CSUS 330
Organizational Management for Community Sustainability

Fall 2014
Tuesday and Thursday, 2:40-4:00PM
152 Natural Resources Bldg.

Instructor
Dr. Richard Dale Paulsen
311 Natural Resources Bldg.
((517) 355-9578
paulsen@msu.edu

Office Hours
4:00 – 5:00PM
Tuesday & Thursday
Other times by Appointment

Class Time and Location
2:40-4:00PM
Tuesday and Thursday
152 Natural Resources Bldg.

Course Description
Sustainable management and operation of public and nonprofit organizations. Legal foundations, policy, management responsibilities, ethical decision-making and management functions.
Prerequisite: {CSUS 276 or CSUS 273} and completion of a Tier I Writing Requirement.
Credits: Total Credits 3 (Lecture/Recitation/Discussion)

Community-based services are important elements of our society and more directly our local communities. Organizations that provide essential social and environmental services require committed and engaged leaders with a variety of leadership competencies to manage the diversity of demands inherent in the provision of high quality programs, services and facilities.

Through this course, nonprofit, public, and private organizations at municipal, county and regional levels of service will be examined and discussed. Primary attention will be given to an overview of non-profit community-based delivery system management which will be addressed through lecture; readings; class discussions; guest lectures by practicing professionals; and visits to local community organizations. Course topics include:
selective management functions (including human resources management, marketing and financial management), legal foundations and policy, planning and ethical decision-making. Students will have opportunities to demonstrate their knowledge of these concepts, methods, and issues through examinations, projects and classroom discussions.

This course will serve as an introduction to non-profit and public organizational management and leadership. The role, nature, place, and issues of nonprofit and public organizations as providers of “common goods” will be explored through sustainable management principles and practices. Non-profit organizations and leadership of non-profit organizations will be examined and discussed from a global perspective. Special attention will be given to nonprofit organizations serving natural resources, environmental, and community-based missions.

Text & Reading Resources


Additional readings are located on the CSUS 330, Fall 2014 Angel site.

APA Style Tutorial: http://flash1r.apa.org/apastyle/basics/index.htm

Learning Goals

To develop an understanding of the:

- process and role of ethical decision making and professionalism in the delivery of community-based services;
- fundamental principles, procedures, and responsibilities of managing community-based organizations;
- key organizational communication and marketing concepts;
- basic principles and procedures of human resources management;
- legal foundations of non-profit organizations, legislative processes and organizational policy; and
- fiscal policy and financial management.

These course outcomes support the Department of Community Sustainability undergraduate program competencies of critical thinking, systems thinking, civic engagement, and leadership. Successful completion of this course provides students with the background needed to appreciate, understand, and contribute to the successful operation of community-based organizations. Students can learn more about the Department of Community Sustainability undergraduate program competencies at http://www.csus.msu.edu/undergraduate/sustainability_core. In addition, this course supports Michigan State University's Undergraduate Learning Goals of effective citizenship, integrated reasoning, and effective communication. More information about MSU’s Undergraduate Learning Goals is available at http://undergrad.msu.edu/msu-goals.
### Course Structure and Assignments

Class typically meets twice per week throughout Fall Semester (28 class sessions). Lectures and class discussions will address selected elements of the assigned readings and guest speakers working in community-based organizations will be invited (or the class may visit them at their local organizations) to discuss current perspectives on topics contained in the assigned readings.

In addition to 3 examinations (including the final), 4 writing assignments will be completed during the semester: Manager Interview, Agency Investigation, Reflective Essays, and Selected Article Reports.

**Manager Interview:** Each student is to select a manager who works in a community-based organization related to your professional interests. Your task is to arrange a meeting with this individual, develop a set of questions to guide the interview and write a report summarizing and reflecting on what you learned from this opportunity.

**Agency Investigation:** A nonprofit management investigation project critically focusing on a selected management function within a nonprofit organization will be completed utilizing a team approach. Results will be presented to the class incorporating appropriate assigned readings as well as relevant additional literature, and interactive discussion.

**Reflective Essays:** Each student will write a 2-page reflective essay discussing each guest lecture/field trip. This essay will be an opportunity to draw meaning from the guest lecture/field trip through thoughtfully connecting course content, personal experiences, and course topics.

**Selected Article Review:** Students will be expected to have read all assigned readings and select 1 journal article that expands upon at least one idea or concept from each assigned reading. Students will write a 2-page paper including a synopsis of each selected article, a discussion of the relevance of the article to his or her professional interests, and a description of the relationship that the article has to the assigned reading. Each student will also be prepared to discuss his/her articles during class.
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<th>EXAMINATIONS</th>
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<td>Exam 2</td>
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<td>Final Exam (Cumulative)</td>
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<td>1. Manager Interview Project</td>
<td>Interview Plan</td>
<td>8/28</td>
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<td>First Draft Paper</td>
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<td>Final Paper</td>
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<td>2. Agency Investigation Project</td>
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<td>Presentation</td>
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<td>Final Paper</td>
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<td>3. Selected Article Reviews (9)</td>
<td>8/28</td>
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<td>4. Reflective Essays (3)</td>
<td>TBA</td>
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Total Points 1,100*

Grading Scale

- 90% = 4.0
- 85% = 3.5
- 80% = 3.0
- 75% = 2.5
- 70% = 2.0
- 65% = 1.5
- 60% = 1.0
- 55% = 0.0
Extra Credit Opportunities

Current trends, issues, and events associated with sustainable management of community services: Each student may earn up to 30 points of extra credit during the semester by bringing to class relevant community-based services management items from current newspapers, magazines, professional literature, T.V., radio, or the web. Two points will be earned for each submission (limit is one leisure services management information item per week). Each item must include: 1) a copy, clipping, and citation of the noteworthy community-based services management information item or a summary of the information and 2) a one-paragraph discussion of the relevance/significance of the item for sustainable community-based services management.

Study Abroad Fair Participation: Each student will earn 20 points for attending the MSU Study Abroad Fair (September 25, 2014, 12 Noon - 6 PM, Breslin Center) and submitting a one-page paper that includes the appropriate evidence of attendance. The paper is to be a thoughtful description of impressions of the event including the identification and discussion of the relevance of at least one Study Abroad Program to his/her personal/professional goals.

Additional Extra Credit Opportunities: Throughout the semester extra credit opportunities associated with course topics and current events may be provided.

* Announced and unannounced quizzes may be given which will affect the final point total for course grading.

Academic Integrity

Article 2.III.B.2 of the Academic Freedom Report states: “The student shares with the faculty the responsibility for maintaining the integrity of scholarship, grades, and professional standards.” In addition, the Department of Sustainability adheres to the policies on academic honesty specified in General Student Regulation 1.0, Protection of Scholarship and Grades; the all-University Policy on Integrity of Scholarship and Grades; and Ordinance 17.00, Examinations.

Therefore, unless authorized by your instructor, you are expected to complete all course assignments, including homework, lab work, quizzes, tests and exams, without assistance from any source. You are expected to develop original work for this course; therefore, you may not submit course work you completed for another course to satisfy the requirements for this course. Also, you are not authorized to use the www.allmsu.com Web site to complete any course work in this course. Students who violate MSU regulations on Protection of Scholarship and Grades will receive a failing grade in the course or on the assignment.

Faculty are required to report all instances in which a penalty grade is given for academic dishonesty. Students reported for academic dishonesty are required to take an online course about the integrity of scholarship and grades. A hold will be placed on the
student's account until such time as the student completes the course. This course is overseen by the Associate Provost for Undergraduate Education.

Examples of Literature Resources (possible sources for Selected Article Review assignment)


The Chronicle, published every other week, is a prime news source for people involved in the philanthropic enterprise. The web site offers a summary of the contents of the current issue of The Chronicle, a list of forthcoming conferences and workshops, job opportunities in the non-profit world, and other information.

**Contributions Magazine** [http://www.contributionsmagazine.com](http://www.contributionsmagazine.com)

Bi-monthly print publication for nonprofits, emphasizing fundraising but with regular columns on volunteering, boards, marketing, and other topics. Web site has a library of past articles.

**Don Kramer's NONPROFIT ISSUES** [http://www.nonprofitissues.com](http://www.nonprofitissues.com)

*Nonprofit Issues* is a national newsletter of "Nonprofit Law You Need to Know." It selects from current federal and state cases the issues of critical importance to nonprofit executives and their advisors - not only federal tax but also employment law, volunteer law, board liability, corporate governance, foundation rules, charitable giving, insurance and copyright and trademark.


The Association Forum of Chicagoland's journal on association management. Full issues and archives available free online, along with a blog.


Features the latest academic research taking place in the realm of nonprofit marketing: including fundraising and volunteer recruitment and management

**Leader to Leader** [http://www3.interscience.wiley.com/journal/73505673/home](http://www3.interscience.wiley.com/journal/73505673/home)

Published on behalf of the Leader to Leader Institute (formerly the Drucker Foundation) and Jossey-Bass. Cutting-edge thinking on leadership, management, and strategy written by today's top thought leaders from the private, public, and social sectors.

**Nonprofit and Voluntary Sector Quarterly** [http://nvs.sagepub.com/](http://nvs.sagepub.com/)

An international, interdisciplinary journal dedicated to the study of nonprofit organizations, philanthropy, and voluntary action. Published by ARNOVA.
The Nonprofit Quarterly http://www.nonprofitquarterly.org

Values-based management information and proven practices. Can also sign up for free e-newsletter.

The NonProfit Times http://www.thenonprofittimes.com/

Website of the popular monthly newspaper covering all aspects of nonprofit work, including volunteers. Energize president, Susan Ellis, writes a bi-monthly column entitled "On Volunteers" for this publication. Selected columns are posted in our section on Articles and Book Excerpts.

Nonprofit World http://www.snpo.org

Published six times a year by the Society for Nonprofit Organizations. They now have many articles available for free online, including those on volunteering.

Philanthropy Journal http://www.philanthropyjournal.org

An online daily newspaper, Philanthropy Journal, publishes state, national and international news on fundraising, giving, managing, volunteering, innovation and technology in the philanthropic community. Readers can submit and post announcements about people, organizations, grants, gifts, events and fundraising results.

Philanthropy Journal Online http://www.pnonline.org

The Philanthropy Journal Online provides the latest news on the nonprofit sector, including an entire section dedicated to volunteerism.

Third Sector http://www.thirdsector.co.uk

Weekly print and online newspaper for UK charities.