

Arizona State University
Department of Recreation Management & Tourism
American Humanics Program

COURSE SYLLABUS – Spring 2004

- I. Name of Course: REC 430 - Managing Nonprofit Organizations
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| Units: | 3 semester credit hours |
| Instructor: | Dr. Robert Ashcraft
AG Building, Room 213C
Office Hours: T/TH 9:15-10:15 a.m. (or by app't)
Phone: 965-2971; e-mail: ashcraft@asu.edu |
| Co-Instructor: | Pat Lewis, ACFRE
patricia.lewis@asu.edu ; 965-2112 (by appointment) |
| Semester: | Spring, 2004 |
| Time/Location: | T/TH, 10:40 - 11:55 a.m. ED Bldg, Room 210 |

II. Purpose and Objectives of REC 430

1. To enable the student to develop a basic understanding of key management concerns of nonprofit organizations including: the organizing framework of nonprofit organizations; boundary-spanning skills of nonprofit managers and skills associated with human relations, coordinating, and directing; as well as leadership for quality and innovation in the nonprofit sector.
2. To establish the societal context in which nonprofit organization exists; the role of ethics and stewardship of philanthropic resources in the management of nonprofits.
3. To establish the areas of common operation and mutuality of objectives among the major national not-for-profit voluntary youth and human service agencies.
4. To identify the distinctive program features and delivery systems of nonprofits.
5. To consider career options and pathways in nonprofit sector work.

There are two prerequisites for enrolling in REC 430. The first is successful completion of REC 220 and the second is the status of "senior standing" at ASU. This course is designed as a senior level, upper division class. Students enrolled in the course are expected to engage actively in dialogue regarding weekly subject matter and they are expected to actively participate in their own learning. If pursuing certification through American Humanics, this course should be taken the final spring semester the student is on campus.

III. Course Format

The course is designed as a lecture-discussion format. Class discussions will focus on specific readings and specific skills-application exercises. Therefore, it is essential that you keep up with the readings and attend class regularly. REC 430 is supported by ASU's Blackboard web-based environment. Students must enroll at <https://my.asu.edu> in order to receive announcements, check on grades, review additional readings, etc.

IV. Key Dates (subject to change when announced in class)

January 20	Introduction and Course Preview
March 11	Mid-term Examination
March 16-19	Spring Break (no class)
May 7	Final Examination (10:00 a.m. – 11:50 a.m. – ED 210)

V. Grading

Grading will be based upon the accumulation of points for skills-application exercises and for exams given over materials covered through lecture, outside speakers, assigned reading and written/oral assignments. Specific criteria for each assignment will be provided in separate handouts. These points are compiled at the end of the semester with the following percentages given for each grade:

91% - 100%	A
81% - 90%	B
71% - 80%	C
61% - 70%	D
below	E

Points

Mid-term Exam	100
Final Exam	100
Skills-Application Exercises	130
[Quizzes and mini-assignments	70]*
*may be introduced to assess learning	

VI. Course Assignments

Assignments include a series of skills-application exercises designed to correspond to class readings. Additional quizzes may be given during the semester in addition to the regularly scheduled exams. Details of the skills-applications exercises will be given as a separate handout in class.

VII. Texts

Required:

1. *Skills for Effective Management of Nonprofit Organizations*, (1998). Edwards, R., Yankey, J and Altpeter, M. National Association of Social Workers, Publishers, Washington, D.C.

VII. DEPARTMENT OF RECREATION MANAGEMENT AND TOURISM POLICIES AND PROCEDURES

1. Students must meet all course prerequisites listed in the ASU general catalog. Students not possessing these prerequisites will be withdrawn from the course.
2. An instructor may withdraw a student from the course with a mark of "W" or a grade of "E" only in cases of disruptive classroom behavior (ASU General Catalog).
3. During the first four weeks of a semester, a student may withdraw from a course with a mark of "W." From the fifth week to the end of the 10th week of a semester, students may withdraw with a mark of "W" from courses only in which the instructor certifies that they are passing at the time of withdrawal.
4. The faculty in the Department of Recreation Management and Tourism assume that academic honesty will serve as the cornerstone of the academic experience. Academic dishonesty will not be tolerated. This includes, but is not limited to, cheating, plagiarism, or deception on an exam, paper, or class assignment. Plagiarism is defined as "intentionally or knowingly representing the words and/or ideas of another as one's own in any academic exercise" (Board of Regents Code of Conduct and Academic Dishonesty). Cheating and plagiarism may result in disciplinary action including, but not limited to, a failing grade on the assignment, a failing grade in the class, or suspension/expulsion from the university. Please note the following links to ASU policies. Students are responsible for reviewing and complying with all ASU policies:

Academic Integrity Policy

<http://www.asu.edu/studentlife/judicial/integrity.html>

Student Code of Conduct

<http://www.asu.edu/aad/manuals/sta/sta104-01.html>

Computer, Internet and Electronic Communications Policy

<http://www.asu.edu/aad/manuals/acd/acd125.html>

5. The instructor of a course has full authority to decide whether or not class attendance is required. During the second week of classes (Fall or Spring), the instructor can drop a student for non-attendance. It is the student's responsibility to contact the instructor before the end of the first week of classes if absences during that period cannot be avoided.
6. Class Attendance and Participation - Students are expected to attend class regularly and participate in all class discussion. Excessive absences will result in lower course

grades. If absences are excessive, but medically excused, a student will receive an "I" or "W," depending on the circumstances. Tardiness constitutes an absence.

7. Students are asked to show common courtesy to others in order to encourage a positive learning environment for all. Cell phones, pagers, and other electronic devices are to be turned off throughout the duration of the course. There is to be no eating or drinking in the classroom.

Please refer to the ASU General Catalog for additional information and the schedule of classes for withdrawal date deadlines.

VIII. Topics

REC 430 – Managing Nonprofit Organizations
 Spring 2004
 Schedule of Topics and Assignments

Date	Topic	Readings Due	Assignments Due
January TUE/20	Course Overview	•Chapter 1	
TH/22	Managing Effectively within Competing Values		Skills Application Exercise #1
TUE/27	The Capacity to Lead Innovation •Hesselbein Video	•Chapter 2	
TH/29		•Kouzes and Posner article	Skills Application Exercise #2
February TUE/03	History of Management •Drucker Video		
TH/05	Performance Contracts	•Chapter 5 •Paul Light Article	Skills Application Exercise #3
TUE/10	Media Relations and Marketing	•Chapter 6 •Richardson Article	
TH/12	Managing Public Policy and Govt. Relations	•Chapter 7	Skills Application Exercise #4
TUE/17	Recruiting and Selecting Effective Employees	•Chapter 8	

TH/19	Designing Meaningful Org. Teams	•Chapter 9	Skills Application Exercise #5
TUE/24	Evaluating Employee Performance	•Chapter 11	
TH/26			Skills Application Exercise #6
March TUE /02	Effective Group Decision Making	•Chapter 12	
TH/04			Skills Application Exercise #7
TUE/09	Management Information Technology	•Chapter 16	
TH/11		Mid-Term Exam	
16-19	Spring Break Week		
TUE/23			Skills Application Exercise #8
TH/25	Financial Management	•Chapter 17	Skills Application Exercise #9
TUE/30			
April TH/01			
TUE/06	Program Evaluation	•Chapter 18 •Nature Conservancy Article	Skills-Application Exercise #10

		•Paul Light Article #2	
TH/08	Risk Management	•Chapter 19	
TUE/13	Board Performance	•Chapter 20	
TH/15			Skills-Application Exercise #11
TUE/20	Strategic Planning	•Chapter 21	
TH/22			Skills-Application Exercise #12
TUE/27	Managing for Quality	•Chapter 25	
TH/29			Skills-Application Exercise #13
May TUE/04	Course Wrap-up and Review for Final		
FRI/07	Final Examination		10:00 - 11:50 a.m ED Bldg, Room #210