

# PPPM

Department of Planning, Public Policy and Management



UNIVERSITY  
OF OREGON



University of Oregon  
School of Planning, Public Policy and Management

**PPPM 688: Nonprofit Management Consultancy**  
Spring 2019 (CRN: 35295)  
8:30-9:50 Tuesdays and Thursdays, 214 Friendly

Instructor and Team Coach: Professor Dyana Mason  
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Email: [dmason@uoregon.edu](mailto:dmason@uoregon.edu)

Office Hours: Please schedule an appointment at: <https://dyanamason.youcanbook.me>

Team Coach: Aniko Drlik-Muehleck, MCRP  
[aniko@uoregon.edu](mailto:aniko@uoregon.edu)

## Course Description

PPPM 688 Nonprofit Management Consultancy is an experiential learning course where students will utilize many of the professional skills learned throughout the program for and with select nonprofit organizations in the area. As the capstone course for the Masters in Nonprofit Management, it is intended to provide students an opportunity to bring the breadth of their coursework and personal experience to bear in assisting a nonprofit organization in meeting its needs.

Using the knowledge you have gained throughout the Certificate and Master of Nonprofit Management programs, students will assess organizational needs and recommend solutions for organizational success. The course will focus on assessment skills, project management, and evaluation. Some of the topics, although basic in nature and critical to success in the nonprofit professional world, are often not executed well in practice. Students will be expected to internalize and master the course concepts, and use these skills to deliver the final course product, reflecting well on both the student and the University. All oral and written communications relating to this course and all work turned in for this course should reflect professional standards in tone, presentation, formatting, and editing.

This course is complementary to other service-learning courses, including PPPM 526 Strategic Planning, PPPM 581 Resource Development (fund raising) and PPPM 565 Program Evaluation. The intent for this course is to train you as leaders of nonprofit organizations to perform these projects on your own.

Projects completed for this course will vary according to the organization. After the initial assessment of needs, students will conduct projects which are intended to be of educational value to the students and substantive value to the organizations. The intent for this course is not necessarily to train students to become consultants, but instead to train students as leaders of nonprofit organizations where you will be required to perform these projects with your own existing staff members.

## Competencies

By completing this course, students will be able to:

- Conduct a needs assessment in partnership with the staff of a nonprofit organization.
- Develop a project and/or evaluation plan, including goals and timeline.
- Utilizing skills from previous coursework, additional readings and/or professional experience, provide the assigned organization a professional report and presentation of your project and recommendations, along with any other identified deliverables.
- Write compelling and persuasive professional communications.
- Present your findings and recommendations in a professional manner to the organization, using available and appropriate technologies.

## Course Website

The course website is located on the University of Oregon's Canvas system (<https://canvas.uoregon.edu>). The class syllabus, announcements and other materials will be posted there. Please check it frequently for updates. In addition, I will use the "announcements" function in Canvas to communicate with you.

## Remote Accessibility

This course will use Zoom for scheduled class meetings. Student groups may use Zoom, Google Hangouts or Microsoft Teams for group-time. All class announcements, and assignment uploads will occur via Canvas. For more information on student-accessible remote options, go to

<https://is.uoregon.edu/remote>

*For all Regularly Scheduled Class Times:*

Topic: PPPM 688 - Nonprofit Consultancy

Time: Mar 31, 2020 08:30 AM Pacific Time (US and Canada)

Every week on Tue, Thu, until Jun 11, 2020, 22 occurrence(s)

Dyana Mason is inviting you to a scheduled Zoom meeting.

Topic: PPPM 688 - Nonprofit Consultancy

Time: Every week on Tue, Thu, until Jun 11, 2020, 22 occurrence(s) from 8:30am-9:50am

Join Zoom Meeting

<https://zoom.us/j/983635985>

Meeting ID: 983 635 985

Dial by your location

+1 669 900 6833 US (San Jose)

+1 346 248 7799 US (Houston)

+1 646 876 9923 US (New York)

+1 253 215 8782 US

+1 301 715 8592 US

+1 312 626 6799 US (Chicago)

Meeting ID: 983 635 985

### Continuity during Covid-19

In the event of a campus or personal emergency that disrupts academic activities, course requirements, deadlines, and grading percentages are subject to change. Information about changes in this course will be communicated as soon as possible by email, and on Canvas. If the class is not able to meet face-to-face, students should immediately log onto Canvas and read any announcements and/or access alternative assignments. Students are also encouraged to continue the readings and other assignments as outlined on this syllabus or subsequent syllabi. If you experience a personal emergency, such as being ill, loss of job, or caring for a sick loved-one, please communicate that with your instructor as soon as possible to strategize a work-around.

### Course Prerequisites and Approval

Students must have completed, or be concurrently enrolled in the following courses and have instructor approval to enroll. Students with substantial nonprofit managerial experience may enroll even if they haven't completed some of the courses listed below yet, but will also need instructor approval to register:

- PPPM 680 Managing Nonprofit Organizations
- PPPM 581 Resource Development for Nonprofit Organizations (fundraising)
- PPPM 684 Public & Nonprofit Financial Management
- PPPM 522 Grant Proposal Writing
- PPPM 586 Philanthropy Seminar

### Course Format

Students working in teams will focus on local/regional/statewide nonprofit organizations specifically selected for the course by the instructor. Student groups will be assigned to work with a specific organization. Students will present results and recommendations to key personnel at the organization at the end of the term and provide next and future steps for addressing problem areas identified. Class time will include skill-building sessions, a forum to work with the assigned team and receive instructor consultation. Class time will also focus on completing a professional final report and presentation for the organization.

### Required Reading

There is no required textbook for this course, but I expect students to identify readings and resources that are relevant to their particular project and will provide support for their recommendations. Google Scholar ([www.scholar.google.com](http://www.scholar.google.com)) is one good resource, Independent Sector ([www.independentsector.org](http://www.independentsector.org)) and BoardSource ([www.boardsource.org](http://www.boardsource.org)) are two more to start with.

### Grade Composition

Participation		20%
Individual Journals	Four at 5% each	20%
Team Weekly Deliverables	(Team Charter, Term Workplan, Weekly workplans, Outline, Drafts)	10%
Poster	Poster and Poster Presentation	20%
Presentation	To client week 10 or finals Week	10%
Final Report	Due finals week, June 8 (to me and client)	20%
<b>Total</b>		<b>100</b>

## Grade Distribution

A	94-100%
A-	90-93.99%
B+	87-89.99%
B	84-86.99%
B-	80-83.99%
C+	77-79.99%
C	74-76.99%
C-	70-73.99%
D+	67-69.99%
D	64-66.99%
D-	60-63.99%
F	Under 60%

## Participation and Engagement

We will meet every Tuesday and Thursday at 8:30 am in Zoom (see above for call-in info). In addition to the course meetings, you will meet remotely with your clients at least twice during the term outside of class time. The class times will be spent on a mix of content/lecture and group work time.

You will meet outside class time as a group with your coach weekly at a mutually convenient time. Since this is a group project, missing these meetings will have a negative impact on your team; you may miss no more than two group/class meetings to keep full participation points.

If you are unable to attend the client meetings, class times or group meetings, please notify the instructor immediately. Lecture sessions will be recorded for those who are unable to join.

## Individual Journals

During the term, you will individually write four journal assignments reflecting on the course, your team and your project. They would be approximately 500-words each (one page single-spaced, or two-pages double-spaced) reflecting on the prompt provided. Upload your journals to Canvas. They will be graded on being proofread and relatively free of grammatical errors and typos, and thoughtful responses to the prompt. You may also use the language in your, or your teammates' journals, in your final group report if relevant. Late journals will be penalized 5% per day.

## Team Weekly Deliverables

Weekly during the term, your team will be responsible for turning in at least one group deliverable, including the team charter, workplan, weekly work plans, draft outline of your report, the draft final report and the draft presentation/infographic. Since these are opportunities for your team coach and the instructor to provide feedback during the process of project development and creation, they will be graded more like a "group participation" deliverable. For these, you will be graded (as a group) on the thoroughness and consideration of the assignment, even if it still needs a significant amount more work. The more developed these are, the better your final projects will be. In other words, do your best on these assignments and you will be set up well for success.

## Poster/InfoGraphic/Web Design

Students will prepare some sort of visual representation of their project and findings. Options include: a poster, a one-page info-graphic of some sort, or a webpage. Other options may be available (such as a video or other visual medium) with the approval of your team coach. Whatever form you choose, it will be a graphic summary of your project and recommendations. We have scheduled one graphic design session during the term.

## **Group Presentations**

Students are responsible for two remote presentations during the term. The first will be an in class presentation during week 9, which can be considered a practice presentation. All group members must participate roughly equally in the presentation. The second will be the presentation to your client (date and location TBD in week 10 or finals week). The presentation should last 25-35 minutes, with time for questions. These will be handled remotely.

The content of your presentations will be determined in large part by your client needs and scope of your project, but should include the following:

- A brief overview of the organization and mission
- The scope of work
- The process undertaken to meet client goals
- Findings
- Recommendations

You will be graded on the content of your presentation, the quality of your findings and recommendations, and presentation style (professional dress, engaging, not reading from notes or speaking to slides, confident tone). Groups are encouraged to practice, particularly before the presentation to your client.

## **Reports**

And Outline of your report is due week 5. A near complete draft report is due week 8. This should be a nearly finished draft that can be honed through questions asked during your class presentation, and through instructor feedback. Your draft report will be returned to you with comments by the end of week 8.

Your final report will be presented to your client when appropriate and uploaded to Canvas by Monday June 11 at 12 noon. It should be 10-15 single-spaced pages with the following information included:

- An overview of the organization, its mission and programs
- The scope of work/research questions
- Your process for evaluating the research questions
- Your findings
- Your recommendations
- Bibliography (not included in page total)
- Appendices with any material you produced for the client (i.e., board job description, fundraising plan, project evaluation timeline, resources, etc., not included in page total).

Individual sections may be different based on the scope of work required by your client, but should broadly match the sections above.

You are expected to support your evaluation and recommendations with citations from the literature, research and/or best practices. These can be provided in an endnote or footnote, with a bibliography page. If you have several citations on one page, you may want to consider using endnotes for ease of reading.

A grading rubric will be provided on Canvas. Any late reports will be penalized 5% a day.

## **Professional Practice**

This course is a capstone experience in the Master of Nonprofit Management and Graduate Certificate in Nonprofit Management degree programs. As such, students are expected to behave in a professional manner at all times.

- Students should treat each other and the instructor with the professional courtesy and respect expected in a workplace.
- All communications relating to this course and all work turned in for this course should reflect professional standards in tone, presentation, formatting, and editing.
- The classroom is a place of focused learning. This requires that students arrive on time, stay until the end of the class period, do not disrupt the class by leaving the room temporarily, and refrain from non-learning activities. Students who fail to adhere to these guidelines will be asked to leave for the remainder of the class session.
- I expect all course assignments to be typed.
- It's possible your project will require use of a spreadsheet program for data analysis and graphing. Some familiarity with a spreadsheet program (e.g. Excel), as well as basic concepts in mathematics and algebra at the high school level will be used when we cover the analytic components of the material.
- You will also be required to use PowerPoint, Prezi or another software program for your presentations at the end of the term on your final project.

### **Group Work**

If there are any conflicts that can't be successfully resolved during the term by teammates, please notify your instructor as soon as possible. As a part of your final presentation and report grades, you will have a chance to evaluate each of your teammates' contributions to the final presentations and report.

**There is no guarantee that all students in a group will receive the same grade.**

### **Roles and Responsibilities**

Each team will be assigned a team coach that will assist with group management and project development, but the course instructor will assess and grade all work. It is good to note the key roles each group plays in a successful project:

#### **Course Instructor – Dyana Mason**

- Provide an environment for students to successfully provide professional quality services and develop professionally and personally.
- Oversee methodological integrity and quality control of project.
- Provide feedback to student teams on writing, presentation skills, team work, etc.
- Create feedback mechanism on the program for internal and external audiences.
- Assess/grade all deliverables.

#### **Team Coaches – Dyana Mason, Aniko Drlik-Muehleck**

- Support an environment for students to successfully provide professional quality services and develop professionally and personally.
- Supervise and advise students on matters relating to project development, team management and professional development.
- Provide feedback to student teams on writing, presentation skills, team work, etc.

#### **Student Team Members**

- Do the project work – project planning, research, interviews, data analysis, community engagement, report writing.
- Manage the day-to-day operations of the project, including setting team and client meetings, leading meetings, delegating and communicating tasks, ongoing use of work plan.
- Build professional skills on team management, client relationships, professional writing and presentations of findings.
- Communicate with clients on a regular basis.
- Consult with team coach and/or instructor on a regular basis.
- Co-create project work plan with team coach.

- Identify and assign leadership role(s) to team members during each phase of the project.
- Tend to and promote team morale. Be a good teammate!
- Integrate learning from PPPM coursework into your project.

### **Course Workload**

A general guideline for the expected workload for a graduate level class is approximately 3-4 hours/week per credit hour. Thus, a four credit course will require approximately 12-16 hours of effort per week. Our class meets for three hours each week, so students should expect to spend an additional 9 to 13 hours per week working on your project, client communications, group meetings, etc.

### **Writing Lab**

This is a writing intensive course. If you struggle with writing, I strongly encourage you to use the services of the Writing Lab: The Writing Lab begins week two of the term and closes at 5:00 pm the Wednesday of finals week. Free tutors are available. Upper-division and graduate student tutors are available on a drop-in basis or by appoint. (You must come to the writing lab to schedule your appointment.) 9:00am – 5:00pm, Monday – Friday, 72 PLC (Prince Lucien Campbell).

### **Documented Disabilities**

Students who have a documented disability and anticipate needing accommodations in this course should make arrangements to see the instructor as soon as possible. They should also request that the Accessibility Education Center send a letter verifying the disability.

### **Missed Class Policy**

See participation grade section.

### **Incomplete Policy**

Students are expected to behave in a professional manner and to turn in all materials at the designated time. In accordance with university regulations, an incomplete will only be given when “the quality of work is satisfactory but a minor yet essential requirement of the course has not been completed for reasons acceptable to the instructor.”

### **Academic Misconduct and Plagiarism**

You are expected at all times to do your own work. Copying content from other students and submitting it as your own work is grounds for failing the class. The University Student Conduct Code (available at [conduct.uoregon.edu](http://conduct.uoregon.edu)) defines academic misconduct. Students are prohibited from committing or attempting to commit any act that constitutes academic misconduct. For example, students should not give or receive (or attempt to give or receive) unauthorized help on assignments or examinations without express permission from the instructor.

Students should properly acknowledge and document all sources of information (e.g. quotations, paraphrases, ideas) and use only the sources and resources authorized by the instructor. If there is any question about whether an act constitutes academic misconduct, it is the students’ obligation to clarify the question with the instructor before committing or attempting to commit the act. Additional information about a common form of academic misconduct, plagiarism, is available at:

[www.libweb.uoregon.edu/guides/plagiarism/students](http://www.libweb.uoregon.edu/guides/plagiarism/students).

### **Diversity, Inclusion and Respect Statement**

It is the policy of the University of Oregon to support and value diversity. To do so requires that we:

- respect the dignity and essential worth of all individuals.
- promote a culture of respect throughout the University community.

- respect the privacy, property, and freedom of others.
- reject bigotry, discrimination, violence, or intimidation of any kind.
- practice personal and academic integrity and expect it from others.
- promote the diversity of opinions, ideas and backgrounds which is the lifeblood of the university.

Course content, class discussions, projects and activities, and assignments for this class rest on an assumption that human diversity is normative and is an appropriate focus of attention. The course requires and expects critical thinking about, and sensitivity to, the impact of diversity (culture, religion/faith, gender, ethnicity, race, socioeconomics, physical and cognitive ability, sexual orientation, and other considerations) both in relation to the populations we serve, and in the classroom. Students are encouraged to develop and expand their respect for and understanding of diverse identities and experiences. If you believe you have been the target of or a witness to harassment, bias, or discrimination, you may report this (anonymously, if desired) to the Bias Response Team at <http://bias.uoregon.edu> or [brt@uoregon.edu](mailto:brt@uoregon.edu)

### **Sexual Violence, Harassment and Survivor Support**

I am a Student-Directed Employee, which means I will direct students who disclose sexual harassment or sexual violence to resources that can help and will only report the information shared to the university administration when the student requests that the information be reported (unless someone is in imminent risk of serious harm or a minor). The instructors of this class are required to report all other forms of prohibited discrimination or harassment to the university administration.

Any student who has experienced sexual assault, relationship violence, sex or gender-based bullying, stalking, and/or sexual harassment may seek resources and help at [safe.uoregon.edu](http://safe.uoregon.edu). To get help by phone, a student can also call either the UO's 24-hour hotline at 541-346-SAFE [7244], or the non-confidential Title IX Coordinator/OICRC at 541-346-3123.

Students experiencing any other form of prohibited discrimination or harassment can find information and resources at [investigations.uoregon.edu](http://investigations.uoregon.edu) or contact the non-confidential Office of Investigations and Civil Rights Compliance at 541-346-3123 or the Dean of Students Office at 541-346-3216 for help. As UO policy has different reporting requirements based on the nature of the reported harassment or discrimination, additional information about reporting requirements for discrimination or harassment unrelated to sexual assault, relationship violence, sex or gender based bullying, stalking, and/or sexual harassment is available in the [Employee Responsibilities section](#) of the Office of Investigations and Civil Rights Compliance website.

Specific details about confidentiality of information and reporting obligations of employees can be found at [investigations.uoregon.edu/employee-responsibilities](http://investigations.uoregon.edu/employee-responsibilities).

### **Mandatory Reporting of Child Abuse**

UO employees, including faculty, staff, and GEs, are mandatory reporters of child abuse. This statement is to advise you that your disclosure of information about child abuse to a UO employee may trigger the UO employee's duty to report that information to the designated authorities. Please refer to the following link for detailed information about mandatory reporting: [Mandatory Reporting of Child Abuse and Neglect](#).



## Class Meetings

### **Week 1 (March 31 & April 2) – Class overview and Working as a Team in a Remote World**

Make sure you schedule a time to meet with your client again this week.

Due: Team Charter (part of participation grade) (Sunday, April 5)

Due: Journal Assignment #1 (Sunday, April 5)

### **Week 2 (April 7 & 9) – Getting Organized**

Tuesday, April 7 – Meet remotely with your team coach

Thursday, April 9 – Group work session

Due: Term Work Plan (Sunday, April 12), Week 3 Team Work Plan (Sunday, April 12)

### **Week 3 (April 14 & 16) – Telling Your Organization's Story**

Tuesday, April 14 – Guest Lecture, Laura McGinnis, PFLAG ([www.plfag.org](http://www.plfag.org))

Thursday, April 16 – Group work session

Due: Journal Assignment #2 (Sunday, April 19), Week 4 Team Work Plan (Sunday, April 19)

### **Week 4 (April 21 & 23) -- Ethical Institution Building**

Tuesday, April 21– Guest Lecture, Nick Leavens, INCISIVE LLC (<http://www.nickleavens.org/incisive>)

Thursday, April 23 – Group Work Session

Due: Journal Assignment #3 Due (Sunday, April 26), Week 5 Team Work Plan (Sunday, April 26)

### **Week 5 (April 28 & 30) – Becoming an expert in an area you are not**

Tuesday, April 28– Guest lecture, Elena Fracchia

Thursday, April 30 – Group work session

Due: Detailed outline of draft report (Sunday, May 3), Week 6 Team Work Plan (Sunday, May 3)

### **Week 6 (May 5 & 7) – Graphic Design Session**

Poster session joint session Thursday with CPW and MPA Capstone

Tuesday, May 5 – Group work session

Thursday, May 7 -- Poster session joint session with CPW and MPA Capstone

Due: First draft/sketch of poster/infographic design (Due Sunday, May 10), Team 7 Work Plan (Sunday, May 10)

### **Week 7 (May 12 & 14)**

Tuesday, May 12 – Group work session

Thursday, May 14 – Group work session

Due: (Final) Draft poster due (Sunday, May 17), Week 8 Work Plan (Sunday, May 17)

### **Week 8 (May 19 & 21) – Bringing it Together**

Tuesday, May 19 – Group work session

Thursday, May 21 – Group work session

Due:

Due: Final Infographic/Poster (Sunday, May 24), Draft Report (Sunday, May 24)

**Week 9 (May 16 & 28) – Draft Presentations**

Both days – group draft presentations (remote – more details to follow)

Due: Draft class presentations (Sunday, May 31) (upload powerpoint, pdf or link to googleslides)

**Week 10 (June 2 & 4) – No Class Meetings**

Due: Final Presentations to clients (remote)

**Finals Week:**

**Due: Final Report Monday, June 8 by 5 pm, uploaded to Canvas and delivered to clients**

**Due: Journal Assignment #4, June 8 by 5 pm, uploaded to Canvas.**