

Course Syllabus

Course: 5710, Principles of Nonprofit Management, A2
Academic Year: 2013/14 **Semester/Quad:** Spring A
Credit Hours: 2
Prerequisites: None
Time: Tuesdays 6:30pm – 9:50 pm

Instructor: *Meghann Beer, Nonprofit Consultant*

Phone: 773-244-6270 (SBNM Office)

Email: mfbeer@northpark.edu (I prefer if you contact me by email.)

Availability:

You can always contact me by email with questions or concerns. I am also usually available by appointment before class. If you have questions or concerns that you would like to meet with me about please email me to schedule an appointment. I will use Moodle to post course materials and information. Please check Moodle regularly.

Course Description:

This is a course about the nonprofit sector, about the unique socio-political philosophy that has led to its development and about its current status and dimensions. This course will provide an introduction to some of the special management and leadership issues facing nonprofit organizations. Because of the unique status of nonprofit organizations, leadership is perhaps the most critical of all the topics; who leads and how leadership, decision-making, and other executive functions are exercised are of paramount importance in the nonprofit sector.

Introductory Comments:

“Nonprofit organizations are ubiquitous. Many people are born in a nonprofit hospital, attend a nonprofit university, send their children to a nonprofit day-care center, worship at a nonprofit religious institution, watch the performances of nonprofit symphonies and dance companies, visit their parents in a nonprofit nursing home, and face the end of their life in a nonprofit hospice. Some need the services of nonprofit job-training organizations, soup kitchens, family counseling, and housing assistance agencies. People hope that nonprofit health-research associations will find cures and treatments for the ails they study, that nonprofit think tanks and advocacy groups will foster a better society, and that international nongovernmental organizations will promote the spread of human rights and economic development. We fear that some nonprofits will divide us into warring factions, that tax breaks will be wasted on largely unaccountable and antidemocratic organizations, or that the wrong side will win the advocacy wars.” - Richard Steinberg & Walter Powell, 2006

“Nonprofit organizations continue to be different, even as they change and evolve due to the changing funding and institutional environments they face. They are unlike both businesses and government in certain fundamental ways while similar in other ways. Nonprofit organizations, like businesses, rely on

voluntary exchanges to obtain revenues and other resources. In business, customers supply the resources for the service they receive. Unlike business, nonprofit organizations ... typically depend, at least to some extent, on one group, donors or government, for the resources necessary to provide a different group, the clients or beneficiaries, with services. Indeed, one reason nonprofit organizations exist is that the services they offer would not be provided otherwise. This is the justification for the tax and other public policy preferences nonprofit organizations receive—they provide public goods that would otherwise not be provided, either by business or by government.” -Robert Herman, 2005

Course Materials:

REQUIRED

Textbook(s):

- 1) D. Renz & Associates (2010). The Jossey-Bass Handbook of Nonprofit Leadership and Management, 3rd ed.; Jossey-Bass. (ISBN 789-0-39250-8)
- 2) Siegel, J. (2006). A Desktop Guide for Nonprofit Directors, Officers and Advisors; Wiley & Sons.

Articles: Available on-line on Moodle for each week

RESOURCES

Websites that are helpful for this course:

- Independent Sector - <http://www.independentsector.org/>
Chronicle of Philanthropy - <http://philanthropy.com>
GuideStar - <https://www.guidestar.org/>
Philanthropy News Digest - <http://foundationcenter.org/pnd/>
The Nonprofit Quarterly - <http://www.nonprofitquarterly.org>
The NonProfit Times - <http://www.nptimes.com>
Board Source - <https://www.boardsource.org/eweb/>

Essential IDEA Objectives:

1. Gaining factual knowledge (terminology, classifications, methods, trends).
2. Learning fundamental principles, generalizations, or theories.
3. Learning to apply course material (to improve thinking, problem solving, and decisions).

Specific Course Objectives:

Through course participation students will increase their specific knowledge in: nonprofit management literature; history and philosophy of the sector; international, national and local scopes and size of the sector; applicable nonprofit laws and standards; standards of ethical behavior and public expectations of accountability; nonprofit management methods and practices; effective board and staff relations; basic strategic planning tools and practices; advocacy and media management principles; and resources for further investigation of nonprofit management. Students will analyze various forms of information and synthesize selected data sets to gain a broad understanding of various components and uniqueness of the sector.

Course Methodology:

This course will include lectures, interactive in-class discussions, case study reviews, small group discussions and assignments, and analytical writing. Lectures will be designed to maximize student interaction – so please the materials assigned for each week before class and come prepared with questions, reactions, responses, suggestions, objections and other examples as we discuss the material. At times we will also do activities in class, such as discussing case studies. You are expected to come prepared and participate fully in these activities. The activities are designed to help you better understand the topic, explore issues, apply ideas, and practice management tools.

Computer Requirements:

In order to effectively participate in and successfully complete this course, each participant will need to have access to a computer and a high-speed internet connection. Please visit <http://www.northpark.edu/Campus-Life-and-Services/Information-Technology/Network/Minimum-Requirements> for information on computer requirements.

Schedule of Weekly Assignments:

Week	Dates	Topics	Assignment(s)
1	January 14	Introductions & Overview of the Nonprofit Sector ☐ Roles and functions of nonprofit organizations ☐ Size, impact, and trends in the nonprofit sector ☐ Types, forms, and language used to describe voluntary action ☐ Relationships and dynamics among and between sectors	Jossey-Bass Chapters 3 & 4 Articles on Moodle for week 1
2	January 21	Historical Context & Legal Framework of Nonprofits ☐ History and development of the US nonprofit sector and organizations ☐ Theoretical explanations of the emergence of the sector ☐ Evolution of the tax treatment of nonprofit organizations ☐ Incorporation and filing processes ☐ Legal rights, obligations and regulatory bodies and oversight ☐ Form 990 (Informational tax return) and tax implications	Jossey-Bass Chapters 1 & 2 Desktop Guide Chapters 3 & 6 Articles on Moodle for week 2 990 Assignment (Paper): DUE NO LATER THAN beginning of Week 3 class
3	January 28	Board Governance & Volunteerism ☐ Board governance ☐ By-laws, conflicts of interest, and fiduciary responsibilities ☐ Volunteerism	Jossey-Bass Chapters 5 & 26 Desktop Guide Chapters 2 & 4 Articles on Moodle for week 3
4	February 4	Executive Leadership & Ethics ☐ Role of executives in building effective and sustainable organizations ☐ Ethical issues, organizational development and behaviors and application to NPOs ☐ Standards and code of conduct appropriate to professionals in the sector ☐ Accountability and “managing the mission” ☐ Overview of 4 Frame model (Bolman & Deal)	Jossey-Bass Chapters 6 & 7 Articles on Moodle for week 4 Case Study Assignment (Paper): DUE NO LATER THAN beginning of Week 5 class

Week	Dates	Topics	Assignment(s)
5	February 11	Advocacy & Marketing Communications & Media Relations <ul style="list-style-type: none"> ☐ Roles of nonprofit organizations in the public policy process ☐ Key public policies ☐ Marketing “mission” in a nonprofit context ☐ How communication and marketing intersect within a nonprofit context 	Jossey-Bass Chapters 11, 12 & 13 Articles on Moodle for week 5 Website Critique Assignment (Paper): DUE NO LATER THAN beginning of Week 6 class
6	February 18	Financial Management <ul style="list-style-type: none"> ☐ Philanthropic gifts ☐ Writing grant proposals ☐ Issues associated with various types of revenues ☐ Relationship between revenue and mission ☐ Basic accounting principles and concepts for nonprofit organizations ☐ Use of accounting information and analysis ☐ Planning, budgeting and financial management ☐ SWOT(C) analysis 	Jossey-Bass Chapters 17, 18, 19 & 22 Desktop Guide Chapter 5 Articles on Moodle for week 6 Group Financial SWOT & STEP Assignment: DUE NO LATER THAN beginning of Week 7 class
7	February 25	Strategic Planning & Management <ul style="list-style-type: none"> ☐ Mission development ☐ STEP analysis ☐ Competitive advantage ☐ Mission accomplishment 	Jossey-Bass Chapter 8, 9 & 14 Articles on Moodle for week 7 Final Paper – Consultant Paper: DUE NO LATER THAN MIDNIGHT ON MARCH 1

Grading:

Assignment	Points	Grade %
Weekly Participation	70	14%
Individual 990 Assessment (paper)	50	10%
Individual Case Study (paper)	50	10%
Individual Website Critique (paper)	50	10%
Group Financial SWOT & STEP (assignment)	80	16%
Individual Final Consultation (paper)	200	40%
Total	500	100%

Grade Mapping:

Numeric Grade	Letter Grade	Numeric Grade	Letter Grade	Numeric Grade	Letter Grade
475 - 500	A (95-100%)	400 - 414	B- (80-82%)	335 - 349	D+ (67-70%)
450 - 474	A- (90-94%)	385 - 399	C+ (77-79%)	315 - 334	D (63-66%)
435 - 449	B+ (87-89%)	365 - 384	C (73-76%)	300 - 314	D- (60-63%)
415 - 434	B (83-86%)	350 - 364	C- (70-72%)	299 - 0	F (<60%)

Assignment Grading Policies:

All assignments are due on the dates indicated and should be **submitted on Moodle** before the beginning of the class session.

Late assignments will drop by 5 points each day, unless special arrangements are made in advance. Assignments will not receive any points if turned in after the final class, unless approved in advance.

Student Responsibilities:

Because this course is taught in an intensive format, it is very important for students to keep up with readings and assignments. Attendance, presence, and active participation are required for this class. You cannot successfully complete this course without completing the weekly readings and assignments. This is a graduate-level course and all students are fully expected to actively participate on a weekly basis while this course is underway.

Instructor Responsibilities:

- 1) Design the course and learning modules in such a way that students have every opportunity to achieve the learning objectives.
- 2) Provide reactions to student responses and discussion as appropriate in order to clarify important ideas and concepts.
- 3) Provide opportunities for group work that will include discussion as well as hands-on exercises.
- 4) Provide updated information on relevant resources for the various topics of interest.
- 5) Read and critically assess students' assignments and provide feedback.
- 6) Respond to all student e-mails and phone calls in a timely fashion.

ASSIGNMENT SPECIFICATIONS

CLASS PARTICIPATION

Assignment Specifications:

The course experience is enhanced when class participants share comments, ask questions and offer real-world examples of situations where concepts and principles have been applied or can be applied. You are required to come to class having read the assigned material for the day and to actively participate in all class activities and discussions. Your class participation will be graded on a weekly basis according to the following criteria. **(10 points per week = 70 points)**

<i>10 -9 points</i>	<i>8-7 points</i>	<i>6-5 points</i>	<i>5 -1 points</i>	<i>0 points</i>
Comments/questions are insightful and provide additional thought provoking perspectives on lecture points, readings, and assignments. Demonstrates grasp and appropriate application of course materials.	Comments / questions aid discussion by providing relevant examples of real-world applications of course topics. In addition others are able to build upon and/or further expression.	One minor point or question aids discussion either by providing a relevant example or prompting further constructive discussion.	Few contributions. Comments/ Questions have little relevance to topic of discussion.	No participation, Or Comments/ Questions are unnecessary and monopolize class discussion time.

All written assignments need to be submitted on Moodle.

ASSIGNMENT #1 – 990 Paper

50 points
DUE: By class on week 3, January 28, or before.

Assignment Specifications:
Introduction: Information on the 990 Informational Tax Return is the basis for IRS scrutiny in meeting its responsibility to allow exemption from income tax. Therefore, careful preparation of the form is very important. Review the 990s on Moodle and answer the following questions.

Page 1: How does the revised Form 990 reflect the IRS's intention to enhance the transparency of tax-exempt organizations' financial affairs and governance practices and procedures? (15 POINTS)

Page 2: Are there any "troubling" aspects on the revised Form 990 for organizations? (10 POINTS)

Pages 3-4: What is(are) the biggest impact(s) of the new Form 990 [personal, organizational, community-wide, sector-wide, industry-specific]? (25 POINTS)

A/A- 50-45pts (100% - 90%)	B+/B- 44-40pts (88% - 80%)	C+/C- 39-35pts (78% - 70%)	D+/D- 34- 30pts (68% or less)	F 29- 0pts
Excellent analysis and well-supported conclusions. Demonstrates complex understanding of the topic and familiarity with supporting sources (readings, class presentations). Fully and clearly responded to question(s) asked. Well written with no errors (spelling, sentence fragments, unclear sentences etc.).	Good analysis and well-supported conclusions. Demonstrates correct understanding of topic and familiarity with most supporting sources (readings, class presentations). Moderately well-written with few errors.	Content may show either less than thorough familiarity with the topic or bulk of supporting sources, is not fully responsive to the question(s) asked, or is poorly written.	Demonstrates lack of understanding of the concepts, little connection to the supporting sources, or does not address the questions asked. Extremely poorly written (major mistakes made), without complete thoughts, proper punctuation or sentence structure.	Assignment not completed before the end of the course.

Other Information:
PAPER SHOULD BE NO LONGER THAN 4 PAGES [doesn't include title page, abstract, or reference page(s)]. Remember to use APA style (SBNM adopted format).

ASSIGNMENT #2 - "Conflicting Agendas" Case Study Paper

50 points

DUE: By class on week 5, February 11, or before.

Assignment Specifications: Read the "Conflicting Agendas for the Future of a Youth Agency" case study by Martha Golensky (on Moodle) and answer the following questions.

Pages 1-2: Is there a good mix of leadership qualities, knowledge and skills? 5 POINTS

What additional membership characteristics are needed? 5 POINTS

Pages 2-3: Evaluate the appropriateness of how this board and management function. Are there any ethical issues that came to light? If so, highlight and explain. 10 POINTS

Do the board and management have a good decision-making process? Why or why not? 10 POINTS

Pages 3-4: Provide at least one recommendation (from the perspective of your assigned Frame structural, human resources, political, symbolic) for this organization regarding leadership and governance and justify your recommendation. 20 POINTS

Use proper references from your reading when supporting your recommendation.

<i>A/A- 50-45pts (100% - 90%)</i>	<i>B+/B- 44-40pts (88% - 80%)</i>	<i>C+/C- 39-35pts (78% - 70%)</i>	<i>D+/D- 34- 30pts (68% or less)</i>	<i>F 29- 0pts</i>
Excellent analysis and well-supported conclusions. Demonstrates complex understanding of the topic and familiarity with supporting sources (readings, class presentations). Fully and clearly responded to question(s) asked. Well written with no errors (spelling, sentence fragments, unclear sentences etc.).	Good analysis and well-supported conclusions. Demonstrates correct understanding of topic and familiarity with most supporting sources (readings, class presentations). Moderately well-written with few errors.	Content may show either less than thorough familiarity with the topic or bulk of supporting sources, is not fully responsive to the question(s) asked, or is poorly written.	Demonstrates lack of understanding of the concepts, little connection to the supporting sources, or does not address the questions asked. Extremely poorly written (major mistakes made), without complete thoughts, proper punctuation or sentence structure.	Assignment not completed before the end of the course.

Other Information:

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ASSIGNMENT #3 - Website Critique Paper

50 points

DUE: By class on week 6, February 18, or before.

Assignment Specifications: Choose a nonprofit organization and evaluate their website.

Page 1: How does the organization communicate its mission, purpose and vision? 10 POINTS

Page 2: Evaluate the appropriateness of the organization’s communication style. Are you satisfied with what is being communicated and how it’s being communicated? Why or why not? 10 POINTS

Page 3: Compare and contrast the organization’s overall communication format with the article reading. 15 POINTS

Page 4: Provide at least one recommendation for this organization regarding overall communication and justify your recommendation. 15 POINTS

<i>A/A- 50-45pts (100% - 90%)</i>	<i>B+/B- 44-40pts (88% - 80%)</i>	<i>C+/C- 39-35pts (78% - 70%)</i>	<i>D+/D- 34- 30pts (68% or less)</i>	<i>F 29- 0pts</i>
Excellent analysis and well-supported conclusions. Demonstrates complex understanding of the topic and familiarity with supporting sources (readings, class presentations). Fully and clearly responded to question(s) asked. Well written with no errors (spelling, sentence fragments, unclear sentences etc.).	Good analysis and well-supported conclusions. Demonstrates correct understanding of topic and familiarity with most supporting sources (readings, class presentations). Moderately well-written with few errors.	Content may show either less than thorough familiarity with the topic or bulk of supporting sources, is not fully responsive to the question(s) asked, or is poorly written.	Demonstrates lack of understanding of the concepts, little connection to the supporting sources, or does not address the questions asked. Extremely poorly written (major mistakes made), without complete thoughts, proper punctuation or sentence structure.	Assignment not completed before the end of the course.

Other Information:

PAPER SHOULD BE NO LONGER THAN 4 PAGES [doesn't include title page, abstract, or reference page(s)]. Remember to use APA style (SBNM adopted format).

ASSIGNMENT #4 – Group Financial SWOT & STEP of APCC

80 points

DUE: By class on week 7, February 25, or before.

Assignment Specifications: This is a group assignment so you will want to connect with your group members early in the semester to create a plan for completing this assignment. With your assigned group review the materials for APCC on Moodle and answer the following questions. You will turn in one paper as a group and receive a group grade. Be sure that all members of your group actively participate and let me know about any challenges as soon as possible.

Page 1: What is/are the organization’s financial Strengths? 10 POINTS

Page 2: What is/are the organization’s financial Weaknesses? 10 POINTS

Page 3: What is/are the organization’s financial Opportunities? 10 POINTS

Page 4: What is/are the organization’s financial Threats? 10 POINTS

Page 5: Provide at least one recommendation for this organization regarding financial issues and presentation of such and justify your recommendation. 10 POINTS

Pages 6 – 9: What are Socio-Cultural (5), Technological (5), Economic (5), and Political-Legal (5) factors (1 page per) that affect the organization? (These are external factors, issues, and/or conditions that have an impact on internal operations of APCC). 20 POINTS

[Examples: S - changing demographics may lead to program changes; T - improvements in technology may lead to need for equipment; E - national economic conditions may affect human resource; P - state political changes may affect legislative relationship(s)]

Page 10 - What are the impacts of S, T, E & P factors and your group’s view as to which factors/issue(s) deserve the greatest attention? 10 POINTS

<i>A/A- 80-72pts (100% - 90%)</i>	<i>B+/B- 71-64pts (88% - 80%)</i>	<i>C+/C- 63-56pts (78% - 70%)</i>	<i>D+/D- 55- 48pts (68% or less)</i>	<i>F 47- 0pts</i>
Excellent analysis and well-supported conclusions. Demonstrates complex understanding of the topic and familiarity with supporting sources (readings, class presentations). Fully and clearly responded to question(s) asked. Well written with no errors (spelling, sentence fragments, unclear sentences etc.).	Good analysis and well-supported conclusions. Demonstrates correct understanding of topic and familiarity with most supporting sources (readings, class presentations). Moderately well-written with few errors.	Content may show either less than thorough familiarity with the topic or bulk of supporting sources, is not fully responsive to the question(s) asked, or is poorly written.	Demonstrates lack of understanding of the concepts, little connection to the supporting sources, or does not address the questions asked. Extremely poorly written (major mistakes made), without complete thoughts, proper punctuation or sentence structure.	Assignment not completed before the end of the course.

Other Information:

Group assignment turn in one paper in bullet point format. Use references from your readings or other sources when supporting your issues.

Final Paper – Consultant Paper

200 Points

DUE: Before midnight on Saturday March 1.

Assignment Specifications:

You've been hired as a consultant for your chosen NPO (place of employment, volunteer location, place of worship, future employer, or other appropriate entity) and you've been asked to write up an evaluation of the organization that reviews and assesses the following enumerated topics and issues:

Page 1: What is the current governance and volunteer management structure? 20 POINTS

Page 2: What is the current executive, managerial and program composition? 20 POINTS

Page 3: What is the current system regarding organizational ethics and appropriate organizational behavior? 20 POINTS

Page 4: What is the current level of public involvement and marketing of the organization's mission, purpose and services? 20 POINTS

Page 5: What is the current organizational financial system (budget, fundraising, revenue generation, and other financial aspects)? 20 POINTS

Page 6: What are the current and future strategies (mission analysis, environmental scans, etc.) to contend with management and leadership issues? 20 POINTS

Pages 7-10: Write up your findings on the impact of the above topics and your view as to which issue(s) deserves the greatest attention. 80 POINTS

<i>A/A- 200-180pts (100% - 90%)</i>	<i>B+/B- 179-160pts (88% - 80%)</i>	<i>C+/C- 159-140pts (78% - 70%)</i>	<i>D+/D- 139- 120pts (68% or less)</i>	<i>F 119- 0pts</i>
Excellent analysis and well-supported conclusions. Demonstrates complex understanding of the topic and familiarity with supporting sources (readings, class presentations). Fully and clearly responded to question(s) asked. Well written with no errors (spelling, sentence fragments, unclear sentences etc.).	Good analysis and well-supported conclusions. Demonstrates correct understanding of topic and familiarity with most supporting sources (readings, class presentations). Moderately well-written with few errors.	Content may show either less than thorough familiarity with the topic or bulk of supporting sources, is not fully responsive to the question(s) asked, or is poorly written.	Demonstrates lack of understanding of the concepts, little connection to the supporting sources, or does not address the questions asked. Extremely poorly written (major mistakes made), without complete thoughts, proper punctuation or sentence structure.	Assignment not completed before the end of the course.

Other Information:

Use proper references from your readings when supporting your findings and recommendations. See McKinsey report on Moodle for write-ups on well-functioning, well-supported, and exemplary organizations.

POLICY STATEMENTS

Academic Honesty

In keeping with our Christian heritage and commitment, North Park University and the School of Business and Nonprofit Management are committed to the highest possible ethical and moral standards. Just as we will constantly strive to live up to these high standards, we expect our students to do the same. To that end, cheating of any sort will not be tolerated. Students who are discovered cheating are subject to discipline up to and including failure of a course and expulsion.

Our definition of cheating includes but is not limited to:

1. Plagiarism – the use of another’s work as one’s own without giving credit to the individual. This includes using materials from the internet.
2. Copying another’s answers on an examination.
3. Deliberately allowing another to copy one’s answers or work.
4. Signing an attendance roster for another who is not present.

In the special instance of group work, the instructor will make clear his/her expectations with respect to individual vs. collaborative work. A violation of these expectations may be considered cheating as well. For further information on this subject you may refer to the Academic Dishonesty section of the University’s online catalog.

In conclusion, it is our mission to prepare each student for a life of significance and service. Honesty and ethical behavior are the foundation upon which such lives are built. We therefore expect the highest standards of each student in this regard.

Attendance Policy for Graduate Courses

The graduate courses in the SBNM are all 7 weeks in length. Missing one class session is allowed without penalty as long as all readings and assignments are made up by the student within a reasonable time period (the following week). Failing to log into an online course site for an entire week is allowed, but a penalty may be applied at the instructor’s discretion. Missing a second class session is allowed only in unusual circumstances by prior arrangement with the instructor. Since this represents almost 30% of the engagement time for the course, the student runs the risk of receiving a lower overall grade for the class. Faculty are encouraged to drop the course grade by a full letter grade in this situation. A student who misses three classes (or the equivalent two weeks for an online class) will automatically fail the course, unless the student drops the course before the seventh week of class. Students who drop a course will be held responsible for tuition, based upon the current North Park University refund policy outlined in the University Catalog.

Attendance Policy for Undergraduate Courses

Attendance and participation are vital. Thus, students are expected to attend every class session, and to arrive on time – tardiness is undesirable and disruptive to your fellow classmates. This course has a strict requirement of documented, advance notification. If you are unable to attend any class session, you are to inform me (preferably by email) **prior to** that session. You need to provide a reason for your absence. Failure to provide advance notification will result in an unexcused absence. Be advised that poor attendance can affect your grade adversely

APA Requirement

The School of Business and Nonprofit Management (SBNM) has adopted the *Publication Manual of the American Psychological Association* (APA) as the standard and required format for all written assignments in SBNM courses.

Our goal in adopting the *APA Manual* is to enhance student learning by:

- 1) Improving student's writing skills.
- 2) Standardizing the required format of all written assignments in all SBNM courses.
- 3) Emphasizing the importance of paper mechanics, grammatical constructs, and the necessity of proper citations.
- 4) Holding students accountable for high quality written work.

If you are unfamiliar with the requirements of the *APA Manual*, we recommend that you purchase the reference manual and/or that you consult one or more of the suggested resources as listed on the Student Resources section of the SBNM website. ***It is your responsibility to learn and ensure that all written work is formatted according to the standards of the APA Manual.***

Students with Disabilities

Students with disabilities who believe that they may need accommodations in this class are encouraged to contact your program's office (Business: 773-244-6270). Please do so as soon as possible to better ensure that such accommodations are implemented in a timely manner. For further information please review the following website: <http://www.northpark.edu/Campus-Life-and-Services/Disability-Resources>