Instructor Information: Dr. Isla A. Schuchs Carr, Assistant Professor of Public Administration

Office Location: 304 Bay Hall; Office Phone Number: (361) 825-2215

Office Hours: Monday and Wednesday 11:30 AM-1:30 PM, and Thursday 5-6:00 PM, or by appointment.

E-mail Address: Isla.SchuchsCarr@tamucc.edu (preferred method of contact)

Course Information: This course meets online. In order to take this course, you must:

- Have regular access to a computer and broadband Internet access.
- Have a familiarity with the Blackboard course management system.
- Have the ability and permission to install plug-ins (e.g. Adobe Reader or Flash) and software.
- Have the ability to download and save files and documents to a computer.
- Have the ability to create, save, open and edit Microsoft Office files and documents (.doc, .docx, .ppt, .pptx, .xls, .xlsx, etc.). Students have free access to Microsoft Office: https://iol.tamucc.edu/Office-365.html

Course Description: An examination of theories, processes, and skills in managing the public and non-profit sectors. Topics of study include how to successfully implement policies, administer services and provide public goods, and collaborate with agencies in various sections.

Course Materials: The following textbook is required. Any additional readings and/or educational videos will be posted in Blackboard or can be accessed through the library online catalog.

(1) Nonprofit Management: Principles and Practice | Edition: FIFTH; Author: Michael J. Worth; ISBN-9781506396866 (readings referenced in the syllabus as Worth)

For more information on ordering the required text, explore the purchase textbooks link in SAIL which is connected to the University Bookstore.

Website: Your class will be using the Blackboard platform (website: https://bb9.tamucc.edu). If you have trouble with your log-in to Backboard, please contact Island Online Support:

Hours of Operation: -- 8:00 A.M. to 10:00 P.M. Every day (U.S. Central)
By Phone: 361-825-2825 (Local); 1-866-353-2491 (Long Distance)
By E-mail: islandonline@tamucc.edu

Note: This syllabus is subject to change. Students will be notified of any changes via e-mail and the most recent edition of this course syllabus will be posted of the course Blackboard site.
Student Learning Outcomes:

By the end of the course, students will be able to:
1. Understand the roles and realities of public and non-profit organizations in society (assessed with exams and paper).
2. Understand the context of public and nonprofit management and how that context differs from private sector management (assessed with exams and class participation events).
3. Apply theories of leadership and management in public and non-profit settings (assessed with case studies).
4. Understand the processes surrounding obtaining and managing resources in a public or non-profit organization (assessed with exams, case studies and the paper).

Course Requirements: Students may earn a total of 1000 possible points throughout the course by completing the following assessments.

<table>
<thead>
<tr>
<th>Assessment Type</th>
<th>Due Date</th>
<th>Possible Point Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class Participation Events</td>
<td>On-going, See Course Schedule</td>
<td>10-20 pts each for 300 pts total</td>
</tr>
<tr>
<td>Case Study Assignments</td>
<td>Ongoing, See Course Schedule</td>
<td>100 pts each for 200 pts total</td>
</tr>
<tr>
<td>Midterm Exam</td>
<td>March 2-8th</td>
<td>150 pts</td>
</tr>
<tr>
<td>Final Exam</td>
<td>May 10-14th</td>
<td>150 pts</td>
</tr>
<tr>
<td>Public and Non-Profit Organization Paper</td>
<td>May 3rd</td>
<td>200</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>**</td>
<td><strong>1000</strong></td>
</tr>
</tbody>
</table>

Grading Scale:

A  90-100%  895-1000 points
B  80-89%  795-894 points
C  70-79%  695-794 points
D  60-69%  595-694 points
F  59% and below  594 and below

All assignments must be turned in using the appropriate Backboard assignment portal. Acceptance of late turn-ins or postings is at the sole discretion of the instructor. Points (10% per day) will be deducted for late assignments.

Class Participation Events [300 pts—30%] Discussion board posts will be used to engage students every week in this course. Participation in online discussions is very important as they make up 30% of your total grade in the course. In each of the CPE online discussions, you are required to post ONE response to the discussion topic and respond to at least TWO student or instructor posts for each discussion topic (THREE posts minimum per discussion topic). Responses to the initial questions must be posted by WEDNESDAY before the due date. Responses to subsequent student and instructor posts should be posted by SUNDAY, the marked due date. All students are expected to participate in the threaded discussions. The quality of your posts and responses will be evaluated to determine your discussion grade (10 points possible per discussion topic) and the rubric used to assess your grade for these assignments can be found in Blackboard under the “Rubrics” link.
Discussion posts and responses should be thorough, critical, and well written. Make sure to provide complete references (in APA) for authors you cite in the body of your response, including the textbook. When you are referring to specific information from the textbook, be sure to include the page number in your citation. Make sure references are correctly cited in APA, including websites. You need to provide the correct website link in APA so that it is easy for your classmates (and me) to locate. Whenever possible, apply textbook concepts to real world issues. I encourage you to provide examples and experiences from the real world; your own experiences, something you read in the news, etc. A more familiar, conversational tone is acceptable (unlike papers which require a more academic or professional tone). However, make sure to proofread your responses prior to posting. Look for spelling and grammatical errors. You are encouraged to critically examine what you read!

Case Studies [200 pts—20%] Each student must complete two case study assignments that will be posted on the class Blackboard site. More information will be posted with the assignments on Blackboard and the due dates are listed on the Course Schedule.

Two Exams [150 pts—15% each] The exams will consist of multiple choice, short answer and short essays. Questions on the exams will be drawn from the required readings. Midterm/ Test 01 will cover Chapters 1-9 and Final Exam/ Test 02 will cover Chapters 10-17.

Public and Non-Profit Organization Paper [200 pts—20%] Students will write an 8-12 page paper analyzing elements of a selected nonprofit organization’s leadership and organizational structure, processes, etc. applying what they learned during the semester. Topics must be approved by the instructor by March 1st. Failure to submit your topic for approval by the deadline will result in a 10-point reduction in the final paper grade. More information below.

Public and Nonprofit Organization Paper

During the semester students will gather information regarding theoretical and practical ideas used in the study of public and non-profit management theory that can be applied to their area of interest. For this 8-12 page (double-spaced) assignment, students will reflect on course material assigned and discussed throughout the semester and develop a well-written analysis to address the following.

1. Students will select a public or non-profit organization (at any level: local, state, federal, etc.) of their interest. For example, if you are interested in public health, you may select the American Red Cross. You will explain the role of this organization and provide background information about the agency.

2. Students will identify the vision and mission of this organization.

3. Students will then explain how these values and missions are different and similar to organizations focusing on the same issue in government agencies and outside of the public sector.

4. After providing background information on the organization, students will explain unique challenges the organization they chose has faced with (a) leadership, (b) general management, (c) obtaining and managing resources.
Additional Paper Guidelines

Ten percentage points deduction per day for late papers.

Format: Your paper should be double-spaced, 12-pt Times New Roman or 11-pt Calibri font with 1-inch margins all around. Failure to do so will result in an email asking you to reformat it, and hand it in again. It will be marked late and lose one letter-grade.

References or sources of information for papers must consist of scholarly (peer reviewed) articles or journals, government reports, or the readings for the class. On occasion assignments will necessitate agency websites, newspaper or magazine articles, but these types of sources should not constitute most of your sources. The use of Wikipedia or other Internet encyclopedia for any paper is not acceptable for graduate level work and will not be accepted.

For more information on APA style citations, access this useful guide:

https://owl.english.purdue.edu/owl/section/2/10/

Attribution: You must give proper attribution to another author’s work you are citing. This means that in parentheses you should place the author’s last name and the page from which you are citing at the end of the sentence. When you use a direct quote, paraphrase or refer to a specific page or section of the textbook you must include a page number in the citation. I expect quotations marks for direct quotes. Use quotes sparingly; rely mostly on your own words. Long quotations, more than two lines, should be indented 1 inch on the left and right and treated as a block quote. Excessive use of quotes will result in a reduction in points as they are not your own words and thus do not count toward your page requirements. I recommend no more than three long direct quotes per paper. Please use the APA guidelines for your works cited page. Please note the examples below for in text citations.

Quote: “Several recent studies have confirmed the idea that women are more likely to vote for women candidates than are men” (Dolan, 2004 p.14).

Non-Quote: Prior research has provided evidence to support the long-held notion that women are more likely than men to vote for women candidates (Dolan, 2004).

Grammar, Punctuation, Construction and other mistakes: I expect you to proofread your paper and I encourage you to write more than one draft.

Formal Writing: Contraction should be avoided in formal writing unless it is part of a quote.

Passive Voice: Avoid using passive voice; the subject should be performing the action.

Example of Passive: Candidate image is often considered by voters.

Revised non-passive: Voters often consider candidate image.

Writing is a process, and improvement takes time and practice. If you are receiving feedback on assignments that your work does not meet graduate-level expectations, you should make an
appointment with the TAMUCC Writing Center and begin working with them to improve your writing skills. Please note that the Writing Center will not edit your work for you, they will work with you to identify your own errors. More than likely you will need multiple sessions with the Writing Center to see improvement.

Course Policies:

1. In order for us, as a class, to maturely discuss controversial issues you must respect the opinions and values held by others. Disagreement is allowed. Disrespect will not be tolerated.

2. Do not cheat or plagiarize. I will strongly enforce the University's academic misconduct policies (for more information see section on academic misconduct). Collaboration or discussion about individual assignments with other persons other than your instructor or other persons approved by your instructor is considered cheating.

3. I will regularly post information (grades, assignment information, announcements, etc.) on the course website. Please check this on a regular basis.

Attendance: Class Participation Events will be used to count attendance twice each week. I will not drop any students from my roster for non-attendance.

Nettiquette: When you contact me via e-mail make sure to include your first, last name, and course name or number. With three separate courses, and some of you in multiple courses I teach, knowing this information will make it easier (and quicker) for me to respond to your e-mail. Every e-mail should have an appropriate subject title and should be from your Islander email account. I will not respond to emails sent from personal email accounts. If you do not get a reply after two business days (not counting weekends) then make sure you followed these basic netiquette rules before contacting me again. I will ignore unprofessional e-mails.

Late Assignments: I only accept late assignments with a valid university excuse, additional documentation such as a doctor’s excuse, or for a reduced assignment grade. Late submissions will be subject to a ten-percentage points deduction per day late. If an assignment is due in class, any submissions turned in after class has started are considered one day late. Class Participation Events are not subject to the same late assignment policy and will not be accepted past the activity class meeting/online deadline.

Texas A&M University Corpus Christi Policies:

Academic Advising

The College of Liberal Arts requires that students meet with an Academic Advisor as soon as they are ready to declare a major. Degree plans are prepared in the CLA Academic Advising Center. The University uses an online Degree Audit system. Any amendment must be approved by the Department Chair and the Office of the Dean. All courses and requirements specified in the final degree plan audit
must be completed before a degree will be granted. The CLA Academic Advising Office is located in Driftwood #203. For more information please call 361-825-3466.

**Academic Integrity/Plagiarism**
University students are expected to conduct themselves in accordance with the highest standards of academic honesty. Academic misconduct for which a student is subject to penalty includes all forms of cheating, such as illicit possession of examinations or examination materials, falsification, forgery, complicity or plagiarism. (Plagiarism is the presentation of the work of another as one’s own work.) In this class, academic misconduct or complicity in an act of academic misconduct on an assignment or test will result in an ‘F’ on the assignment in question and a warning from the professor for a first offense in any courses also taught by Dr. Schuchs Carr. The second offense will result in an ‘F’ in the course a referral to the university for further disciplinary action.

**Academic Honesty/Plagiarism**
**Definition:** *In an instructional setting, plagiarism occurs when a writer deliberately uses someone else's language, ideas, or other original (not common-knowledge) material without acknowledging its source.* Plagiarism is a violation academic expectations, but it is sometimes difficult to understand what plagiarism actually is. Often, students commit unintentional plagiarism (not citing sources properly, for example), because they are unaware of the standards that apply. Plagiarism includes:

- Using the work of another as your own,
- Downloading or purchasing ready-made essays off the web and using them as your own,
- Using resource materials without correct documentation,
- Using the organization or language of a source without using quote marks and proper citation.
- Turning in a researched project without citing sources in an appropriate documentation style.

When you are confused about citation of quotes or ideas, please visit the Writing Center or me to get help. Information on APA documentation rules is available at Purdue University’s OWL: [http://owl.english.purdue.edu](http://owl.english.purdue.edu/), and from our local Writing Center at CASA. Each student will be expected to complete the CITI Plagiarism Module and upload the certificate during the first two weeks of class.

**Classroom/Professional Behavior**
Texas A&M University-Corpus Christi, as an academic community, requires that each individual respect the needs of others to study and learn in a peaceful atmosphere. Under Article III of the Student Code of Conduct, classroom behavior that interferes with either (a) the instructor’s ability to conduct the class or (b) the ability of other students to profit from the instructional program may be considered a breach of the peace and is subject to disciplinary sanction outlined in article VII of the Student Code of Conduct. Students engaging in unacceptable behavior may be instructed to leave the classroom. This prohibition applies to all instructional forums, including classrooms, electronic classrooms, labs, discussion groups, field trips, etc.

**Disabilities Accommodations**
The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for
reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please call or visit Disability Services at (361) 825-5816 in Corpus Christi Hall 116.

**Veterans**

If you are a returning veteran and are experiencing cognitive and/or physical access issues in the classroom or on campus, please contact the Disability Services office for assistance at (361) 825-5816. Veterans can find more information online at [http://vets.tamucc.edu/](http://vets.tamucc.edu/). Please also communicate with your instructor for assistance.

**Student Caregivers**

If you have caregiving responsibilities (e.g., parent of a child or care for elderly parents) and you anticipate scheduling difficulties, please discuss this at the beginning of the semester with the instructor to work out an appropriate strategy and keep in regular touch during the semester.

**Part-time or Full-time Employed Students**

If you anticipate scheduling conflicts or workload difficulties, please discuss your questions, concerns, and potential solutions with the instructor at the beginning of the semester and keep in regular touch during the semester.

**Dropping a Class**

I hope that you never find it necessary to drop this or any other class. However, events can sometimes occur that make dropping a course necessary or wise. Please consult with your academic advisor, the Financial Aid Office, and me, before you decide to drop this course. Should dropping the course be the best course of action, you must initiate the process to drop the course by going to the Student Services Center and filling out a course drop form. Just stopping attendance and participation WILL NOT automatically result in your being dropped from the class. **April 10th** is the last day to drop a class with an automatic grade of “W” this term. View the academic calendar for a full detailed schedule of events for the semester, if necessary.

**Grade Appeals**

As stated in University Procedure 13.02.99.C0.03, Student Grade Appeal Procedures, a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, equitable evaluation procedures, or appropriate grading, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the process and the number of days allowed for completing the steps in the process, see University Procedure 13.02.99.C0.03, Student Grade Appeal Procedures. For assistance and/or guidance in the grade appeal process, students may contact the Dean’s office in the college in which the course is taught or the Office of the Provost. These documents are accessible through the University Rules Web site at: [http://academicaffairs.tamucc.edu/rules_procedures/assets/13.02.99.c0.03_student_grade_appeals.pdf](http://academicaffairs.tamucc.edu/rules_procedures/assets/13.02.99.c0.03_student_grade_appeals.pdf).
**Inclusive Excellence:** The Master of Public Administration Program is committed to University Values as stated in the Momentum 20/20 Strategic Plan. We value inclusion, “to foster an environment of mutual respect that values and engages diverse people, ideas, views, and practices.” With the University, the Program believes “we must foster a campus climate with an ethos of respect, inclusion, empowerment, shared responsibility and social justice for all.”

**Mandatory Reporting:** Our University is committed to preserving a safe and welcoming educational environment for all students. As part of this effort, I have an obligation to report certain issues relating to the health and safety of campus community members. I must report to the appropriate University officials any allegation of discrimination or harassment. Sexual misconduct, which includes sexual harassment, non-consensual sexual contact, non-consensual sexual intercourse, and sexual exploitation, is considered a form of discrimination. In addition to reporting all discrimination and harassment claims, I must report all allegations of dating violence or domestic violence, child abuse or neglect, and/or credible threats of harm to yourself or others. Such reports may trigger contact from a University official who will want to talk with you about the incident that you have shared. In almost all cases, it will be your decision whether you wish to speak with that individual. If you would like more information, you may reach the Title IX Coordinator: Samuel Ramirez, 361-825-2765 or samuel.ramirez@tamucc.edu; or the Title IX Deputy Coordinator: Rosie Ruiz, 361-825-5826 or rosie.ruiz@tamucc.edu.

If you have been a victim of sexual assault or sexual harassment, contact:

- University Police Department: 361-825-4444
- File an online complaint: [File a Complaint](http://edcs.tamucc.edu/titleIX/)
- Notify the Title IX coordinator: 361-825-2765

The University Police Department has a crime victim’s advocate that can assist you. You can also contact the University Counseling and/or the University Health Center as appropriate. The University Counseling offers some confidential resources: [http://counseling.tamucc.edu/](http://counseling.tamucc.edu/).

Further information may be found on the University web site: [http://edcs.tamucc.edu/titleIX/](http://edcs.tamucc.edu/titleIX/)

**Statement of Academic Continuity**

In the event of an unforeseen adverse event, such as a major hurricane and classes could not be held on the campus of Texas A&M University–Corpus Christi; this course would continue through the use of Blackboard and/or email. In addition, the syllabus and class activities may be modified to allow continuation of the course. Ideally, University facilities (i.e., emails, web sites, and Blackboard) will be operational within two days of the closing of the physical campus. However, students need to make certain that the course instructor has a primary and a secondary means of contacting each student. Dr. Schuchs Carr will request this information from you in a Qualtrics Survey she will provide a link to under “Week 01” on the course Blackboard site. If this information changes during the semester, it is your responsibility to update Dr. Schuchs Carr with your new information.

**Other Campus Services**

**Office of the Dean of Students:** supporting students who may need assistance in resolving complex personal and academic matters (361-825-2612, [https://studentaffairs.tamucc.edu/Contact%20Us.html](https://studentaffairs.tamucc.edu/Contact%20Us.html), University Center 318).
University Counseling Center: provides counseling, consultation, and educational outreach to students experiencing stress due to academic, personal or career issues (361-825-2703, http://counseling.tamucc.edu, Driftwood Building).

The Counseling Center is now offering TAO, a mobile friendly set of tools available 24/7 to help you feel better and manage your stress. Register now with your Islander email at http://counseling.tamucc.edu and download the TAO app to get started.

University Health Center: supports students’ by treating illness, promoting wellness, and educating students about health-related concerns (361-825-2601, healthcenter.tamucc.edu, Sandpiper Building).

Career Services: helps students explore, select, prepare for, and pursue employment and careers (361-825-2628, career-services.tamucc.edu, University Center 304).

CASA and the Writing Center: provides academic support services and the Writing Center assists with any type of writing project by appointment and walk-ins (https://casa.tamucc.edu/, Glasscock Center 112).

Izzy’s Food Pantry: In partnership with the Coastal Bend Food Bank (formerly the Food Bank of Corpus Christi,) Izzy’s Food Pantry strives to provide food assistance for currently enrolled Texas A&M-Corpus Christi students in need (http://seas.tamucc.edu/FoodPantry/ University Center 204).

Please note that the emergency phone number in the classroom is 4444 to reach the police.

If the class phone is blinking red (no ringing) or you receive a blue alert, please let the instructor know immediately so she can obtain important safety information.

Other Emergency Policies can be found in the QUICK REFERENCE GUIDE TO CAMPUS EMERGENCIES located online at: https://safety.tamucc.edu/uploads/Site/finalbooklet.pdf.
Course Schedule:

This syllabus and course schedule are subject to change. Any changes will be announced via a Blackboard course message.

Week 1: January 21st-26th:
Non-Profit Management as a Profession and Field of Study
Worth--Chapter 01
Class Participation Events due before midnight on 01/27/2020

Week 2: January 27th-February 2nd:
Overview and Theories of the Non-Profit Sector
Worth--Chapters 02 & 03
Class Participation Events due before midnight on 02/02/2020

Week 3: February 3rd-9th:
Governing and Leading Public and Non-Profit Organizations
Worth--Chapters 04 & 05
Class Participation Events due before midnight on 02/09/2020

Week 4: February 10th-16th:
Managing in the Non-Profit Sector
Worth--Chapters 06 & 07
Class Participation Events due before midnight on 02/16/2020

Week 5: February 17th-23rd:
Managing in the Non-Profit Sector
Worth--Chapter 08
Class Participation Events due before midnight on 02/23/2020

Week 6: February 24th-March 1st:
Managing in the Non-Profit Sector
Worth--Chapter 09
Class Participation Events due before midnight on 02/23/2020
Paper topics due before midnight on 03/01/2020

Week 7: March 2nd-8th:
Complete Midterm Exam before midnight on March 8th.

Spring Break: March 9th-13th: No Class Assignments due to Spring Break

Week 8: March 16th-22nd:
Managing in the Non-Profit Sector
Worth--Chapter 10
Class Participation Events due before midnight on 03/22/2020
Case Study 01 due before midnight on 03/22/2020
Week 9: March 23rd-29th:  
Managing in the Non-Profit Sector 
Worth--Chapter 11  
Class Participation Events due before midnight on 03/29/2020

Week 10: March 30th-April 5th:  
Resources in the Non-Profit Sector 
Worth--Chapter 12  
Class Participation Events due before midnight on 04/05/2020

Week 11: April 6th-12th:  
Resources in the Non-Profit Sector 
Worth--Chapter 13  
Class Participation Events due before midnight on 04/12/2020  
Case Study 02 due before midnight on 04/19/2020

Week 12: April 13th-19th:  
Resources in the Non-Profit Sector 
Worth--Chapter 14  
Class Participation Events due before midnight on 04/19/2020  
Case Study 02 due before midnight on 04/19/2020

Week 13: April 20th-26th:  
Resources in the Non-Profit Sector 
Worth--Chapter 15  
Class Participation Events due before midnight on 04/26/2020

Week 14: April 27th-May 03rd:  
Special Topics in Public and Non-Profit Management 
Worth--Chapter 16  
Class Participation Events due before midnight on 05/03/2020  
Public or Non-Profit Organization Paper due before midnight on 05/03/19

Week 15: May 04th-10th:  
Special Topics in Public and Non-Profit Management 
Worth--Chapter 17  
Class Participation Events due before midnight on 05/10/2020

Week 16: May 11th-14th:  
Complete Final Exam before midnight on May 14th.