

# Chaminade University

## MBA Program

### **MBA 739 – Not-for-Profit Organizations**

#### **Course Schedule**

**Fall Term 2022: October 3, 2022-December 12, 2022**

**Online**

#### **Instructor Contact Information**

Liz Stone

Office Hours by Appointment via Zoom or Phone

[Elizabeth.Stone@Chaminade.edu](mailto:Elizabeth.Stone@Chaminade.edu)

#### **Course Description**

This course focuses on the management of not-for-profit enterprises under circumstances of increasing competition for funding and greater pressure to show efficiency and effectiveness. We use case studies to examine issues of organizational structure and development, governance, board relations, management of volunteers, strategic alliances, capacity building, and functional leadership.

#### **Course Orientation**

The goal of this course is to engage students in exploring the key aspects of superior performance in established and emerging tax-exempt nonprofit corporations. It is hoped that this course will spark the imagination of the future leaders in both the for-profit and not-for-profit communities as they become change agents and seek to solve some of our most challenging social problems.

The course is designed as an introductory course for students interested in achieving the not-for-profit specialization under the MBA program or any graduate student interested in understanding this third sector of our economy. Specific topics of interest include: Organizational structure and development; Governance; Board relations; Executive leadership; Strategic alliances; Succession planning; and evaluating effectiveness and outcomes.

#### **Associated Program Learning Outcome**

Demonstrate an understanding of the elements of not-for-profit organizations and their impact on organizational functions, operations and strategy, and society.

## Course Learning Outcomes

At the conclusion of this course, successful students will have demonstrated

- An understanding of the historical and present day role of not-for-profits in our society
- How to establish a nonprofit tax-exempt corporation
- The interface of state and federal rules and regulations and how they affect governance
- How not-for-profit organizations are governed
- The importance and challenges of executive leadership and its transition
- How to evaluate not-for-profit effectiveness and outcomes
- The efficiencies of coordination, collaboration, and mergers
- The process of succession planning

## Course Schedule and Topics

**Week of October 3, 2022:**

### **Class One—Introduction to Not-For-Profit Organizations**

**Topic:** The role of Not-For-Profit Organizations currently and historically  
Review of course, introductions, and expectations

**Reading:** **Jossey-Bass**, Chapter One – “Historical Perspectives on Nonprofit Organizations in the United States,” pp. 3-32

**Discussion:** What does “charitable” mean? What are time limited nonprofits?

**Week of October 10, 2022:**

### **Class Two—State of Hawai’i nonprofit corporation requirements and issues**

**Topic:** Forming a Nonprofit Corporation in the State of Hawai’i and continuing State of Hawai’i regulations

**Reading:** **Jossey-Bass**, Chapter Three – “The Changing Context of Nonprofit Management in the United States,” pp. 80-99

**Discussion:** Private Inurement – Excessive Compensation

**Week of October 17, 2022:**

**Class Three – Filing for IRS Tax-exempt status**

**Topic:** Filing for IRS tax-exempt status and governance requirements

**Reading:** Review and have accessible a Form 1023 and its instructions. These are available at [www.irs.gov](http://www.irs.gov).

**Jossey-Bass**, Chapter Two – “The Legal Framework of the Nonprofit Sector in the United States,” pp. 43-79

**Discussion:** We will analyze cases online that have been denied tax-exempt status.

**Week of October 24, 2022:**

**Class Four—Federal Regulations regarding tax-exempt organizations and governance**

**Topic:** Form 990 and its requirements, Sarbanes Oxley, and governance best practices

**Reading:** **Jossey-Bass**, Chapter Four, “The Many Faces of Nonprofit Accountability,” pp. 102-120

Handout on Sarbanes Oxley Act of 2002 – this will provided to you prior to this class

**Discussion:** Save the Children and Central Asia Institute (Three Cups of Tea)

**Week of October 31 2022:**

**Class Five—Board of Directors and Governance**

**Topic:** Board structures, committees, selection and meetings

**Reading:** **Jossey-Bass**, Chapter Five, “Leadership, Governance, and the Work of the Board,” pp. 127—164

**Case Study:** Hawaii State Federal Credit Union

**Week of November 7, 2022:**

**Class Six—Managing a Nonprofit Corporation**

**Topic:** Being a nonprofit executive

**Reading:** **Jossey-Bass**, Chapter Six—“Executive Leadership,” pp. 167-186

**Jossey-Bass**, Chapter Eight – “Strategic Management,” pp. 217-236

**Online Recorded Speakers:** **Deena Dray**, Executive Director, Diamond Head Theatre; and **Deborah Zysman**, Executive Director, Hawai’i Children’s Action Network

**Week of November 14, 2022:**

### **Class Seven—Evaluating Effectiveness & Outcomes**

**Topic:** Outcomes Based Nonprofits

**Reading:** **Jossey-Bass**, Chapter Sixteen—“Outcome Assessment and Program Evaluation,” pp. 444-473.

**Case Study:** Harlem Children’s Zone: Driving Performance with Measurement & Evaluation

**Week of November 21, 2022:**

### **Class Eight— Succession Planning**

**Topic:** Succession Planning

**Reading:** To be provided

**Case Study:** Homeboy Industries: An Incubator of Hope and Businesses

**Week of November 28, 2022:**

### **Class Nine— Strategic Alliances**

**Topic:** Coordination, Collaboration, and Mergers

**Reading:** **Jossey-Bass**, Chapter Fifteen – “Value Creation through Collaboration,” pp. 427-443

**Online Recorded Speaker:** **Kristine Altwies**, CEO, Hawai’i International Child

**Week of December 5, 2022-Final Class Week:**

**Class Ten – Class online presentations**

**Please see the Introductory module entitled “Final Project Options and Information.” Please email with any questions and I highly encourage submitting drafts. I’m happy to give feedback and guidance!**

**Required Text**

**The Jossey-Bass Handbook of Nonprofit Leadership & Management, Fourth Edition,** David O. Renz, Editor & Associates, 2016, ISBN: 978-1118852965

**Please make sure that you are purchasing the Fourth Edition.** The readings and class outlines do not correspond with any other edition. **Amazon.com has the Fourth Edition available to both rent and buy online. You may also purchase it via the CUH Bookstore.**

Classes will include a case study or scenarios that address the challenges that nonprofit managers may encounter. These are based on current practice.

**Attendance Policy**

Students who fail to complete work for two class sessions must make arrangements to make up missed work. Students who fail to complete work for three class sessions will not pass the course. Students who fail to complete the final project will not pass the course.

**Assessment and Grading**

**15% -- Online Introduction and Online Discussions**

All students must be prepared to participate in the interactive discussion, and case analyses. Online, students will be graded on the content and relevance of their weekly discussion submissions and case analyses. **All students must post two meaningful discussions or discussion responses per online week on two different days. One post must be in response to another student’s discussion post. All students must participate in online discussions each week to pass the course.**

**35% -- Weekly Written Class Reflection**

This weekly written reflection paper is due to the instructor online by 11:00 pm each Sunday. Please limit your comments to two pages, double-spaced. The weekly reflection should include what you felt were the salient points of the previous lecture/class activity/case study and the upcoming readings and your comments on them. Please note that this is not a report. The value of

the reflection is based on your commentary and how you relate the class learning to your other experiences. This is the student's opportunity to assure the instructor that the student understands the course content. **In order to be eligible for an A in this course, you must turn in all of the required reflection papers.**

**35% -- Written Project**

**15% -- Recorded Presentation of the Final Project**

### **Final Project**

All projects will be presented online during the final week of the quarter and submitted as a paper. During the recorded presentation will you will present the salient points of your project. **The recorded presentation should not exceed 15 minutes.** This project will be based on a topic that is relevant to managing a not-for-profit organization. More information on this project will be given during the first week online. Depending on the number of students in the class, this may or may not be a group project. There will be no written final exam for this class.

### **Grading Scale**

Individual grade totals will be computed at the end of the term based on the following Chaminade University of Honolulu grading scale.

A	90%-100%
B	80%-89.99%
C	65%-79.99%
F	Below 65%

### **Academic Honesty**

Students are responsible for promoting academic honesty at Chaminade by not participating in any act of dishonesty and by reporting any incidence of dishonesty to an instructor or to a University official. Academic dishonesty may include theft of records or examinations, alteration of grades, and plagiarism. Questions of academic dishonesty in a particular class are first reviewed by the instructor who must make a report with recommendations to the Business School Dean. Consequences for academic dishonesty may range from an "F" grade for the work in question to an "F" grade for the course, to suspension or dismissal from the University.

### **Students with Disabilities**

Chaminade University provides reasonable accommodations for individuals with a disability in compliance with the Americans with Disabilities Act (ADA) of 1990. If you would like to know if you qualify for ADA accommodations, please contact our Counseling Center at 808-735-4845.

Current appropriate documentation will be required for determination of accommodation eligibility.

### **Characteristics of a Marianist Education**

The following are characteristics of the approach to education engaged at Marianist schools, including Chaminade University:

- Educate for formation in faith
- Provide an integral quality education
- Educate in family spirit
- Educate for service, justice and peace
- Educate for adaptation and change

### **Instructor Background Information**

#### **Liz Stone**

Liz Stone is the former MBA Program Manager at Chaminade University. She was formerly a Deputy Attorney General for the State of Hawai'i, and in private practice as a litigator with Cades Schutte Fleming and Wright, and Wagner and Watson. She was the Executive Director of The Baby Hui, and has served as a nonprofit consultant to several local nonprofit organizations. She currently runs a bookstore called Pearl Street Books & Gifts in Ellensburg, Washington.

Liz received her B.S. from the University of Oregon, her J.D. from the William S. Richardson School of Law, and her M.B.A. from Chaminade University.

Liz has served on the boards of Big Brothers Big Sisters, Hawai'i, Diamond Head Theatre, and was a Hogan Advisory Board member. She has also served on the Boards of the Good Beginnings Alliance, The Junior League of Honolulu, the Hawaii State Theatre Council, and on the Advisory Board for the Honolulu Advertiser: Hawaii moms.com. She is a past adjudicator for the Hogan Entrepreneurs Non-Profit Plan Competition.

### **Guidelines for Online Communication**

#### **Email:**

Use your Chaminade email account.  
Always include a subject line.

Remember that without others being able to see your facial expressions or hear your tone, some comments may be taken in a way you didn't intend. So be careful in wording your emails. Use of emoticons may be helpful in some cases.

Use standard fonts.

Special formatting such as centering, audio messages, tables, html, etc. should be avoided unless necessary to complete an assignment or other communication.

### **Discussion Groups:**

Review discussion threads thoroughly before entering the discussion.

Maintain threads by using the "reply" button rather than starting a new topic.

Be respectful of others' ideas and respond in a thoughtful and timely manner.

Read the comments of others thoroughly before entering your remarks.

Cooperate with group leaders in completing assigned tasks.

Be positive and constructive in discussions.

### **Library**

The Chaminade library may be accessed online at: ([www.chaminade.edu/library](http://www.chaminade.edu/library))

### **Technical Support**

For technical questions contact the Chaminade help desk [helpdesk@chaminade.edu](mailto:helpdesk@chaminade.edu) or call locally at: 808-735-4855.

### **Canvas Support**

This course will be taught using **Canvas**, Chaminade University's new Online Learning Management System.

To log on to Canvas, navigate to the main University webpage at <http://chaminade.edu>, and click the "Canvas" link.

OR save the following link as your Canvas Bookmark:

<https://chaminade.instructure.com>

Your User Name is your 7-digit CID (an example would be. 0512345)

Your Password is the same as your portal password (the same pw you use to register for a class or access Portal).

If you have forgotten your portal password, click the link below for help on resetting it. If you do so, you will have to wait 24 hours after resetting your pw to re-attempt logging on.

<http://clientservices.chaminade.edu/wp-content/uploads/handouts/Logging%20on%20to%20->



[PORTAL%20090513PDF.pdf](#)

To learn more about Canvas, and for tutorials, videos, and information on how canvas works, you have been enrolled in the Student orientation course.

### **Syllabus Modification**

This syllabus is only a plan. The instructor may modify the plan during the course. The requirements of the course may be altered from those appearing in the syllabus. Further, the plan contains criteria by which the student's progress and performance in the course will be measured. These criteria may also be changed.