UNIVERSITY OF TEXAS AT EL PASO –
MASTER IN PUBLIC ADMINISTRATION PROGRAM
Selected Problems in Public Administration PAD 5380 001 CRN:36210
Fundraising and Board Development for Nonprofit Organizations
Summer 2020 Jun 08, 2020 - Jul 31, 2020
Syllabus -

Instructor: Dr. Maria Luisa Picard-Ami, MBA, MPA
Contact: Contact me using UTEP email or MS Teams
  *Email***:** marialp@utep.edu –Please include PAD5359 in subject if you want/need a timely response.
  Please use your UTEP email to contact me. I will not/cannot respond to inquiries made with other emails, as I cannot verify the identity of the person sending the email.
  MS Teams is the preferred method of communication. I will be checking in the evenings.
Office Hours: By appointment, preferably after 5 pm.

Disclaimer. **The instructor reserves the right to make changes to this syllabus** based on students' progress and other factors, at the instructor's discretion. Changes will be specified via Blackboard Announcements. It is the student's responsibility to check frequently. Because this is an accelerated course, it is suggested that you **check every day.**

"Never doubt that a small group of thoughtful committed citizens can change the world; indeed, it's the only thing that ever has." Margaret Mead

"The best way to predict the future is to create it."
"Management is doing things right; leadership is doing the right things."
Peter Drucker

1. **Catalog Course Description**

This is a PADS 5380 Class: Selected Problems in Public Administration. It is a 3-credit graduate course, based on research and writing on a topic agreed upon by the student and professor. In this case, the specific focus is on Fundraising and Board Developments and it is part of the elective curriculum offered for the Graduate Certificate in Nonprofit Administration and Governance.

2. **Course Overview and UTEP EDGE Goals**

  Fundraising and Board Development for Nonprofit Organizations is about planned organizational change and capacity building. It is about securing leadership and resources, two key elements required for this purpose. This course starts with *Strategic Questions: Where is the organization headed? Where do we want/need it to go?* How do we get there? Board development and fundraising are, or should be, part of the nonprofit's strategic plan, a concerted effort to lead the organization towards a vision that has been collectively designed, based on a shared theory of changed. The Board provides the **Leadership** needed to guide the change; the fundraising provides the **Resources**. Together, they allow an organization to achieve its purpose, its mission, its goals, and its objectives. For this reason, neither leadership development nor fundraising make sense if the organization lacks a clear vision and mission. *Fundraising and board development, thus, are part of the organizational strategy for innovation and change*. The basic premise of the course is that, as social scientists, we have a responsibility to acquire knowledge and "give back" to our communities using this knowledge by carefully applying critical thinking to determine organizational needs, design strategies, and apply carefully selected tools.
At the end of the course, successful students will be able to:

*   Have a basic understanding and the ability to *think critically* about how *social, political and economic forces* shape the role that nonprofits play in society and how they interact with other sector of their economic, social and political environment.

- ***Be confident*** in their ability to identify and develop *organizational formats, leadership styles, and sustainability strategies* to match the needs and resources of organizations by using analytical tools such as theory of change and logic models.
- Develop a sense of **social responsibility** as *social scientists*, understanding the *role of professionals in social change* and **community engagement**.
- Develop their ***problem solving skills*** by applying knowledge acquired during the course to *propose solutions to complex organizational leadership and fundraising issues*.
- Enhance **communication and teamwork skills** though *class participation and research.*

3. Course Technology

Students will need access to a computer and internet to be successful in the course. This is a 100% online class. It uses a format that utilizes Blackboard on-line interaction and learning. The Blackboard on-line platform is accessible through My.UTEP Portal using a UTEP email. The use of a ***UTEP email is mandatory***. I will not respond to other emails from other domains for security reasons. The *UTEP library* for journal articles. If you need help, you can find it here:

Course Blackboard Website:
https://blackboardlearn.utep.edu/webapps/blackboard/execute/announcement?method=search&context=course&course_id=_109910_1&handle=cp_announcements&mode=cpview#

4. Course Materials

4.1. Textbook.

There is no required textbook for this course. Suggested readings include:

- Klein, Kim (2016) *Fundraising for Social Change* 7th Edition. Wiley. ISBN eBook
- Grobman, Gary M. (2015) *An Introduction to the Nonprofit Sector. A Practical Approach for the Twenty-First Century*. 4th edition Harrisburg, PA: White Hat Communications
- BoardSource (2012) *The Nonprofit Board Answer Book. A Practical Guide for Board Members and Chief Executives*. Third Edition. San Francisco, CA: Jossey-Bass.
- Kush, Christopher (2004) *The One-Hour Activist*. San Francisco: Jossey-Bass

4.2. Other Readings

Supplemental material, articles, and handouts will be provided. Students will use sources accessible through the UTEP library and reliable on-line sites to enhance critical thinking and on-line active participation.

5. Required Course Assignments, Activities and Evaluation of Performance

This is a graduate course so the expectation is that you hone your ability to acquire new knowledge, to think critically and creatively about issues and problems. ***Evaluation is based on how you increase your knowledge and comprehension for use in critical analysis of the course's subject matte***r. You should read; you should read lectures and materials; you should think critically about the information you are receiving; you should apply this growing ability to think critically and use your enriched knowledge base to feed your ***active participation online via questions and discussions*** as well as your ***individual research and presentations***.

5.1. Types of Blackboard tools that will be used in the Course:

1. The **Discussion Board (DB)** is considered a tool to stimulate interpersonal interaction and is meant to offer a platform that can replicate the graduate level discussion that would take place in a face-to-face course. For all DB assignments, students must make an entry of at least 400 words and a substantive comment (200 words) on at least two of his/her peers' entries. The Class DB will be used in several ways:

- As a weekly forum, organized by Topics, for individual participation and discussion with peers on the class materials and activities
- It will also provide a space to post drafts and receive feedback from peers for specific individual student projects.

2. **Blog Reports.** Each student will use the Blog function to research and analyze nonprofit organizations. The blog will allow each of you to publish information and your interpretations about the NPO development plans and receive feedback from your peers. Blog and feedback will be used as the primary source to write your final paper for the course. There will be two types of Blogs:
   - Blog 1. Each student will write *research and compare two NPOs*, their strategic plans, their leadership, and their sustainability plans. Each student should make a substantive comment/feedback on at least two of his/her peer's Project Blog entry. This blog is part of the participation grade.
   - Blog 2. Each student will outline three sections of what will become their final project. These drafts should cover: a) an organizational diagnostic, a leadership development plan, and a sustainability plan. The drafts and feedback will be the building blocks for the final project. The purpose of this blog is to receive feedback from their peers. Feedback provided is part of a student's participation grade. Detailed instructions will be provided.

3. **Wikis** are collaborate tools. They are platforms to share data and information with the group that helps you understand better the course materials. The Class Wiki will be introduce key terms and constructs. It is meant to facilitate the building of a common language that will be used in the discussions (DB).
   - Each student should contribute at least one construct a week to the class wiki, adding a term from the readings that enriches the discussions. Explain the term and its importance. Also, comment on the entry of at least one peer. Detailed instructions will be provided.

4. **Assignment Tool with SafeAssign**. The Assignment Tool is a way for students to upload documents created offline and submit them for grading. This tool is used in combination with SafeAssign. SafeAssign compares submitted assignments against a set of academic papers to identify areas of overlap between the submitted assignment and existing works. SafeAssign is effective as both a deterrent and an educational tool. Use SafeAssign to review assignment submissions for originality and create opportunities to help students identify how to attribute sources properly rather than paraphrase. Two of the course evaluation activities will be submitted using the Assignment tool:
   - **Journal Article Reviews:** Using the UTEP library database, each student will propose 3 *scholarly* peer-reviewed Journal Articles related to the main topics of the course: Strategic Planning, Leadership Development, and Organizational Sustainability. There will be two types of products: Summaries and critiques. Both are two ways to write a review of a scientific journal article. The summary will requires stating the key points of the article and posting on the DB for your peers to learn and discuss. The critique will require building on the summary, analyzing and evaluating the author's research. Summaries and critiques help you learn to synthesize information from different sources and are usually limited to two pages maximum. 1) A summary to share and discuss with your peers, and. 2) a formal Journal article review to upload as a writing assignment. Detailed instructions will be provided.
   - **Final Project Paper:** Each student will prepare an innovation plan that includes the three basic components: strategic plan, leadership development plan, and a sustainability plan for a new or existing non-profit organization of their choice. There will be two types of products for each final component: 1) a summary to share on the DB and discuss with your peers. 2) A formal report to upload as a writing assignment. Detailed instructions will provided. Format: double-spaced, 1-inch margins, Font size 12pts around 2500 to 3000 words. Please plan to upload a word document; I will be using Safe Assign to check for plagiarism. References do not count as part of the page limitation and should include organizational and scholarly sources.

5. **FAQs.** There is also a DB section for frequently asked questions. Here you can exchange information, tips, links, and findings on topics or terms selected by you and your peers. You can also ask me questions that you think would be of common interest. If I think that a question posed to me individually should be posted there, I will do so.

6. **Types and Value of Assignments**

Points	Description
15 pts	**Web-based NPO Research Project - Blog 1** • Select two nonprofit organizations, preferably <u>outside of our borderland region.</u> Make sure no one has already chosen the organizations. Present and compare 1) strategic plans, 2) leaderships style, and 3) sustainability strategy. In addition to your Blog entries (10 pts), you must comment on the entries of two peers for full credit (2.5 each pts) .Detailed instructions will be provided.
30pts	**Journal Article summaries and reviews - 3 Reviews (5pts each) and 3 DB (5pts each) summaries (30%):** • **Using** the UTEP library database, find 3 *scholarly* peer-reviewed Journal Articles related to the main topics of the course: Strategic Planning, Leadership Development and Organizational Sustainability. In addition to uploading your report using the Assignment Tool (3 x 5pt), you must generate a summary for you peers to read (3 x 3 pts), and comment on the summaries of at least two peers (3 x 2 pts). Detailed instructions will be provided.
14 pts	**Contributions to Class Wiki (2 pts each)** • Each student should contribute at least one construct a week to the class wiki, adding a term from the readings that enriches the discussions. Explain the term and why you think it is important. Also, comment on the entry of at least one peer.
21 pts	**Weekly Participation via Discussion Boards**. (7x3) • Each week there will be at least one Discussion Board focused on analyzing the materials of class lectures and materials reviewed. Each student must make one entry and comment on the entries of at least two class peers. Detailed instructions will be provided.
20 pts	**Final Project** – • Students will prepare an innovation plan that includes the three basic components: strategic planning, leadership development and a sustainability plan for a new organization or an existing non-profit organization of their choice. There will be two types of products: 1) a summary to share and discuss with your peers. 2) A formal report to upload as a written assignment. 1 Report (10 pts) and 1 DB summary (10%) Detailed instructions will provided.
100	

6.1. Final Grading Scale for the Course

A	B	C	D	F
90-100 points	**80-89 points**	**70-79 points**	**60-69 points**	**Below 60 points**

7. Class Policies

7.1. Participation

All students are expected to participate fully. You must be engaged in group discussions *and* individual assignments. <u>Please be aware that the schedule of assignments and discussions may be modified during the semester. The course schedule is tentative and subject to change.</u> You are responsible for keeping up with all changes that are announced.

University policy allows for student withdrawal if more than two weeks of classes are missed. Please note that the student may be dropped for lack of attendance. Please communicate with me if you are having problems. If you miss one week of class, contact me immediately.

7.2. Netiquette and Civility: Student Online Behavior

Netiquette is the correct or acceptable way of communicating on the Internet. Civility is the practice of politeness and courtesy in behavior or speech. Both are important for the success of our discussions and our course. Some guiding principles include:

- Respect and courtesy must be provided to classmates and to instructor at all times. No harassment or inappropriate postings will be tolerated.
- Do not use inappropriate language. Address the ideas, not the person. Post only what you would comfortably state in a face-to-face situation.
- Do not dominate any discussion.
- Never make fun of someone's ability to read or write.
- Use simple English.
- Use correct spelling and grammar.
- Share tips with other students.
- Keep an "open-mind" and be willing to express even your minority opinion.
- Be aware of the College's Academic Honesty Policy.
- **Think before** you push the "Send" button.
- Do not hesitate to ask for feedback.
- When in doubt, always check with your instructor for clarification.
- Do not write in all caps.
- Do not use "text talk

7.3. Academic Honesty

Materials (written or otherwise) submitted to fulfill academic requirements must represent a student's own efforts. Any act of academic dishonesty is unacceptable and will not be tolerated. Academic dishonesty is prohibited and is considered a violation of the UTEP Handbook of Operating Procedures. It includes, but is not limited to, cheating, plagiarism, collusion, and includes the use of work turned in for another class. Violations will be taken seriously and will be referred to the Dean of Students Office for possible disciplinary action. Students may be suspended or expelled and automatic class failure can be a result.

8. Students with Disabilities

If you have or believe you have a disability and need accommodations, you may wish to self-identify. You can do so by providing documentation to The Center for Accommodations and Support Services (CASS) at 747-5148, by email to cass@utep.edu. ***The Student is responsible for presenting to the instructor any CASS accommodation letters and instructions.*** Students who have been designated as disabled must reactivate their standing on a yearly basis. Failure to report to this office will place a student on the inactive list and nullify benefits received. If you have a condition which may affect your ability to exit safely from the premises in an emergency or which may cause an emergency during class, you are encouraged to discuss this in confidence with the instructor and/or the director of CASS. Please call CASS for general information about the Americans with Disabilities Act (ADA).

9. Schedule of Classes, assignments and readings —

The instructor reserves the right to adjust schedules and topics in support of course needs. Any changes will be announced in class. Activities are designed to provide fundamental knowledge and to strengthen key reading, writing, team building, negotiation, and critical thinking skills.

	Lectures	Student Activities	Readings
• WEEK 1 JUNE 8-12	**NPOS AND SOCIAL SCIENCES** • Intro to course • NPOs in Society • The role of Social Science and nonprofits in society • Types of nonprofit organizations	• DB Introductions • DB NPOs and Social Sciences • Wiki 1 • DB Select 3 journal articles for review and post Abstracts) • Select 2 NPO for compare and contrast and start Blog 1	• Handouts • Websites
WEEK 2 JUNE 15 - 19	• **NONPROFIT PLANNING – INITIAL STAGES** • Logic Models and Theories of Change • Strategic Planning: Defining Mission and vision; Goal and objective setting • Organizational Diagnosis	• DB Nonprofit planning – initial stages • Article Review 1 • DB AR1 summary • Wiki 2	• Handouts
WEEK 3 JUNE 22 – 26	• **NONPROFIT PLANNING – STRUCTURES AND FRAMEWORKS** • Nonprofit Governance and Leadership • Developing a Business Model	• DB Nonprofit planning – Structures and Frameworks • NPO Blog 1 Due • DB Blog 1 • Wiki 3 •	• Handouts
WEEK 4 JUNE 29 – JULY 3	• **STRATEGIC LEADERSHIP DEVELOPMENT**	• DB Strategic Leadership Development Plans • Article Review 3 Due • DB AR2 summary • Wiki 4	Handouts
WEEK 5 JULY 6 - 10	• **NPO STRATEGIC SUSTAINABILITY PLANNING** • Earned income and social enterprise • Using loans • Fundraising and donations • Volunteers and sweat equity	• DB Mapping a Strategic Sustainability Plan • Wiki 5 • DB AR 3 • Article Review 3 Report	Handouts
WEEK 6 JULY 13 – 17	• **BUSINESS PLANNING FOR NPOS**	• DB Business Planning • Blog 2 • Wiki 6	Handouts
WEEK 7 JULY 20 - 24	• Proposal Development and Grant writing for nonprofits	• DB Proposal Development and Grant Writing • Blog 2 • Wiki 7	Handouts
WEEK 8 JULY 27 - 31	**Final Discussion and Papers Due**	Final Report DB Final Report	