

GRADUATE CURRICULUM CHANGE MEMO

Date: March 24, 2023

From: Dr. Eric Boyer, Director, Masters of Public Administration Program

Through: Dr. Gaspare Genna, Chair of Political Science and Public Administration



Through: Dr. Anadeli Bencomo, Dean of College of Liberal Arts

To: Dr. Martine Ceberio, Chair, Graduate Council

Proposal Title: PAD course additions for MPA electives

This request is to add additional courses to the existing list of elective course options for the MPA degree. All proposed courses are 3 credit hours and have previously been offered as PAD 5380: Selected Problems in Public Administration courses.

By providing these courses their own course code, and thus on regular rotation in elective offerings, the Program aims to expand the nonprofit administration concentration/certificate options for students with those interests. In addition to the course creation, we would like to update our course catalog and to the degree evaluation tool in Goldmine.

CURRICULUM PROPOSAL

APPROVAL PAGE

Proposal Title: PAD Course Addition

College: Liberal Arts

Department: Political Science and Public Administration

DEPARTMENT CHAIR- Dr. Gaspare Genna

I have read the enclosed proposal and approve this proposal on behalf of the department.



3/27/2023

Signature

Date

COLLEGE CURRICULUM COMMITTEE CHAIR – Dr. Selfa A. Chew Melendez

I have read the enclosed documents and approve the proposal on behalf of the college curriculum committee.

Signature

Date

COLLEGE DEAN – Dr. Anadeli Bencomo

I have read the enclosed documents and approve the proposal on behalf of the college. I certify that the necessary funds will be allocated by the college in support of this proposal.

Signature

Date

COURSE ADD

All fields below are required

College : Liberal Arts

Department : Political Science and Public Administration

Effective Term : Fall 2023

Rationale for adding the course:

This course was well received by our students who took it as a special topics course in PAD 5380. The course will be added to the current list of electives for the Nonprofit Administration concentration of the MPA degree plan.

All fields below are required

Subject Prefix and # PAD and PADX 5323

Title (29 characters or fewer): Nonprofit Exec Leadership

Dept. Administrative Code : 2338

[CIP Code](#) 44.0401.00

Departmental Approval Required ☒ Yes ☐ No

Course Level ☐ UG ☒ GR ☐ DR ☐ SP

Course will be taught: ☒ Face-to-Face ☒ Online ☒ Hybrid

Course minimum grade: if N leave blank, if Y provide grade 0

- How many times may course be repeated to satisfy minimum grade requirement? 0

How many times may the course be taken for credit? (Please indicate 1-9 times): 1

Should the course be exempt from the "Three Repeat Rule?" ☐ Yes ☒ No

Grading Mode: ☒ Standard ☐ Pass/Fail ☐ Audit

Description and 2-3 keywords (600 characters maximum):

(Keywords are for Facilitation of course searches and should be words not already included in course title or description)

This course will review the historical and philosophical foundations, and the evolutions of the nonprofit sector. Course topics will include a broad overview of unique aspects of management, financial, leadership and/or governance issues facing the nonprofit executives today.

Governance, strategy, management

Contact Hours (per week): 3 Lecture Hours Lab Hours Other

Types of Instruction (Schedule Type): Select all that apply

☒ A Lecture ☐ H Thesis

- | | |
|---|--|
| <input type="checkbox"/> B Laboratory | <input type="checkbox"/> I Dissertation |
| <input type="checkbox"/> C Practicum | <input type="checkbox"/> K Lecture/Lab Combined |
| <input checked="" type="checkbox"/> D Seminar | <input type="checkbox"/> O Discussion or Review (Study Skills) |
| <input type="checkbox"/> E Independent Study | <input type="checkbox"/> P Specialized Instruction |
| <input type="checkbox"/> F Private Lesson | <input type="checkbox"/> Q Student Teaching |

Fields below if applicable

If course is taught during a part of term in addition to a full 16-week term please indicate the length of the course (ex., 8 weeks): 8 weeks, 4 week summer session

TCCN (Use for lower division courses) :

Prerequisite(s):		
Course Number/ Placement Test	Minimum Grade Required/ Test Scores	Concurrent Enrollment Permitted? (Y/N)

Corequisite Course(s):	Equivalent Course(s):

Restrictions:	
Classification	
Major	

The curriculum office recommends consulting with other programs to determine whether there is significant overlap between the proposed course and any existing courses, especially when the course is part of an interdisciplinary program. Evidence of this consultation will facilitate the work of the curriculum committees.



**PAD 5380/36178 – Selected Problems in Public Administration:
Executive Leadership for Nonprofit Organizations
Summer 2 - 2021**

Class Information

University of Texas at El Paso
Public Administration
LART 319
MTWR 5:30 – 8:00 p.m.

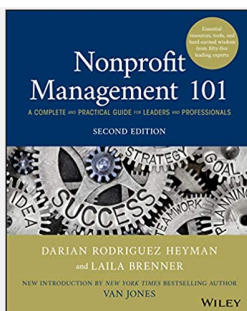
Professor Information

Dr. Jose “Art” Jaime
Jajaime3@utep.edu
(915) 873-4402
Office Hours: By Appointment

Course Description: Students will gain an understanding of the historical and philosophical foundations and the evolutions of the nonprofit sector. Additionally, this class will provide students with a broad overview of unique aspects of management, financial, leadership and governance issues facing the nonprofit entities today. Students will apply concepts as they build a portfolio for a fictitious nonprofit they will create and present as a final project. Students will leave the class with a toolkit of resources they can use in their work as leaders of nonprofits.

Course Learning Objectives: Students will:

- gain an understanding of the unique nature of the nonprofit sector, and distinguish it from the government (public) and business (for-profit) sectors in form and delivery systems;
- explore the historical, theoretical, and legal perspectives on nonprofit organizations, as well as current trends and issues of consequence to nonprofit organizations;
- develop an understanding of management techniques and leadership skills for enhancing the effectiveness of nonprofit organizations;
- understand board governance and the varied roles of stakeholders in nonprofit organizations;
- gain an understanding of ethical issues and decisions in nonprofit management;
- develop analytic, critical, and expressive abilities; and
- gain international perspectives on nonprofit organization management.

Textbook

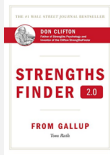
Nonprofit Management 101: A Complete and Practical Guide for Leaders and Professionals 2nd Edition (Required);
by Darian Rodriguez Heyman (Author), Laila Brenner (Author)

ISBN-10- 1119585457
ISBN-13- 978-1119585459



Nonprofit Fundraising 101 A Practical Guide with Easy to Implement Ideas & Tips from Industry Experts (Highly Recommended)
by Darian Rodriguez Heyman (Author)

ISBN: 978-1-119-10046-1



StrengthsFinder 2.0 (Recommended)
by Tom Rath (Author)



Great at Work: How Top Performers Do Less, Work Better, and Achieve More (Recommended)
by Morten T. Hansen (Author)

Nonprofit Management Online Resources

- National Council of Nonprofits
<https://www.councilofnonprofits.org/tools-resources>
- Serving Nonprofits and Philanthropy
<https://cullinanelaw.com/how-to-set-up-a-non-profit-with-501c3-status/>
- Community Toolbox
<https://ctb.ku.edu/en>
- Free Management Library
<https://managementhelp.org/>
- Nonprofit Library
<https://nonprofitlibrary.com/product-category/nonprofit-management/>
- GuideStar
<https://www2.guidestar.org/>
- Texas Secretary of State (SOS)
https://www.sos.state.tx.us/corp/nonprofit_org.shtml
- UTEP Ed2Go – Grant Writing Course
<https://www.ed2go.com/ppp/SearchResults.aspx?SearchTerms=grant+writing>
- Grants.gov – How to Apply for Grants
<https://www.grants.gov/applicants/apply-for-grants.html>
- Foundation Center
<http://foundationcenter.org/>



- AFP – Association of Fundraising Professionals
<https://afpglobal.org/>
- Airtable – Free Project Manager
<https://airtable.com/>
- [SmartSheet](#)
- Council on Accreditation
<http://coanet.org/home/login/>

Grading

Course Requirements	Weight
Student Introduction (1) Each student will be asked to introduce themselves and provide a short biography, why you registered for this class, nonprofit experience/knowledge if any, and what you hope to learn in this class.	2% Bonus pts
Blackboard assignments (7) The Student portfolio will consist of seven completed assignments which will be posted on blackboard. Students will provide constructive criticism to each other on these assignments. Blackboard assignments will be assessed on intellectual contribution to other students and quality of assignment posted on a 30%/70% ratio. Discussions are due on or before the date specified in the syllabus. NOTE: <i>Any contribution to a discussion that arrives after the due date, will receive no credit.</i>	70% (10% each)
Portfolio Presentation (1) Presentations will be assessed based on professional delivery (including knowledge of content, audience engagement and presentation props) – maximum weight 5%. Portfolios will be turned in after each presentation and will be graded based on demonstration of use of key nonprofit concepts and skills discussed in the course – maximum weight 15%.	20% (5% delivery; 15% portfolio)
Participation (in class) Participation score is based on attendance and contribution to in-class discussions.	10%
Total	100%

There will be no examinations required for this class.

Quizzes (unannounced or announced) will be administered, if it appears, in the judgment of the instructor, that participants are not preparing adequately based on the assigned materials. The weight assigned to quizzes will be not more than 15 percent with other evaluative criteria weights reduced proportionately.

Style Guidelines: Participants should employ APA style. Failure to do so will result in a loss of up to 100 percent of composition score.



Submission of Assignments: Portfolio assignment will have a cover/title page (not counted in page number) including the following information:

Assignment Title

PAD 5380 – Selected Problems in Public Administration:
Nonprofit Administration
Summer 2 - 2021
(Date)

(Student's Name)
MPA Program
University of Texas at El Paso
Dr. Jose Jaime

Portfolios will be submitted *via* hardcopy unless prior consent has been obtained from the professor. Portfolios will be submitted in 12 pt. Times New Roman, with one (1) inch minimum margins, pages numbered bottom center, double-spaced, and single-sided. Due dates are specified in the course calendar.

- Portfolios will be submitted hard copy after each student's presentation. If submitted electronically, an assignment must be submitted as a single attachment to an e-mail via Blackboard.

Attendance: Students are expected to attend all class sessions and to be on time. In case students will be late or will miss a class, it is required that students inform the instructor as soon as student becomes aware of this situation. Documentation may be required. Absences will require a make-up assignment or result in the loss of 25% of the participation grade.

Preparation for Class - Each student is expected to be prepared to discuss the materials assigned. This involves: A) reading the assignment, B) making notes/summaries on each item assigned, and C) being prepared to summarize and discuss the material. Discussions among peers are encouraged.

Participation and Engagement – Students are required to participate in class by respectfully contributing insightful comments, criticism, and perspectives to discussions. Students are encouraged to ask questions and engage in group learning in a manner that reflects individual study. Opportunities will be provided for students to develop their professional presentation skills in a safe environment.

Communication: The instructor will be available via email, phone, or by appointment for a Zoom /face to face meeting. Contact information is provided above but you may also email me via Blackboard.

Timeliness: **LATE ASSIGNMENTS WILL RECEIVE A DEDUCTION OF ONE LETTER GRADE FOR EACH DAY OR PORTION THEREOF FOLLOWING THE DUE DATE.**

Exceptions may include a mutually agreed arrangement made **in advance** or *bona fide emergencies* (be prepared to supply documentation). Review the schedule at the end of this syllabus. If there are conflicts, let's discuss them ASAP.



Other Policies

Cell Phones and Laptops: In class - As a courtesy to others, please silence cell phones and leave the classroom in case you need to take an *urgent* call. Students may use laptops to take notes and review online material related to the class. Answering emails, checking social media or surfing the net are not allowed during class time. Additionally, for virtual classes, please keep your camera on at all times except for brief interruptions that may occur.

Americans With Disabilities Act

The University of Texas at El Paso is committed to both the spirit and letter of federal equal opportunity legislation; reference Public Law 93-112- The Rehabilitation Act of 1973 as amended. With the passage of new federal legislation entitled Americans with Disabilities Act- (ADA), pursuant to section 504 of The Rehabilitation Act, there is renewed focus on providing this population with the same opportunities enjoyed by all citizens.

UTEP is dedicated to providing reasonable accommodations to students with disabilities so they have equal access and opportunity to complete their education. University policy states that the student is responsible for informing the Center for Accommodation and Support Services of their disability, and for requesting accommodations within two weeks of the start of each semester. The Center for Accommodation and Support Services determines whether students need accommodation, and assists the instructor in providing accommodation.

If you have or suspect a disability and need accommodation, you should contact the Center for Accommodation and Support Services at 747-5148. You can also email the office at cass@utep.edu or go by room 106, Union Building East. For additional information, visit the CASS Website at: <http://sa.utep.edu/cass/>

Academic Dishonesty

It is the philosophy of the University of Texas at El Paso that academic dishonesty is a completely unacceptable mode of conduct and will not be tolerated in any form. All persons involved in academic dishonesty will be disciplined in accordance with University regulations and procedures. Scholastic dishonesty includes but is not limited to cheating, plagiarism, collusion, and submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

Disability Accommodations

If you are a person with a disability and anticipate needing any type of accommodation in order to participate in this class, please provide me with official documentation from the Disabled Student Services Office (DSSO) as soon as possible. The DSSO may be contacted at (915)747-5148. More information regarding the Office is available in the 2011-2012 Graduate Catalog or the DSSO's website: <http://www3.utep.edu/dsso/>.

Statement of Equal Opportunity

The learning environment is based on open communication, mutual respect, and nondiscrimination. It follows commonly practiced guidelines of non-discrimination based on age, color, disability, gender, national origin, race, religious belief (or lack thereof), sexual orientation, or veteran status. Please also refer to the Statement of Equal Educational Opportunity of the University of Texas at El Paso of the 2011-2012 Graduate Catalog.



Course Schedule – Summer II July 9th to August 3rd

Dates	Class Topic	Blackboard
Wk1/Class 1 T: 7/6/2021 Online	Intro to the Course (Syllabus) Portfolio Guidelines Local Nonprofits Your Own Nonprofit	Portfolio Assignment 1 Due by 11:00 pm, 7/9/2021
Wk1/Class 2 R: 7/8/2021 Online	Part One: The Big Picture – What the Field is All about and Where You Fit In Chapters 1 – 3: Nonprofits in the United States, Taking Charge of your Nonprofit Sector Career, Building Strong Social Movements	Portfolio Assignment 2 Due by 11:00 pm, 7/12/2021
Wk2/Class 3 T: 7/13/2021 Online	Part Seven: Board and Volunteers Chapters 30-33 Board Governance & Fundraising; Volunteer Recruitment, Engagement & Management	Portfolio Assignment 3 Due by 11:00 pm, 7/16/2021
Wk2/Class 4 R: 7/15/2021 Online	Part Five: Fundraising Chapters 18-23 Fundraising: Knowing When to Do What; Individual Donor and Major Gift Strategies; How to Seek a Grant; Online Fundraising; Online Peer-to-Peer Fundraising; Cause Marketing 101; & Social Enterprise	Portfolio Assignment 4 Due by 11:00 pm, 7/19/2021
Wk3/Class 5 T: 7/20/2021 In Person	Part Three: Nonprofit Law and Finance Chapters 11-13 NP Law, Advocacy and Lobbying; Financial Management	Portfolio Assignment 5 Due by 11:00 pm, 7/23/2021
Wk3/Class 6 R: 7/22/2021 Online	Part Two: Managing Organizations and People Chapters 4-9 Thriving as an Executive Director; Strategic Planning; Nonprofit Partnerships; Risk management and Insurance; Attracting and Hiring Staff; How to Promote Diversity and Inclusion	Portfolio Assignment 6 Due by 11:00 pm, 7/26/2021
Wk4/Class 7 T: 7/27/2021 Online	Part Four: Nonprofit Technology and IT Chapters 14 – 16 The Technology Planning; Web Design; Measurement, Evaluation, and Learning Plans; Constituent Relationship Management	Portfolio Assignment 7 Due by 11:00 pm 7/20/2021
Wk4/Class 8 R: 7/29/2021 Online	Part Six: Marketing & Communications Chapters 25-29 NP Marketing; Web; Newsletters; Events; Public Relations http://ajaim41.wixsite.com/website	Portfolio Draft Due by in class.
Final T: 8/3/2021– In Person	Portfolio Presentations Final Portfolio Submitted	

NOTE: Schedule may change, and additional reading materials may be added at the instructor's discretion based on the class's needs. Changes/updates will be announced in class or on Blackboard.

COURSE ADD

All fields below are required

College : Liberal Arts

Department : Political Science and Public Administration

Effective Term : Fall 2023

Rationale for adding the course:

This course was well received by our students who took it as a special topics course in PAD 5380. The course will be added to the current list of electives for the Nonprofit Administration concentration of the MPA degree plan.

All fields below are required

Subject Prefix and # PAD and PADX 5324

Title (29 characters or fewer): Nonprofit Fundraising & Dev

Dept. Administrative Code : 2338

[CIP Code](#) 44.0401.00

Departmental Approval Required ☒Yes ☐No

Course Level ☐UG ☒GR ☐DR ☐SP

Course will be taught: ☒ Face-to-Face ☒ Online ☒ Hybrid

Course minimum grade: if N leave blank, if Y provide grade 0

- How many times may course be repeated to satisfy minimum grade requirement? 0

How many times may the course be taken for credit? (Please indicate 1-9 times): 1

Should the course be exempt from the "Three Repeat Rule?" ☐Yes ☒No

Grading Mode: ☒Standard ☐Pass/Fail ☐Audit

Description and 2-3 keywords (600 characters maximum):

(Keywords are for Facilitation of course searches and should be words not already included in course title or description)

This course will review revenue sources for nonprofit organizations and strategies in resource development. Course topics will include fundraising planning and fundraising methods, as well as sustainable income resources for nonprofits, including individual giving, government funding, foundation grantmaking, business support, and/or earned income.

Management, philanthropy, grant writing

Contact Hours (per week): 3 Lecture Hours Lab Hours Other

Types of Instruction (Schedule Type): Select all that apply

- | | | | |
|---------------------------------------|-------------------|----------------------------|-------------------------------------|
| <input checked="" type="checkbox"/> A | Lecture | <input type="checkbox"/> H | Thesis |
| <input type="checkbox"/> B | Laboratory | <input type="checkbox"/> I | Dissertation |
| <input type="checkbox"/> C | Practicum | <input type="checkbox"/> K | Lecture/Lab Combined |
| <input checked="" type="checkbox"/> D | Seminar | <input type="checkbox"/> O | Discussion or Review (Study Skills) |
| <input type="checkbox"/> E | Independent Study | <input type="checkbox"/> P | Specialized Instruction |
| <input type="checkbox"/> F | Private Lesson | <input type="checkbox"/> Q | Student Teaching |

Fields below if applicable

If course is taught during a part of term in addition to a full 16-week term please indicate the length of the course (ex., 8 weeks): 8 weeks, 4 week summer session

TCCN (Use for lower division courses) :

Prerequisite(s):		
Course Number/ Placement Test	Minimum Grade Required/ Test Scores	Concurrent Enrollment Permitted? (Y/N)

Corequisite Course(s):	Equivalent Course(s):

Restrictions:	
Classification	
Major	

The curriculum office recommends consulting with other programs to determine whether there is significant overlap between the proposed course and any existing courses, especially when the course is part of an interdisciplinary program. Evidence of this consultation will facilitate the work of the curriculum committees.



PAD 5380 – Selected Problems in Public Administration: Nonprofit Fundraising and Resource Development

Class Information

University of Texas at El Paso
Public Administration

Professor Information

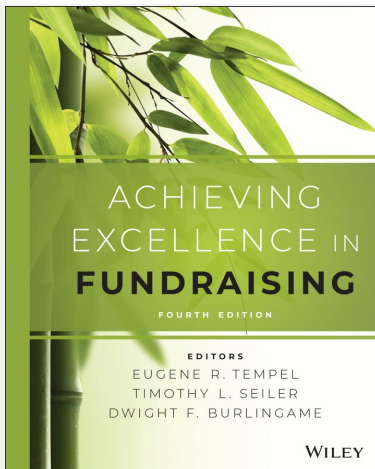
Dr. Hyunrang Han
Office Hours: By Appointment

Course Description: This course will review revenue sources for nonprofit organizations and strategies in resource development. Course topics will include fundraising planning and fundraising methods, as well as sustainable income resources for nonprofits, including individual giving, government funding, foundation grantmaking, business support, and/or earned income.

Course Learning Objectives: Students will:

- Learn how nonprofits are structured and funded
- Understand the importance of philanthropy in our society
- Evaluate the merits of different fundraising techniques
- Broaden their knowledge of fundraising as a profession
- Help develop and/or analyze a fund development plan
- Participate in a fundraising event

Textbook



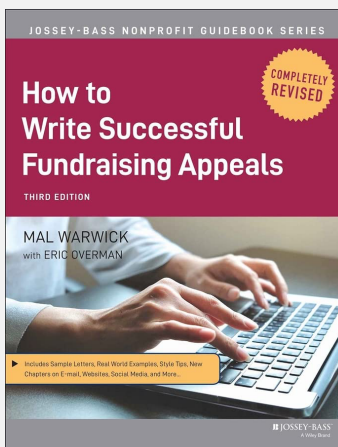
Achieving Excellence in Fundraising, 4th Edition (Required);
by Eugene R. Tempel, Timothy L. Seiler, and Dwight F.
Burlingame

ISBN-10- 1118853822



Social Change Anytime Everywhere: How to Implement Online Multichannel Strategies to Spark Advocacy, Raise Money, and Engage your Community.
by Allyson Kapinn and Amy Sample Ward

ISBN: 1118288335



How to Write Successful Fundraising Appeals
By Mal Warwick

ISBN: 1118543661

There will be no examinations required for this class.

Quizzes (unannounced or announced) will be administered, if it appears, in the judgment of the instructor, that participants are not preparing adequately based on the assigned materials. The weight assigned to quizzes will be not more than 15 percent with other evaluative criteria weights reduced proportionately.

Style Guidelines: Participants should employ APA style. Failure to do so will result in a loss of up to 100 percent of composition score.

Attendance: Students are expected to attend all class sessions and to be on time. In case students will be late or will miss a class, it is required that students inform the instructor as soon as student becomes aware of this situation. Documentation may be required. Absences will require a make-up assignment or result in the loss of 25% of the participation grade.

Preparation for Class - Each student is expected to be prepared to discuss the materials assigned. This involves: A) reading the assignment, B) making notes/summaries on each item assigned, and C) being prepared to summarize and discuss the material. Discussions among peers are encouraged.



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Course Schedule – Please note: some modules may be covered in more than one week of class.

Module 1: Overview of Nonprofits and Revenue Streams

Introduction of material, each other, and how the semester will unfold

Kapin, Allyson, and Amy Sample Ward. *Social Change Anytime Everywhere: How to Implement Online Multichannel Strategies to Spark Advocacy, Raise Money, and Engage your Community*. Jossey-Bass/Wiley, 2013

- Chapters 1, 2 & 4

Module 2: The Art and Focus of Grant Writing for Success

Eugene R. Tempel, Timothy L. Seiler, and Eva E. Aldrich, eds., *Achieving Excellence in Fund Raising*. 3rd edition. San Francisco: Jossey-Bass/Wiley, 2010.

- Chapter 13

“Grant Writing in the Age of Collaboration”, by Susanne Carter; [grantprofessionals.org](http://grantprofessionals.org/professional-development/journal/journal-articles-past-articles/77-gpa/301-grant-writing-in-the-age-of-collaboration);
<http://grantprofessionals.org/professional-development/journal/journal-articles-past-articles/77-gpa/301-grant-writing-in-the-age-of-collaboration>

“Why Academics Have a Hard Time Writing Good Grant Proposals”, by Robert Portner, VA Tech symposium https://www.wpi.edu/Images/CMS/OSP/Article_on_Proposal_Writing.pdf

Module 3: Planning for Resource Development

Eugene R. Tempel, Timothy L. Seiler, and Eva E. Aldrich, eds., *Achieving Excellence in Fund Raising*. 3rd edition. San Francisco: Jossey-Bass/Wiley, 2010.

- Chapters 2, 3, 4, & 5

William Landes Foster, Peter Kim, and Barbara Christiansen, “Ten Nonprofit Funding Models,” Stanford Social Innovation Review (Spring 2009), pp. 32-39.
Available at: http://www.ssireview.org/pdf/2009SP_Feature_Foster_Kim_Christiansen.pdf

Module 4: Structuring Your Fundraising



Eugene R. Tempel, Timothy L. Seiler, and Eva E. Aldrich, eds., *Achieving Excellence in Fund Raising*. 3rd edition. San Francisco: Jossey-Bass/Wiley, 2010.

- Chapters 6 & 8

Warwick, Mal, *How to Write Successful Fundraising Appeals*, Read Ch. 23

Module 5: The Individual Donor

Eugene R. Tempel, Timothy L. Seiler, and Eva E. Aldrich, eds., *Achieving Excellence in Fund Raising*. 3rd edition. San Francisco: Jossey-Bass/Wiley, 2010.

- Chapters 7, 10, & 11

Warwick, Mal. **How to Write Successful Fundraising Appeals**. 3rd edition. San Francisco: Jossey-Bass, 2013.

- Chapters 10, 11, 12, 16, 19

Francie Ostrower, *Why the Wealthy Give: The Culture of Elite Philanthropy*. Princeton: Princeton University Press, 1995, pp.3-27, 132-141

Module 6: Types of Solicitations

Eugene R. Tempel, Timothy L. Seiler, and Eva E. Aldrich, eds., *Achieving Excellence in Fund Raising*. 3rd edition. San Francisco: Jossey-Bass/Wiley, 2010.

- Chapters 18, 19, 20, 21, 22, 23

Warwick, Mal. *How to Write Successful Fundraising Appeals*. 3rd edition. San Francisco: Jossey-Bass, 2013.

- Chapters 1, 2, 3

Module 7: Other Ways To Give (Planned Giving, Legacy Gifts, Challenge Matches)

Eugene R. Tempel, Timothy L. Seiler, and Eva E. Aldrich, eds., *Achieving Excellence in Fund Raising*. 3rd edition. San Francisco: Jossey-Bass/Wiley, 2010.

- Chapter 9

Warwick, Mal. **How to Write Successful Fundraising Appeals**. 3rd edition. San Francisco: Jossey-Bass, 2013.

- Chapter 20

Module 8: Outside the Box Fundraising (Social Impact Bonds, Social Media)

Kapin, Allyson, and Amy Sample Ward. *Social Change Anytime Everywhere: How to Implement Online Multichannel Strategies to Spark Advocacy, Raise Money, and Engage your Community*. Jossey-Bass/Wiley, 2013

- Chapters 5, 6, 7, 8



Warwick, Mal. How to Write Successful Fundraising Appeals. 3rd edition. San Francisco: Jossey-Bass, 2013.

- Chapters 21, 22

Module 9: Managing the 10. Fundraising Process

Eugene R. Tempel, Timothy L. Seiler, and Eva E. Aldrich, eds., *Achieving Excellence in Fund Raising*. 3rd edition. San Francisco: Jossey-Bass/Wiley, 2010.

- Chapters 27, 28, 29, 30, 34

Warwick, Mal. How to Write Successful Fundraising Appeals. 3rd edition. San Francisco: Jossey-Bass, 2013.

- Chapters 4, 5, 6, 7, 8, 9

Module 10: November 12: Earned Revenue

William Foster and Jeffrey Bradach, "Should Nonprofits Seek Profits?" Harvard Business Review (February 2005)

J. Gregory Dees, "Enterprising Nonprofits," Harvard Business Review (January-February 1998), pp.55-67.

Module 11: Student Presentations

NOTE: Schedule may change, and additional reading materials may be added at the instructor's discretion based on the class's needs. Changes/updates will be announced in class or on Blackboard.

COURSE ADD

All fields below are required

College : Liberal Arts

Department : Political Science and Public Administration

Effective Term : Fall 2023

Rationale for adding the course:

This course was well received by our students who took it as a special topics course in PAD 5380. The course will be added to the current list of electives for the Nonprofit Administration concentration of the MPA degree plan.

All fields below are required

Subject Prefix and # PAD and PADX 5325

Title (29 characters or fewer): Nonprofit Volunteer Mgmt

Dept. Administrative Code : 2338

[CIP Code](#) 44.0401.00

Departmental Approval Required ☒Yes ☐No

Course Level ☐UG ☒GR ☐DR ☐SP

Course will be taught: ☒ Face-to-Face ☒ Online ☒ Hybrid

Course minimum grade: if N leave blank, if Y provide grade 0

- How many times may course be repeated to satisfy minimum grade requirement? 0

How many times may the course be taken for credit? (Please indicate 1-9 times): 1

Should the course be exempt from the "Three Repeat Rule?" ☐Yes ☒No

Grading Mode: ☒Standard ☐Pass/Fail ☐Audit

Description and 2-3 keywords (600 characters maximum):

(Keywords are for Facilitation of course searches and should be words not already included in course title or description)

This course will introduce students to a range of volunteer management strategies in nonprofit and public organizations. Course topics will cover an overview of volunteering, as well as strategies for volunteer program readiness, volunteer engagement, and volunteer program impact.

Volunteerism, community, civic

Contact Hours (per week): 3 Lecture Hours Lab Hours Other

Types of Instruction (Schedule Type): Select all that apply

☒ A Lecture ☐ H Thesis

- | | |
|---|--|
| <input type="checkbox"/> B Laboratory | <input type="checkbox"/> I Dissertation |
| <input type="checkbox"/> C Practicum | <input type="checkbox"/> K Lecture/Lab Combined |
| <input checked="" type="checkbox"/> D Seminar | <input type="checkbox"/> O Discussion or Review (Study Skills) |
| <input type="checkbox"/> E Independent Study | <input type="checkbox"/> P Specialized Instruction |
| <input type="checkbox"/> F Private Lesson | <input type="checkbox"/> Q Student Teaching |

Fields below if applicable

If course is taught during a part of term in addition to a full 16-week term please indicate the length of the course (ex., 8 weeks): 8 weeks, 4 week summer session

TCCN (Use for lower division courses) :

Prerequisite(s):		
Course Number/ Placement Test	Minimum Grade Required/ Test Scores	Concurrent Enrollment Permitted? (Y/N)

Corequisite Course(s):	Equivalent Course(s):

Restrictions:	
Classification	
Major	

The curriculum office recommends consulting with other programs to determine whether there is significant overlap between the proposed course and any existing courses, especially when the course is part of an interdisciplinary program. Evidence of this consultation will facilitate the work of the curriculum committees.

The University of Texas at El Paso
Department of Political Science and Public Administration
PAD 5380/POLS 4358 – Volunteer Management
Spring 2023 (January 17, 2023 – May 4, 2023)
Class Time: Wednesday 6:00 pm - 8:50 pm
Class Location: College of Business Admin 321 (100% in-person class)

Faculty Information

Name: Hyunrang Han, PhD
Email: hhan2@utep.edu
Office Phone: 915-747-7972
Office: Benedict Hall 105

Office Hours

Wednesday 3:00 pm - 5:50 pm. Individual appointments can also be scheduled. Contact the instructor through email.

COURSE DESCRIPTION

This course is designed to introduce students to a range of volunteer management strategies in nonprofit and public organizations. We begin with an overview of volunteering. Strategies for volunteer program readiness will be examined after that including volunteer position development and recruitment. Strategies for volunteer engagement will also be discussed such as orientation & training and supervision. Strategies for volunteer program impact will be followed including evaluation and risk management.

COURSE OBJECTIVES & EXPECTED LEARNING OUTCOMES

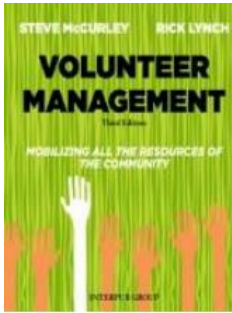
The learning objectives for the course are:

- to gain an understanding of overall volunteer management processes and strategies in nonprofit and public organizations.
- to understand volunteer management issues that organizations are encountering with some specific cases.
- to apply course materials learned in the class in practice.

Upon successful completion of the course, students will be able to:

- demonstrate effective and efficient strategies for volunteer program readiness, volunteer engagement, and volunteer program impact.
- illustrate volunteer management issues and provide suggestions for improvement.
- apply knowledge from the course to evaluate events and conditions in the real world.

COURSE MATERIALS



Required textbook: McCurley, S. & Lynch, R. (2011). *Volunteer management: Mobilizing all the resources of the community*, 3rd ed. Interpub Group: Plattsburgh, NY. ISBN-13: 978-1895271638

Additional readings will be provided on the Blackboard.

COURSE ASSIGNMENTS

Item	Points	Percentages
Discussion Board Assignments (x 2) ** (Initial posting & 2 response postings) x 2	300 points (150 points each)	30% (15% each)
Writing Assignments (x 2)	300 points (150 points each)	30% (15% each)
Community Project Presentation & Paper	300 points	30%
Class Attendance	100 points	10%
Total	1000 points	100%

1. Discussion Board Assignments (2 Discussion Board Assignments X 150 points each = 300 points total)

Two discussion board assignments are required in this class. For each discussion board assignment, you will post your initial posting answering discussion board questions and response postings for your classmates. To earn full credit, you must post at least 2 response postings to your colleagues' posts.

Your response postings to your colleagues' initial postings can be made in one or more of the following ways:

- Ask thought-provoking questions.
- Provide suggestions.
- Expand on your fellow students' positing.
- Offer and support an opinion.
- Share your own experiences to validate your fellow students' ideas.

Your contributions to the discussion board must be substantive and clearly explain that you read the course materials and can integrate the materials with your experience. You should refer to and cite the assigned readings and indicate the source of additional research you conduct to answer the discussion board questions. Simply agreeing with fellow students will not earn you full points.

Students are expected to post discussion board postings that are appropriate for an academic setting. To succeed in this course, students are expected to use professional language and all quotations should be properly cited using APA.

In-text citations --

https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/in_text_citations_author_authors.html

Reference list --

https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/reference_list_author_authors.html

2. Writing Assignments (2 Writing Assignments X 150 points each = 300 points total)

Two writing assignments are required in this class. These writing assignments would cover specific course topics such as volunteer program readiness strategies and volunteer engagement strategies.

Your writing assignments must clearly explain that you read the course materials and can integrate the materials within your assignments. You should refer to and cite the assigned readings and indicate the source of additional research you conduct to answer the writing assignment questions.

3. Community Project Presentation & Paper (300 points total)

You will select a nonprofit organization of your interest in the community, interview a volunteer manager, analyze the organization's volunteer management strategies based on course materials, and provide suggestions for improvement on its volunteer management strategies.

Students are required to use both secondary sources (e.g., scholarly articles, website information, news) and primary sources (e.g., personal interviews, observations) for analysis. A more detailed guideline will be provided.

The purpose of the community project is to provide an opportunity for students to apply knowledge from the course to the real world.

For a presentation, each student should prepare a PowerPoint (no more than 10 slides) and submit it electronically before the class. The presentation should take no more than 15 minutes.

4. Class Attendance (100 points)

Attendance in the course is determined by participation in the learning activities of the course. Your participation in the course is important not only for your learning and success but also to create a community of learners. Participation is determined by the completion of the following activities:

- Reading/Viewing all course materials to ensure understanding of assignment requirements.
- Participating in engaging discussions with your peers.
- Other activities as indicated in the weekly modules.

GRADE SCALE AND POLICY

Points will be distributed as follows:

Grade	Percentage
A	90.00 % – 100 %
B	80.00 % – 89.99 %
C	70.00 % – 79.99 %
D	60.00 % – 69.99 %
F	Below 60.00%

Late Work: Late work will NOT be accepted unless there is a documented illness or another serious situation. Be prepared to provide documentation or other evidence of medical, work, or family emergencies.

COURSE POLICIES

Alternative Means of Submitting Work in Case of Technical Issues

I strongly suggest that you submit your work with plenty of time to spare in the event that you have a technical issue with the course website, network, and/or your computer. I also suggest you save all your work in a separate Word document as a backup. This way, you will have

evidence that you completed the work and will not lose credit. If you are experiencing difficulties submitting your work through the course website, please contact the UTEP Help Desk. You can email me your backup document as a last resort.

Accommodations Policy

The University is committed to providing reasonable accommodations and auxiliary services to students, staff, faculty, job applicants, applicants for admissions, and other beneficiaries of University programs, services, and activities with documented disabilities in order to provide them with equal opportunities to participate in programs, services, and activities in compliance with sections 503 and 504 of the Rehabilitation Act of 1973, as amended, and the Americans with Disabilities Act (ADA) of 1990 and the Americans with Disabilities Act Amendments Act (ADAAA) of 2008. Reasonable accommodations will be made unless it is determined that doing so would cause undue hardship on the University. Students requesting accommodation based on a disability must register with the [UTEP Center for Accommodations and Support Services](#) (CASS). Contact the Center for Accommodations and Support Services at 915-747-5148, or email them at cass@utep.edu, or apply for accommodations online via the [CASS portal](#).

Scholastic Integrity

Academic dishonesty is prohibited and is considered a violation of the UTEP Handbook of Operating Procedures. It includes, but is not limited to, cheating, plagiarism, and collusion. Cheating may involve copying from or providing information to another student, possessing unauthorized materials during a test, or falsifying research data on laboratory reports. Plagiarism occurs when someone intentionally or knowingly represents the words or ideas of another as one's own. Collusion involves collaborating with another person to commit any academically dishonest act. Any act of academic dishonesty attempted by a UTEP student is unacceptable and will not be tolerated. All suspected violations of academic integrity at The University of Texas at El Paso must be reported to the [Office of Student Conduct and Conflict Resolution \(OSCCR\)](#) for possible disciplinary action. To learn more, please visit [HOOP: Student Conduct and Discipline](#).

Copyright Statement for Course Materials

All materials used in the course are protected by copyright law. The course materials are only for the use of students currently enrolled in this course and only for the purpose of this course. They should not be further disseminated.

UTEP COVID-19 Precautions

Please stay home if you (1) have been diagnosed with COVID-19, or (2) are experiencing COVID-19 symptoms. If you are feeling unwell, please let me know as soon as possible, and alternative instructions will be provided. Information regarding UTEP testing and other COVID-related issues can be found at <https://www.utep.edu/resuming-campus-operations/testing/>. If you test positive of COVID-19, please inform UTEP EH&S at 915-747-7162 or COVIDaction@utep.edu.

The Center for Disease Control and Prevention recommends that people in areas of substantial or high COVID-19 transmission wear facemasks when indoors in groups of people. The best way that Miners can take care of Miners is to get the vaccine. If you still need the vaccine, it is widely available in the El Paso area and frequently on campus. For more information about the current rates, testing, and vaccinations, please visit epstrong.org.

COURSE RESOURCES

UTEP provides a variety of student services and support:

Technology Resources

- [Help Desk](#): Students experiencing technological challenges (email, Blackboard, software, etc.) can submit a ticket to the UTEP Helpdesk for assistance. Contact the Helpdesk via phone, email, chat, website, or in person if on campus.

Academic Resources

- [UTEP Library](#): Access a wide range of resources including online, full-text access to thousands of journals and eBooks plus reference service and librarian assistance for enrolled students.
- [University Writing Center \(UWC\)](#): Submit papers here for assistance with writing style and formatting, ask a tutor for help and explore other writing resources.
- [Math Tutoring Center \(MaRCS\)](#): Ask a tutor for help and explore other available math resources.
- [History Tutoring Center \(HTC\)](#): Receive assistance with writing history papers, get help from a tutor and explore other history resources.
- [RefWorks](#): A bibliographic citation tool; check out the RefWorks tutorial and Fact Sheet and Quick-Start Guide.

Individual Resources

- [Military Student Success Center](#): Assists personnel in any branch of service to reach their educational goals.
- [Center for Accommodations and Support Services](#): Assists students with ADA-related accommodations for coursework, housing, and internships.
- [Counseling and Psychological Services](#): Provides a variety of counseling services including individual, couples, and group sessions as well as career and disability assessments.

COURSE SCHEDULE

	Date	Topic	Readings	Assignments & Due
1	1/18	Introduction		
2	1/25	An Overview of Volunteering	<ul style="list-style-type: none">• McCurley & Lynch, Ch. 1• Additional readings (Blackboard)	
3	2/1	Planning a High-Impact Volunteer Program, Organizing a Volunteer Program	<ul style="list-style-type: none">• McCurley & Lynch, Ch. 2, 3• Additional readings (Blackboard)	Discussion Board Assignment #1 *Initial posting due by 2/4 *Response postings due by 2/5
4	2/8	Creating Motivating Volunteer Positions, Recruiting the Right Volunteers	<ul style="list-style-type: none">• McCurley & Lynch, Ch. 4, 5• Additional readings (Blackboard)	
5	2/15	Matching Volunteers to Work	<ul style="list-style-type: none">• McCurley & Lynch, Ch. 6• Additional readings (Blackboard)	
6	2/22	Preparing Volunteers for Success	<ul style="list-style-type: none">• McCurley & Lynch, Ch. 7• Additional readings (Blackboard)	Writing Assignment # 1 due by 2/26
7	3/1	Supervising Volunteers for Maximum Performance	<ul style="list-style-type: none">• McCurley & Lynch, Ch. 8• Additional readings (Blackboard)	
8	3/8	Supervising the Invisible Volunteer	<ul style="list-style-type: none">• McCurley & Lynch, Ch. 9• Additional readings (Blackboard)	
9	3/15	Spring Break		
10	3/22	Special Supervisory Situations	<ul style="list-style-type: none">• McCurley & Lynch, Ch. 10• Additional readings (Blackboard)	Discussion Board Assignment #2 *Initial posting due by 3/25 *Response postings due by 3/26
11	3/29	Keeping Volunteers on Track	<ul style="list-style-type: none">• McCurley & Lynch, Ch. 11	

			<ul style="list-style-type: none"> • Additional readings (Blackboard) 	
12	4/5	Ensuring that Volunteers Feel Appreciated	<ul style="list-style-type: none"> • McCurley & Lynch, Ch. 12 • Additional readings (Blackboard) 	
13	4/12	Building Volunteer and Staff Relationships, Risk Management	<ul style="list-style-type: none"> • McCurley & Lynch, Ch. 13, 14 • Additional readings (Blackboard) 	Writing Assignment #2 due by 4/16
14	4/19	Measuring Volunteer Program Effectiveness	<ul style="list-style-type: none"> • McCurley & Lynch, Ch. 15 • Additional readings (Blackboard) 	
15	4/26	Enhancing the Status of the Volunteer Program, Special Topics in Volunteer Management	<ul style="list-style-type: none"> • McCurley & Lynch, Ch. 16, 17 • Additional readings (Blackboard) 	Community Project Presentation 1
16	5/3			Community Project Presentation 2 Community Project Paper due by 5/10

*** The class schedule can be changed at the instructor's discretion. With advanced notice, I may inform specific changes or updates based on the course progress.

COURSE ADD

All fields below are required

College : Liberal Arts

Department : Political Science and Public Administration

Effective Term : Fall 2023

Rationale for adding the course:

This course was well received by our students who took it as a special topics course in PAD 5380. The course will be added to the current list of electives for the Nonprofit Administration concentration of the MPA degree plan.

All fields below are required

Subject Prefix and # PAD and PADX 5326

Title (29 characters or fewer): Governmant Contracting

Dept. Administrative Code : 2338

[CIP Code](#) 44.0401.00

Departmental Approval Required ☒Yes ☐No

Course Level ☐UG ☒GR ☐DR ☐SP

Course will be taught: ☒ Face-to-Face ☒ Online ☒ Hybrid

Course minimum grade: if N leave blank, if Y provide grade 0

- How many times may course be repeated to satisfy minimum grade requirement? 0

How many times may the course be taken for credit? (Please indicate 1-9 times): 1

Should the course be exempt from the "Three Repeat Rule?" ☐Yes ☒No

Grading Mode: ☒Standard ☐Pass/Fail ☐Audit

Description and 2-3 keywords (600 characters maximum):

(Keywords are for Facilitation of course searches and should be words not already included in course title or description)

This course will review government contracting as an approach for delivering government services. Course topics will include an introduction to government procurement, the contracting process, proposal evaluation, emergency contracting, sole sourced and competitive selection and/or social objectives in contracting.

Management, outsourcing, organization

Contact Hours (per week): 3 Lecture Hours Lab Hours Other

Types of Instruction (Schedule Type): Select all that apply

☒ A Lecture ☐ H Thesis

- | | |
|---|--|
| <input type="checkbox"/> B Laboratory | <input type="checkbox"/> I Dissertation |
| <input type="checkbox"/> C Practicum | <input type="checkbox"/> K Lecture/Lab Combined |
| <input checked="" type="checkbox"/> D Seminar | <input type="checkbox"/> O Discussion or Review (Study Skills) |
| <input type="checkbox"/> E Independent Study | <input type="checkbox"/> P Specialized Instruction |
| <input type="checkbox"/> F Private Lesson | <input type="checkbox"/> Q Student Teaching |

Fields below if applicable

If course is taught during a part of term in addition to a full 16-week term please indicate the length of the course (ex., 8 weeks): 8 weeks, 4 week summer session

TCCN (Use for lower division courses) :

Prerequisite(s):		
Course Number/ Placement Test	Minimum Grade Required/ Test Scores	Concurrent Enrollment Permitted? (Y/N)

Corequisite Course(s):	Equivalent Course(s):

Restrictions:	
Classification	
Major	

The curriculum office recommends consulting with other programs to determine whether there is significant overlap between the proposed course and any existing courses, especially when the course is part of an interdisciplinary program. Evidence of this consultation will facilitate the work of the curriculum committees.



PAD 5380 – Selected Problems in Public Administration: Introduction to Government Contracting and Procurement

Class Information

University of Texas at El Paso
Public Administration

Professor Information

Dr. Francis Spampinato
Office Hours: By Appointment

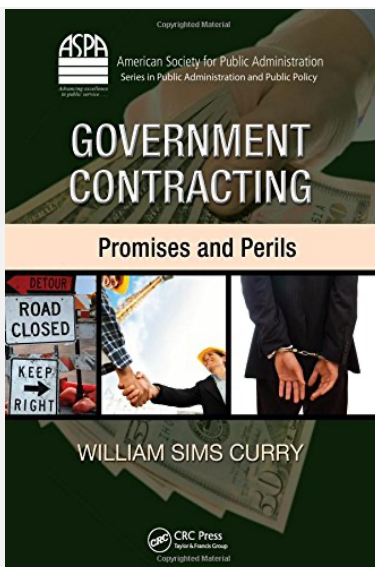
Course Description: This course examines government contracting as an approach for delivering government services. Across federal, state, and local levels of government, there is an increasing understanding that the challenges our society faces cannot be solved by a single organization on its own. Public criticism and skepticism of bureaucratic efficiency and effectiveness drive demands for outsourcing and contracting.

This course will primarily consider issues from the perspective of government, but the content and approach will be relevant for professionals working in any of the three “sectors.” Specifically, we will examine the reasoning for organizations and individuals to seek out collaboration to suit their respective positions and interests. The curriculum of this course will empower members of the class to better understand the types of configurations of interests that unite organizations in collaboration.

Course Learning Objectives: Students will:

- Describe the origins, history and processes associated with government contracting.
- Recognize, analyze, and advise various structures of contracting in practice.
- Apply the lessons from this class to analyses of real-world issues and problems.
- Understand the inherent limitations associated with government providing services on its own.
- Identify techniques for protecting the public interest in government contracting.

Textbook



Government Contracting, Promises and Perils (Required);
by William Sims Curry

ISBN-10- 1420085654



Assignments

- Class Participation (20%)
- Quiz re: concepts discussed through first three sessions (20%)
- Quiz re: concepts discussed through next three sessions, four through six (20%)
- Prior to last class, notional Source Selection Plan (20%) and Source Selection Memo (20%), maximum two pages for each document (the instructor suggests work to begin on this as soon as you are prepared, the online resources, including the ones provided by the text, are plentiful and available)

Quizzes (unannounced or announced) will be administered, if it appears, in the judgment of the instructor, that participants are not preparing adequately based on the assigned materials. The weight assigned to quizzes will be not more than 15 percent with other evaluative criteria weights reduced proportionately.

Style Guidelines: Participants should employ APA style. Failure to do so will result in a loss of up to 100 percent of composition score.

Attendance: Students are expected to attend all class sessions and to be on time. In case students will be late or will miss a class, it is required that students inform the instructor as soon as student becomes aware of this situation. Documentation may be required. Absences will require a make-up assignment or result in the loss of 25% of the participation grade.

Preparation for Class - Each student is expected to be prepared to discuss the materials assigned. This involves: A) reading the assignment, B) making notes/summaries on each item assigned, and C) being prepared to summarize and discuss the material. Discussions among peers are encouraged.

Participation and Engagement – Students are required to participate in class by respectfully contributing insightful comments, criticism, and perspectives to discussions. Students are encouraged to ask questions and engage in group learning in a manner that reflects individual study. Opportunities will be provided for students to develop their professional presentation skills in a safe environment.

Communication: The instructor will be available via email, phone, or by appointment for a Zoom /face to face meeting. Contact information is provided above but you may also email me via Blackboard.

Timeliness: **LATE ASSIGNMENTS WILL RECEIVE A DEDUCTION OF ONE LETTER GRADE FOR EACH DAY OR PORTION THEREOF FOLLOWING THE DUE DATE.**

Exceptions may include a mutually agreed arrangement made **in advance** or *bona fide emergencies* (be prepared to supply documentation). Review the schedule at the end of this syllabus. If there are conflicts, let's discuss them ASAP.

Other Policies

Cell Phones and Laptops: In class - As a courtesy to others, please silence cell phones and leave the classroom in case you need to take *an urgent* call. Students may use laptops to take



notes and review online material related to the class. Answering emails, checking social media or surfing the net are not allowed during class time. Additionally, for virtual classes, please keep your camera on at all times except for brief interruptions that may occur.

Americans With Disabilities Act

The University of Texas at El Paso is committed to both the spirit and letter of federal equal opportunity legislation; reference Public Law 93112- The Rehabilitation Act of 1973 as amended. With the passage of new federal legislation entitled Americans with Disabilities Act- (ADA), pursuant to section 504 of The Rehabilitation Act, there is renewed focus on providing this population with the same opportunities enjoyed by all citizens.

UTEP is dedicated to providing reasonable accommodations to students with disabilities so they have equal access and opportunity to complete their education. University policy states that the student is responsible for informing the Center for Accommodation and Support Services of their disability, and for requesting accommodations within two weeks of the start of each semester. The Center for Accommodation and Support Services determines whether students need accommodation, and assists the instructor in providing accommodation.

If you have or suspect a disability and need accommodation, you should contact the Center for Accommodation and Support Services at 747-5148. You can also email the office at cass@utep.edu or go by room 106, Union Building East. For additional information, visit the CASS Website at: <http://sa.utep.edu/cass/>

Academic Dishonesty

It is the philosophy of the University of Texas at El Paso that academic dishonesty is a completely unacceptable mode of conduct and will not be tolerated in any form. All persons involved in academic dishonesty will be disciplined in accordance with University regulations and procedures. Scholastic dishonesty includes but is not limited to cheating, plagiarism, collusion, and submission for credit of any work or materials that are attributable in whole or in part to another person, taking an examination for another person, any act designed to give unfair advantage to a student or the attempt to commit such acts.

Disability Accommodations

If you are a person with a disability and anticipate needing any type of accommodation in order to participate in this class, please provide me with official documentation from the Disabled Student Services Office (DSSO) as soon as possible. The DSSO may be contacted at (915)747-5148. More information regarding the Office is available in the 2011-2012 Graduate Catalog or the DSSO's website: <http://www3.utep.edu/dssol/>.

Statement of Equal Opportunity

The learning environment is based on open communication, mutual respect, and nondiscrimination. It follows commonly practiced guidelines of non-discrimination based on age, color, disability, gender, national origin, race, religious belief (or lack thereof), sexual orientation, or veteran status. Please also refer to the Statement of Equal Educational Opportunity of the University of Texas at El Paso of the 2011-2012 Graduate Catalog.

Course Schedule – Please note: some modules may be covered in more than one week of class.

Module 1: Introduction to Government Procurement

Pitzer and Thai, Chapter 1, Intro to Public Procurement, pp. 10-21(provided),



Curry, Chapter 1, pp. 4-18, Case study, The Goals of Public Procurement, pp.20/21, be ready to discuss and contribute to discussion of questions 1-4

Module 2: Process and Timelines, Contract Planning, Pre-Solicitation Phase

Curry, pp. 29-43

Module 3: Solicitation Phase

Curry, pp.29-43, pp. 119-127, pp.135-141

Module 4: Proposal Evaluation Phase

Curry pp. 156-164, pp.175-178

Module 5: Process and Timelines, Contract Award Phase

Curry, Chapter 8, pp. 179-208

Module 6: Contracting During Emergencies

Curry, Chapter 9, pp. 209-235

Module 7: Sole Source or Competition

Curry, Chapter 4

Module 8: Social Objectives through Government Contracting

Curry, Chapter 5

Module 9: Contracting During Emergencies (part 2)

TBA

Module 10: Building a High Performing Contracts Team

Curry, Chapters 2&3

NOTE: Schedule may change, and additional reading materials may be added at the instructor's discretion based on the class's needs. Changes/updates will be announced in class or on Blackboard.

MPA Degree Plan

Core Curriculum

Code	Title	Hours
Core for the MPA Degree (All courses require a grade of C or better)		
Required Courses:		
PAD 5302	The Public Adm Profession	3
PAD 5310	Pub. Policy Process & Institut	3
PAD 5311	Econ Anal for Public Admin	3
PAD 5351	Applied Stats for Public Admin	3
PAD 5365	Pol Anal & Decision Making	3
Elective:		
Select one from the following:		3
PAD 5350	Public and Nonprofit Manage.	3
PAD 5352	Public Budgeting & Financ Mgmt	3
PAD 5353	Human Resources Management	3
Thesis Option:		
PAD 5398	Thesis	3
PAD 5399	Thesis	3
Capstone Option:		
PAD 5367	Comprehen Integration/Pub Adm	3
Concentration		
Select one concentration		9-12
Total Hours		36

The core curriculum will remain the same for all concentrations. Course additions will impact the following concentrations:

- [Nonprofit Administration and Governance](#)
- [Public Policy and Managemenet](#)

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Urban and Regional Planning Nonprofit Administration and Governance Concentration

Code	Title	Hours
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Concentration in Nonprofit Administration and Governance (All courses require a grade of C or better)

Concentration Requirements:

[PAD 5356](#) Soc Entrepren & Not/Prof Mgmt 3

Electives:

Thesis Option: Select two courses from the list below 6

Capstone Option: Select three courses from the list below 9

[PAD 5348](#) Innovation and Problem Solving 3

[PAD 5350](#) Public and Nonprofit Manage. 3

[PAD 5352](#) Public Budgeting & Financ Mgmt 3

[PAD 5353](#) Human Resources Management 3

[PAD 5354](#) Admin Law and Regulation 3

[PAD 5358](#) Admin. Ethics & Responsibility 3

[PAD 5363](#) Intergovernmental Relations 3

[PAD 5380](#) Selected Problems in Pub Adm 3

[PAD 5381](#) Pub & Nonprofit Program Eval 3

Total Concentration Hours 9-12

Course List

1

[PAD 5350](#) Public and Nonprofit Manage. , [PAD 5352](#) Public Budgeting & Financ Mgmt , [PAD 5353](#) Human Resources Management may be included if not counted in the required core above.

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Commented [RLA1]: Add:
PAD 53XX: Nonprofit Volunteer Mgmt
PAD 53XX: Nonprofit Exec Leadership
PAD 53XX: Nonprofit Fundraising

As elective options.

Public Policy Management

Code	Title	Hours
Public Policy & Management (All courses require a grade of C or better)		
Electives:		
Thesis Option: Select three courses from the list below		9
Capstone Option: Select four courses from the list below		12
PAD 5301	Qual Rsrch Methods for Pub Adm	3
PAD 5348	Innovation and Problem Solving	3
PAD 5350	Public and Nonprofit Manage.	3
PAD 5352	Public Budgeting & Financ Mgmt	3
PAD 5353	Human Resources Management	3
PAD 5354	Admin Law and Regulation	3
PAD 5356	Soc Entrepren & Not/Prof Mgmt	3
PAD 5358	Admin. Ethics & Responsibility	3
PAD 5360	Urban Administration	3
PAD 5363	Intergovernmental Relations	3
PAD 5364	Pub Part & Democratic Process	3
PAD 5380	Selected Problems in Pub Adm	3
PAD 5381	Pub & Nonprofit Program Eval	3
PAD 5359	Regional and Urban Planning	3
Total Hours		9-12
Course List		

1

[PAD 5350](#) Public and Nonprofit Manage., [PAD 5352](#) Public Budgeting & Financ Mgmt, [PAD 5353](#) Human Resources Management may be included if not counted in the required core above.

Commented [RLA2]: Add:
PAD 53XX: Government Contracting

Urban & Regional Planning

Code	Title	Hours
Urban & Regional Planning (All courses require a grade of a C or better)		
Electives:		
Thesis Option: Select three courses from the list below		9
Capstone Option: Select four courses from the list below		12
Policy and Administration:		
PAD 5301	Qual Rsrch Methods for Pub Adm	3
PAD 5359	Regional and Urban Planning	3
PAD 5360	Urban Administration	3
PAD 5363	Intergovernmental Relations	3
PAD 5364	Pub Part & Democratic Process	3
PAD 5380	Selected Problems in Pub Adm	3
PAD 5350	Public and Nonprofit Manage.	3
PAD 5352	Public Budgeting & Financ Mgmt	3
PAD 5353	Human Resources Management	3
Course List		

1

[PAD 5350](#) Public and Nonprofit Manage., [PAD 5352](#) Public Budgeting & Financ Mgmt, [PAD 5353](#) Human Resources Management may be included if not counted in the required core above.

Commented [RLA3]: Add:
PAD 53XX: Government Contracting