



Western Washington University

Human Services and Management

Department of Human Services and Rehabilitation

HSP 435: (4 Credits)

Winter 2010, Bellingham,

January 11- March 15, 2010

Building: Humanities 101

This class meets Mondays (3:00 PM - 5:50) -Two classes, due to holidays, January 18th and February 15 will be help completely online.

Course Description: Fundamentals of management in public and non-profit agencies and organizations including budget development and diversification of revenue sources.

- Learning Outcomes**
- Delineate the options available to non-profit agency staff for raising funds and evaluate the significance of diversification in revenue sources.
 - Differentiate the roles and responsibilities of the policy board, executive director, staff and community members in non-profit agencies and organizations
 - Design a small program budget and illustrate how to monitor expenditures
 - Demonstrate the ability to work as a member of a team to investigate and propose relevant solutions to issues occurring in human service organizations and assess their impact on the administrative aspects of the service delivery system.

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Grades: This is a graded course, and all assignments are weighed against your final grades as follows:

Participation, online and in class	10 points possible
Fundraising Assignment	25 points possible
Program Budgeting Assignment	25 points possible
Roles and Responsibilities	25 points possible
Final Project Presentation	15 points possible

A	95-100	B-	80-83	D+:	67-79
A-	90-94	C+	77-79	D:	64-66
B+	87-89	C	74-76	D-	60-63
B	84-86	C-	70-73	F	59 or below

It is your responsibility to know [Western Washington University's policy](#) regarding incomplete or "K" grades.

Definition of grading criteria

Clarity and comprehension of resources: The student explains the resource content and sources used in an understandable manner. The student demonstrates integrative learning from a variety of resources such as classroom textbooks, books, journals, classroom discussion.

Critical thinking: The student's writing clearly demonstrates the use of purposeful and reflective thought processes and judgment. The student supports a position or solves a problem by considering the evidence, possible outcomes, the context of problem and the relevant criteria for making that judgment.

Depth and breadth: The student demonstrates the understanding of the complexity of issues or problems and explains the consequences of actions and behaviors. Concepts acquired from textbooks or other resources are not merely repeated but concepts and ideas are applied to various issues and problems.

Organizational skills: The writing is organized appropriately by subject content and thought processes. The written paper is cohesive and flows well.

Technical (format, spelling, syntax, etc.): The paper is well formatted, with no spelling, punctuation or grammar errors. The paper uses an APA style.

Timeliness: The assignment is submitted on the date it is due.

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Required Reading

Author (s)	Title	Year	ISBN
LaTouche, B., Dropkin, M., & Halpin, J.	<i>The budget-building book for nonprofits</i>	2007	9780787998370
Wilbur, R. (Ed.). Smith, Bucklin & Associates	<i>The complete guide to nonprofit management</i>	2000	0471380628
www.nationalhumanservices.org	National Organization for Human Services (NOHS) Ethical Standards	N/A	N/A

Students with Disabilities

It is the policy of Western Washington University to provide reasonable accommodation to the known physical, sensory, or mental limitations of qualified individuals except where such accommodation would impose undue hardship on the institution. To request accommodation, students must contact WWU disability Resources for Students at 360-650-3083 or <http://www.wwu.edu/depts/drs/>

Academic Honesty

Western Washington University Students are responsible for reading, understanding, and upholding the standards of academic honesty as set forth in the *WWU Academic Honesty Policy and Procedures, Appendix D*. Western Washington University students have an obligation to fulfill the responsibilities of their particular roles as members of an academic community. Honesty is essential to learning. Without it, fair evaluation for all is impossible. Academic integrity is demanded, and academic dishonesty at Western Washington University is a serious infraction dealt with severely. Students shall not claim as their own the achievements, work or arguments of others, nor shall they be a party to such claims. It is the instructor's responsibility to confront a student and to take appropriate action if academic dishonesty, in the instructor's judgment, has occurred.

Assignments

Participation. This is a hybrid course where most weeks you will spend three hours in class and one hour online in the course site. To earn points for participating in class, you must be prepared to fully participate in classroom activities including lectures, small and large group discussion, small and large group exercises, and other activities. Actively participate in online discussions and activities throughout the week. *At a minimum* this means that you are posting at least one reflective response during the first half of the week (T-Th); and one response to your peers during the second half of

the week (F-Su). Details for the online weekly work will be posted on Blackboard. **Participation is 10 points of your class grade.**

Fundraising Assignment.

Assume you are working for a non-profit human service agency that recently had its revenue sources reduced in half. Write a 5 page paper regarding the diversified fundraising efforts that you might suggest that would increase the agency's revenue. Use the book to help in the identification of ideas, but don't copy the book. Explain your choice of diversified fund raising efforts, how much you would expect to generate, and why your choices would be successful.

Grading Criteria for Assignment

Clarity and comprehension of resources	5
Critical thinking	5
Depth and breadth	5
Organizational skills	3
Technical (format, spelling, syntax, etc.)	2
Timeliness	5
TOTAL	25 points

This assignment is worth 25 points is due in class on Monday, January 25, 2010.

Program Budgeting Assignment

Complete a budget worksheet and budget narrative, assuming that you are working for a human service organization where the organization has been cut from an annual \$125,000 operating budget to \$75,000. Out of this allocation, you are expected to budget your salary, other salaries, if appropriate, volunteer travel expenses, rent, utilities, equipment, supplies etc. The budget narrative should describe your organizational mission and a written description of each of the budget categories as well as the method or formula used to make your calculations. In addition, the narrative should address where you reduced expenditures and should provide a justification. The budget must be completed using MS Excel.

Grading Criteria for Assignment

Clarity and comprehension of resources	5
Critical thinking	5
Depth and breadth	5
Organizational skills	3
Technical (format, spelling, syntax, etc.)	2
Timeliness	5
TOTAL	25 points

This assignment is worth 25 points is due in class on Monday, February 22, 2010.

Roles and Responsibilities Paper

Write a five page paper about a fictitious human service agency. Describe the roles and responsibilities of the policy board, executive director, staff, community members and the clients. Choose a particular role and describe how that role interacts with other stakeholders. Explain and describe the challenges and outcomes of these relationships, as they relate to the organizational mission. Describe how the philosophy, actions and behaviors of a person in this role would impact client services.

Grading Criteria for Assignment

Clarity and comprehension of resources	5
Critical thinking	5
Depth and breadth	5
Organizational skills	3
Technical (format, spelling, syntax, etc.)	2
Timeliness	5
TOTAL	25 points

This assignment is worth 25 points is due in class on Monday, March 8, 2010.

Final Project Presentation

Your final project is an in-class, group presentation outlining your plan to continue the operation of a nonprofit organization. Describe your mission statement, staffing, brief overview of the operational plan, your marketing strategies and your budget. Assume that you have had an operational budget cut of 25% where you must realign priorities and the program design. You can expect your presentation to last 10 minutes and should include participation from all group members in a meaningful way. **The group must provide the instructor with an outline of their presentation by March 1, 2010 to include the name and mission of the organization.**

Grading Criteria for Assignment

Complete description of mission statement, operational and marketing plan, and budget.	5
Logical and thoughtful approach	3
Visuals and creative presentation	3
Engaging presentation skills	2
Organizational skills	2
TOTAL	15

Class presentations will be delivered on March 8, 2010

Course Schedule

Date	Topic	Readings and Assignments
1/11/09	<ul style="list-style-type: none"> • Management in Public versus Private Human Service Organizations • Roles and Responsibilities of Managers • Building the Foundation in Public and Private Organizations 	Wilbur, Chapters 1-3
1/18/2010*	<ul style="list-style-type: none"> • Pursuing the Mission- Public and Private Organizations 	Wilbur, Chapters 4-6
1/25/09	<ul style="list-style-type: none"> • Pursuing the Mission, cont'd 	Wilbur, Chapter 7-9 Fundraising Assignment due
2/01/2010	<ul style="list-style-type: none"> • Financial Management. • Understanding Budget Basics. • Diversification of Revenue: Fundraising, Grants and Fee for Service • Financial Management in Public and Private Organizations 	Wilbur, Chapter 12 Dropkin, Halpin, La Touche, Chapters 1-6
2/08/2010	<ul style="list-style-type: none"> • Step-by-Step Budgeting Guidelines 	Dropkin, Halpin, LaTouche, Chapters 7-16
2/15/2010*	<ul style="list-style-type: none"> • Zero Based Budgeting • Capital Budgeting • Forecasting and Management • Monitoring and Modifying Budgets 	Dropkin, Halpin, LaTouche, Chapters 18-23
2/22/2010	<ul style="list-style-type: none"> • Managing the Organization 	Wilbur, Chapter 13 & 14 Program Budget Assignment due
3/01/2010	<ul style="list-style-type: none"> • Leadership Theory • Emotional Intelligence 	Wilbur, Chapter 13 & 14 Presentation Outline due
3/08/2010	<ul style="list-style-type: none"> • Ethics • Presentations 	National Human Services Educators Ethical Standards Roles and Responsibilities Paper due Class Presentations
3/15/2010	<ul style="list-style-type: none"> • Wrap up 	Wrap up

*Class will be facilitated online.

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Linkage of Course Content to National Standards:

Standard #14: The curriculum shall provide knowledge and skills in information management.

Specifications	Learning Outcomes	Learning Activities	Assessment
<p>Obtaining information through interviewing, active listening, consultation with others, library or other research, and through observation of clients and systems (a)</p> <p>Recording , organizing and assessing the relevance, adequacy, accuracy, and validity of information provided by others (b.)</p> <p>Compiling, synthesizing, and categorizing information (c.)</p> <p>Disseminating routine and critical information to clients, colleagues, or other members of the related services system that is provided in written and or oral form and in a timely manner (d).</p> <p>Applying maintenance of client confidentiality and appropriate use of client data (e.).</p> <p>Using technology for word processing, sending email, and locating and evaluating information (f.)</p>	<p>Delineate the options available to non-profit agency staff for raising funds and evaluate the significance of diversification in revenue sources.</p> <p>Differentiate the roles and responsibilities of the policy board, executive director, staff and community members in non-profit agencies and organizations</p> <p>Design a small program budget and illustrate how to monitor expenditures</p> <p>Demonstrate the ability to work as a member of a team to investigate and propose relevant solutions to issues occurring in human service organizations and assess their impact on the administrative aspects of the service delivery system.</p>	<p>The budget-building book for nonprofits-whole book</p> <p>The complete guide to nonprofit management-whole book</p> <p>In class group exercises and discussions</p>	<p>Final Project Presentation</p> <p>Blackboard activities</p>
<p>Performing an elementary community-needs assessment (g.)</p> <p>Conducting a basic program evaluation (h.)</p> <p>Utilizing research findings and other information for communication education and public relations (i.)</p> <p>Using technology to create and manage spreadsheets and data bases (j.)</p>	<p>Differentiate the roles and responsibilities of the policy board, executive director, staff and community members in non-profit agencies and organizations</p> <p>Design a small program budget and illustrate how to monitor expenditures</p>	<p>The complete guide to nonprofit management-whole book</p> <p>Prescribed Web links-NOSH ethical standards</p>	<p>Roles and Responsibilities Paper</p> <p>Fundraising Assignment</p> <p>Group Presentation</p> <p>Program Budget Assignment</p>

Standard #17: Learning experiences shall be provided for the student to develop his or her interpersonal skills.

Specifications	Learning Outcomes	Learning Activities	Assessment
<p>Dealing effectively with conflict (b.)</p> <p>Establishing rapport with clients (c.)</p> <p>Maintaining behavior that is congruent with the ethics of the profession (d.)</p>	<p>Differentiate the roles and responsibilities of the policy board, executive director, staff and community members in non-profit agencies and organizations</p> <p>Demonstrate the ability to work as a member of a team to investigate and propose relevant solutions to issues occurring in human service organizations and assess their impact on the administrative aspects of the service delivery system.</p>	<p>The budget-building book for nonprofits-whole book</p> <p>The complete guide to nonprofit management-whole book</p> <p>Ethics group exercises</p> <p>Classroom presentations, group activities and</p>	<p>Roles and Responsibilities Paper</p> <p>Group Presentation</p> <p>Blackboard Responses</p>

		blackboard activities	
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Standard #18: The curriculum shall provide knowledge, theory, and skills in the administrative aspects of the services delivery system.

Specifications	Learning Outcomes	Learning Activities	Assessment
<p>Managing organizations through leadership and strategic planning (a.)</p> <p>Supervision and human resource management (b)</p> <p>Planning and evaluating programs, services, and operational functions (c.)</p>	<p>Delineate the options available to non-profit agency staff for raising funds and evaluate the significance of diversification in revenue sources.</p> <p>Differentiate the roles and responsibilities of the policy board, executive director, staff and community members in non-profit agencies and organizations</p>	<p>The budget-building book for nonprofits-whole book</p> <p>The complete guide to nonprofit management-whole book</p> <p>Classroom presentations, group activities and blackboard activities</p>	<p>Presentation</p> <p>Fundraising Assignment</p> <p>Roles and Responsibilities Assignment</p> <p>Program Budget Assignment</p>
<p>Developing budgets and monitoring expenditures (d.)</p> <p>Legal/regulatory issues and risk management (f)</p>	<p>Delineate the options available to non-profit agency staff for raising funds and evaluate the significance of diversification in revenue sources.</p> <p>Differentiate the roles and responsibilities of the policy board, executive director, staff and community members in non-profit agencies and organizations</p> <p>Design a small program budget and illustrate how to monitor expenditures</p>	<p>The budget-building book for nonprofits-whole book</p> <p>The complete guide to nonprofit management-whole book</p> <p>Classroom presentations, group activities and blackboard activities</p>	<p>Program Budget Assignment</p> <p>Roles and Responsibilities Assignment</p>

Standard #19: The curriculum shall incorporate human services values and attitudes and promote understanding of human services ethics and their application in practice.

Specifications	Learning Outcomes	Learning Activities	Assessment
<p>Confidentiality of information (c)</p>	<p>Differentiate the roles and responsibilities of the policy board, executive director, staff, and community members in non-profit agencies and organizations.</p>	<p>The complete guide to nonprofit management-whole book</p> <p>Ethics group exercises</p>	<p>Blackboard activities</p> <p>Roles and Responsibilities paper</p>
<p>Client self-determination (b)</p> <p>The worth and uniqueness of individuals including culture, ethnicity, race, class, gender, religion, ability, sexual orientation, and other expressions of diversity (d.)</p> <p>Believe that individuals, services systems, and society can change (e.)</p> <p>Interdisciplinary team approaches to problem solving (f)</p> <p>Appropriate professional boundaries (g)</p> <p>Integration of the ethical standards outlined by the National Organization for Human Services/ Council for Standards in Human Service Education (h.).</p>	<p>Delineate the options available to non-profit agency staff for raising funds and evaluate the significance of diversification in revenue sources.</p> <p>Differentiate the roles and responsibilities of the policy board, executive director, staff, and community members in non-profit agencies and organizations.</p> <p>Design a small program budget and illustrate how to monitor expenditures.</p> <p>Investigate and propose relevant solutions to issues occurring in human services organizations and assess their impact on the administrative aspects of the</p>	<p>The budget-building book for nonprofits-whole book</p> <p>The complete guide to nonprofit management-whole book</p> <p>Classroom presentations, group activities and blackboard activities</p>	<p>Fundraising Assignment</p> <p>Roles and Responsibilities Assignment</p> <p>Group presentation</p>

	services delivery system.		

Standard #20: The program shall provide experiences and support to enable students to develop awareness of their own values, personalities, reaction patterns, interpersonal styles, and limitations.

Specifications	Learning Outcomes	Learning Activities	Assessment
<i>Awareness of diversity (d)</i>	<p><i>Delineate the options available to non-profit Agency staff for raising funds and evaluate the significance of diversification in revenue sources.</i></p> <p><i>Differentiate the roles and responsibilities of the policy board, executive director, staff, and community members in non-profit agencies and organizations.</i></p> <p><i>Design a small program budget and illustrate how to monitor expenditures.</i></p> <p><i>Investigate and propose relevant solutions to issues occurring in human services organizations and assess their impact on the administrative aspects of the services delivery system.</i></p>	<p><i>The budget-building book for nonprofits- whole book</i></p> <p><i>The complete guide to nonprofit management-whole book</i></p>	<p>Presentation</p> <p>Fundraising Assignment</p> <p>Roles and Responsibilities Assignment</p> <p>Program Budget Assignment</p> <p>Ethical exercises on Blackboard</p>