

## MOS 4426A/B Strategic Nonprofit Management School of Behavioural and Social Science

Contact	Office hours	Class
Colleen Sharen	Tues 10 am to 11 am Wed 1 pm to 2 pm UH 333 csharen@uwo.ca	Tues 11:30 am – 2:30 pm UH 252

### COURSE DESCRIPTION

This course provides students with an advanced understanding of the unique aspects of nonprofit management. Topics include nonprofit governance; development of strategic mission, vision, and direction; aligning resources to achieve the strategic direction; and, execution, including volunteer management, and government relations.

### COURSE STRUCTURE AND LEARNING OUTCOMES

Module	Weeks	Learning Outcome & Topics	Brescia Competency
Nonprofit Coherence Framework	1 - 6	1) Describe and apply the nonprofit coherence framework to a nonprofit organization. a) Nonprofit Coherence Framework b) Organizational Performance c) Mission and Theory of Change in Strategy d) Culture e) Structure and Systems f) Volunteer Management	1,2,3
Nonprofit Responses to Changing Environment	7 - 12	2) Discuss and critique the nonprofit sector's response to the changing environment. a) Governance b) Transparency & Accountability c) Evaluating Programs d) Backbone Organizations e) Social Innovation f) Growth and Scaling	1,2,3,4

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.

### Class Schedule

A weekly learning plan is available on OWL. Plan to spend approximately 6 hours per week on this course:

- 1.5 hours completing and summarizing the assigned readings
- 1.5 hours reading and analyzing the case, when assigned
- 3.0 hours in class

These times will vary by individual, depending on how much effort you put in and how fast you read. You should also expect to spend additional time researching and writing LT2.

I may depart from this weekly learning plan as some topics take up more (or less) time than is scheduled. Following this schedule is your responsibility. You should check OWL regularly for videos, readings, and announcements.

## BRESCIA UNIVERSITY COLLEGE COMPETENCIES

Primary competencies developed in this course include:

1. Communication (Level 4)
2. Critical Thinking (Level 4)
3. Inquiry and Analysis (Level 4)
4. Problem Solving (Level 4)

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

## COURSE MATERIALS

Course pack available at Ivey Cases (See OWL Getting Started Page for Link)

Weekly readings available on OWL.

## COURSE PREREQUISITES AND ANTIREQUISITES

Enrollment in 4<sup>th</sup> year of BMOS or the Diploma in Management Studies.

## EVALUATION

Component	Timing	Learning Outcomes	Brescia Competency	Weight
LT 1: Contribution to Learning	See OWL	1,2	1,2,3,4	32%
LT 2: Case Report	Week 6	1	1,2,3,4	32%
LT 3: Final Exam	Week 13	1,2	1,2,3,4	36%

## Evaluation Policies

You must complete all LTs 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. Learning tasks cannot be rewritten to obtain a higher mark. Once you have submitted a learning task, 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>).

## Evaluation Component Descriptions

See detailed assignment instructions and grading rubric for Learning Tasks 1 and 2 on OWL and will be discussed in class. There are no mid-term tests in this course.

### **Learning Task 1: Contribution to Learning**

Contribution to learning consists of three elements: preparation, professionalism, and persuasion.

**Preparation:** Prior to class you will be asked to read and summarize an article or chapter. If there are two readings, you will read both readings and you will be assigned one of the two readings to summarize and critique. You will individually post your summaries to OWL Forums by **Monday at noon**.

I will randomly select several posts each week to submit to Turnitin for similarity checking. You may conduct internet research, but you may not use another person's analysis and represent it as your own. Academic penalties may apply if you use another person's work without acknowledging the source. You may miss one posting per term. Failure to complete additional postings prior to the posting deadline will result in a 2.0-point penalty to that week's contribution grade.

**Professionalism:** You will be asked to demonstrate professional behaviour, such as being on time, being prepared, actively participating, being engaged, using electronic devices only for class purposes, and not being distracted or distracting others. Failure to demonstrate professional behaviour may result in a grade penalty at the instructor's discretion.

**Persuasion:** During class, we will discuss the readings and/or cases, or discuss a topic with a guest speaker. Your task during class is to give feedback, build on the ideas presented in the post, add additional evidence, challenge the ideas presented, provide contradictory evidence, describe assumptions, or provide insight into the problem. Note that a student attending class without contributing to class discussion will receive a 4 out of 10 available marks each week. See the LT1 instructions and rubric posted on OWL.

LT1 will be graded weekly. The lowest weekly grade will be dropped. **You may miss one class without an accommodation or academic penalty.** Any further missed classes will result in a "0" for the week. At the discretion of the instructor, any student who misses more than 3 classes (25% of class time including the first missed class) without an accommodation will receive a "0" on LT1 for the term.

If you receive an accommodation for class contribution, please note that this course is designed to be an in-person learning experience. As such, attendance is in person only and attendance through other means (e.g., Zoom) is not available. Your grade for the week in which you are accommodated will be dropped from the final LT1 Contribution calculation. If you are accommodated for three or more weeks of classes, at the instructor's discretion, you may be offered withdrawal without academic penalty.

### **Learning Task 2: Module 1 Case Report**

LT 2 will evaluate your learning in the first module. You will be given a case study and asked to evaluate the organization's strategic situation and provide recommendations regarding the actions that the decision maker should take. The case report should be no more than 5 pages single-spaced and should include citations of any secondary source used by the student in their analysis of the situation. Instructions and a rubric for this assignment will be discussed in during Week 3 and the assignment is due on February 14<sup>th</sup> at the beginning of class. See OWL for detailed instructions and a rubric.

### **Learning Task 3: Final Exam**

LT 3 will primarily evaluate your learning in the second module of the course, although it will necessarily draw on the material presented in the first module. You will be expected to apply the theories and concepts taught during the semester to the case. Please note that this exam can be scheduled between April 13<sup>th</sup> and April 30<sup>th</sup> inclusive. Students who receive an accommodation will be scheduled for a common make up exam date. For the final exam, the make-up exam will be the common Brescia exam make up day. If you fail to take the exam on the common make up exam date, you will have the opportunity to take the exam the next time the course is offered.

## COURSE POLICIES

### Teaching Methodology and Expectations of Students

Students are expected to complete the preparatory work *before* they attend class where it will be discussed. Each class session may include a combination of mini-lectures, case discussions, active learning activities (individual and team), and guest speakers.

### COVID-19 Resurgence

In the event of a COVID-19 resurgence during the course that necessitates the course moving away from in-person delivery, course content may be delivered online either synchronously (i.e., at the times indicated in the timetable) or asynchronously (e.g., posted on OWL for students to view at their convenience). There may also be changes to any remaining assessments at the discretion of the course instructor. In the event of a COVID-19 resurgence, detailed information about the impact on this course will be communicated by the Office of the Provost and by the course instructor.

### Attendance

This course is delivered in-person. As such, attendance is in person only and attendance through other means (e.g., Zoom) is not available. Attendance at all classes in this course is expected; however, circumstances may arise which make it impossible for you to attend class. For this reason, students will be excused from one class without affecting their LT1: Contribution to Learning grade. In the situation of an extended absence (see the final two pages of this outline), please discuss with your Academic Advisor.

Under University regulations, your instructor can determine at which point absenteeism has become excessive and approach the Provost, who may stop your final exam or paper from being marked, thus preventing you from passing the course. At the discretion of the instructor, any student who misses more than 25% of scheduled classes without an accommodation will receive a LT1: Contribution to Learning grade of 0 for the course.

### Preferred Method of Contact

If you have questions about the course content or an activity or assignment, please check OWL Forums to see whether your question has been answered. If you cannot find the information you need, please post your question on OWL Forums, so other students can benefit from your question.

If you would like to discuss something personal, please contact me through email. You can also visit me during my office hours. If those times do not work for you, we can meet at a mutually convenient time.

### Email

Please use a professional tone when sending emails. Email is a useful tool for sharing news or setting up meetings, 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. Please note that I do not discuss grades via email. I check email and OWL daily Monday through Friday between the hours of 7:00 am and 3:00 pm. I generally do not check OWL or email in the evenings or during the weekend, so plan accordingly.

### Appointments

Students are welcome to meet with me by arranging an appointment at a mutually convenient time. Be on time for your appointment, have an objective for the discussion and let me know in advance which learning task or topic you wish to discuss, so I can be prepared.

### Student Use of Technology in Class

The nature of the classroom requires that electronic devices (laptops, tablets, and/or smart phones) be used to participate in class activities. There will be times where students will be asked to close or put devices away. Students are asked to fully cooperate with in-class instructions. Failure to cooperate and using devices for non-

class activities (i.e., texting, checking email, checking social medial pages, etc.) will result in an immediate “0” in Contribution to Learning for that class. Recording devices of any kind (camera, recorders, phones, etc.) may not be operated without my consent.

### Assignment Authoring

All LT1 contribution to learning posts and the LT2 case report must be researched and written by the individual student. While you may use the internet to conduct research, your analysis must be your own. Using another person’s analysis without citation may result in an academic penalty.

### Privacy

To respect privacy laws and the privacy of individual students, all grades will be distributed on OWL only. 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.

### Academic Accommodation

If, on medical or compassionate grounds, a student is unable to complete a course component worth greater than 10 per cent of the final course grade, it is the responsibility of the student to consult with an Academic Advisor and follow the procedures documented in the “Policy regarding makeup exams and extensions of deadlines” on the final pages of this outline. You should contact me as soon as possible to discuss your accommodation. Failure to do so will void your accommodation.

For academic accommodation to be considered for any course component worth less than 10 per cent of the final course grade, it is the responsibility of the student to approach me in a timely fashion (within two business days of the missed deadline). Documentation may be required to be submitted to the academic advisor. If documentation is required, the request for accommodation will be decided by the academic advisor in consultation with me. If documentation is not required, I will make the final decision.

## DROPPING A COURSE

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

Fall Term Half Credit Course	November 12, 2022
Winter Term Half Credit Course	March 7, 2023

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.

**2022-23 BRESCIA UNIVERSITY COLLEGE ACADEMIC POLICIES AND REGULATIONS****1. POLICY REGARDING ACADEMIC ACCOMMODATION**

The complete policy regarding Accommodation for Illness - Undergraduate Students can be found at [https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page\\_135](https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_135)

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 ([https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page\\_10](https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&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. For medical absences, submitting a **Student Medical Certificate (SMC)** signed by a licensed medical or mental health practitioner;
2. 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.

**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 [https://www.uwo.ca/univsec/pdf/academic\\_policies/appeals/medicalform.pdf](https://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.

**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 ([https://brescia.uwo.ca/enrolment\\_services/academic\\_advising/book\\_an\\_appointment.php](https://brescia.uwo.ca/enrolment_services/academic_advising/book_an_appointment.php)). If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines; please contact your Academic Advisor or see the list of sessional dates in the Academic Calendar (<https://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.

Please note that for asynchronous online courses, attendance or participation requirements may be different than for synchronous or in-person courses.

**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

([https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=5&SelectedCalendar=Live&ArchiveID=#Page\\_64](https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=5&SelectedCalendar=Live&ArchiveID=#Page_64)).

### 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:

[https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page\\_20](https://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.

#### **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 [https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page\\_14](https://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 Development & Success 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 **Health & Wellness at Brescia**, <https://brescia.uwo.ca/student-life/health-and-wellness/index.php> and **Health and Wellness at Western**, [http://uwo.ca/health/mental\\_wellbeing/index.html](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 <https://brescia.uwo.ca/safe-campus/sexual-violence/index.php>.

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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.

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