

**6J:147/247 SCA Nonprofit Organizational Effectiveness (“NOE”) I  
Fall 2012**

Kollros Auditorium (101 Biology Building East)  
Wednesdays, 5:30 P.M. – 8:00 P.M.

*“Nonprofits are the essence of community life”*

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

**Faculty**

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Class 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 Cross-Listed/ Offered As:** 032:127 (RELS:3700) , 06T:144  
(ENTR:3595) , 06J:147 (MGMT:3500) , 096:168 (NURS:3595) , 024:147  
(MUSM:3500) , 042:157 (SSW:3500)

### **Course Meets With:**

024:247:SCA (MUSM:6010:0SCA) - Nonprofit Organizational Effectiveness I,  
028:257:SCA (SPST:6010:0SCA) - Nonprofit Organizational Effectiveness I,  
102:278:SCA (URP:6278:0SCA) - Nonprofit Organizational Effectiveness I,  
042:247:SCA (SSW:6247:0SCA) - Nonprofit Organizational Effectiveness I,  
091:320:SCA (LAW:8751:0SCA) - Nonprofit Organizational Effectiveness I,  
06J:247:SCA (MGMT:9150:0SCA) - Nonprofit Organizational Effectiveness I,  
032:227:SCA (RELS:9150:0SCA) - Nonprofit Organizational Effectiveness I,  
021:263:SCA (SLIS:6430:0SCA) - Nonprofit Organizational Effectiveness I,  
174:247:SCA (HMP:6360:0SCA) - Nonprofit Organizational Effectiveness I

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

### **Course Description and Overview**

NOE I offers students a broad overview of the role nonprofit organizations play in building and enhancing local communities. Students will develop an understanding of how nonprofit organizations are both similar to and different from for-profit organizations and will identify the specific management skills needed for the effective day-to-day operation of nonprofit organizations. NOE I students will learn about the operational and financial aspects of nonprofits (board governance, finance, budgeting, income generation, fundraising and information management/technology) and gain an additional understanding of nonprofits by drafting a mission statement and strategic plan.

### **Assigned Text and Readings**

The assigned text for NOE I 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:147/247 SCA) at the University Book Store. Additional readings are assigned from the **Iowa Principles and Practices for Charitable Nonprofit Excellence** (available on the Content section of the class **ICON** site) and from various Internet sites.

### **Electronic Communications**

Students may contact the professors in person by appointment during normal business hours, by telephone, or via email. We strive to have email responses back to you by the next business day, but occasionally, we may be traveling, at a conference, or otherwise unavailable by email. If you have a time-sensitive request, please follow up with a telephone call. Students are responsible for all announcements or requests sent to their "@uiowa.edu" email accounts. If you

email us, please use your “@uiowa.edu” email account, as we are required to verify your identity before discussing educational issues with you over email.

## **Course Requirements**

### **Attendance**

Regular attendance is required for NOE I. A student may have no more than two unexcused absences during the fall semester. Please understand that unless otherwise approved by Professor Bathke, 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, or working on their computers while 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 I writing assignments include your typewritten responses to the mission statement assignment (50 points) and the strategic plan assignment (125 points). **Your responses to the midterm exam (50 points), will be completed in class.** All writing assignments are to be typed (double-spaced) with one-inch margins, 12 point font and page numbers. Specific instructions and requirements for each writing assignment are posted on the class **ICON** site.

Each writing assignment is due no later than the end of the lecture on the dates indicated on the syllabus.

Absent the approval of Professor Bathke, late writing assignments will not be accepted and the student will receive a 0 for that assignment.

## **Grading**

There are 225 total points in NOE I: the midterm examination (50 points), the mission statement assignment (50 points) and the strategic plan assignment (125 points). A total of 90% or more of the total 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.

**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 I students are subject to the requirements of the Tippie College of Business, including the College's Honor Code (<http://www.biz.uiowa.edu/honorcode>).

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 undergraduate 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 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 me, 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](mailto: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.

## Schedule of Classes and Reading Assignments

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

**ICON** = 6J:147/247 SCA ICON site.

**INRC Website** = The Larned A. Waterman Iowa Nonprofit Resource Center is located at: <http://inrc.continuetolearn.uiowa.edu/default.asp>

**Principles and Practices** = Iowa Principles and Practices for Charitable Nonprofit Excellence (posted on NOE I **ICON** site, can be downloaded from the INRC website at: <http://inrc.continuetolearn.uiowa.edu/education/books/ourPub.asp> or is available at the Iowa Secretary of State's web page - <http://www.sos.state.ia.us/business/nonprofits/index.html>)

<b>Class 1</b>	<b>Course Overview and the Role of Nonprofit Organizations in Community Life</b>
Wednesday, August 22, 2012	
<b>Josey Bathke</b>	
<p><b>Readings:</b></p> <ul style="list-style-type: none"><li>• Skim Chapter 1 and read Chapter 4 (<b>HNLM</b>)</li><li>• Section I – Role of Charitable Nonprofit Organizations (<b>Principles and Practices</b>)</li><li>• “The Impact of Charitable Nonprofit Organizations on Iowa’s Economy and Quality of Life”, <a href="http://inrc.continuetolearn.uiowa.edu/updates/char_giving_report_FINAL-01-29-2007.pdf">http://inrc.continuetolearn.uiowa.edu/updates/char_giving_report_FINAL-01-29-2007.pdf</a></li><li>• “The Looking-Glass World of Nonprofit Money: Managing in For-Profits’ Shadow Universe,” (<b>ICON</b>) provides an interesting comparison between for-profit and not-for-profit organizations. For background information about the Larned A. Waterman Iowa Nonprofit Resource Center, its mission statement and additional information about nonprofit organizations, see the INRC webpage – <a href="http://nonprofit.law.uiowa.edu/">http://nonprofit.law.uiowa.edu/</a></li></ul> <p><b>Notes:</b> “The Essence of Community: Iowa’s Nonprofits” Video will be shown in class.</p>	

## Class 2

## Nonprofit Constituencies, Principles and Practices and Nonprofit Mission Statements

Wednesday, August 29, 2012

Prof. Willard Boyd

### Readings:

- The Role of Charitable Nonprofit Organizations in Iowa - The Governor's Task Force on Nonprofits; (**INRC Website**)
- Section III-Mission Statement (**Principles and Practices**): and excerpts "Nonprofit Capacity Building (**ICON**)

### Notes:

Also review the mission statements for:

- The University of Iowa (<http://www.uiowa.edu/homepage/news/strategic-plans/strat-plan-05-10/mission/index.html>)
- The United Way of Johnson County (<http://www.unitedwayjc.org/>)
- The United Way of East Central Iowa (<http://www.uweci.org/>)
- The Field Museum ([http://www.fieldmuseum.org/museum\\_info/mission\\_statement.htm](http://www.fieldmuseum.org/museum_info/mission_statement.htm)) (**ICON**)

## Class 3

## Board Governance

Wednesday, September 5, 2012

Prof. Willard Boyd

And

**Les Garner**

President and CEO

The Greater Cedar Rapids Community  
Foundation

### Readings:

- Chapters 5 and 6 (**HNLM**)
- Section V – Board of Directors (**Principles and Practices**)

### Notes:

## Class 4

## Organization, Nonprofit Bylaws, Fiduciary Duties and Indemnification

Wednesday, September 12, 2012

Richard Koontz

### Readings:

- Chapter 3 (**HNLM**), Section II – Starting the Charitable Nonprofit
- Section XIII – Accountability and Compliance (**Principles and Practices**),
- “Articles of Incorporation,” “Articles of Incorporation Issues” “Bylaws,” and “Bylaw Committees,” (**ICON**)
- Federal Tax Exemption documents –
  - “1023” (<http://www.irs.gov/pub/irs-pdf/f1023.pdf>, <http://www.irs.gov/pub/irs-pdf/i1023.pdf> ),
- “SS-4” (<http://www.irs.gov/pub/irs-pdf/fss4.pdf>) and
- “Statement of Change of Registered Agent” ([http://www.sos.state.ia.us/pdfs/buspdfs/static/635\\_0119.pdf](http://www.sos.state.ia.us/pdfs/buspdfs/static/635_0119.pdf))

### Notes:

## Class 5

## Strategic Planning

Wednesday, September 19, 2012

Prof. Jude West

### Readings:

- Chapters 8, 9, 15 and 16 (**HNLM**)
- Section IV – Strategic Planning (**Principles and Practices**)

### Notes:

For additional information about strategic planning and nonprofit organizations, you may want to review:

- “Organizational Analysis” and “Planning” links on the Management Consultants for the Arts webpage - <http://mcaonline.com/MCApage3.html>,
- Adrian Ellis’ “Planning in a Cold Climate” (**ICON**),
- The information provided in “Strategic Planning in Nonprofit or For-Profit Organizations,”



[http://www.managementhelp.org/plan\\_dec/str\\_plan/str\\_plan.htm](http://www.managementhelp.org/plan_dec/str_plan/str_plan.htm)

## **Class 6**

## **Strategic Planning (Continued) and Program Evaluation**

Wednesday, September 26, 2012

### ***Moderator:***

**Jack B. Evans**

President  
The Hall-Perrine Foundation

### ***Panelists:***

**Jim Ernst**

President and CEO  
Four Oaks

**Darlene Schmidt**

CEO and Clinic Executive Director  
Community Health Free Clinic

**Dan Strellner**

Executive Director  
Aging Services, Inc.

**Robert Massey**

CEO  
Orchestra Iowa

### **Readings:**

- Chapter 14 (**HNLM**)
- Four Oaks (<http://www.fouroaks.org>)
- Community Health Free Clinic (<http://www.communityhfc.org>)
- Aging Services (<http://www.abbefamily.org/agingservices>)
- Orchestra Iowa (<http://www.orchestraiowa.org>)

### **Notes:**

United Way of America offers an overview of goals-based program evaluation:  
<http://www.unitedway.org/outcomes>

## Class 7

## Financial Management Tools and Budgeting

Wednesday, October 3, 2012

**Tamara Erb**  
VP and CFO  
Goodwill of the Heartland

### Readings:

- Section VIII – Financing and Funding (**Principles and Practices**)
- Cornell College webpage (<http://www.cornellcollege.edu>)

### Notes:

The Minnesota Council of Nonprofits webpage offers a very good review of financial management “basics” for nonprofit organizations including a discussion about budgeting - [http://www.mncn.org/info\\_finance.htm](http://www.mncn.org/info_finance.htm)

**\*\*\* MISSION STATEMENT ASSIGNMENT DUE  
BY END OF LECTURE TONIGHT \*\*\***

## Class 8

## Tax Exemption

Wednesday, October 10, 2012

**Prof. Carolyn Jones**

### Readings:

- Chapter 2 (**HNLM**)
- pp.8-9 (**Principles and Practices**)

### Notes:

<b>Class 9</b>	<b>Principles of Endowment Management and Finance Fundamentals</b>
Wednesday, October 17, 2012	
<b>Prof. John Spitzer</b> Department of Finance Tippie College of Business	
<b>Readings:</b> <ul style="list-style-type: none"> <li>• Chapter 19 (HNLM)</li> </ul>	
<b>Notes:</b> <p style="text-align: center;"><b>*** MIDTERM EXAMINATION GIVEN DURING CLASS TONIGHT ***</b></p>	

<b>Class 10</b>	<b>Entrepreneurial Session and Earned Income Opportunities</b>
Wednesday, October 24, 2012	
<b>Prof. David Hensley</b> Executive Director John Pappajohn Entrepreneurial Center at the Tippie College of Business	
<b>Readings:</b> <ul style="list-style-type: none"> <li>• Chapter 18 (HNLM)</li> </ul>	
<b>Notes:</b>	

## Class 11

## Information Management and Web Page Formation

Wednesday, October 31, 2012

### Prof. Warren Boe

Department of Management Sciences  
Tippie College of Business

### Alex Taylor

Assistant Director  
Executive MBA Programs  
Henry B. Tippie School of Management

#### Readings:

- Section X – Information Technology (**Principles and Practices**)

#### Notes:

## Class 12

## Fundraising

Wednesday, November 7, 2012

### Deb Dunkhase

Executive Director  
Iowa Children's Museum

### Kristie Fortmann-Doser

Executive Director  
Domestic Violence Intervention  
Program (DVIP)

### April Rouser

Executive Director  
Regina Foundation

#### Readings:

- Section X – Information Technology (**Principles and Practices**)
- Chapter 17 (**HNLM**)
- Iowa Children's Museum (<http://www.theicm.org>)
- DVIP (<http://www.dvipiowa.org>)
- Regina Foundation (<http://www.icreginafoundation.com>)

- United Way of Johnson County (<http://www.unitedwayjc.org>)

## **Class 13**

Wednesday, November 14, 2012

**Fundraising Methods (Direct Mail, Special Events, Foundation Gifts and Stewardship) and Planned Giving**

**Rich Wretman**

Vice President

Constituent Development Programs

UI Foundation

**Susan Hagen**

Executive Director of Planned Giving

UI Foundation

### **Readings:**

- Section VIII – Financing and Funding (Review C. and E.) (**Principles and Practices**)
- Review Chapter 17 (**HNLM**)

### **Notes:**

## **Class 14 Thanksgiving**

### **Break**

Wednesday, November 21, 2012

**\*\*\* No Class Tonight\*\*\***

## Class 15

## Private Trusts and Foundations

Wednesday, November 28, 2012

**Matt McGarvey**

Director  
The Wellmark Foundation

**Mike Stoffregen**

Executive Director  
Community Foundation of Johnson  
County

**Jack B. Evans**

President  
The Hall-Perrine Foundation

### Readings:

- The Wellmark Foundation webpage includes a very comprehensive list of grant writing resources - [http://www.wellmark.com/foundation/apply/web\\_resources.htm](http://www.wellmark.com/foundation/apply/web_resources.htm).
- Also review the grant guidelines established by the Roy J. Carver Charitable Trust - <http://www.carvertrust.org/index.php?page=68>.

## Class 16

## Organizing the Development Effort: Proposal Development and Grants

Wednesday, December 5, 2012

**Jill Smith**

NOE Online Instructor

### Readings:

- Review Chapter 15 (HNLM)

### Notes:

The University's Division of Sponsored Program's webpage provides a good listing of "grant writing tools" – <http://research.uiowa.edu/dsp/main/?get=proprep>.

**\*\*\* STRATEGIC PLAN ASSIGNMENT DUE  
BY END OF LECTURE TONIGHT \*\*\***