming increasingly popular today around the world. Generative AI is one area of particular importance in relation to this course and course content. Below are course policies related to the use of Generative AI in this course.

-
- Generative AI is defined as the use of software systems that create content related to a course.
 - Content is defined as assignments and artifacts required for submission as outlined in the course syllabus.
 - Students may use Generative AI where appropriate except when students are required to develop their own content for assignments and artifacts.
 - An example of this is where students are required to develop their own content for specific video assignments. As such, Generative AI may not be used as part of the video.
 - If Generative AI is used during video assignments, students will receive a zero for the assignment and an academic dishonesty report will be submitted by the instructor. If you have questions, consult the [Integrity of Scholarship and Grades](#).
-

APPENDIX A – Non-Profit Interview Video (NP-IV)

<i>Objective/Criteria</i>	<i>Not Acceptable</i>	<i>Passing Grade</i>	<i>Inspiring</i>	<i>Out of</i>
<i>3-minute video presentation that has a clear focus, not distracting, and creative.</i>	0	20	30	/30
<i>Spoken clearly/message conveyed clearly, appropriate enthusiasm (15 Points), video graphic quality (15 Points)</i>	0	20	30	/30
<i>Interview provides an appropriate overview of the organization. NP-IV aspects include: 1) Overview of the organization, definition, Mission and Goals.</i>	0	20	30	/30
<i>Interview includes the role of the interviewee in the organization. NP-IV aspects include: 1) roles of the position of interviewee.</i>	0	20	30	/30
<i>Interview highlights current challenges of the organization. These may include 1) Financial aspects, 2) Risk Management, 3) Strategic Planning, 4) Bylaws and Constitution, 5) Human Resources, 6) Membership, 7) Sustainability, and 8) Other aspects as appropriate.</i>	0	20	30	/30
<i>Time should be 3 minutes (video) - (-25 points under 2:30 minutes and -25 points over 3:30)</i>				
<i>Total</i>				/150

APPENDIX B – Non-Profit Startup Promotional Artifact (NPS-PA)

<i>Objective/Criteria</i>	<i>Not Acceptable</i>	<i>Passing Grade</i>	<i>Inspiring</i>	<i>Out of</i>
<i>Artifact has a clear focus, not distracting, and creative.</i>	0	20	30	/30
<i>Provided a solid conceptual foundation of the organization. NPS-PA aspects will include (10 Points Each):</i> <ol style="list-style-type: none"> 1) <i>Branding of NPS</i> 2) <i>Overview of the NPS</i> 3) <i>Mission of the NPS</i> 	0	20	30	/30
<i>Provided a solid conceptual foundation of the organization. NPS-PA aspects will include (10 Points Each):</i> <ol style="list-style-type: none"> 4) <i>Goals of the NPS</i> 5) <i>Relevance to Pillars of Sustainability</i> 6) <i>Rationale for the organization</i> 	0	20	30	/30
<i>Provided a solid conceptual foundation of the articles of incorporation/Constitution of the organization.</i>	0	20	30	/30
<i>Provides the audience with an overview of the organization through development of two of the following in relation to the developed non-profit (15 Points Each):</i> <ol style="list-style-type: none"> 1) <i>Financial aspects</i> 2) <i>Resource Acquisition</i> 2) <i>Risk Management</i> 3) <i>Strategic Planning</i> 4) <i>Human Resources</i> 5) <i>Ethics and Accountability</i> 	0	20	30	/30
<i>Total</i>				/150

APPENDIX C – Non-Profit Startup – Introduction, Bylaws, and Constitution (NPS-IBC)

<i>Objective/Criteria</i>	<i>Not Acceptable</i>	<i>Passing Grade</i>	<i>Inspiring</i>	<i>Out of</i>
<i>Appropriate branding on cover page and appropriate Table of Contents with matching numbering system.</i>	0	45	70	/70
<i>Introduction includes an overview of the organization, wicked problem, organizational structure and rationale for non-profit organizational in relation to the organizational structure. You must also include how you addressed the pillars of sustainability within your organization. Up to Two-pages single spaced.</i>	0	45	70	/70
<i>Constitution/Articles of Incorporation has appropriate elements including: 1) Mission and Goals 2) General Information about the non-profit 3) Name and location of business</i>	0	45	70	/70
<i>Bylaws contain appropriate components including: 1) Legal aspects related to the non-profit 2) Name, place of business, policies and procedures and operating standards 3) Number of directors and officers 4) Recordkeeping and meetings procedures 5) Process for amending the bylaws and dissolution of organization</i>	0	45	70	/70
<i>Spelling, grammar, and attributes that are consistent with a document that is readable by an individual. Consider roman numerals, highlighting headers, spacing where appropriate. (see example provided).</i>	0	45	70	/70
<i>Total</i>				/350