Syllabus: PADM 4300-001
Nonprofit Capstone Course
Class location: Gateway 142
Spring Semester 2022

Instructor: Lisa A. Dicke, PhD
Where/When: Monday and Wednesday 2-3:20 PM
Office location: Chilton Hall 204G, Department of Public Administration
Office hours: Mondays 4:00 to 5:30, and Wednesdays, noon - 1:30 p.m., or by appointment
E-mail: lisa.dicke@unt.edu or you may use the Canvas email
Phone: 940-891-6793

Course Description:

The course is designed to crystallize the competencies covered in the Nonprofit Leadership Studies program for majors. Goals include the promotion of critical thinking and building on competencies such as effective writing. Assignments and class discussions will be used to help students develop leadership confidence and competencies and affirm learning acquired during program. The course will help to prepare students for careers in the nonprofit sector. Students will identify and analyze current events in nonprofit management, prepare a project that builds preparatory skills, and learn more about career options and the expectations of those working in nonprofit agencies.

Books: Required


Course Pre-requisites, Co-requisites, and/or Other Restrictions:

Students should have completed or nearly completed all other courses in the nonprofit leadership program.

Course Objectives:

A student who has successfully completed the course should be able to:

- Discuss topics of nonprofit management and reference important theoretical approaches and research relevant to the topic.
- Be aware of best practices as they apply to the various aspects of nonprofit management.
- Identify personal goals for their career as a nonprofit professional.
Course Grades: Grades are based on a percentage breakdown of the total points earned in the course as follows. Total possible points are 500. 90% and above is an A, 89-80% is a B, 79-70% is a C, etc.

It is expected that students will attend class and participate in a prepared, meaningful manner. Unexcused absences and habitually late arrivals (2 or more late arrivals) will result in a 10-point loss to the participation grade. Missing 3 or more class periods will result in a forfeit of all class participation points. This is a Capstone course and it requires your ability to demonstrate time management and a commitment to professionalism and personal/professional development.

Weekly participation/Canvas postings: 30 percent of the grade, 150 points

Students should engage in Monday class meetings ready to address the information posted on Canvas and in the readings for the week. The Canvas discussion board will include both a posting and a response to the posting of a classmate each week. These postings should include raising a meaningful question and providing a referenced answer for discussion that is accurate, engaging and useful. Responses to the question or information of others should likewise be thoughtful and with support.

Participation in the classroom will provide additional opportunities to elaborate on the questions and answers in the content of the weekly postings and any instructor posted activities or YouTube reviews. Postings related to a specific portion of assigned readings that use quotations should include a page number to help the reader identify the source of your specific comments, questions, responses or concerns.

Guidelines for the weekly Canvas postings are as follow:

Generally speaking, your professor expects you to make insightful comments on the discussion boards. An approximate length is 125-150 words for your posting and a similar length for responding to a classmate’s posting.

It is recommended that you type your response in a word document to verify spelling and length and then copy it into the discussion post.

Posts are graded on a scale of 0-10 points and the reply to at least one person is also graded on a scale of 0-10 points. The Canvas postings will constitute 20 percent of the course participation grade. An additional 10 percent will be derived from attendance in the classroom. The total points to be earned with the weekly postings and classroom participation scores is 150 points.

Here is a basic grading rubric that will be applied unless otherwise noted:

10 points = A direct and explicit reference to the text or other course material plus a relationship to personal experience, something read, material from another class, etc.

8 points = A direct and explicit reference to the text or other course material
6 points = A comment dealing with the topic at hand but lacking a direct and explicit reference to the text or other course material

4 points = A comment that is only remotely related to the topic of the discussion

2 points = A comment like "You made a good point"

0 points = no comment then no points

**Projects: 30 percent of the grade, 150 points**

Each student will work on a project that provides for an understanding of a specific area of nonprofit management and specifically working with boards of directors. Students must cite 8 sources including the two books assigned for the course in their final projects.

Project documents will use the APA format for citations. It is expected that the project deliverable will run approximately 10 pages which does not include the cover page, references, tables, figures or appendix material. Projects will include interviews and analyses of discussions with board members, and a board related project or other approved nonprofit project associated with skill building/fundraising/outreach development. The instructor has identified organizations and recommended projects.

**Case Studies: 10 percent, 50 points**

Students response to questions from a short case study worth 50 points. Responses should be 2 – 3 pages, 12-point, double spaced type that answer the questions and substantiate the responses with some research to support the responses. The case studies will be posted on Canvas and we will use short cases in class to familiarize you with formats and approaching case studies

**2 Exams: 30 percent, 150 points (75 points each)**

There will be a midterm and a final exam each worth 75 points. Exams are drawn from the reading materials assigned. The midterm will cover materials prior to the midterm date. The final will cover materials presented after the midterm—the final is not comprehensive.

**Career Development**

Over the semester students should identify 1 advertised nonprofit professional position that interests them. They may or may not actually apply for the position, but much can be learned from these with regard to the development of skills and for an understanding of positions and expected qualifications and competencies in the nonprofit sector. These positions can be located through the UNT Career Center or community sources such as [http://cnmconnect.org/opportunity-501-nonprofit-jobs-board/](http://cnmconnect.org/opportunity-501-nonprofit-jobs-board/) for the Dallas/ Fort Worth Metro Area. Students will update or prepare a resume (no longer than 1 page) to support this
requirement (Posting of the position and resume is due April 25 on Canvas. This will be discussed in class on May 2).

**Course Writing:**

All writing must utilize the American Psychological Association (APA) Style Guidelines. A good resource on APA guidelines is found here: [http://owl.english.purdue.edu/owl/resource/560/01/](http://owl.english.purdue.edu/owl/resource/560/01/).

Use these guidelines for citing references. Also use them for other writing in the course such as on the discussion boards.
Course Schedule: Changes that may be necessary will be posted on Canvas. Students are responsible for checking Canvas for potential updates.

Week 1: Monday, January 17 (no class on Monday) Dr. Martin Luther King Jr. Holiday, and Wednesday, January 19

Introduction and interests, review of the nonprofit sector, student goals and skills discussion

Week 2: Monday, January 24 and Wednesday, January 26 (Focus group).

The Wednesday, January 26 class will be held online to accommodate the focus group. ZOOM Link to come.

Pakroo: Chapter 1: Naming and Structuring Your Nonprofit: Choose a Name for Your Nonprofit & Should You Incorporate?


Weekly posting for upcoming week--Trends in the nonprofit sector – First graded Canvas posting is due January 29 by noon, response to a classmate by 5 p.m. on Sunday, January 30.

Prepare for this by posting by reading any online news story or professional website on nonprofits such as Board Source to discuss an interesting nonprofit topic. Please post any articles or website links for the articles/memos you used on your discussion in Canvas for reference at the end of your posting.

Week 3: Monday, January 31 and Wednesday, February 2

Pakroo: Chapter 1 Naming and Structuring Your Nonprofit: Do You Want Tax-Exempt Status? And Should You Have Voting Members?

Discussion in class of the Canvas postings

In class case discussion: Nonprofit Dilemma

Week 4: Monday, February 7 and Wednesday, February 9:

Pakroo: Chapter 2: Developing Your Strategic Plan: Strategic Plan Basics, Develop Your Mission Statement

In class Exercise: Mission and Vision statements

Week 5: Monday, February 14 and Wednesday, February 16: Understanding Nonprofits
Pakroo: Chapter 2: Developing Your Strategic Plan: Outline Specific Goals, Objectives and Activities, Assess Your Resources Strategies, Edit and Finalize Your Plan

February 16: In class Exercise Strategic Planning

Week 6: Monday, February 21 and Wednesday, February 23: Developing Your Initial Budget and Managing Finances

Pakroo: Chapter 3: Developing Your Initial Budget: Set Up Your Budget, Estimate Income, Estimate Expenses, Assemble Your Budget

Pakroo: Chapter 12: Managing Your Finances: Bookkeeping and Accounting Overview, Tracking Income and Expenses, Creating Basic Financial Reports, Audits, Reviews and Compilations, Reporting Requirements, Using Technology to Manage Your Money, Donors, Projects and More

Weekly posting—Topic: Dollars and Sense – Canvas posting on a budget topic selected by the student is due February 26 by noon, response to a classmate by 9 p.m. on Sunday, February 27. Prepare for this posting by reading Pakroo Chapter 3 or any brief articles dealing with nonprofit budgeting that can be sourced (be sure to post any outside links or articles on Canvas for the class).

Week 7: Monday, February 28 and Wednesday, March 2: In class exercise: Developing a budget and Case Study discussion

The instructor case study will be posted on February 14 and your written responses are due February 28. This case study is worth 50 points.

Prepare for this case by reviewing Pakroo Chapters 3 and 15 and any outside materials used as references. Be sure to use a references page for the document you prepare for Dr. Dicke.

Week 7: Monday, March 7 and Wednesday, March 9: Board of Directors


Weekly posting for upcoming week—The Nonprofit Workforce – Canvas posting on personnel topic is due March 5 by noon, and a response to a classmate by 9 p.m. on Sunday, March 6. Prepare for this posting by reading Pakroo Chapter 4 and 5 or any articles dealing with nonprofit personnel (be sure to post any outside articles on Canvas for the class).

Week 8: Monday, March 14 and Monday, March 16:

NO CLASSES, SPRING BREAK
Week 9: Monday, March 21: Midterm Review and  
Monday, March 23: MIDTERM EXAM

Week 10: Monday, March 28 and Wednesday, March 30 Your Workforce: Staff and Volunteers

Pakroo: Chapter 5: Developing a Management Strategy, Hiring and Executive Director, Hiring and Managing Staff and Volunteers, Employees and Independent Contractors, Required Paperwork, Filings and Taxes

Wednesday, March 4: Discussion of Weekly Postings and Case Studies

Week 11: Monday, April 4 and Wednesday, April 6 Fundraising and Risk Management and Insurance


Pakroo: Chapter 7: Common Legal Problems, Who is at Risk? Managing Your Nonprofit’s Risks, Obtain Appropriate Insurance, How to Deal With Problems and Effectively Minimize Risks

Pakroo: Chapter 8: Understanding Contracts and Agreements, Contract Law Basics, Using Contracts in the Real World, Typical Contract Terms, Electronic Contracts (optional)

Weekly posting for upcoming week—Marketing Your Nonprofit — Canvas posting on this topic is due April 2 by noon, response to a classmate by 5 p.m. on Sunday, April 3. Prepare for this posting by reading Pakroo Chapter 9 and 10 or any articles dealing with nonprofit marketing or publishing (be sure to post any outside articles on Canvas for the class).

Week 12: Monday, April 11 – Wednesday, April 13 The Food Fighters.

Please read carefully and we will discuss some of the major concepts offered in the first ½ of the book.

Week 13: Monday, April 18 and Wednesday, April 20: The Food Fighters.

Monday, April 18 -- ZOOM with Robert Egger—the subject of The Food Fighters.

Lisa Dicke is inviting you to a scheduled Zoom meeting.

Join Zoom Meeting
https://unt.zoom.us/j/81081485333?pwd=TWxmeUlYOGtWTERtbjBER9VM1MyUk9Udz09
Meeting ID: 810 8148 5333
Passcode: 239951

Wednesday, April 20 in classroom to follow up discussion of the book’s contents
**Week 14 Monday, April 25 and Wednesday, April 27: Marketing Your Nonprofit, Publishing Informational Materials, Spreading the Word About Your Nonprofit**

**Pakroo Chapter 9:** Marketing and Branding in a Nutshell, Common Marketing Terms, Know Your Audience, Market Research, Fundamental Marketing Tools

**Pakroo Chapter 10:** Publishing Informational Materials: Decide Whether to Publish, Create a Publishing Plan, Copyright Basics for Nonprofit Publishers

**Pakroo, Chapter 11:** Spreading the Word Online, Planning a Website Project, Choosing and Working with a Web Developer, Creating your Site, Domain Names, Driving Traffic to Your Site, Intellectual Property

**Week 15: Monday, May 2 Resume Development and Career Exploration, Wednesday, May 4 Review for Final Exam**

Discussion: Create your resume and post 1 nonprofit job positions on Canvas (Due April 25)

Monday, April 27: Project discussions, also, discuss your resume and postings

Wednesday, April 29: Discuss cases and review for the final exam

**Week 16: Final Exam: Monday, May 9 1:30 to 3:30**
Department of Public Administration

COURSE POLCIES AND PROCEDURES

Policies and Procedures

General expectations: I expect students to attend all course sessions: complete required readings prior to class time, participate in class discussions and case studies, and complete the written assignments, mid-term and final examinations.

Attendance: Attending class sessions is an important part of the learning process and is mandatory. Any unexcused absence will result in a deduction of 10 points. Only students with a university or instructor excused absences may make up an exam. Examples of university excused absences include those necessitated by university sponsored events, military orders, or an illness which results in some form of visit to a medical doctor. Such absences require written documentation, etc. (i.e., medical doctor notes, military orders, etc.) and must be submitted within one week of the student’s return to participation. The instructor may also excuse a student on a case-by-case basis.

Examinations: Students must take examinations when they are given to the class; makeup exams will be scheduled only for extraordinary circumstances. No one can be excused from an exam without notifying the instructor prior to the scheduled exam. If you miss an exam, I will assume that you have chosen to receive a "0" for your grade on that exam. The final exam is mandatory; no one will receive a passing grade without having taken it. The final exam will not be returned to students but may be reviewed by the student after the instructor has submitted final grades.

Withdrawals: Students have the right to withdraw from courses. I urge you to maintain your commitment to this course, however, if you decide to withdraw, please see the instructor and review the academic calendar to observe UNT’s withdraw dates.

Disability Accommodation

The Department of Public Administration, in cooperation with the Office of Disability Accommodations (ODA), complies with the Americans with Disabilities Act in making reasonable accommodations for qualified students with disabilities. Please present your written accommodation request to the instructor within the first two weeks of the semester. Students registered with the ODA may present the Special Accommodation Request from that office in lieu of a written statement.

Cheating and Plagiarism

Definitions. The UNT Code of Student Conduct and Discipline defines cheating and plagiarism “as the use of unauthorized books, notes, or otherwise securing help in a test; copying others’ tests, assignments, reports, or term papers; representing the work of another as one’s own; collaborating without authority with another student during an examination or in preparing academic work; or otherwise practicing scholastic dishonesty.”
Penalties. Normally, the minimum penalty for cheating or plagiarism is a grade of “F” in the course. Determination of cheating or plagiarism shall be made by the instructor in the course, or by the department.

Cases of cheating or plagiarism in ordinary course work may, at the discretion of the instructor, be referred to the Curriculum and Degree Program[s] Committee in the case of either graduate or undergraduate students. This committee, acting as an agent of the Department, shall impose further penalties, or recommend further penalties to the Dean of Students, if they determine that the case warrants it. In all cases, the Dean of Students shall be informed in writing of the case.

Appeals. Students may appeal any decision under this policy by following the procedures laid down in the UNT Code of Student Conduct and Discipline.

POLICY ON STUDENT BEHAVIOR IN THE CLASSROOM

Student behavior that interferes with an instructor’s ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Center for Student Rights and Responsibilities to consider whether the student's conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at [https://policy.unt.edu/policy/07-012](https://policy.unt.edu/policy/07-012).

Acceptable Student Behavior:

Student behavior that interferes with an instructor’s ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Dean of Students to consider whether the student's conduct violated the Code of Student Conduct. The university's expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at [www.deanofstudents.unt.edu](http://www.deanofstudents.unt.edu)

SEXUAL DISCRIMINATION, HARRASSMENT, & ASSAULT

UNT is committed to providing an environment free of all forms of discrimination and sexual harassment, including sexual assault, domestic violence, dating violence, and stalking. If you (or someone you know) has experienced or experiences any of these acts of aggression, please know that you are not alone. The federal Title IX law makes it clear that violence and harassment based on sex and gender are Civil Rights offenses. UNT has staff members trained to support you in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, helping with legal protective orders, and more.

UNT’s Dean of Students’ website offers a range of on-campus and off-campus resources to help support survivors, depending on their unique needs: [http://deanofstudents.unt.edu/resources_0](http://deanofstudents.unt.edu/resources_0). UNT’s Student Advocate can be reached by calling the Dean of Students’ office at 940-565-2648. You are not alone. We are here to help.
PLAGIARISM

Professors in the Department of Public Administration will not tolerate any form of academic dishonesty among students in the major. According to the 2005-06 UNT Undergraduate Catalogue (p. 107): “The term ‘plagiarism’ includes, but is not limited to: a. the knowing or negligent use by paraphrase or direct quotation of the published or unpublished work of another person without full and clear acknowledgement; and b. the knowing or negligent unacknowledged use of material prepared by another person or agency engaged in the selling of term papers or other academic materials.”

Examples of plagiarism include:

• purchasing term papers from Internet sources and turning them in to meet assignment requirements

• downloading or copying material from the Internet and presenting it as your own work

• using sentences, quotes, statistics or other information from books or journals without citing the source(s) in papers

• incorporating novel ideas, concepts or phrases into papers without giving credit to the original author

• having someone else write a paper for you

Failure to comply with this policy on plagiarism may result in a failing grade on the assignment or paper, a failing grade in the class, dismissal from the program, and expulsion from the university.

When in doubt about what constitutes plagiarism, contact your professor or provide citations!

LAPTOPS AND CELL PHONES IN THE CLASSROOM:

The classroom setting at an institution of higher learning is intended to serve as a venue that permits the transfer of knowledge and facilitates the sharing of ideas. As such, it is imperative that any distractions from these stated objectives be avoided and kept to a minimum. Potential disruptions include modern electronic devices such as laptop computers and cell phones.

Students are allowed to take notes on personal laptop computers to enhance the learning process, but they should not activate their internet browsers during class or use computers for non-academic purposes (as this diverts attention from the lecture/discussion for both the student using it and others nearby).

Students should avoid using cell phones to search the Internet or text while class is in session. Exceptions to this policy will be at the discretion of the faculty only and may occur if searching the Internet is necessary to find additional information or facts related to the subject being covered on that day.

CAMPUS CARRY & CONCEALED HANDGUNS

In accordance with state law and UNT policy, students who are licensed may carry a concealed handgun on campus premises except in locations and at any function, event, and program prohibited by law or by this policy. Students may learn more about UNT’s concealed handgun policy at https://campuscarry.unt.edu.
COVID Absences

As of Jan. 1, 2022, all students reporting their own positive COVID-19 status to UNT’s Contact Tracing team at COVID@UNT.edu will need to upload positive test results, unless they tested on campus, in order to have an excused absence from class (on-campus testing results are automatically shared with UNT).