

**6J:148/248 SCA Nonprofit Organizational Effectiveness
("NOE") II (Spring 2013)**

Pappajohn Business Building PBB W151
Wednesdays, 5:30 P.M. – 7:30 P.M.

"People, not structures make great organizations"

Willard Boyd, Chair, Larned A. Waterman Iowa Nonprofit Resource Center

Faculty

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Course Webpage (Iowa Courses Online - ICON): <http://icon.uiowa.edu/index.shtml>

Academic Course Home: Department of Management and Organizations (Henry B. Tippie College of Business)

Course Description and Overview

NOE II focuses on communication with two primary areas of emphasis. First, it focuses on the qualities needed for leaders of nonprofit organizations, including relationships with staff and volunteers. Second, NOE II examines the relationship of a nonprofit organization with the external world: the nonprofit's community constituencies, governmental entities, professional associations and collaboration with other organizations. The course focus will be on integrated strategic communication involving marketing, public relations, public advocacy and internal relations.

Cross-Listed Courses: Nursing (96:169); Public Health (174:248); Law (91:322); Liberal Arts: Health, Leisure and Sports Studies (28:258); Library and Information Science (21:265); Museum Studies (24:148, 24:248); Music (25:177); Religion (32:128, 32:228); Social Work (42:158, 42:248); and Theatre Arts (49:176).

Note: Details of the University policy concerning cross-enrollments can be found at: <http://www.uiowa.edu/~provost/deos/crossenroll.pdf>

Assigned Text and Readings

The assigned text for NOE II is **The Jossey-Bass Handbook of Nonprofit Leadership and Management**, 3rd Edition (John Wiley & Sons, Inc., 2010) (ISBN #978-0-470-39250-8), which is available (under the course number 6J:148/248 SCA) at the University Book Store. Additional readings (including assigned sections from the **Iowa Principles and Practices for Charitable Nonprofit Excellence**) for the different class sessions are posted on the NOE II ICON site.

Course Requirements

Attendance

Regular attendance is required for NOE II. A student may have no more than two unexcused absences during the spring semester. Please understand that unless otherwise approved by Professor Bathke or Professor Koontz, coming to class late or leaving early will be considered an unexcused absence.

If you need to miss class because of medical excuse, family business/emergency, job-related travel/interviews or for other University-approved absence, please advise Professor Bathke in writing (e-mail) as soon as possible.

The final grade for students who have more than two unexcused absences may be lowered by one full grade.

Each student must sign in for him or herself. Sign-ins done by persons other than the student whose name is on the sign-in sheet will result in disciplinary action against both persons.

Courtesy to Speakers

Our NOE guest speakers are volunteers, and are very busy people who give up other things to help NOE students be successful in this critical nonprofit area. Students reading books, checking their cell phones, text messaging, working on their computers or talking amongst themselves can be discouraging to our guest speakers. We ask the class to please be respectful of the guest speakers, and let them know how helpful their presentations are. We want the outside world to recognize that the University has engaged and committed students.

Policy on Misuse of Technology in the Classroom

In accordance with our policy regarding courtesy to our speakers, it is our policy that no electronic devices may be used by students in the classroom during class. This includes, but is not limited to, the use of laptop computers, handheld computers or PDAs, cell phones/text messaging, or iPods or other music or recording devices. These items are a distraction to the speaker and your fellow students. If you use one of these devices during class you will be asked to turn it off immediately and/or asked to leave the class.

If you have a disability or condition that requires you to use an electronic device for note-taking, please speak to Professor Bathke and a reasonable accommodation will be made.

Writing Assignments

The NOE II writing assignment consists of one paper (125 points).

The writing assignment is to be typed (double-spaced) with one-inch margins, 12-point font and page numbers. Specific instructions and requirements for the NOE II writing assignment are posted on the class **ICON** site.

The writing assignment is due no later than the end of the final lecture. Absent the approval of Professor Bathke or Professor Koontz, late writing assignments will not be accepted and the student will receive a 0 for that assignment.

The writing assignment must be submitted both in hard copy form, and electronically on the ICON dropbox. The electronic submissions will be automatically checked for plagiarism through www.turnitin.com.

Grading

There are 200 total points in NOE II: one examination (75 points) and the final paper (125 points). A total of 90% or more of the 200 possible points will establish the A range, 80-89% the B range and so on. We do use + and - on the grades.

Graduate Level Students

Graduate level students will be graded at a level consistent with graduate course work. This higher standard of expected work than for undergraduates enrolled in NOE will be applicable to course numbers 174:247/8, 91:322, 28:257/8, 21:265, 24:247/8, 32:227/8, and 42:247/8.

Students enrolled in 91:320 are not subject to the College of Law grading curve for this class.

Academic Integrity

Academic integrity is expected of all University of Iowa students. NOE II students are subject to the policies of the Henry B. Tippie College of Business, including the requirements of the College's Honor Code –

<http://www.biz.uiowa.edu/upo/advising/honorcode.html>.

It is our sincere hope that no student in this class submits work which is not his or her own. However, it seems prudent to clarify in advance the policy on cheating. If we determine that any assignment was not written solely by the student whose identification number appears on the project, the student will receive a zero (0) for the assignment and may receive an "F" for the class. All incidents of cheating will be reported to the Senior Associate Dean of the Tippie College of Business and the student may be placed on disciplinary probation for the remainder of his or her work at the University of Iowa. In general, the decision of the Professor may be appealed to a Judicial Board, then to the appropriate Associate Dean. The Honor Code for the Tippie College of Business will determine the appropriate appeal process.

Academic Accommodations

Please contact Professor Bathke as soon as possible if you have a disability or condition that may require some modification of seating, testing or any other class requirement so that appropriate arrangements can be made. If you have any emergency medical information about which the faculty should know, or if you need special arrangements in the event the classroom must be evacuated, please let Professor Bathke know. Additional assistance is available from the Office of Student Disability Services (3100 Burge Hall); 319-335-1462; <http://www.uiowa.edu/~sds>.

Sexual Harassment Policy

The Tippie College of Business and the University of Iowa are committed to providing students with an environment free from sexual harassment. If you feel you are being or have been harassed or you are not sure what constitutes sexual harassment, the University encourages you to visit the University website (<http://www.sexualharassment.uiowa.edu/index.php>) and to seek assistance from department chairs, the Dean's Office, the University Ombuds Office or the Office of Equal Opportunity and Diversity.

Grievance Policy

Student concerns regarding this course should first be discussed with Professor Bathke, the faculty member teaching this course. If we can't resolve the complaint, you may contact the DEO of the Department of Management and Organizations, Professor Jay Christensen-Szalanski, jay-christensen-szalanski@uiowa.edu, 335-0951. If you cannot resolve the complaint by speaking with Professor Christensen-Szalanski, you may contact the Associate Dean from the College (e.g., College of Business, College of Liberal Arts and Sciences, College of Nursing, College of Law, etc.) in which you have registered for the course.

Flu-Like Illnesses

Public health authorities have recommended that people with flu-like illnesses stay home and not return to public spaces until 24 hours after they have no fever. In order to prevent the spread of disease, please do not come to class, meet with other groups of students, attend office hours, or contact offices in person while you are ill. Based on this recommendation, I will not require you to report to a doctor or to Student Health to verify a flu-like illness.

If you are ill, please complete an illness-absence form (http://www.registrar.uiowa.edu/forms/H1N1_absence_form.pdf) when you are well enough to do so. Your grade will not be penalized for absences if you are following the recommendations of health authorities.

Schedule of Classes and Reading Assignments

HNLM = *Jossey-Bass Handbook of Nonprofit Leadership and Management*.

ICON = 6J:148/248 SCA ICON site.

Principles and Practices = Iowa Principles and Practices for Charitable Nonprofit Excellence (posted on NOE I **ICON** site and available at the Iowa Secretary of State's web page - <http://www.sos.state.ia.us/business/nonprofits/index.html>)

Class 1	Introduction and Leadership
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January 23rd

**Prof. Jude West and
Josey Bathke**

Readings:

- Assignment: **HNLM**, Chapters 6;
- Section V – Board of Directors (d. Board Chair Leadership and E. Board Staff Relationships) and Section VI – Executive Director of the *Iowa Principles and Practices for Charitable Nonprofit Excellence* (ICON)

Class 2	Ethics, Nonprofit Accountability, Collaboration, Dissolution and Merger
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January 30th

**Ethics, Nonprofit
Accountability, Collaboration,
Dissolution and Merger**

**Prof. Willard Boyd and
Prof. Richard Koontz**

Readings:

- Assignment: **HNLM** Chapters 7 and 14
- Section XIII - Accountability and Compliance and Section XII - Collaboration of the *Iowa Principles and Practices for Charitable Nonprofit Excellence* (ICON)

Class 3	Human Resources
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February 6th

**Jennifer Yi, Senior Vice President,
Talent Strategy
ACT, Inc.**

Readings:

- Assignment: **HNLM**, Chapter 24
- Section VII - Human Resources (A. Motivating Staff and B. Developing Staff) of the *Iowa Principles and Practices for Charitable Nonprofit Excellence* (ICON)

Notes:

We will examine key personnel strategies and responsibilities which contribute to organizational effectiveness and employee job satisfaction; and the importance of recruiting and selection, training, compensation and staff evaluation.

Class 4**Human Resources Law**

February 13th

Josey Bathke

Readings:

- Section VII - Human Resources (A. Motivating Staff and B. Developing Staff) of the *Iowa Principles and Practices for Charitable Nonprofit Excellence (ICON)*

Notes:

We will examine the legal environment in which the nonprofit executive recruits, hires, evaluates, manages and dismisses employees; the value of employee handbooks; and a review of applicable employment/labor laws.

Class 5**Diversity Issues in Nonprofits**

February 20th

**Prof. Paul Retish and
Georgina Dodge, University of Iowa
Chief Diversity Officer and
Associate Vice President Diversity**

Readings:

- Selected readings from D'Angelo and Douglas, *Taking Sides: Issues in Race and Ethnicity*, 5th Edition (2005) (**ICON**)

Notes:

<p>Class 6</p> <p>February 27th</p>	<p>Human Resources and Volunteers</p> <p>Patti Fields, Director of Community Impact, United Way of Johnson County</p> <p>Mary Mathew Wilson, UI Community-Based Learning Program With the following panel members: Patty McCarthy, Development Director, Iowa City Public Library Mark Patton, Executive Director, Iowa Valley Habitat for Humanity Shane Schemmel, Associate Executive Director, Summer of the Arts Phoebe Trepp, Program Development Director, Shelter House</p>
<p>Readings:</p> <ul style="list-style-type: none"> Assignment: HNLM, Chapter 25 Rosabeth Moss Kanter's "Restoring People to the Heart of the Organization of the Future" (ICON) and Section VII - Human Resources (C. Volunteer Role) of the <i>Iowa Principles and Practices for Charitable Nonprofit Excellence</i> (ICON) <p>Notes: We will examine motivating staff in nonprofit organizations and volunteer training, motivation, responsibilities and potential liability.</p>	

<p>Class 7</p> <p>March 6th</p>	<p>Risk Management</p>
	<p>Prof. Scott Fisher, Finance</p>
<p>Readings:</p> <ul style="list-style-type: none"> • HNLM, Chapter 23; Section V (G. Board Risk Management) of the <i>Iowa Principles and Practices for Charitable Nonprofit Management</i> (ICON) <p>Notes:</p> <ul style="list-style-type: none"> For background information on risk management considerations for nonprofit organizations, see "Basic Considerations in Risk Management," (http://www.managementhelp.org/legal/rskmgmnt.htm), "Insurance Trips and Traps for Nonprofits" (http://www.guidestar.org/news/features/npo_insurance.jsp) and the Nonprofit Risk Management Center homepage - 	

Class 8
March 13th

MIDTERM EXAMINATION

Class 9

March 20th

SPRING BREAK – No Class

Class 10

Communication

March 27th

Prof. Steve Duck
Communication Studies

Readings:

- **HNLM**, Chapter 12;
- Section IX - Communication of the *Iowa Principles and Practices for Charitable Nonprofit Excellence (ICON)*

Notes:

- For additional information about the importance of effective communications for nonprofit organizations, see the W.K. Kellogg Foundation Communications Toolkit, available at <http://www.wkkf.org/Default.aspx?tabid=90&CID=385&ItemID=5000033&NID=5010033&LanguageID=0>

Class 11

Public Relations

April 3rd

**Rod Pritchard, Director of Marketing
and Public Relations**

Readings:

- Section IX - Communication of the *Iowa Principles and Practices for Charitable Nonprofit Excellence (ICON)*

Notes:

- For information about public relations efforts for nonprofit organizations, see "Promoting Your Not-for-Profit Through Public Relations," (<http://www.guidestar.org/news/features/pr.jsp>) and "Nonprofit Media Tour: Free Press Makes Cents!" (http://www.guidestar.org/news/features/media_tour.jsp).

Class 12

Marketing

April 10th

**Amy Johnson Boyle, Vice President
of Development
Greater Cedar Rapids Community
Foundation**

Readings:

- **HNLM**, Chapter 11

Notes:

Class 13

Marketing

April 17th

Panel of speakers

Readings:

- **HNLM**, Chapter 11

Notes:

Class 14

April 24th

Negotiation and Conflict Management Skills

Josey Bathke

Readings:

- Review Management of Differences
Exercise (ICON)

Notes:

- For some negotiation “basics,” see Margaret Neale’s article, “Are You Giving Away the Store? Strategies for Savvy Negotiation,” in *Stanford Social Innovation Review* (Winter 2004), which is available at the Guidestar.org webpage –
<http://www.guidestar.org/news/features/negotiation.jsp>

Class 15

May 1st

The Role of Nonprofits in Community Building

**Jeffrey Schott,
Program Director,
Institute of Public Affairs**

**Prof. Charles Connerly, Director and
Professor,
Urban and Regional Planning
Program**

Readings:

Notes:

Class 16	Government Relations
May 8th	
	Prof. Chris Atchison, Director, University Hygienic Laboratory and Associate Dean of Public Health Practice, College of Public Health
	Prof. Anne Rhodes, Assistant to the Provost, HIPAA Privacy Officer and Associate Professor in the College of Nursing
Readings:	
•	Section XI - Advocacy of the <i>Iowa Principles and Practices for Charitable Nonprofit Excellence (ICON)</i>
Notes:	

**Final Paper Due No Later Than the End of Lecture on
Wednesday, May 8, 2013**