

Nonprofit Organizations and Their Environment
MOS 1025B Section 530
School of Leadership & Social Change

CONTACT

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CLASS

Day: Wednesday
Time: 2:30 p.m. – 5:30 p.m.
Room: BR 304

COURSE DESCRIPTION

This course is an introduction to nonprofit organizations and the nature of the political, social, economic, regulatory and cultural contexts in which they operate. Topics include governance and organizational structure, resource acquisition, public and government relations, volunteer management, partnerships and accountability. The unique strategic challenges in leading nonprofit organizations are emphasized through use of the case method of learning, experiential field trips, guest lectures by community experts and traditional lectures.

There are no prerequisites or antirequisites for this course. It is highly recommended that students with an interest in the Nonprofit Management (MOS) or Community Development (Sociology) modules pair this course with Sociology 1050A/B: An Introduction to Community, Service and Active Citizenship.

COURSE LEARNING OUTCOMES

Upon successful completion of this course students will be able to:

1. Understand aspects and concepts of nonprofit management that include: recognizing the trends in the sector and its environment, governance and organizational structure, organizational change, innovation and social enterprise, strategic planning, public and government relations, financial resource acquisition, financial management, marketing and communications, managing people, partnerships and alliances as well as international perspectives.
2. Collaboratively apply, investigate and analyze the concepts learned, through weekly case study review; a PESTLE analysis of a nonprofit organization; as well as a community experiential learning group project with organizations in the nonprofit sector in London, and providing a presentation of their findings and analysis to the class, to enable further group learning about the sector and its unique strengths and challenges.

3. Demonstrate professionalism and skills, expected by an employer, promptness, preparation, civility, attentiveness, effective communication, deportment and engagement.

Student competency levels on these outcomes will vary. You can expect to achieve these outcomes if you honour course policies, attend classes regularly, complete all assigned work in good faith and on time, demonstrate comprehension of the course content, and meet all other course expectations of you as a student.

BRESCIA UNIVERSITY COLLEGE COMPETENCIES

Primary competencies developed in this course include:

Competency #	Competency	Level
1	Communication	2
2	Critical Thinking	1
3	Inquiry and Analysis	1
4	Problem Solving	1
6	Social Awareness and Engagement	2

See <http://brescia.uwo.ca/academics/brescia-competencies/> for a detailed description of each competency.

COURSE MATERIALS

Information regarding any required readings for this course will be available on OWL and updated regularly. These readings may include both chapters from the required course textbook (see below) as well as other journal articles and grey literature. Students are responsible for acquiring and reading required readings each week prior to the week's session. Readings aside from the textbook will be available electronically through OWL.

Required Course Textbook:

Rowe, G., & Conway Dato-on, M. (2013). Introduction to Nonprofit Management: Text and cases (Ivey Casebook Series). Thousand Oaks, CA: Sage Publications.

Copyright and Intellectual Property

PowerPoint lecture slides and notes, lists of readings, in-class activities, assignment guidelines, and other components of the course materials are typically the intellectual property of the instructor. Unauthorized reproduction through audio-recording, video-recording, photographing, sharing on social media, or posting on course-sharing websites is an infringement of copyright and is prohibited. Such action may be considered a Code of Conduct violation and lead to sanctions.

Teaching Methodology and Expectations of Students

This course is designed to ensure maximum experiential learning. Readings may be expanded upon by way of videos, exercises, cases, and/or class discussions. The very nature of the experiential learning approach demands a high level of attendance, preparation, and contribution in class. You are expected to be prepared and fully engaged in learning.

Class Schedule

A tentative schedule for this course is posted on OWL. I may depart from this schedule as some topics take up more (or less) time than is scheduled. Following this schedule is your responsibility. You should check OWL regularly for lecture notes, readings, and announcements. You should anticipate spending a minimum of 3-5 hours per week preparing for classes, completing readings, cases and exercises, as well as studying for tests and preparing assignments.

EVALUATION

Component	Timing	Learning Outcomes	Brescia Competency	Weight
Class Contribution including Case Memos	Weekly	1,2,3,4	1,2,3,5	20%
PESTLE Analysis	Week 6	1,2,3,4	2,3,5,6,7	15%
Quiz	Week 8	1,2,3,4,	1-4	10%
Group Project	Week 11	3,4	1-7	25%
Final Exam	TBA	1,2,3,4	1-4	30%

Evaluation Component Descriptions

See detailed assignment instructions and grading rubric for all evaluation components on OWL.

Evaluation Policies

You must complete all evaluation components to pass the course. I will not re-weight course components unless you have received an academic accommodation. I will not adjust grades based on need. Your mark in the course will be the mark that you earn based on your comprehension of course content. Extra credit assignments are not available, and evaluations cannot be rewritten to obtain a higher mark. Once you have completed an evaluation, you are committed to the mark earned.

Late assignments without an academic accommodation will receive a "0." All assignments are subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All assignments submitted for such checking will be included as source documents in the reference database to detect plagiarism of assignments subsequently submitted to the system. Use of the service is subject to the licensing agreement,

currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

COURSE POLICIES

Attendance Policy

You are expected to attend class. However, extenuating circumstances arise that make this difficult. Family medical issues, personal medical issues, family bereavement, participation in University sports teams are acceptable reasons for missing class, with appropriate documentation (i.e. an academic accommodation). See details below in Brescia Policies regarding Accommodation beginning on page 7.

You should check your UWO email regularly for any notifications regarding your attendance. You should read the course outline and clarify any concerns that you might have regarding the class attendance policy with me. I suggest that you track your class attendance.

Student Use of Technology in Class

I welcome the use of laptops in the classroom if they are used for class related purposes, such as research, or participation in class exercises. Using your computer or phone during class for personal activities such as reading or writing e-mail, surfing the web, texting or playing games is distracting for others, is not conducive to your own learning, and is disrespectful to the instructor. Please ensure your phones are turned off and placed inside a bag. If I see you texting or using your devices for personal purposes I will ask you to put them away.

Email

Email is a useful tool for sharing news, setting up appointments, or for simple questions and assignment clarification, but for more complex questions, a face-to-face meeting is best. Please make an appointment to discuss any personal, academic, group work, or controversial issues in person, especially any concerns that you might have about your grades.

Appointments

Students are welcome to meet with me by arranging an appointment at a mutually convenient time. Generally appointments are best scheduled immediately preceding or following class.

Privacy

To respect privacy laws and the privacy of individual students, all grades will be distributed on OWL only. If you wish to discuss a grade, or review a test or paper, please make an appointment with me to do so in person. To respect your privacy, I will discuss your grades only with you. Please do not share or compare your grades. I cannot share

information about another student's grades, so discussions comparing grades between students will not be entertained.

DROPPING A COURSE

To drop a course without academic penalty, you must drop the course by the following dates:

Winter Term Half Credit Course

March 7, 2020

For further details, check the online academic calendar in the registrar's website. To book an appointment with one of Brescia's Academic Advisors, call 519.432.8353, extension 28266. If you are registered at another college or main campus, please make an appointment to see your academic advisor at your home campus.

Weekly Course Topics – Draft – Final will be available on OWL

Week	Date	Topic(s)	Readings	Assignments/Quizzes
<i>Plan and Create</i>				
1	Jan. 8	Overview of the Non-Profit Sector Case in class together -Elephant Walk Thru (from Chapter 1)	Chapter 1 Rowe & Dato-On	Case Discussion
2	Jan 15	Vision Case: The Launch of Dura	Chapter 2 Rowe & Dato-On	Case Memo
3	Jan 22	Governance & Structure Case: YMCA of London	Chapter 3 Rowe & Dato-On	Case Memo
4	Jan 29	International Influences Case: WTA in Asia	Chapter 13 Rowe & Dato-On	Case Memo
<i>Develop and Sustain</i>				
5	Feb 5	Strategy Case: Atlanta Symphony Orchestra	Chapter 6 Rowe & Dato-On	Case Memo
6	Feb 12	Marketing Case: The Toronto Ultimate Club	Chapter 9 Rowe & Dato-On	Assignment 1 due
7	Feb 19	Reading Week		
8	Feb 26	Finance and Fundraising Case: Goodwill Industries	Chapter 11 Rowe & Dato-On	Quiz
9	Mar 4	Trends and Social Enterprise Case: Care Kenya	Chapter 14 Rowe & Dato-On	Case Memo
<i>Lead, Execute and Evaluate</i>				
10	Mar 11	Government and Advocacy Case: East Coast Trail Association	Chapter 12 Rowe & Dato-On	Case Memo
11	Mar 18	Managing People Case: Alice Saddy	Chapter 8 Rowe & Dato-On	Group Presentations due and Paper due
12	Mar 25	Leadership and Performance Case: Otago Museum (Chpt. 5)	Chapter 4 & 5 Rowe & Dato-On	Case Memo
13	Apr 1	Partners and Networks Review How to Write a Case Exam	Chapter 7 Rowe & Dato-On	Case Memo

2019-20 BRESCIA UNIVERSITY COLLEGE ACADEMIC POLICIES AND REGULATIONS

1. POLICY REGARDING ACADEMIC ACCOMMODATION

The complete policy regarding [Accommodation for Illness - Undergraduate Students](http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12) can be found at http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12.

Students who have long-term or chronic medical conditions which may impede their ability to complete academic responsibilities should seek Academic Accommodation through Student Accessibility Services (http://www.westerncalendar.uwo.ca/PolicyPages.cfm?PolicyCategoryID=1&Command=showCategory&SelectedCalendar=Live&ArchiveID=#Page_10).

Personal commitments (e.g., vacation flight bookings, work schedule) which conflict with a scheduled test, exam or course requirement are **not** grounds for academic accommodation.

Students who experience an illness or extenuating circumstance sufficiently severe to temporarily render them unable to meet academic requirements may submit a request for academic consideration through the following routes:

1. Submitting a **Self-Reported Absence** form provided that the conditions for submission are met;
2. For medical absences, submitting a **Student Medical Certificate (SMC)** signed by a licensed medical or mental health practitioner;
3. For non-medical absences, submitting **appropriate documentation** (e.g., obituary, police report, accident report, court order, etc.) to their Academic Advisor. Students are encouraged to contact their Academic Advisor to clarify what documentation is acceptable.

Requests for Academic Consideration Using the Self-Reported Absence Portal

Students who experience an unexpected illness or injury or an extenuating circumstance of 48 hours or less that is sufficiently severe to render them unable to meet academic requirements should self-declare using the online Self-Reported Absence portal. This option should be used in situations where the student expects to resume academic responsibilities within 48 hours. Note that the excused absence includes all courses and academic requirements within the up to 48 hours, it is not intended to provide an excused absence from a single course while students fulfill their academic responsibilities in other courses during that time.

The following conditions are in place for self-reporting of medical or extenuating circumstances:

1. Students will be allowed **a maximum of two self-reported absences** between September and April and one self-reported absence between May and August;
2. The duration of the absence will be for a maximum of 48 hours from the time the Self-Reported Absence form is completed through the online portal, or from 8:30 am the following morning if the form is submitted after 4:30 pm;
3. The excused absence will terminate prior to the end of the 48 hour period if the student undertakes significant academic responsibilities (writes a test, submits a paper) during that time;
4. Self-reported absences will **not** be allowed for scheduled final examinations; midterm examinations scheduled during the December examination period; or for final lab examinations scheduled during the final week of term;
5. Self-report absences may **not** be used for assessments worth more than 30% of any course;
6. Any absences in excess of 48 hours will require students to present a Student Medical Certificate (SMC), or appropriate documentation;
7. Students **must** communicate with their instructors **no later than 24** hours after the end of the period covered by the Self-Reported Absence form to clarify how they will fulfil the academic expectations they may have missed during the absence.

Request for Academic Consideration for a Medical Absence

When a student requests academic accommodation (e.g., extension of a deadline, a makeup exam) for work representing 10% or more of the student's overall grade in the course, it is the responsibility of the student to provide acceptable documentation to support a medical or compassionate claim. All such

requests for academic accommodation **must** be made through an Academic Advisor and include supporting documentation.

Academic accommodation for illness will be granted only if the documentation indicates that the onset, duration and severity of the illness are such that the student could not reasonably be expected to complete their academic responsibilities. Minor ailments typically treated by over-the-counter medications will not normally be accommodated.

The following conditions apply for students seeking academic accommodation on medical grounds:

1. Students must submit their Student Medical Certificate (SMC) along with a request for relief specifying the nature of the accommodation being requested no later than two business days after the date specified for resuming responsibilities. An SMC can be downloaded from http://www.uwo.ca/univsec/pdf/academic_policies/appeals/medicalform.pdf ;
2. In cases where there might be an extended absence or serious issue, students should submit their documentation promptly and consult their Academic Advisor for advice during their recovery period;
3. Whenever possible, students who require academic accommodation should provide notification and documentation in advance of due dates, scheduled tests or examinations, and other academic requirements;
4. Students **must** communicate with their instructors **no later than 24 hours** after the end of the period covered by the SMC to clarify how they will fulfil the academic expectations they may have missed during the absence;
5. Appropriate academic accommodation will be determined by the Dean's Office/Academic Advisor in consultation with the course instructor(s). Academic accommodation may include extension of deadlines, waiver of attendance requirements, arranging Special Exams (make-ups), re-weighting course requirements, or granting late withdrawal without academic penalty.

The [full policy on requesting accommodation due to illness](#) can be viewed at:

http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12

2. ACADEMIC CONCERNS

If you feel that you have a medical or personal challenge that is interfering with your work, contact your instructor and Academic Advisor as soon as possible. Problems may then be documented and possible arrangements to assist you can be discussed at the time of occurrence rather than on a retroactive basis. Retroactive requests for academic accommodation on medical or compassionate grounds are not normally considered.

If you think that you are too far behind to catch up or that your work load is not manageable, you should consult your Academic Advisor. If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines; please refer to the [Registrar's website](#), <http://brescia.uwo.ca/academics/registrar-services/> or the list of official sessional dates in the Academic Calendar (<http://www.westerncalendar.uwo.ca/SessionalDates.cfm?SelectedCalendar=Live&ArchiveID=>).

You should consult with the course instructor and the Academic Advisor who can help you consider alternatives to dropping one or more courses. *Note that dropping a course may affect OSAP eligibility and/or Entrance Scholarship eligibility.*

3. ABSENCES

Short Absences: If you miss a class due to a minor illness or other problems, check your course outline for information regarding attendance requirements and make sure you are not missing a test or assignment. Cover any readings and arrange to borrow notes from a classmate. Contact the course instructor if you have any questions.

Extended Absences: If you have an extended absence, you should contact the course instructor and an Academic Advisor. Your course instructor and Academic Advisor can discuss ways for you to catch up on missed work, and arrange academic accommodations if appropriate and warranted.

It is important to note that the Academic Dean may refuse permission to write the final examination in a course if the student has failed to maintain satisfactory academic standing throughout the year or for too frequent absence from the class or laboratory (http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=5&SelectedCalendar=Live&ArchiveID=#SubHeading_68).

4. SCHOLASTIC OFFENCES

Scholastic offences are taken seriously and students are directed to read the appropriate policy, specifically, the definition of what constitutes a Scholastic Offence at: http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_20.

Students are responsible for understanding the nature of and avoiding the occurrence of plagiarism and other academic offences. Note that such offences include plagiarism, cheating on an examination, submitting false or fraudulent assignments or credentials, impersonating a candidate, or submitting for credit in any course without the knowledge and approval of the instructor to whom it is submitted, any academic work for which credit has previously been obtained or is being sought in another course in the University or elsewhere. Students are advised to consult the section on Scholastic Discipline for Undergraduate Students in the Academic Calendar.

If you are in doubt about whether what you are doing is inappropriate or not, consult your instructor, the Academic Dean's Office, or the Registrar. A claim that "you didn't know it was wrong" is not accepted as an excuse.

The penalties for a student guilty of a scholastic offence (including plagiarism) include refusal of a passing grade in the assignment, refusal of a passing grade in the course, suspension from the University, and expulsion from the University.

Plagiarism:

Students must write their essays and assignments in their own words. Whenever students take an idea or a passage from another author, they must acknowledge their debt both by using quotation marks where appropriate and by proper referencing such as footnotes or citations. Plagiarism is a major academic offence.

All required papers may be subject to submission for textual similarity review to the commercial plagiarism detection software under license to the University for the detection of plagiarism. All papers submitted for such checking will be included as source documents in the reference database for the purpose of detecting plagiarism of papers subsequently submitted to the system. Use of the service is subject to the licensing agreement, currently between The University of Western Ontario and Turnitin.com (<http://www.turnitin.com>).

Computer-marked Tests/exams:

Computer-marked multiple-choice tests and/or exams may be subject to submission for similarity review by software that will check for unusual coincidences in answer patterns that may indicate cheating. Software currently in use to score computer-marked multiple-choice tests and exams performs a similarity review as part of standard exam analysis.

5. PROCEDURES FOR APPEALING ACADEMIC EVALUATIONS

All appeals of a grade must be directed first to the course instructor. If the student is not satisfied with the decision of the course instructor, a written appeal is to be sent to the School Chair. If the response of the Chair is considered unsatisfactory to the student, they may then submit a written appeal to the Office of the Dean. If the student is not satisfied with the decision of the Dean, they may appeal to the Senate Review Board Academic (SRBA), if there are sufficient grounds for the appeal and if the matter falls within the jurisdiction of the SRBA. For information on academic appeals consult your Academic Advisor or see the Student Academic Appeals – Undergraduate in the Academic Calendar http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_14.

Note that final course marks are not official until the Academic Dean has reviewed and signed the final grade report for the course. If course marks deviate from acceptable and appropriate standards, the Academic Dean may require grades to be adjusted to align them with accepted grading practices.

6. PREREQUISITES

Unless you have either the prerequisites for a course or written special permission from the Dean to enroll in it, you will be removed from the course and it will be deleted from your record. This decision may not be appealed. You will receive no adjustment to your fees in the event that you are dropped from a course for failing to have the necessary prerequisite(s).

7. SUPPORT

Support Services

The Brescia University College Registrar's website, with a link to Academic Advisors, is at <http://brescia.uwo.ca/academics/registrar-services/>. Students can access supports through Brescia's Student Life Centre (<http://brescia.uwo.ca/life/student-life/>) and Learning Skills Services at Western (<https://www.uwo.ca/sdc/learning/>)

Mental Health and Wellness

Students may experience a range of issues that can cause barriers to your learning, such as increased anxiety, feeling overwhelmed, feeling down or lost, difficulty concentrating and/or lack of motivation. Services are available to assist you with addressing these and other concerns you may be experiencing. You can obtain information about how to obtain help for yourself or others through **Mental Health & Wellness at Brescia** (<http://brescia.uwo.ca/life/mental-health-wellness/>) and **Health and Wellness at Western**, http://uwo.ca/health/mental_wellbeing/index.html.

Sexual Violence

All members of the Brescia University College community have a right to work and study in an environment that is free from any form of sexual violence. Brescia University College recognizes that the prevention of, and response to, Sexual Violence is of particular importance in the university environment. Sexual Violence is strictly prohibited and unacceptable and will not be tolerated. Brescia is committed to preventing Sexual Violence and creating a safe space for anyone in the Brescia community who has experienced Sexual Violence.

If you or someone you know has experienced any form of Sexual Violence, you may access resources at <http://brescia.uwo.ca/life/sexual-violence/>.

Portions of this document were taken from the Academic Calendar, the Handbook of Academic and Scholarship Policy and the Academic Handbook of Senate Regulations. This document is a summary of relevant regulations and does not supersede the academic policies and regulations of the Senate of the University of Western Ontario.
