Organizational Management for Community Sustainability Course Handbook (CSUS330, Section 001)

M.W. Everett

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Organizational Management for Community Sustainability
Course Handbook
(CSUS330, Section 001)

Overview of the Course

Welcome to CSUS330, Organizational Management for Community Sustainability! This course is designed to provide students with an understanding of the core aspect of organizational management of non-profit and governmental agencies. As the title denotes, this course is focused on organizational management with a community engagement flair. Defining organizational management is a key component of the course. For our purposes, we will define organizational management as focused on non-profit and governmental organizations. Non-profit organizational examples include: Salvation Army, Michigan Trails and Greenways, Michigan Public Schools, Michigan Environmental Council, Pheasants Forever, Ducks Unlimited, Greenpeace, the Audubon Society, and many, many more. Examples of governmental agencies include: Michigan Department of Agriculture and Rural Development, Michigan Department of Environmental Quality, Michigan Department of Natural Resources, Environmental Protection Agency, U.S. Forest Services, U.S. Parks Service, and yes, the Internal Revenue Service!

This course is broken into several components. They include 1) Lecture/Discussion; 2) Professional Resource Guest Speakers and Reflections; 3) Assessments (Exams); 4) Presentations; and iterative writing assignments (Analysis of an organization and development of a non-profit startup organization).

The semester will be devoted to course learning through lecture/discussion and engagement activities followed by a series of reflective mind mapping exercises. Then direct application of content in the form of three non-cumulative exams and writing assignments that include an analysis of a non-profit organization and framework development of a non-profit startup organization.

A timeline of the important dates includes:

January 29 – Exam I
February 12 – OMA Draft Due
February 26 – Exam II
February 26 – Final OMA Due
March 28 – NPS Draft Due
April 4 to April 23 – NPS Video Presentations and Questions
April 18 – NPS Final Due
May 1 – Exam III

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OFFICE HOURS: Monday, 2:00 PM to 5:00 PM (140 Natural Resources)
Or by appointment

**COURSE
DESCRIPTION:**   Sustainable management and operation of public and non-profit organizations.
Legal foundations, policy, management responsibilities, ethical decision-
making and management functions.

COURSE GOALS:

Students will be able to:

1. Define fundamental principles, procedures, and responsibilities of managing governmental and non-governmental organizations;
2. Define and apply strategic management;
3. Determine and apply approaches to key organizational communication and marketing concepts;
4. Define basic principles and procedures of citizen leadership and volunteer management;
5. Determine appropriate legal foundations of non-profit and government organizations, legislative processes and organizational policy; and
6. Determine best practices for defining fiscal policy and financial accountability.

COURSE TEXTBOOK:

Ahmed, S. (2013). Effective non-profit management: Context, concepts, and competencies. Boca Raton, FL: CRC Press.

CSUS330 COURSE LEARNING OUTCOMES:

Students who complete this course will be able to:

1. Define the key components of a non-profit and governmental organization;

2. Describe why mission statements are important to an organization;

3. Explain key linkages between non-profits, governmental and for-profit organizations;

4. Define and describe that appropriate legal foundations for organizations;

5. Identify key organizational behaviors that frame successful organizations;

6. Apply a SWOT analysis in the context of an organizational problem type;

7. Apply concepts of risk and risk management to organizational problem types;

8. Explain how and why leadership is important to organizational management;

9. Compare and contrast volunteer and non-profit leadership;

10. Identify the key constructs associated with volunteer management;

11. Compare and contrast various resource acquisition methods for non-profit organizations;

12. Develop a marketing strategy for a non-profit organization;

13. Explain why accountability and ethics are important to a non-profit organization; and

14. Identify key components of non-profit organizational IT.

MICHIGAN STATE UNIVERSITY LEARNING GOALS
CSUS330 – Organizational Management for Community Sustainability

Analytical Thinking: You will learn to critically analyze complex information and problems through courses and experiences at MSU and by applying what you learn both in and out of class.

Cultural Understanding: You will learn to deepen your understanding of global and cultural diversity by interacting with others in and outside our diverse campus community and reflecting on your own culture and that of others.

Effective Citizenship: You will learn to be an effective citizen by engaging in opportunities for involvement both inside and outside the classroom.

Effective Communication: Spartans communicate to diverse audiences using speech, writing, debate, art, music, and other media. You will learn how to communicate effectively through your interactions with peers, faculty, staff, and community members at MSU, your coursework, and your reflection on how you've changed as you progress toward graduation.

Integrated Reasoning: You will learn to make decisions through integrated reasoning by observing the example set by your fellow Spartans—faculty, professional staff, your peers and student leaders, and our 500,000 Spartan alumni— who are advancing knowledge and transforming lives in innumerable ways. MSU provides you with the space and support to make decisions learn from them and use them to inform your values.

DEPARTMENT OF COMMUNITY SUSTAINABILITY COMPETENCIES
CSUS330 – Organizational Management for Community Sustainability

Critical Thinking: Students will interpret, analyze and evaluate information generated by observation, experience, reflection, reasoning, and communication as a guide to formulate and defend responses to complex sustainability problems.

Systems Thinking: Students will demonstrate their knowledge of the interconnectedness of human and natural systems with the ability to anticipate and explain changes in complex systems.

Community: Students will demonstrate knowledge of the various interpretations of community as it relates to the study and practice of sustainability.

Civic engagement: Students will develop the knowledge, skills, values, and motivation to participate in civic life.

Initiative and Practical Skills: Students will demonstrate initiative, including the ability to self-direct and solve problems individually and as participants in larger group efforts.

Ethics: Students will evaluate and analyze diverse ethical positions on practical sustainability challenges.

CLASS SCHEDULE[1]

Week 1 –
1 – January 8 – Introducing the Class, Student Career/Personal Goals, and NPs
2 – January 10 – Non-Profit and Government (Chapter 1)

Week 2 –
3 – January 15 – No Class MLK Day
4 – January 17 – Linkages Among Government, NP and For-Profit Business (Chapter 2)

Week 3 –
5 – January 22 – Legal Foundations and Mission of Government (*Tim Fischer, MDOT)*
6 – January 24 – Legal Foundations and Mission of NPs (Chapter 3)

Week 4 –
7 – January 29 – Exam I
8 – January 31 – Principles of Organizational Behavior

Week 5 –
9 – February 5 – Risk Management
10 – February 7 – Trends, Capacity, and Potential I (TCP)

Week 6 –
11 – February 12 – Principles of Leadership (OMA Draft Due)
12 – February 14 – Non-Profit Leadership a Case Study

Week 7 –
13 – February 19 – Non-Profit Leadership (*Joe Wald, GLFB*, OMA Draft Returned)
14 – February 21 – Volunteer Leadership (Chapter 5)

Week 8 –
15 – February 26 – Exam II (OMA Final Due)
16 – February 28 – Volunteer Management (*Rebecca Hagerman, Nature Conservancy*)

Week 9 – SPRING BREAK

Week 10 –
17 – March 12 – Fundraising in a Non-Profit (*Kent Ballard, Pheasants Forever*)
18 – March 14 – NP and Government Resource Acquisition (Chapter 6)

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[1] Topics or dates may change due to availability of resources

Week 11 –
19 – March 19 – Marketing in Non-Profit and Government (Chapter 8)
20 – March 21 – Marketing in Gov't (*Jennifer Holton, DNR*)

Week 12 –
21 – March 26 – Accountability and Ethics in NP (Chapter 10)
22 – March 28 – Non-Profit Organizations and IT (Chapter 7) (NP Startup Draft Due)

Week 13 –
23 – April 2 – International Non-Profits and Nongovernmental Organizations (Chapter 9)
24 – April 4 – Non-Profit Startup (NPS) Presentations 1

Week 14 –
25 – April 9 – NPS Video Presentations 2 (NP Startup Draft Returned)
26 – April 11 – NPS Video Presentations 3

Week 15 –
27 – April 16 – NPS Video Presentations 4
28 – April 18 – NPS Video Presentations 5 (NP Startup Final Due)

Week 16 -
29 – April 23 – No Class - Online Forum (Case Study Analysis)
30 – April 25 – Course Summary

Week 17 – Finals Week
31 – May 1 – Exam III (5:45 to 7:45 PM)

Assignment Format

Assignments will be turned in electronically via D2L. Exams will be taken in person at the schedule times listed. There will be no exam makeups unless prior approval has been given by the instructor.

More than one application (e.g. a Web browser, Microsoft Word, Excel, etc.) may be needed for a given assignment. You may want to bring an electronic device with you to class to assist in research for specific in-class activities.

Written papers must adhere to APA format, doubles-spaced, and Times New Roman or Arial (12 font). A running header must include the title of the document. Do **NOT** put your name(s) on your paper. D2L will provide identification of the document.

Written papers (OMA and NPS) must adhere to APA format, doubles-spaced, and Times New Roman or Arial (12 font). A running header must include the title of the document. Do NOT put your name on your paper. D2L will provide identification of the document.

1. Class Attendance and Participation. Your active participation in class is expected (including prior assigned readings) and worth 4 points per class (30) for a total of **120 points**. *(You must be in class in order to earn the 4 points). A class sign-in sheet will be provided at the beginning of class. You will NOT be allowed to sign-in late.* (**Effective Citizenship**/**Civic Engagement**)

2. Guest Speaker Reflective Concept/Mind/Conceptual (CMC) map. Each student will develop a CMC map for each guest speaker/lecture. The CMC map will highlight the key points made by the speaker, identify the most salient speaker observations and incorporate follow-up questions to the presentation. The mind maps are worth **80 points** (5 speakers @ 16 points per mind map). (**Cultural Understanding, Effective Communication**/**Systems Thinking, Community**)

3. Organizational Management Analysis (OMA). This assignment is an analysis of a non-profit or governmental organization of your choosing (OMA) and involves iterative writing (per the Tier II writing requirement) where you complete a draft, it is reviewed, and then you submit a final version of the document. This assignment allows you the opportunity to apply your knowledge of organizational management of non-profit and governmental entities to an organization where you would either like to work or one for which you have an affinity for the organizational mission. Choose an organization wisely so you will be able to gain the requisite information based on their website, interviews with organization representative, etc. Use appropriate sub-headings to aid the reader and to make your communication clear and concise. The sub-headings of the assignment are: **Introduction; Organization Overview; Legal Foundation, Trends, Capacity, Potential, and Risk; Conclusion and Recommendations** *Name the OMA document FirstnameLastnameOMA.**. The OMA document is worth **200 points** (100 points draft, 100 points final). The components of the OMA will be graded in the same fashion; however, the iterative writing will be graded according to either the Draft or Final (*8 to 10 pages, E.g., the final will be graded more difficult than the draft*). See Appendices A and B for grading criteria. (**Analytical Thinking, Integrated Reasoning**/**Critical Thinking, Systems Thinking**)

4. Non-Profit Startup (NPS) Handbook. This paper includes conducting and applying knowledge from class to develop startup non-profit organization and involves iterative writing (per the Tier II writing requirement) where you complete a draft, it is reviewed, and then you submit a final version of the document. Your NPS must be formatted to this course Handbooks specifications (e.g., title page, Table of Contents, Overview of the NPS (Mission, Vision, and Marketing Material), appropriate components of the NPS as defined by the IRS, and appropriate appendices for additional information *Name the NPS document FirstnameLastnameNPS.**. The NPS Handbook document is worth **350 points** (150 points draft, 200 points final) (*15-30 pages*). See Appendices C and D for grading criteria. (**Analytical Thinking, Integrated Reasoning**/**Critical Thinking, Systems Thinking**)

5. Non-Profit Startup (NPS) Video Presentation and Questions. Students will create an 8-10 minute video using up to 10 slides, summarize the components of your non-profit startup with the most interesting, and salient points in an informative and engaging presentation (See grading criteria – Appendix E). Expect questions from colleagues and the instructor. *Name the NPS Presentation FirstnameLastnameNPSPreso.** and upload it to the appropriate D2L file folder. The presentation is worth **100 points**. See Appendix E for grading criteria. **(Effective Communication/Initiative and Practical Skills)**

6(A, B, C). Exams. There will be three exams during the semester. The last final exam will be at the scheduled final exam time and location listed by the Registrar's Office. Each of the exams will include a mixture of multiple choice, matching, and true/false questions. No one will be excused from taking exams at the time scheduled without prior permission of the instructor. **(3 @ 50 Points = 150 Points). (Analytical Thinking, Cultural Understanding, Integrated Reasoning/Critical Thinking, Initiative and Practical Skills, Ethics)**

Student Evaluation

Assignments[2]	Points	Due Date
1. Class Attendance and Participation	120	Weekly
2. Guest Speaker CMC Maps	80	Post Speaker Day
3. OMA Document draft	100	February 12
3. OMA Document final	100	February 26
4. NPS Handbook draft	150	March 28
4. NPS Handbook final	200	April 16
5. NPS Video Presentation	100	April 4 to April 18
6A. Exam I	50	January 29
6B. Exam II	50	February 26
6C. Exam III	50	May 1
Total	**1000**	

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[2] Late assignments will **NOT** be accepted (Dropboxes will close at midnight on due dates)

Grading Scale

Grade	Points
4.0	1000 – 920
3.5	919 – 860
3.0	859 – 820
2.5	819 – 750
2.0	749 – 700
1.5	699 – 650
1.0	649 – 600
0	< 600

Important Dates

February 2	Last Day to Drop w/ Refund (8:00 PM)
February 28	Last Day to Drop w/ No Grade (8:00 PM)
March 5 - 9	Spring Break
May 1	Final (Exam III) (5:45 to 7:45 PM)

Academic Misconduct

Article 2.III.B.2 of the Academic Freedom Report states that "The student shares with the faculty the responsibility for maintaining the integrity of scholarship, grades, and professional standards." In addition, the Department of Community Sustainability adheres to the policies on academic honesty as specified in General Student Regulations 1.0, Protection of Scholarship and Grades; the all-University Policy on Integrity of Scholarship and Grades; and Ordinance 17.00, Examinations. (See Spartan Life: Student Handbook and Resource Guide and/or the MSU Web site: www.msu.edu.)

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 **CSUS330**. Students who violate MSU academic integrity rules may receive a penalty grade, including a failing grade on the assignment or in the course. Contact your instructor if you are unsure about the appropriateness of your course work. (See also http://www.msu.edu/unit/ombud/dishonestyFAQ.html). **There will be no warnings – the maximum sanction allowed under University policy will occur on the first offense**. Turnitin.com will be used for all written assignments.

Accommodations

Michigan State University is committed to providing equal opportunity for participation in all programs, services and activities. Requests for accommodations by persons with disabilities may be made by contacting the Resource Center for Persons with Disabilities at 517-884-RCPD or on the web at rcpd.msu.edu. Once your eligibility for an accommodation has been determined, you will be issued a verified individual services accommodation ("RISA")

form. Please present this form to Dr. Everett at the start of the semester and/or two weeks prior to the accommodation date (test, project, etc.). Requests received after this date will be honored whenever possible.

Bereavement:
Students seeking a grief absence should be directed to the Grief Absence Request Form found on the RO home page (https://reg.msu.edu/) under 'Student Services – Grief Absence Request Form' OR to StuInfo (https://stuinfo.msu.edu/) under 'Academics - Enrollment Information and Services – Grief Absence Request Form.' Per policy, graduate students who should see their major professor and notify course instructors are directed to do so when they access the form.

Drops and Adds
The last day to add this course is the end of the first week of classes. The last day to drop this course with a 100 percent refund and no grade reported is **February 2**. The last day to drop this course with no refund and no grade reported is **February 28**. You should immediately make a copy of your amended schedule to verify you have added or dropped this course.

Commercialized Lecture Notes
Commercialization of lecture notes and university-provided course materials is not permitted in this course.

Attendance
Students whose names do not appear on the official class list for this course may not attend this class. Students who fail to attend the first four class sessions or class by the fifth day of the semester, whichever occurs first, may be dropped from the course. This course follows the General University Attendance Policy. If you miss a class due to a Special Consideration Absence as defined by University Policy, your class participation grade for those excused absences days will be the average of your earned participation grades.

Internet
Some professional journals will not consider a submission for publication if the article has appeared on the Internet. Please notify your instructor in writing if you do not want your course papers posted to the course Web site

Disruptive Behavior
Article 2.III.B.4 of the Academic Freedom Report (AFR) for students at Michigan State University states: "The student's behavior in the classroom shall be conducive to the teaching and learning process for all concerned." Article 2.III.B.10 of the AFR states that "The student has a right to scholarly relationships with faculty based on mutual trust and civility." General Student Regulation 5.02 states: "No student shall . . . interfere with the functions and services of the University (for example, but not limited to, classes . . .) such that the function or service is obstructed or disrupted. Students whose conduct adversely affects the learning environment in this classroom may be subject to disciplinary action through the Student Faculty Judiciary process.

Campus Emergencies

In the event of an emergency arising within the class, the Professor will notify you of what actions that may be required to ensure your safety. It is the responsibility of each student to understand the evacuation, "shelter-in-place," and "secure-in-place" guidelines posted in each facility and to act in a safe manner. You are allowed to maintain cellular devices in a silent mode during this course, in order to receive emergency SMS text, phone or email messages distributed by the university. When anyone receives such a notification or observes an emergency situation, they should immediately bring it to the attention of the Professor in a way that causes the least disruption. If an evacuation is ordered, please ensure that you do it in a safe manner and facilitate those around you that may not otherwise be able to safely leave. When these orders are given, you do have the right as a member of this community to follow that order. Also, if a shelter-in-place or secure-in- place is ordered, please seek areas of refuge that are safe depending on the emergency encountered and provide assistance if it is advisable to do so.

E-Learning Policies

Information technologies such as D2L and email are widely used in this class. As a result, there are some additional policies that need to be understood.

- Students should visit the course's D2L site on a regular basis.
- Students should check their email frequently (all class email is sent to the student's official MSU email account).
- All assignments submitted electronically, either on disk or via email, should be free of any viruses and/or worms. Any infected file or media that is submitted will receive a zero (0) for that assignment.
- This course recognizes the students' right to privacy and adheres to the Family Educational Rights and Privacy Act (FERPA).
- Students need to review the university policy "Acceptable Use of Computing Systems, Software, and the University Digital Network" at http://lct.msu.edu/guidelines-policies/aup/.
- Excessive emails make an unreasonable time demands on both sender and recipient. Please ensure you have a legitimate need before you write.
- **Dr. Everett** will answer email about:
  - o Questions arising from difficulty in understanding course content.
  - o Requests for feedback about graded assignments.
  - o Private issues appropriate for discussion within the teacher-student relationship.
- **Dr. Everett** will NOT answer email which:
  - o Poses questions answered in the course information sections of the course D2L site
  - o Poses questions answered in the course syllabus.
  - o Lacks a subject line clearly stating the purpose of the email and the course number (**CSUS330**).

- o   Raises an inappropriate subject.
- **Dr. Everett** will make every effort to answer email received on a given day no later than close of work on the next workday.
- The Web site tech.msu.edu provides a number of information technology resources for students.
- You are responsible for the operation of any personally owned computers you use on or off campus. A malfunctioning computer system is NOT a valid excuse for submitting late work.
- Students are expected to have a high degree of self-motivation and self-direction in this class and develop the needed technology skills to excel in this class and in life.
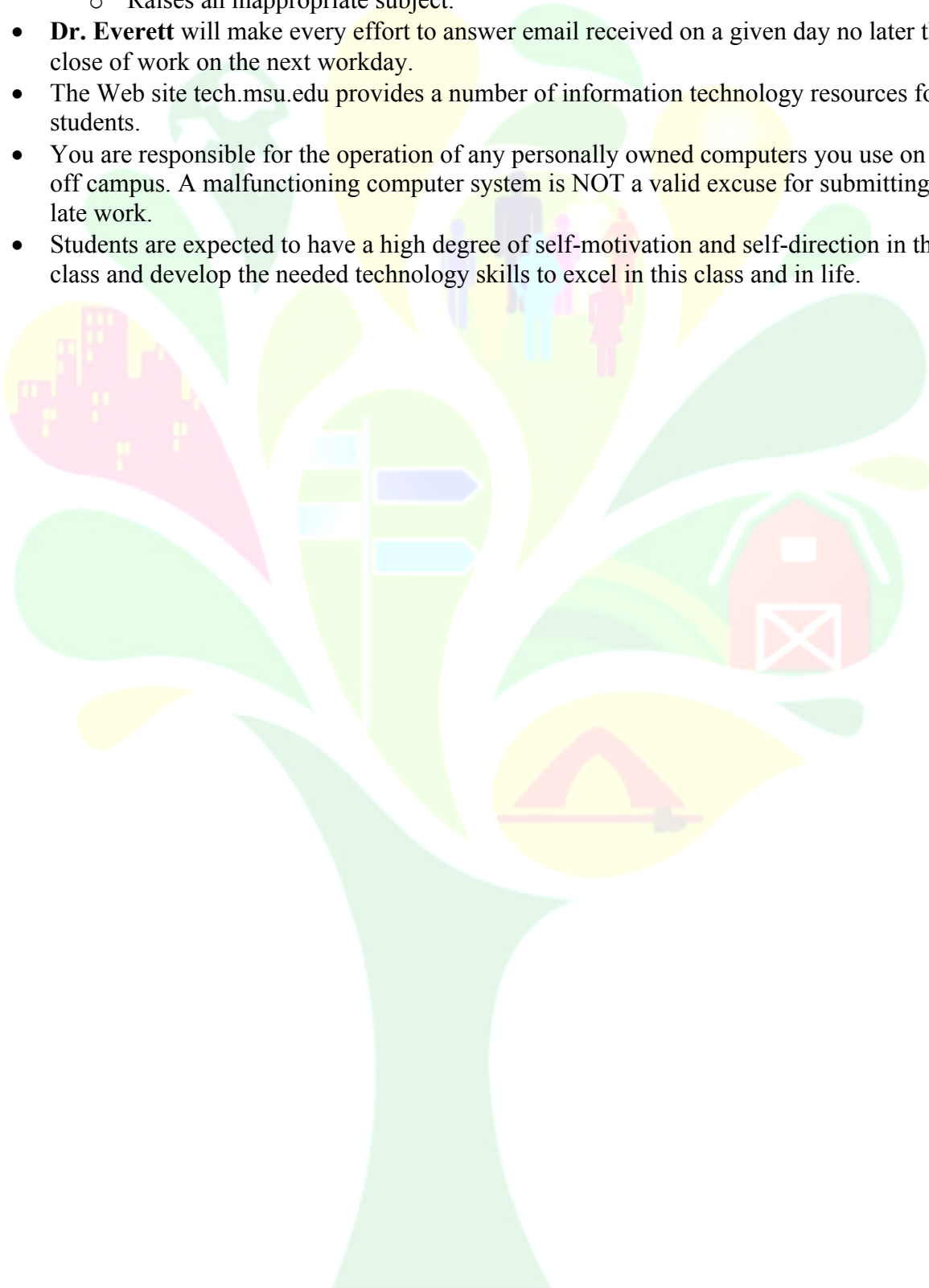
APPENDIX A – Organizational Management Analysis Draft Grading Criteria

CSUS330 – Organizational Management Analysis Draft Grading Criteria

Criteria	Possible	Comments/Score
Introduction of the OMA, Personal and Career Goals		**Introduction** of the OMA. Include appropriate literature that frames the organization (10 APA citations) and problems solved by the organization while interweaving personal and career goals.
Was thoroughly addressed	20	
Mostly addressed	17	
Some what addressed	13	
Briefly addressed	10	
Not addressed	0	
Organization Selection and Rationale, Mission, Goals		**Organization Overview** of the OMA. Includes rationale for selection, mission and goals of the organization and an analysis of whether the organization is meeting their mission and goals.
Was thoroughly addressed	20	
Mostly addressed	17	
Some what addressed	13	
Briefly addressed	10	
Not addressed	0	
Legal Foundations		**Legal Foundations** of the OMA. Includes the legal aspects of the organization including the board composition, membership and processes associated with the function of the organization.
Was thoroughly addressed	20	
Mostly addressed	17	
Some what addressed	13	
Briefly addressed	10	
Not addressed	0	
Trends, Capacity, Potential and Risk		**Trends, Capacity, Potential, and Risk** of the OMA. Includes a SWOT or risk analysis (with SWOT OR risk figure) of the selected organization. Sub-paragraphs should be separated using SWOT acronym or framed around features associated with risk.
Was thoroughly addressed	20	
Mostly addressed	17	
Some what addressed	13	
Briefly addressed	10	
Not addressed	0	
Conclusion and Recommendations, Writing and Mechanics		**Conclusion and Recommendations** of the OMA. Include appropriate concluding statements that bring the paper full circle back in line with the problem to be solved and personal/career goals and provides recommendations for the future of the organization.
Well written conclusion and few to no errors	20	
Conclusion lacks direction/some errors	17	Writing mechanics including grammar, spelling and APA formatting of the OMA. Document should include **10 appropriate APA citations** that frame the OMA.
Superficial conclusion/errors are distracting	13	
Serious weaknesses	10	
Exceeding instructor threshold	0	
Total	**100**	

APPENDIX B – Organizational Management Analysis Final Grading Criteria

CSUS330 – Organizational Management Analysis Final Grading Criteria

Criteria	Possible	Comments/Score
Introduction of the OMA, Personal and Career Goals Was thoroughly addressed Mostly addressed Some what addressed Briefly addressed Not addressed	 20 0 0 0 0	**Introduction** of the OMA. Include appropriate literature that frames the organization (10 APA citations) and problems solved by the organization while interweaving personal and career goals.
Organization Selection and Rationale, Mission, Goals Was thoroughly addressed Mostly addressed Some what addressed Briefly addressed Not addressed	 20 0 0 0 0	**Organization Overview** of the OMA. Includes rationale for selection, mission and goals of the organization and an analysis of whether the organization is meeting their mission and goals.
Legal Foundations Was thoroughly addressed Mostly addressed Some what addressed Briefly addressed Not addressed	 20 0 0 0 0	**Legal Foundations** of the OMA. Includes the legal aspects of the organization including the board composition, membership and processes associated with the function of the organization.
Trends, Capacity, Potential and Risk Was thoroughly addressed Mostly addressed Some what addressed Briefly addressed Not addressed	 20 0 0 0 0	**Trends, Capacity, Potential, and Risk** of the OMA. Includes a SWOT or risk analysis (with SWOT OR risk figure) of the selected organization. Sub-paragraphs should be separated using SWOT acronym or framed around features associated with risk.
Conclusion and Recommendations, Writing and Mechanics Well written conclusion and few to no errors Conclusion lacks direction/some errors Superficial conclusion/errors are distracting Serious weaknesses Exceeding instructor threshold	 20 17 13 10 0	**Conclusion and Recommendations** of the OMA. Include appropriate concluding statements that bring the paper full circle back in line with the problem to be solved and personal/career goals and provides recommendations for the future of the organization. Writing mechanics including grammar, spelling and APA formatting of the OMA. Document should include **10 appropriate APA citations** that frame the OMA.
Total	**100**	

APPENDIX C – Non-Profit Startup Handbook Draft Grading Criteria

CSUS330 – Non-Profit Startup Draft Grading Criteria

Criteria	Possible	Comments/Score
Overview – Rationale, Definitions and Mission		Rationale for the NPS including a review of the literature and need for the NPS (E.g., What is the problem to be solved?). Non-profit name, filing status, organizational mission and purpose.
Was thoroughly addressed	25	
Mostly addressed	22	
Some what addressed	19	
Briefly addressed	13	
Not addressed	0	
Bylaws – Definitions, Mission and Membership		Specific guidelines about membership in the non-profit. Reiteration of the Definitions, Mission and Goals in Bylaw terms. If no, membership is required, what are specific services offered to the public.
Was thoroughly addressed	25	
Mostly addressed	22	
Some what addressed	19	
Briefly addressed	13	
Not addressed	0	
Bylaws – Board of Directors, Officers, Elections, and Appointments		Criteria for appointment or election of Board Members and Officers specific to the organization. If relevant, how appointments occur and rationale for why they are needed.
Was thoroughly addressed	25	
Mostly addressed	22	
Some what addressed	19	
Briefly addressed	13	
Not addressed	0	
Logistical Features of the Organization		Include available resources, sample budget, yearly calendar of the organization, networking/fundraising protocol for the organization, and marketing of the organization.
Was thoroughly addressed	25	
Mostly addressed	22	
Some what addressed	19	
Briefly addressed	13	
Not addressed	0	
Appendices		Documents that are not part of the main body of the Bylaws. E.g., specific forms to be filled out and policies (whistleblower, document retention and destruction, code of conduct, etc.) See example provided.
Was thoroughly addressed	25	
Mostly addressed	22	
Some what addressed	19	
Briefly addressed	13	
Not addressed	0	
Writing and Mechanics		Proper formatting of the document including all relevant components. See the course syllabus for specific components.
Well written/no errors	25	
Lacking in an area/few errors	22	
Superficial/some errors	19	
Errors are distracting	13	
Exceeding instructor threshold	0	
Total	**150**	

APPENDIX D – Non-Profit Startup Handbook Final Grading Criteria

CSUS330 – Non-Profit Startup Final Grading Criteria

Criteria	Possible	Comments/Score
Overview – Rationale, Definitions and Mission Was thoroughly addressed Mostly addressed Some what addressed Briefly addressed Not addressed	 35 20 10 5 0	Rationale for the NPS including a review of the literature and need for the NPS (E.g., What is the problem to be solved?). Non-profit name, filing status, organizational mission and purpose.
Bylaws – Definitions, Mission and Membership Was thoroughly addressed Mostly addressed Some what addressed Briefly addressed Not addressed	 35 20 10 5 0	Specific guidelines about membership in the non-profit. Reiteration of the Definitions, Mission and Goals in Bylaw terms. If no, membership is required, what are specific services offered to the public.
Bylaws – Board of Directors, Officers, Elections, and Appointments Was thoroughly addressed Mostly addressed Some what addressed Briefly addressed Not addressed	 35 20 10 5 0	Criteria for appointment or election of Board Members and Officers specific to the organization. If relevant, how appointments occur and rationale for why they are needed.
Logistical Features of the Organization Was thoroughly addressed Mostly addressed Some what addressed Briefly addressed Not addressed	 35 20 10 5 0	Include available resources, sample budget, yearly calendar of the organization, networking/fundraising protocol for the organization, and marketing of the organization.
Appendices Was thoroughly addressed Mostly addressed Some what addressed Briefly addressed Not addressed	 35 20 10 5 0	Documents that are not part of the main body of the Bylaws. E.g., specific forms to be filled out and policies (whistleblower, document retention and destruction, code of conduct, etc.) See example provided.
Writing and Mechanics Well written/no errors Lacking in an area/few errors Superficial/some errors Errors are distracting Exceeding instructor threshold	 25 10 5 0 0	Proper formatting of the document including all relevant components. See the course syllabus for specific components.
Total	**200**	

APPENDIX E – Non-Profit Startup Presentation Grading Criteria

Objective/Criteria	Not Acceptable		Passing Grade		Inspiring	Out of
Up to 10 slides in a video that has a clear focus, not distracting, and **creative**	0		14		24	/24
Spoke clearly, appropriate enthusiasm, no disruptions in videographic dialogue (12 Points) In person questions are answered with knowledge of the organization. Answers were intellectual with thought placed in the organization with respect to the CSUS330 course (12 Points).	0		14		24	/24
Provided a solid conceptual foundation of the organization. **NPS** aspects include: 1) Overview of the NPS (13 Points); 2) Definition, Mission and Goals (13 Points).	0		16		26	/26
Provided a solid conceptual foundation of the organization. **NPS** aspects include: 1) rationale for development of the NPS (13 Points); 2) Logistical features of the organization that make it unique (13 Points).	0		16		26	/26
Time should be between 8 and 10 minutes (-10 points under 8 minutes and -10 points over 10 minutes and 30 seconds)						
Total						/100