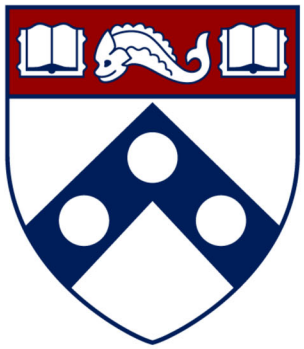
Course Syllabus



Penn
Social Policy & Practice
UNIVERSITY of PENNSYLVANIA

MS Nonprofit Leadership Program

NPLD 5890: Ethics and the Pursuit of Social Impact

Section 2 (On-Campus)

August 26 to December 2, 2025

Tuesdays, 12:00 PM to 03:00 PM

First Class: Tuesday, August 26

Last Class: Tuesday, December 2

Classroom: 36MK Room 109 (https://www.facilities.upenn.edu/maps/locations/market-street-3600) at 3600 Market Street, Philadelphia, PA 19104 (https://facilities.upenn.edu/maps/locations/market-street-3600)

Instructor: Scott Harkey, M.S. (https://canvas.upenn.edu/courses/1862876/files/148010620?wrap=1) (https://canvas.upenn.edu/courses/1862876/files/148010620/download?download_frd=1)

- Office Hours: by appointment
- Contact: Email: harkeys@upenn.edu (mailto:harkeys@upenn.edu)
- Please write "NPLD5890:" in the Subject Heading in your emails

Introduction

Nonprofit organizations often have multiple stakeholders, ranging from the board of trustees, to the donors, volunteers, employees and mission-partners, as well as multiple bottom-lines, such as financial

stability, community wellbeing, and social impact. Ethical dilemmas arise when there is no clear solution to a complex organizational decision involving these often competing interests. Working with limited time and information, leaders of organizations must find the best possible course of action, while balancing the needs and demands of diverse stakeholders.

In these situations, leaders and managers may face the following questions: Whose rights/benefits should prevail? What tradeoffs need to be made between multiple bottom lines? Does the mission of the organization take precedence over the privileges of employees or donors? To what extent can large funders influence the mission of the organization? What is an appropriate social return on investment?

This course will offer practical tools to identify an ethical issue when it arises, and to analyze the competing forces to identify the best solution. It will use specific case studies, real and hypothetical, to analyze a variety of ethical issues that arise when managing multiple stakeholders and multiple bottom-lines. It will conclude by suggesting ways that organizations can prevent and correct misconduct, develop a spirit of ethical behavior, and institutionalize ethical values in the organization's culture.

Grading

Assignments will be given the following weights toward your final grade:

- Weekly Discussion Questions: 10% *One post and one response per week*
- Reflection Papers: 20% (10% each)
- Presentations: 30% (10% each)
- In-Class Debate: 5%
- Code of Ethics Final Assignment: 35%

This course follows the School's grading policies for graduate-level courses:

97-100: A+; 94-96: A; 90-93: A-; 87-89: B+; 84-86: B; 80-83: B-; 77-79: C+; 74-76: C; 70-73: C-; 60-69: D; Below 60: F

Students completing this course as part of the Masters in Nonprofit Leadership core requirements must obtain a grade of C- or higher to receive credit. This policy can be viewed **here. (https://www.sp2.upenn.edu/resources/masters-student-handbook/policies-and-procedures-for-student-performance/#MinimumGradesinRequiLinks%20to%20an%20external%20site.%C2%A0)**

Class Participation and Attendance

Students are expected to attend all class meetings. **The program attendance policy can be found (https://sp2.upenn.edu/npl-specific-policies/) here (https://sp2.upenn.edu/npl-specific-policies/)** .

The University makes allowances for students who must miss class due to observance of religious holidays. If you must miss class for a religious holiday, you should notify me of this in writing by the second week of class. **The University's policy on religious holidays can be found (https://chaplain.upenn.edu/worship/holidays/) here (https://chaplain.upenn.edu/worship/holidays/)** .

Your regular attendance and active participation in class activities and discussions count toward your final participation grade. While I expect you to attend and participate actively in every class, I realize that other obligations or conflicts may arise. Therefore, I will not penalize your grade for missing class, provided you notify me and my TAs as soon as possible, in writing, as conflicts arise. Examples of excused absences include professional or work-related conflicts, family-related conflicts, or health-related conflicts. If you have a medical or family emergency and are unable to make it to class, please let me know as soon as you are able. All other absences must be submitted to me, in writing, in advance of the scheduled class meeting.

*****AGAIN, COMMUNICATION IS KEY. Please do not wait to notify me of any conflicts until after a scheduled class meeting or assignment due date. If you are concerned about your ability to attend class sessions or to complete assignments on time, please email to discuss your options.**

Late Work Policy

Timely submission of assignments is essential. Below is the late work policy for this course:

1. **General Penalty**: Late assignments incur a 1-point deduction per day or part-day late.
2. **Maximum Penalty**: Assignments over a week late receive a zero.
3. **Extensions**: Extensions are granted for valid reasons (ex., medical emergencies) with prior approval. Please communicate any extension needs you might have early and often.
4. **No Last-Minute Excuses**: Communicate issues early; last-minute extension requests are not appreciated unless there are circumstances beyond your control.

AI Policy

1. **No AI Assistance**: You may not use generative AI for your work in this class. Your submissions must be entirely your own work without any AI assistance.
2. **Academic Integrity and Plagiarism**: Submitting AI-generated content is a violation of Penn's Code of Academic Integrity and will be referred to the Center for Community Standards & Accountability (CSA).
3. **AI as a Reference**: AI is not considered a "scholarly source" for assignments requiring specific types of references.

Course Materials

The following materials will be used throughout the course. They are divided into required vs. optional, with notes on availability through the library and materials that must be purchased.

Required Materials

Available through the Penn Library or Online (no purchase necessary):

- **Ethics for Social Impact**, by Femida Handy and Allison R. Russell
  - This text is available as an ebook through the **Penn library website (https://ebookcentral-proquest-com.proxy.library.upenn.edu/lib/upenn-ebooks/reader.action?docID=5387383)**
- **Nonprofit Fundraising Strategy: A Guide to Ethical Decision Making and Regulation for Nonprofit Organizations**, by Janice Gow Pettey (2013)
  - **Pettey, Janice Gow. (2013) *Nonprofit Fundraising Strategy: A Guide to Ethical Decision Making and Regulation for Nonprofit Organizations*. Hoboken: John Wiley & Sons. (https://ebookcentral.proquest.com/lib/upenn-ebooks/detail.action?pq-origsite=primo&docID=1144077)**
    - For the Pettey book, from **https://franklin.library.upenn.edu/ (https://franklin.library.upenn.edu/)**, you should click on Login in the top right corner and select "Current faculty, student, staff login" and enter your PennKey and password. You can then **search for the Pettey book (https://franklin.library.upenn.edu/catalog/FRANKLIN_9977924984503681)** or just click on the link in the syllabus after you've logged in and you'll be able to read it online or download parts of it. You do not need to login to Ebook Central or create an account, but you can if you want.
- **Justice: What's the Right Thing to Do?**, by Michael J. Sandel
  - This text is available via **this link (https://iasbaba.com/wp-content/uploads/2015/05/Michael_Sandel-_Justice-_What_s_the_Right_Thing_to_Do.pdf)**

Must be purchased or rented:

- **The Science of Good and Evil: Why People Cheat, Gossip, Care, Share, and Follow the Golden Rule**, by Michael Shermer
  Purchase or rent; available via most book retailers
- **Ethics in Nonprofit Organizations: Theory and Practice (4th ed.)**, by Gary Grobman (2022)
  Purchase from White Hat Communications or other book retailers

Optional Materials

- **Principles for Good Governance and Ethical Practice: A Guide for Charities and Foundations (2015 Edition)**
  - A Guide for Charities and Foundations, (https://independentsector.org/wp-content/uploads/2016/11/Principles2015-Web.pdf) 2015 Edition 1 Principles For Good Governance And Ethical Practice- A Guide For Charities And Foundations. (2015) (https://independentsector.org/wp-content/uploads/2016/11/Principles2015-Web.pdf) .

Additional Weekly Readings

Additional articles and materials will be posted weekly on the course Canvas site. Please refer to the syllabus for embedded links and instructions.

THIS IS ALSO AVAILABLE HERE: Schedule at a Glance (https://canvas.upenn.edu/courses/1862876/pages/schedule-at-a-glance)

Week 1: Course Introduction (Aug. 26)

In-Class Structure:

- Break at some point through class
- Small group discussions on the five ethics approaches as listed in Dr. Handy's video. Groups expected to share conversations and thoughts with larger class.
  - *3.4 The Five Ethical Approaches to Decision Making (https://canvas.upenn.edu/media_attachments_iframe/147922663) (https://canvas.upenn.edu/courses/1674280/files/112398518/download?download_frd=1)
  - *3.5 Applying the Five Ethical Approaches to Decision Making (https://canvas.upenn.edu/media_attachments_iframe/147922681)
- Discussion Post Class Review
  - Week 1 Discussion Post-This should be completed by 8/25/25 at 11:59 pm ET. Prior to the first class, please view and reply to at least one of your classmates' submissions.

(https://canvas.upenn.edu/courses/1862876/discussion_topics/10238040)

- Lecture
- Questions

Course Overview:

- In Person Introductions
- Course Schedule Review
  - **Nonprofit Scandal Presentation - Instructions & Upload** (https://canvas.upenn.edu/courses/1862876/assignments/13536706)
  - **Case Presentations Round 1 - Instructions & Upload** (https://canvas.upenn.edu/courses/1862876/assignments/13536695)
  - **Reflection Paper 1** (https://canvas.upenn.edu/courses/1862876/assignments/13536707)
  - **Reflection Paper 2** (https://canvas.upenn.edu/courses/1862876/assignments/13536708)
  - **Final Project Instructions** (https://canvas.upenn.edu/courses/1862876/assignments/13536705)
- Important Dates for Fall 2025 Semester
- Course Evaluations
- Canvas Familiarity and Questions
- Office Hours
- Expectations

Lecture Topics:

- What is ethics and why does it matter in nonprofit work?
- History of the nonprofit sector and ethical expectations
- Personal vs. professional ethics
- Individual and organizational ethical identity

Required Pre Class Work:

- **Course Introduction & Discussion- This should be completed by 8/25/25 at 11:59 pm ET. Prior to the first class, please view your classmates' submissions.** (https://canvas.upenn.edu/courses/1862876/discussion_topics/10257826)

- **Week 1 Discussion Post-This should be completed by 8/25/25 at 11:59 pm ET. Prior to the first class, please view and reply to at least one of your classmates' submissions.** (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238040)
- Watch Dr. Handy's videos on Canvas (links below)
  - **History of Morality/What To Do/Religion/Philosophy** (https://canvas.upenn.edu/media_attachments_iframe/147923627) (https://canvas.upenn.edu/courses/1674280/files/112391109/download?download_frd=1)
  - **Pluralism** (https://canvas.upenn.edu/media_attachments_iframe/147922765) (https://canvas.upenn.edu/courses/1674280/files/112398334/download?download_frd=1)
  - **Applying The Frameworks** (https://canvas.upenn.edu/courses/1862876/files/147922742?wrap=1) ↓ (https://canvas.upenn.edu/courses/1862876/files/147922742/download?download_frd=1) (https://canvas.upenn.edu/courses/1674280/files/112402580/download?download_frd=1)
  - **Application: Bribe or Gift** (https://canvas.upenn.edu/media_attachments_iframe/147922719) (https://canvas.upenn.edu/courses/1674280/files/112390756/download?download_frd=1)
  - **Strengths of 3 -Isms** (https://canvas.upenn.edu/media_attachments_iframe/147922716) (https://canvas.upenn.edu/courses/1674280/files/112390820/download?download_frd=1)
  - **3.3 Identifying Your Own Ethical Foundations** (https://canvas.upenn.edu/media_objects_iframe/m-FH4V8MkmRqm1ew6Cxg8ojNwTUfVoP9V?type=video%3Ftype%3Dvideo)
  - **3.4 The Five Ethical Approaches to Decision Making** (https://canvas.upenn.edu/media_attachments_iframe/147922663) (https://canvas.upenn.edu/courses/1674280/files/112398518/download?download_frd=1)
  - **3.5 Applying the Five Ethical Approaches to Decision Making** (https://canvas.upenn.edu/media_attachments_iframe/147922681) (https://canvas.upenn.edu/courses/1674280/files/112398451/download?download_frd=1)
  - **2.7 Values and Norms** (https://canvas.upenn.edu/media_attachments_iframe/147922759) (https://canvas.upenn.edu/courses/1674280/files/112399017/download?download_frd=1)
  - **2.8 Changes in Values and Norms** (https://canvas.upenn.edu/media_objects_iframe/m-2uvxSbomPBoxmxgRKCZzfp9rkw3e3EaA?type=video%3Ftype%3Dvideo)
  - **2.9 Changes in Values and Norms** (https://canvas.upenn.edu/courses/1862876/files/147922750?wrap=1) ↓ (https://canvas.upenn.edu/courses/1862876/files/147922750/download?download_frd=1)

Required Pre Class Readings:

- Janice Gow Pettey. (2013). ***Nonprofit fundraising strategy : a guide to ethical decision making and regulation for nonprofit organizations***. Wiley. (https://ebookcentral.proquest.com/lib/upenn-ebooks/detail.action?pq-origsite=primo&docID=1144077)
  - Specific for Weeks 1 & 2:

    - Ch. 21, Schambra, 'Restoring Public Confidence in the Nonprofit Sector (https://ebookcentral.proquest.com/lib/upenn-ebooks/reader.action?docID=1144077&ppg=288&c=RVBVQg)

- Grobman, Gary. (2022). *Ethics in Nonprofit Organizations, Theory and Practice, 4th edition.* Harrisburg: White Hat Communications.
    - Specific for Weeks 1 & 2:
        - Preface (p. 9-14);
        - Ch. 1: Introduction to Ethics and Ethics Theory (p. 17-36);
        - Ch. 2: Introduction to Nonprofit Ethics (pgs. 37-48;
        - Ch. 3: Nonprofit Ethics in the News (p. 49-58) (https://canvas.upenn.edu/courses/1674280/files/112389584?wrap=1)
- Renz, D. O., & Herman, R. D. (2016). *The Jossey-Bass handbook of nonprofit leadership and management*. Jossey-Bass, A Wiley Brand.
    - Specific for Weeks 1 & 2:
        - Jeavons, Thomas H., Ethics in Nonprofit Management: creating a culture of integrity' Chapter 7 of Jossey-Bass Handbook of Nonprofit Leadership & Management, 2013 (also Ch 7 in 4th edition, 2016) . (https://canvas.upenn.edu/courses/1862876/files/147924350?wrap=1) (https://canvas.upenn.edu/courses/1862876/files/147924350/download?download_frd=1)
- Ethics and the Nation's Voluntary and Philanthropic Community. (n.d.). Retrieved December 19, 2019. (http://efc.issuelab.org/resources/16107/16107.pdf)
    - This is also on pg. 395-412 of the Pettey book (https://community.corporatecompliance.org/HigherLogic/System/DownloadDocumentFile.ashx?DocumentFileKey=a8dd604c-39cf-4039-88c2-5997f29126f8&forceDialog=0)
- cguevara. (n.d.). Value of Volunteer Time Report | Independent Sector Resources. Independent Sector. (https://independentsector.org/resource/value-of-volunteer-time/#:~:text=In%20its%20newest%20Value%20of)

Optional Readings:

- Howarth, P. (n.d.). Health of the U.S. Nonprofit Sector 2024. Independent Sector. (https://independentsector.org/resource/health-of-the-u-s-nonprofit-sector/)
- Health of the U.S. Nonprofit Sector. (2023). (https://independentsector.org/wp-content/uploads/2023/11/2023-Health-of-the-U.S.-Nonprofit-Sector-Annual-Review.pdf)
- Fahrenthold, D. A., Closson, T., & Tate, J. (2022, July 3). 76 Fake Charities Shared a Mailbox. The I.R.S. Approved Them All. The New York Times. (https://www.nytimes.com/2022/07/03/us/politics/irs-fake-charities.html?smid=url-share)
    - You can activate your free New York Times account provided by Penn here (http://pwp.library.upenn.edu.proxy.library.upenn.edu/loggedin/pwp/pw-nyt.html)
- Moser, B. (2019). The Reckoning of Morris Dees and the Southern Poverty Law Center. The New Yorker. (https://www.newyorker.com/news/news-desk/the-reckoning-of-morris-dees-and-the-

southern-poverty-law-center)

- Colman, Z. (n.d.). “The system was broken”: How The Nature Conservancy prospered but ran aground. POLITICO. (https://www.politico.com/story/2019/07/07/nature-conservancy-discrimination-leadership-turnover-1399149)
- Strengthening Transparency Governance Accountability of Charitable Organizations: A Final Report to Congress and the Nonprofit Sector (https://search.issuelab.org/resource/strengthening-transparency-governance-accountability-of-charitable-organizations-a-final-report-to-congress-and-the-nonprofit-sector.html)
- (https://search.issuelab.org/resource/strengthening-transparency-governance-accountability-of-charitable-organizations-a-final-report-to-congress-and-the-nonprofit-sector.html) IRS Form 990. Return of Organization Exempt From Income Tax (https://www.irs.gov/pub/irs-pdf/f990.pdf)
  - Review especially part VI/page 6
- (https://search.issuelab.org/resource/strengthening-transparency-governance-accountability-of-charitable-organizations-a-final-report-to-congress-and-the-nonprofit-sector.html)

Weekly Discussion Prompt: Reflect on a moment from your work or personal life when you faced an ethical dilemma. What made it challenging? How did you resolve it, and what would you do differently now knowing what you do about nonprofit ethics? (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238040)

***Reminder:** You are expected to both post and reply to a classmate's submission for the weekly prompts.

Week 2: Ethical Foundations of the Nonprofit Sector (Sept. 2)

In-Class Structure:

- Break at some point through class
- Small group discussions on nonprofit accountability and the public trust. Groups expected to share conversations and thoughts with larger class.
- Discussion Post Class Review
  - Week 2 Discussion Post- (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238039) This should be completed by 9/1/25 at 11:59 pm ET. Prior to class, please view and reply to at least one of your classmates’ submissions.
- Lecture
- Questions

Lecture Topics:

- What distinguishes nonprofit ethics from corporate or governmental ethics?
- The importance of trust and accountability in mission-driven work
- Stakeholders and values in the nonprofit ecosystem

Required Pre Class Work:

- **Week 2 Discussion Post- (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238039)** This should be completed by 9/1/25 at 11:59 pm ET. Prior to class, please view and reply to at least one of your classmates' submissions.

Required Pre Class Readings:

- See "Required Readings for Weeks 1 and 2" from previous week

Optional Pre Class Readings:

- See "Optional Readings for Weeks 1 and 2" from previous week

Weekly Discussion Prompt: What are some of the unique ethical responsibilities that nonprofit organizations carry compared to for-profits or government entities? Provide an example from your experience or the readings.
(https://canvas.upenn.edu/courses/1862876/discussion_topics/10238039)

***Reminder:** You are expected to both post and reply to a classmate's submission for the weekly prompts.

Week 3: Ethical Frameworks I- Consequentialist Theories (Sept. 9)

In-Class Structure:

- Break at some point through class
- Small group discussions on tying ethical theories to real nonprofit cases. Groups expected to share conversations and thoughts with larger class.

- Discussion Post Class Review
    - **Week 3 Discussion Post (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238041)** - This should be completed by 9/8/25 at 11:59 pm ET. Prior to class, please view and reply to at least one of your classmates' submissions.
- Lecture
- Dedicated Time for Group Work
- Questions

Lecture Topics:

- Utilitarianism
- The Common Good Approach
- What is an ethical framework?
- Consequentialist Ethics
- Libertarianism

Required Pre Class Work:

- **Week 3 Discussion Post- (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238041)** This should be completed by 9/8/25 at 11:59 pm ET. Prior to class, please view and reply to at least one of your classmates' submissions.
- **Review for Scandal Presentation (https://canvas.upenn.edu/courses/1862876/assignments/13536706)** (presentations during Week 4-Sept. 16)
    - Groups will be assigned in Week 3 Class

Required Pre Class Readings:

- Handy & Russell (2018), Ch. 3
- Sandel (2009), Justice, Ch. 2–4

Optional Pre Class Readings:

- N/A

Weekly Discussion Prompt: How would a consequentialist approach inform how you would handle a donor offering a large gift from a controversial source? What ethical concerns arise? (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238041)

***Reminder:** You are expected to both post and reply to a classmate's submission for the weekly prompts.

Week 4: Ethical Frameworks II - Non-Consequentialist Theories (Zoom Speaker- Sept. 16)

In-Class Structure:

- Break at some point through class
- Nonprofit Scandal Presentations
- Discussion Post Class Review
  - **Week 4 Discussion Post- This should be completed by 9/15/25 at 11:59 pm ET. Prior to class, please view and reply to at least one of your classmates' submissions. (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238042)**
- Lecture
- Questions

Guest Speaker- A. Stefanie Ruiz (https://www.clemson.edu/cbshs/about/profiles/index.html?userid=steruiz) - Topics:

- Kantian Ethics and duty
- Rawls' Justice as Fairness
- Aristotelian Virtue Ethics
- Critical and feminist ethics

Required Pre Class Work:

- **Week 4 Discussion Post- This should be completed by 9/15/25 at 11:59 pm ET. Prior to class, please view and reply to at least one of your classmates' submissions. (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238042)**

Required Pre Class Readings:

- Sandel, Justice, Ch. 5–6 and 8

Optional Pre Class Readings:

- N/A

Weekly Discussion Prompt: Compare how a Kantian vs. a Rawlsian approach would influence decisions about staff layoffs in a financially struggling nonprofit. Which do you find most compelling and why? (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238042)

***Reminder:** You are expected to both post and reply to a classmate's submission for the weekly prompts.

Week 5: Applying Ethical Frameworks (Sept. 23)

In-Class Structure:

- Break at some point through class
- Small group discussions of the Pros and Cons of the roadmap. Groups expected to share conversations and thoughts with larger class.
- Review of Cases in Handy & Russell (p. 118), Assign into Presentation Groups, Presentations during Week 6- Sept. 30 Class
- Discussion Post Class Review
    - **Week 5 Discussion Post- This should be completed by 9/22/25 at 11:59 pm ET. Prior to class, please view and reply to at least one of your classmates' submissions. (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238043)**
- Lecture
- Dedicated Time for Group Work
- Questions

Lecture Topics:

- The Roadmap for Ethical Decision-Making
- How do ethical frameworks inform real-world decision-making?
- What is the roadmap for ethical decision-making?
- Why should we practice systematic decision-making?
- How can we apply it to nonprofit management and leadership?

Required Pre Class Work:

- **Week 5 Discussion Post- This should be completed by 9/22/25 at 11:59 pm ET. Prior to class, please view and reply to at least one of your classmates' submissions. (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238043)**

Required Pre Class Readings:

- Handy & Russell, Ch. 5
- Sandel, Justice, Ch. 7 and 9

Optional Pre Class Readings:

- N/A

Weekly Discussion Prompt: Reflect on the ethical decision-making roadmap. What step do you find most challenging and why? How might it help your own organization handle ethical issues more systematically? (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238043)

*__Reminder:__ You are expected to both post and reply to a classmate's submission for the weekly prompts.

Week 6: Financial Oversight and Fundraising Ethics (Guest Speaker- Sept. 30)

In-Class Structure:

- Break at some point through class
- Case Study Presentations

- Discussion Post Class Review
  - **Week 6 Discussion Post-This should be completed by 9/29/25 at 11:59 pm ET. Prior to class, please view and reply to at least one of your classmates' submissions. (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238045)**
- Small group discussions on best practices of balancing donor relationships and institutional values. Groups expected to share conversations and thoughts with larger class.
- Lecture
- Questions

Lecture Topics:

- Donor intent, mission drift, and tainted money
- Gift acceptance and reputational risk
- Transparency and the ethics of overhead

Guest Speaker: **Michael J. Washburn, Senior Director of Gift Management at the University of Pennsylvania (https://giving.upenn.edu/gift-management/)**

Required Pre Class Work:

- **Week 6 Discussion Post-This should be completed by 9/29/25 at 11:59 pm ET. Prior to class, please view and reply to at least one of your classmates' submissions. (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238045)**

Required Pre Class Readings:

- Grobman, Gary. (2022). *Ethics in Nonprofit Organizations, Theory and Practice, 4th edition.* Harrisburg: White Hat Communications.
  - Specific for Week 6:
    - Ch. 9 Ethics in Financial Management (pgs. 117-130)
- **Archambeault, D. S., Webber, S., & Greenlee, J. (2014). Fraud and Corruption in U.S. Nonprofit Entities. Nonprofit and Voluntary Sector Quarterly, 44(6), 1194–1224. (https://canvas.upenn.edu/courses/1862876/files/147924434?wrap=1) (https://canvas.upenn.edu/courses/1862876/files/147924434/download?download_frd=1) (https://canvas.upenn.edu/courses/1674280/files/112389773/download?download_frd=1)**

- **BBB Standards for Charity Accountability. (n.d.). Give_org. (https://www.give.org/charity-landing-page/bbb-standards-for-charity-accountability)**

Optional Pre Class Readings:

- **Donor Bill of Rights (https://afpglobal.org/donor-bill-rights)**

Weekly Discussion Prompt: What ethical tensions can arise between honoring donor intent and serving an organization's evolving mission? How might your nonprofit handle this conflict? (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238045)

***Reminder:** You are expected to both post and reply to a classmate's submission for the weekly prompts.

Week 7: Power Dynamics Between Grantees and Grantors (Oct. 7)

In-Class Structure:

- Break at some point through class
- Small group discussions on best practices of balancing donor relationships and institutional values. Groups expected to share conversations and thoughts with larger class.
- Lecture
- Dedicated Time for Group Work
- Questions
- Class Scenario
- Overview of final Code of Ethics assignment:
  - **Final Project Instructions (https://canvas.upenn.edu/courses/1862876/assignments/13536705)**

Lecture Topics:

- What makes for a productive and collaborative relationship between grantors and grantees?; How can we ameliorate the power dynamic?

Required Pre Class Work:

- **Week 7 Discussion Post-This should be completed by 10/7/25 at 11:59 pm ET. (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238034)**
- **Class Scenario**: Student groups will be divided into two sections: half the groups will respond for foundations; half the groups will respond for nonprofits:
    - **For Foundations:** You have a long-standing relationship with a highly effective nonprofit in your city. Your foundation helped to start the nonprofit 20 years ago, and has been a steady supporter over the years since then. Recently, a new CEO took over your foundation and has new ideas for how the foundation should be investing its resources going forward, even though this means disinvesting in long-standing grantees' current programs. What are the ethical issues raised in this scenario, and what would you recommend to your CEO that your foundation do?

    - **For Nonprofits:** You have a long-standing relationship with one of the few large foundations in your city. The foundation helped to start your organization 20 years ago, and has been a steady supporter over the years since then. Recently a new CEO has taken over the foundation and they have decided to take their grantmaking in a new direction. They have invited you to apply for continued support, but that would require you to shift your priorities & activities to align with their new strategy. What are the ethical issues raised in this scenario, and what would you recommend to your board that your nonprofit do?

Required Pre Class Readings:

- **Janice Gow Pettey. (2013). Nonprofit fundraising strategy : a guide to ethical decision making and regulation for nonprofit organizations. Wiley. (https://ebookcentral.proquest.com/lib/upenn-ebooks/detail.action?pq-origsite=primo&docID=1144077)**
    - Specific for Week 7:
        - Ch. 10, Choosing a Leadership Role
        - Ch. 17, Leadership, Governance, and Giving
        - Ch. 19, Ethical Relationships Between Grantees and Funders
- **Rhode, D., & Packel, A. (2009). Ethics and Nonprofits. (https://ssir.org/images/articles/2009SU_Feature_Rhode_Packel.pdf)**
- **Fitzgerald, D. (n.d.). Model Partnerships For Impact Synopsis. Independent Sector. Retrieved August 22, 2022 (https://independentsector.org/resource/model-partnerships-for-impact-synposis/)**

Optional Pre Class Readings:

- MODEL PARTNERSHIPS FOR IMPACT OPEN ROAD ALLIANCE AND SPLASH. (2016). (https://independentsector.org/wp-content/uploads/2016/10/PowerDyne2-ORA-SPLASH-v2-FINAL.pdf)
- MODEL PARTNERSHIPS FOR IMPACT THE CRICKET ISLAND FOUNDATION AND COMMUNITIES UNITED. (2016). (https://independentsector.org/wp-content/uploads/2016/11/PowerDyne6-CuCi-v2-FINAL.pdf)
- MODEL PARTNERSHIPS FOR IMPACT THE CREATING IT FUTURES FOUNDATION AND PER SCHOLAS. (2016). (https://independentsector.org/wp-content/uploads/2016/11/PowerDyne7-PerScholas-Comptia-FINAL.pdf)
- MODEL PARTNERSHIPS FOR IMPACT THE WILBURFORCE FOUNDATION AND NATIONAL WILDLIFE REFUGE ASSOCIATION. (2016). (https://independentsector.org/wp-content/uploads/2016/11/PowerDyne8-Wilburforce-NWRA-FINAL-1.pdf)
- MODEL PARTNERSHIPS FOR IMPACT THE EDNA MCCONNELL CLARK FOUNDATION AND COMMUNITIES IN SCHOOLS. (2016). (https://independentsector.org/wp-content/uploads/2016/10/PowerDyne5-CIS-EMCF-v3-FINAL.pdf)
- MODEL PARTNERSHIPS FOR IMPACT AMERICAN EXPRESS AND CENTER FOR CREATIVE LEADERSHIP. (2016). (https://independentsector.org/wp-content/uploads/2016/10/PowerDyne4-CCL_AMEX-FINAL.pdf)
- MODEL PARTNERSHIPS FOR IMPACT THE WEINGART FOUNDATION AND MOMS ORANGE COUNTY. (2016). (https://weingartfnd.org/wp-content/uploads/2021/01/PowerDyne3-WEINGART_MOMS-v2-FINAL.pdf)
- MODEL PARTNERSHIPS FOR IMPACT THE WALLACE FOUNDATION AND PRINCE GEORGE'S COUNTY PUBLIC SCHOOLS. (2016). (https://independentsector.org/wp-content/uploads/2016/10/PowerDyne1-WallaceFoundation-v7-FINAL.pdf)
- Schwab, T., 2020. *Bill Gates's Charity Paradox*. [online] Docslib. Available at: <https://docslib.org/doc/12078956/bill-gatess-charity-paradox> (https://docslib.org/doc/12078956/bill-gatess-charity-paradox)

Weekly Discussion Prompt: Reflect on this week's prompt. What stood out to you most from the readings or class discussion? How does it connect to your experience or goals in the nonprofit sector? (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238034)

*__Reminder:__ You are expected to both post and reply to a classmate's submission for the weekly prompts.

Week 8: Fundraising and Donor Relations (Zoom Speaker- Oct. 14)

In-Class Structure:

- Break at some point through class

- Discussion Post Class Review
  - **Week 8 Discussion Post- This should be completed by 10/13/25 at 11:59 pm ET. Prior to class, please view and reply to at least one of your classmates' submissions. (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238032)**
- Small group discussions on best practices of how nonprofits can effectively navigate donor influence. Groups expected to share conversations and thoughts with larger class.
- Lecture
- Dedicated Time for Group Work
- Questions

Lecture Topics:

- Ethical Donor Relationships
- Maintaining Public Trust
- Transparency in Communications
- Navigating Donor Influence

Guest Speaker-Skylar Higgins-Bell, Director of Development, East Region, The Mayo Clinic (https://www.linkedin.com/in/snramsey)

Required Pre Class Work:

- **Week 8 Discussion Post- This should be completed by 10/13/25 at 11:59 pm ET. Prior to class, please view and reply to at least one of your classmates' submissions. (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238032)**

Required Pre Class Readings:

  - Grobman, Gary. (2022). *Ethics in Nonprofit Organizations, Theory and Practice, 4th edition.* Harrisburg: White Hat Communications.
    - Specific for Week 8:
      - Ch. 7, Fundraising
  - **Janice Gow Pettey. (2013). *Nonprofit fundraising strategy : a guide to ethical decision making and regulation for nonprofit organizations*. Wiley. (https://ebookcentral.proquest.com/lib/upenn-ebooks/detail.action?pq-origsite=primo&docID=1144077)**
    - Specific for Week 8:
      - Ch. 4, Scanlan, Public Privacy
      - Ch. 5, Tempel, Tainted Money
      - Ch. 13, Pettey, Ethical Decision Making

Optional Pre Class Readings:

- Faulk, L., Kim, M., Derrick-Mills, T., Boris, E., Tomasko, L., Hakizimana, N., Chen, T., Kim, M., & Nath, L. (2021). *RESEARCH REPORT Nonprofit Trends and Impacts 2021 National Findings on Donation Trends from 2015 through 2020, Diversity and Representation, and First-Year Impacts of the COVID-19 Pandemic*. (https://www.urban.org/sites/default/files/publication/104889/nonprofit-trends-and-impacts-2021_1_0.pdf)
- Giving USA 2020: What Are the Implications for You? (2020, June 23). Non Profit News | Nonprofit Quarterly. (https://nonprofitquarterly.org/giving-usa-2020-what-are-the-implications-for-you/)

Weekly Discussion Prompt: Reflect on one of the past week's topics—ex. ethical donor relationships, public trust, transparency, or donor influence. Why do you think it's important in the nonprofit sector? Share an example (real or hypothetical) where this issue might arise, and how you think it should be handled. (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238032)

*__Reminder:__ You are expected to both post and reply to a classmate's submission for the weekly prompts.

Week 9: Codes of Ethics, Organizational Culture & Human Moral Behavior (Oct. 21)

In-Class Structure:

- Break at some point through class
- Discussion Post Class Review
  - Week 9 Discussion Post- This should be completed by 10/20/25 at 11:59 pm ET. Prior to class, please view and reply to at least one of your classmates' submissions. (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238033)
- Small group discussions focused how do ethical codes and organizational culture shape behavior. Groups expected to share conversations and thoughts with larger class.
- Lecture
- Dedicated Time for Group Work

Lecture Topics:

- Developing and implementing a code of ethics

- Strengths and limitations of ethical codes
- Tone from the top and organizational culture
- Psychology and science of moral behavior
- Evolutionary ethics, altruism, and self-interest

Required Pre Class Work:

- **Week 9 Discussion Post- This should be completed by 10/20/25 at 11:59 pm ET. Prior to class, please view and reply to at least one of your classmates' submissions. (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238033)**

Required Pre Class Readings:

- Grobman, Gary. (2022). *Ethics in Nonprofit Organizations, Theory and Practice, 4th edition.* Harrisburg: White Hat Communications.
  - Chapter. 4-5, 8
- Sandel, final chapter

Optional Pre Class Readings:

- N/A

Weekly Discussion Prompt: Think about both individual behavior and institutional systems. What do you believe drives people to act ethically—or unethically—in nonprofit settings? Is "goodness" learned, hardwired, or contextual? What role do codes of ethics and organizational culture play in shaping that behavior? (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238033)

***Reminder:** You are expected to both post and reply to a classmate's submission for the weekly prompts.

Week 10: In-Class Debate: Should Private Universities Be Exempt from Property Taxes? (Guest Speaker- Oct. 28)

In-Class Structure:

- Break at some point through class
- In Class Debate
- Discussion Post Class Review
  - **Week 10 Discussion Post- This should be completed by 10/27/25 at 11:59 pm ET. Prior to class, please view and reply to at least one of your classmates' submissions. (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238047)**
- Small group discussions on post-debate to debrief arguments and ethical tensions. Groups expected to share conversations and thoughts with larger class.
- Lecture
- Dedicated Time for Group Work
- Questions

Lecture Topics:

- Tax exemption and public benefit
- University-community relationships
- Economic justice and nonprofit status

Guest Speaker: Robert Vosburgh, JD, Executive Director for Planned Giving, Penn Medicine (https://www.linkedin.com/in/robert-vosburgh-b439b18)

Required Pre Class Work:

- **Week 10 Discussion Post- This should be completed by 10/27/25 at 11:59 pm ET. Prior to class, please view and reply to at least one of your classmates' submissions. (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238047)**
- Prepare for your assigned role- **In Class Debate NPLD 589 R-1.docx (https://canvas.upenn.edu/courses/1862876/files/147920799?wrap=1) (https://canvas.upenn.edu/courses/1862876/files/147920799/download?download_frd=1)**

Required Pre Class Readings:

- Sandel, *Justice*, Ch. 9
- Prepare for the In-Class Debate by carefully reading the following articles:

- Harvard's role as a nonprofit (https://canvas.upenn.edu/courses/1862876/files/147924658?wrap=1) (https://canvas.upenn.edu/courses/1862876/files/147924658/download?download_frd=1) (https://canvas.upenn.edu/courses/1788205/files/134861247/download?download_frd=1)
- Harvard Tax Exempt (https://canvas.upenn.edu/courses/1862876/files/147924657?wrap=1) (https://canvas.upenn.edu/courses/1862876/files/147924657/download?download_frd=1) (https://canvas.upenn.edu/courses/1788205/files/134861109/download?download_frd=1)
- Take away Harvard's nonprofit Status- Take Away Harvard's Nonprofit Status-1.pdf (https://canvas.upenn.edu/courses/1862876/files/147924656?wrap=1) (https://canvas.upenn.edu/courses/1862876/files/147924656/download?download_frd=1) (https://canvas.upenn.edu/courses/1788205/files/134861170?wrap=1)
- The property tax exemption for NPOs (https://canvas.upenn.edu/courses/1862876/files/147924655?wrap=1) (https://canvas.upenn.edu/courses/1862876/files/147924655/download?download_frd=1) (https://canvas.upenn.edu/courses/1788205/files/134861251/download?download_frd=1)
- Why should rich universities get huge property tax exemptions (https://canvas.upenn.edu/courses/1862876/files/147924653?wrap=1) (https://canvas.upenn.edu/courses/1862876/files/147924653/download?download_frd=1) (https://canvas.upenn.edu/courses/1788205/files/134861166/download?download_frd=1) (https://canvas.upenn.edu/courses/1788205/files/134861223/download?download_frd=1)
- Opinion The problem with charitable giving (https://canvas.upenn.edu/courses/1862876/files/147924652?wrap=1) (https://canvas.upenn.edu/courses/1862876/files/147924652/download?download_frd=1) (https://canvas.upenn.edu/courses/1788205/files/134861219/download?download_frd=1)
- Tax-exempt status of universities (https://canvas.upenn.edu/courses/1862876/files/147924650?wrap=1) (https://canvas.upenn.edu/courses/1862876/files/147924650/download?download_frd=1) (https://canvas.upenn.edu/courses/1788205/files/134861224/download?download_frd=1)
- Should all university property be tax-exempt (https://canvas.upenn.edu/courses/1862876/files/147924649?wrap=1) (https://canvas.upenn.edu/courses/1862876/files/147924649/download?download_frd=1)

- In Class Debate NPLD 589 R.docx (https://canvas.upenn.edu/courses/1862876/files/147920767?wrap=1) (https://canvas.upenn.edu/courses/1862876/files/147920767/download?download_frd=1)

Optional Pre Class Readings:

- Penn's FY24 Economic Impact Report | University of Pennsylvania Facilities and Real Estate Services (https://facilities.upenn.edu/about/news/penns-fy24-economic-impact-report)

Weekly Discussion Prompt: Where do you stand on the question of nonprofit universities and tax exemption? What arguments or values are most compelling to you?

(https://canvas.upenn.edu/courses/1862876/discussion_topics/10238047)

*__Reminder:__ You are expected to both post and reply to a classmate's submission for the weekly prompts.

Week 11: Identity and Ethics (Zoom Speaker- Nov. 4)

In-Class Structure:

- Break at some point through class
- Discussion Post Class Review
  - **Week 11 Discussion Post- This should be completed by 11/3/25 at 11:59 pm ET. Prior to class, please view and reply to at least one of your classmates' submissions.** (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238031)
- Small group discussions focused on identity and ethical dilemmas in nonprofit practice. Groups expected to share conversations and thoughts with larger class.
- Lecture
- Dedicated Time for Group Work

Lecture Topics:

- Ethics and identity: race, gender, positionality, and power
- **Guest Lecture: Dr. A. Stefanie Ruiz** (https://www.clemson.edu/cbshs/about/profiles/index.html?userid=steruiz)
- Intersectionality and equity in nonprofit practice

Required Pre Class Work:

- **Week 11 Discussion Post- This should be completed by 11/3/25 at 11:59 pm ET. Prior to class, please view and reply to at least one of your classmates' submissions.** (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238031)
- Watch assigned **video.** (https://www.youtube.com/watch?v=Yao9zb7PD2I&embeds_referring_euri=https%3A%2F%2Fcanvas.upenn.edu%2Fcourses%2F1788205%

Required Pre Class Readings:

- **NYT - Can a woman pretend to be lesbian?** (https://canvas.upenn.edu/courses/1862876/files/147924731?wrap=1)

(https://canvas.upenn.edu/courses/1862876/files/147924731/download?download_frd=1)

- NYT - Confining deplorable remarks to the home? (https://canvas.upenn.edu/courses/1862876/files/147924730?wrap=1) (https://canvas.upenn.edu/courses/1862876/files/147924730/download?download_frd=1)
- NYT - What to do about my awful, sexist boss? (https://canvas.upenn.edu/courses/1862876/files/147924729?wrap=1) (https://canvas.upenn.edu/courses/1862876/files/147924729/download?download_frd=1)
- NYT - Reporting biased remarks of a campus cop? (https://canvas.upenn.edu/courses/1862876/files/147924728?wrap=1) (https://canvas.upenn.edu/courses/1862876/files/147924728/download?download_frd=1)
- NYT - Is it ok to fire a Muslim driver for not carrying wine? (https://canvas.upenn.edu/courses/1862876/files/147924727?wrap=1) (https://canvas.upenn.edu/courses/1862876/files/147924727/download?download_frd=1)

Optional Pre Class Readings:

- N/A

Weekly Discussion Prompt: How do your social identities impact the ethical choices you make as a nonprofit professional? When is neutrality not an ethical option? (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238031)

*__Reminder:__ You are expected to both post and reply to a classmate's submission for the weekly prompts.

Week 12: International Nonprofit Ethics (Zoom Speaker-Nov. 11)

In-Class Structure:

- Break at some point through class
- Discussion Post Class Review
  - Week 12 Discussion Post- This should be completed by 11/10/25 at 11:59 pm ET. Prior to class, please view and reply to at least one of your classmates' submissions. (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238044)
- Small group discussions on best practices of INGOs should balance local norms with global ethics. Groups expected to share conversations and thoughts with larger class.
- Lecture
- Dedicated Time for Group Work
- Questions

Lecture Topics:

- Ethical challenges when working across borders
- Postcolonial and cultural critiques of international aid and development
- **Guest Speaker:** Dr. Allison Russell (https://engagejournal.org/bios/russell)

Required Pre Class Work:

- Week 12 Discussion Post- This should be completed by 11/10/25 at 11:59 pm ET. Prior to class, please view and reply to at least one of your classmates' submissions. (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238044)

Required Pre Class Readings:

- Handy & Russell, Ch. 7
- Bell and Carens (2004), "The Ethical Dilemmas of International Human Rights and Humanitarian NGOs: Reflections on a Dialogue between Practitioners and Theorists " (https://canvas.upenn.edu/courses/1862876/files/147924614?wrap=1) (https://canvas.upenn.edu/courses/1862876/files/147924614/download?download_frd=1)
- Sumar and Gingerich (2020), "The Future of Humanitarian Action is Local " (https://canvas.upenn.edu/courses/1862876/files/147924613?wrap=1) (https://canvas.upenn.edu/courses/1862876/files/147924613/download?download_frd=1)

Optional Pre Class Readings:

- N/A

Weekly Discussion Prompt: What ethical obligations do international nonprofits have to respect local cultures and power structures? How should they handle conflicts between their mission and local norms? (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238044)

*__Reminder:__ You are expected to both post and reply to a classmate's submission for the weekly prompts.

Week 13: Case Study – *The Art of the Steal* + Final Project Work Time (Nov. 18)

In the **first hour of the class**, we will discuss the **Art of the Steal** (see the questions posed). You are invited to use the rest of the normally scheduled class time to meet with your group to work on your final project. **Film:** Review below questions after watching the film, **The Art of the Steal. (https://www.youtube.com/watch?v=opOczQeFIb4&embeds_referring_euri=https%3A%2F%2Fcanvas.upenn.edu%2Fcourses%2F1788205%2Fr**

1. What were Dr. Barnes's wishes for his art foundation after his death?
2. What were the issues involved, and who were different stakeholders in the instigation of the move of the Barnes Foundation?
3. What were the ethical issues involved in the case?
4. What were the legal problems/issues involved?
5. How was it finally rendered legal and/or ethical?
6. What are the (1) Pew Charitable Trusts and the (2) Friends of the Barnes Foundation? What were their roles in this move downtown? What motivated their involvement?
7. If you were the Pew Charitable Trusts, how would you frame your decision?
8. Is the movie evenly balanced? Do you genuinely get the viewpoints from both sides?
9. What happens to donors' estates after 100 years? Should they "rule from the grave"?
10. Apply one consequentialist and one non-consequentialist framework to this case. Based on the two frameworks you chose, what is the "right thing to do" in this case if you are the decision-maker in charge of determining whether or not to move the museum?

Weekly Discussion Prompt: If you were the final decision-maker on whether to move the Barnes Foundation collection, what would you decide—and based on which ethical framework? (https://canvas.upenn.edu/courses/1862876/discussion_topics/10238030)

*__Reminder:__ You are expected to both post and reply to a classmate's submission for the weekly prompts.

The final class time will be reserved for any questions surrounding your final project, **Final Project Instructions (https://canvas.upenn.edu/courses/1862876/assignments/13536705)** and dedicated time for you to work on the assignment.

Week 14: Final Presentations + Wrap-Up (Dec. 2)

Topics:

- Student Code of Ethics presentations: **Final Project Instructions (https://canvas.upenn.edu/courses/1862876/assignments/13536705)**

Required Pre Class Work:

- Submit group presentation and final materials via Canvas
- Submit **Reflection Paper 1 (https://canvas.upenn.edu/courses/1862876/assignments/13536707)**
- Submit **Reflection Paper 2 (https://canvas.upenn.edu/courses/1862876/assignments/13536708)**

Assignments

Weekly Discussion Posts: You will submit one discussion post per week. Posts must be uploaded to Canvas by requested due date. Please have a copy of your questions available to you for in-class discussion.

Reflection Papers: You will write two 500-word reflection papers (two double-spaced pages) during the semester. You will write two 500-word reflection papers (two double-spaced pages) during the semester. You will choose two topics from the course outline to write about. Drawing on the assigned readings and your own experience, you will reflect on how you have experienced some aspect of this topic in either your professional work or personal life, or how the course materials for this week have influenced your thinking about some aspect of your professional or personal ethics. Reflection papers will be due at the start of the next class (e.g., if you choose to reflect on Week 2, the reflection will be due at the start of Week 3). APA citation is needed.

Presentations: You will work in small groups to complete three presentations for this class. The first will be a case study presentation on a nonprofit scandal of your choice. The second will be on case studies assigned from the textbook (in Handy & Russell, 2018). The Third will be your perspective as a Foundation or Nonprofit, making a decision as a stakeholder based off what you have learned. Each presentation will be at most 10 minutes, followed by 10 minutes of class discussion facilitated by you and your group members. Your group will upload your presentation slides by the start of the class or during class via Canvas.

In-Class Debate: You will participate in an in-class debate on the topic of whether or not private universities should be exempt from paying property taxes. To prepare, you will read assigned readings on Canvas prior to the start of class. You will then be assigned a role in class and will have time to prepare your position with other members of your team.

Code of Ethics: For the final assignment, you will work in small groups to create a code of ethics for a hypothetical nonprofit organization. I will assign your group to a hypothetical organization, but you may choose your group members for this assignment. Groups must sign up by Week 8. Detailed instructions and rubric will be handed out during Week 7. The components for the assignment include a description of the organization (e.g., mission, vision, values); the code of ethics; a case scenario outlining an ethical

dilemma faced by the organization; a reflection on how the code of ethics you created would assist in managing the ethical dilemma; and a final in-class presentation during the last class.

Canvas Site

We will make use of the Canvas site throughout this class. You are responsible for making sure that you can log on and access the Canvas site for this course at the beginning of the semester. Please get acquainted with the layout and functions of the Canvas site. If you have questions about the Canvas site, you can message me. If you have technical issues accessing your Canvas site, please email the IT help desk, and let me know if the problem is preventing you from accessing course content.

I will use the Canvas site to share weekly readings. You will also turn in all assignments via the Canvas site, including weekly discussion questions, reflection papers, in-class presentations (as a file upload), and the final assignment. You are responsible for uploading all assignments on time, by the due date specified in this syllabus and in Canvas. All assignments are due by the start of class each week.

For small group assignments, each group will have its own Canvas page. You may choose to use this group page to communicate with your group throughout the semester, or you may use another method outside the Canvas site, such as email. I leave this up to your discretion. Group assignments will be turned in via Canvas; only one upload per group is needed.

University Code of Academic Integrity

Students are expected to be familiar with the **Code (https://catalog.upenn.edu/pennbook/code-of-academic-integrity/)** and to adhere to academic standards that honor the individual, all students, and the integrity of the University. Work submitted is expected to be your own original work, or in cases of group assignments, to represent the collaborative efforts of the group members. Instances of academic dishonesty will be referred to **The Center for Community Standards and Accountability (https://csa.upenn.edu/)** .