

## MOS 1025B, Section 530

### Nonprofit Organizations and their Environment

Contact	Office Hours	Class Time & Location
Sue Hillis, Instructor  Shillis6@uwo.ca	by appointment	Mondays 2:30- 5:20pm ET  Room BR 135

#### 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, an experiential learning project, guest speakers that work in the Nonprofit community and traditional lectures.

#### COURSE STRUCTURE, CONTENT, AND LEARNING OUTCOMES

##### STRUCTURE:

Students will attend class in person, where they will have mini lectures, group activities and review case studies. Guest speakers will be presenting 'live' in person or via zoom for a portion of some of the sessions, and students will be expected to interact with the speakers.

A Weekly Learning Plan is included at the end of this document and will be posted in more detail on OWL. Following this schedule is your responsibility. You can expect to spend approximately 7 hours per week on this course. On average you might spend:

- 2 hours completing preparatory work (readings, videos, etc.)
- 3 hours attending class
- 2 hours completing assignments

Depending on how much effort you put in and how fast you read, these times will vary by individual.

## 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, explain and analyze the concepts learned, through weekly case study review; a PESTLE analysis of a nonprofit organization (NPO); 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.

Student competency levels on these outcomes will vary. You can expect to achieve these outcomes if you honour course policies and complete all learning activities 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:

Number	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.

## PREREQUISITES AND ANTIREQUISITES

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 MATERIALS

Information regarding any required readings/videos 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/viewing videos 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.

**COURSE EVALUATION**

**Evaluation Policies**

You must complete all evaluation components to pass the course. There will be no reweighting of components unless you have received an academic accommodation. Grades will not be adjusted on the basis of need. Your mark in the course will be the mark that you earn based on your demonstrating understanding 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. A late penalty of 10 percent will be applied for each 24 hour period during which an assignment is late unless academic accommodation is received.

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>).

**EVALUTION COMPONENTS**

<b>Component</b>	<b>Timing</b>	<b>Brescia Competencies</b>	<b>Weight</b>
Class Contribution including Reflections	Weekly	1,2,6	20%
Value of Nonprofits Paper	Feb. 7, 2022	1,2,3,4,6	15%
Case Memos	Jan. 10, 24 Feb. 14, Mar. 7, 28	1,2,3,	10%
Group Project and Presentation	March 14, 2022	1,2,3,4,6	25%
Final Exam	TBA during the Final Exam Period	1,2,3,4	30%

**Class Contributions:** This will be evaluated weekly. It will include your oral contributions to class discussions as well as asking/submitting a prepared question for the guest speakers; a short Reflection on what you have learned, and/or a response to an assigned question either in class or on the Forum.

**Value of Nonprofit Organizations Paper:** The student will write a 3-5 page paper on the purpose, value and future opportunities of the Nonprofit sector.

**Case Memos:** Students will prepare a short (less than one page) case memo for 5 of the assigned cases, handed in the morning of, and discussed in class.

**Group Project and Presentation:** For this experiential learning project your group (3-5) will work with a Nonprofit Organization and interview various stakeholders including the Executive Director or Senior Leader, to evaluate the environmental factors: Political, Economic, Socio-cultural, Technological, Legal and Environmental (PESTLE) impacting that NPO and make some recommendations for strategic objectives arising from this environmental scan. The Group will prepare a 6-8 page paper with their analysis and recommendations (worth 15%), and do a 10 minute presentation for the class; to highlight their findings and show how the class concepts apply or differ in a real life NPO situation (worth 10%).

**Final Exam:** The final exam will be a Case Study Analysis scheduled during the Final Exam Period.

**More detailed assignment instructions and grading rubric for all evaluation components are available on OWL.**

## **COURSE POLICIES**

### **Assignment Authoring**

All assignments (weekly case memos, reflections, exams, etc.) must be authored from an original document using a Microsoft Word account registered to the student. Microsoft Word is available free to all students by visiting [myoffice.uwo.ca](http://myoffice.uwo.ca). Documents submitted with registrations affiliated to anyone other than the student may be taken as evidence of collaboration or plagiarism. Only Microsoft Word documents will be acceptable upload submissions (i.e. do not submit pdf documents). If a student is required to resubmit due to improper document formatting, late penalties will be calculated from the time the properly formatted document is submitted.

### **Teaching Methodology and Expectations of Students**

This course will be taught in person (where possible depending on campus protocols). Each week the required readings, videos, and activities will be posted on OWL. Each week you will be expected to interact with the course content, attend class in person and complete the activities.

### **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.

If you would like to discuss something personal, please contact me through email or set up an appointment time. I check email and OWL daily Monday through Friday between the hours of 7:00 am and 6:00 pm. I generally do not check OWL or email later in the evenings or during the weekend, so plan accordingly.

### **Appointments**

Students are welcome to meet with me before or after class, or by arranging an in-person or virtual appointment at a mutually convenient time. Please be on time for your appointment, have an objective for the discussion and if possible, let me know in advance which activity or topic you wish to discuss, so I can be prepared.

## Privacy

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

## Attendance

Attendance at all classes in this course is expected; however, circumstances may arise which make it impossible for you to attend. For this reason, students will be **excused for up to two classes**. These absences will not negatively affect your 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 Academic Dean who may stop your final test/paper from being marked, thus preventing you from passing the course. **At the discretion of the individual instructor, any student who misses more than 25% of scheduled classes will receive a class contribution grade of 0 for the course**

## 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 media 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.

## 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.

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 date:

Winter Term Half Credit Course

March 7, 2022

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.

**COVID-19**

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) or a combination of both. 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 Dean and by the course instructor.

# 2021-22 BRESCIA UNIVERSITY COLLEGE ACADEMIC POLICIES AND REGULATIONS

## 1. POLICY REGARDING ACADEMIC ACCOMMODATION

The complete policy regarding [Accommodation for Illness - Undergraduate Students](https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page_12) can be found at [https://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&SelectedCalendar=Live&ArchiveID=#Page\\_12](https://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 ([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. 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](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](http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&Selecte) can be viewed at:

<http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&Selecte>  
[dCalendar=Live&ArchiveID=#Page 12](http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=1&Selecte)

## 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://www.brescia.uwo.ca/enrolment\\_services/academic\\_advising/index.php](https://www.brescia.uwo.ca/enrolment_services/academic_advising/index.php) ). If you consider reducing your workload by dropping one or more courses, this must be done by the appropriate deadlines; please refer to <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.

Please note that for asynchronous online courses, attendance or participation requirements maybe 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

([http://www.westerncalendar.uwo.ca/PolicyPages.cfm?Command=showCategory&PolicyCategoryID=5&SelectedCalendar=Live&ArchiveID=#SubHeading\\_68](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](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](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 **Health & Wellness at Brescia** ([https://brescia.uwo.ca/student\\_life/health\\_and\\_wellness/index.php](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](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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