



I will assign grades for points earned during the class according to the following scale:  
A+ 97 and above A 93-96 A- 90-92  
B+ 87-89, B 83-86, B- 80-82  
C+ 77-79, C 73-76, C- 70-72  
D+ 67-69, D 63-66, D- 60-62  
F 59 points and below

Required Textbook:

*Amy Edmondson (2018). The Fearless Organization: Creating Psychological Safety in the Workplace for Learning, Innovation, and Growth. Wiley.*

UNM library ebook:

<https://unm.on.worldcat.org/search/detail/1047576773?search1=TI%3A%20&scope=zs%3A36536&queryString=TI%3A%20%28the%20fearless%20organization%29&clusterResults=off&stickyFacetsChecked=on&overrideStickyFacetDefault=true&changedFacet=format&format=book>

Weekly required readings, including journal articles, are posted in Modules on UNM Canvas. You are expected to read them before the class meets for the week.

### Communication Response Time

I will respond to messages received via email or the Canvas Inbox within 72 hours. I may/probably will respond earlier, but if you do not receive a reply from me within 72 hours, please re-send your message.

### Grading and Feedback Time

Grades will be posted on UNM Canvas within 10 calendar days of the due date.

All readings listed above are required and should be prepared for discussion on the date indicated. All the readings will be available on-line through the university's UNM Canvas. You should be able to access UNM Canvas to download readings and syllabus now.

I have great respect for students who are balancing their pursuit of education with the responsibilities of caring for children or other family members. If you run into challenges that require you to miss a class, or if your caregiving responsibilities are interfering with your ability to engage in remote learning, please contact me . There may be some instances of flexibility we can offer to support your learning.

### **School-Life Conflict**

Many students face obstacles to their education as a result of work or family obligations or unforeseen personal difficulties. If you are experiencing challenges throughout the term that are impacting your ability to succeed in this course, or in your graduate career more broadly, please reach out to me immediately so that we can work together to form a plan for your academic success. If you are unable to attend my check-in hours, please email to set up a time that works for you or arrange a meeting by Zoom.

Late Work Grace Period:

Once in the semester, if needed, you may turn in an assignment up to 3 days (72 hours) late for full marks. In order to receive full marks on your assignment, you must notify the instructor at least 24 hours prior to the original due date that you will be using your late-work-grace period. You do not need to provide a reason for using your grace period.

Religious Observance and Cultural/Native American Holiday Policy:

The university is committed to accommodating any students who have conflicts with scheduled exams, assignments, or other required attendance due to religious, cultural, or Native American tribal obligations, provided adequate notice is given. If your observance will cause you to miss class at any point in this semester, please reach out to me in advance so that we can establish accommodations for your absence.

COVID-19 Health and Awareness.

UNM is a mask friendly, but not a mask required, community. If you are experiencing COVID-19 symptoms, please do not come to class. If you do need to stay home, please communicate with me at [khuang@unm.edu](mailto:khuang@unm.edu); I can work with you to provide alternatives for course participation and completion. Let me, an advisor, or another UNM staff member know that you need support so that we can connect you to the right resources. Please be aware that UNM will publish information on websites and email about any changes to our public health status and community response.

Support:

[Student Health and Counseling \(SHAC\) at \(505\) 277-3136. If you are having active respiratory symptoms \(e.g., fever, cough, sore throat, etc.\) AND need testing for COVID-19; OR If you recently tested positive and may need oral treatment, call SHAC.](#)

[LoboRESPECT Advocacy Center \(505\) 277-2911 can offer help with contacting faculty and managing challenges that impact your UNM experience.](#)

Accommodations: UNM is committed to providing equitable access to learning opportunities for students with documented disabilities. As your instructor, it is my objective to facilitate an inclusive classroom setting, in which students have full access and opportunity to participate. To engage in a confidential conversation about the process

for requesting reasonable accommodations for this class and/or program, please contact Accessibility Resource Center at [arcsrvs@unm.edu](mailto:arcsrvs@unm.edu) or by phone at 505-277-3506. Support: Contact me at [ ] or in office/check-in hours and contact Accessibility Resource Center (<https://arc.unm.edu/>) at [arcsrvs@unm.edu](mailto:arcsrvs@unm.edu) (505) 277-3506.

Your class participation grade will be based on my opinion of the quality and quantity of your participation in class discussions concerning the lecture material, the readings, and the case studies. Attendance obviously matters in this regard (if you aren't here, you certainly can't participate), but mere attendance does not substitute for lack of participation in discussions. A grade of "A" on class participation may be earned by attending all class sessions in their entirety and consistently contributing to class discussions and activities in a way that demonstrates thoughtful consideration of the readings. Participation grades will be negatively affected by missing more than one class session, being disengaged during class, returning late from breaks, coming to class late or without having prepared course readings (read and considered). Please notify the instructor of medical or family emergencies in a timely fashion so that these will not adversely affect the participation and attendance grade. It is your responsibility to communicate with the instructor about these matters.

**Academic Integrity.** You are capable of meeting my expectations for this course. If you are concerned about how well you are doing in this course, please come speak with me instead of considering academic misconduct. Academic integrity encompasses the core values and basic principles of honesty and responsibility that govern our practices as scholars, researchers, and creative artists in the university. Unfortunately, incidents of academic dishonesty, especially plagiarism, have been increasing throughout colleges and universities in the United States. Plagiarism is the act, intentional or unintentional, of using other people's words or ideas as your own. This trend in part results from the ready availability of papers and resources on the Internet. The university, college, department, and I expect you to write your own papers and to provide full and accurate citations for any specific ideas or language—words, phrases, sentences—that you take from outside sources, including the Internet. Refer to the [UNM Pathfinder](#) and the [UNM Catalog](#) for the university's policy on Academic Dishonesty. Following the guidelines of UNM policy, any act of academic dishonesty in this class will be reported to the department and to the Dean of Student's office and may result receiving an F on the assignment, dismissal from class with a final grade of F, and even suspension or expulsion from the university, depending upon the severity of the violation.

**Academic Dishonesty and Plagiarism Policy.** Academic dishonesty includes cheating, fabricating or falsifying information or sources, improper collaboration, submitting the same paper for different classes without permission, and plagiarism. Plagiarism occurs when writers deliberately or unintentionally use another person's language, ideas, or materials and present them as their own without properly acknowledging and citing the source. Familiarize yourself with UNM's [Student Code of Conduct](#) and [UNM's policies](#) on academic dishonesty.

**Plagiarism.** Plagiarism is taking credit for someone else's work whether deliberately or unintentionally. This includes but is not limited to turning in all or part of an essay

written by someone other than yourself (a friend, an Internet source, etc.) and claiming it as your own, and including information or ideas from research material without citing the source. The University of New Mexico considers plagiarism a serious form of academic dishonesty. Avoid plagiarism by carefully and correctly citing your sources whenever you use someone else's words, equations, graphics, or ideas. If you are unsure of something and are worried you may be plagiarizing, come see me, or go to CAPS. Plagiarism in this course results in one or more of the following consequences: failure of the assignment, failure of the course, and/or disciplinary action by the University. Cite sources carefully, completely, and meticulously; when in doubt, cite. Consult [UNM's Plagiarism Guidelines](#), the Pathfinder for UNM's [Student Code of Conduct](#) and the Dean of Student's [Academic Integrity/Honesty](#) for more information.

Forms of plagiarism include, but are not limited to, the following:

- Use of direct quotations without the use of quotation marks and referencing of the source of the quotation.
- Incorrect paraphrasing information without proper citation of the source.
- Failure to provide adequate citations for material used.
- The purchase of a scholarly paper or any other academic product from the Internet or any other commercial sources and submitting it as your own work.
- Downloading work from the Internet and submitting it without citation.
- Directly copying and pasting from any source, electronic or written, into any academic assignment without explicit citation of the original source.
- Submission of a work product from a previous course for credit in a current course without direct permission of the instructor.

You can also create a free account at (<http://ithenticate.unm.edu/>) to precheck your papers before your online submission at Canvas.

### **Decorum Guidelines for Distance (Zoom) Students**

Students taking a course through the Synchronous On-line modality (Distance Education using the Zoom software platform) have some additional requirements that they must fulfill to receive full credit in the course. These expectations are due to the nature of distance education through a distributed format that relies on internet-based virtual presence rather than physical attendance.

Students that do not meet these expectations may be dropped from the class. These expectations include:

**Working Digital Equipment** – Distance students must have access to a computer with a working camera and access to the internet. The available internet bandwidth must be robust enough to support both simultaneous voice and video in Zoom. For attendance purposes, distance students must be connected to the internet with the computer's camera *on* for the entire session: students not visible to the instructor will not be considered in attendance.

**Appropriate Location** – Distance students must find a suitable and quiet location that is free of noise and interruption when attending class. This location may be in an office or

domicile, but other business or engagement may not be conducted during the class session. It is expected that distance students will devote their attention to class while it is in session.

**Appropriate Dress** – Distance students should remember that they will be visible to the instructor and other students during the class session. So, they should take care to dress appropriately. Formal or business wear is not required, but lounge or bed wear is discouraged.

**Other Activities** – Distance students should behave as if they were in the classroom. So, they should not engage in activities that do not take place in the classroom setting

## Title IX

Our classroom and our university should always be spaces of mutual respect, kindness, and support, without fear of discrimination, harassment, or violence. Should you ever need assistance or have concerns about incidents that violate this principle, please access the resources available to you on campus. Please note that, because UNM faculty, TAs, and GAs are considered "responsible employees" by the Department of Education, any disclosure of gender discrimination (including sexual harassment, sexual misconduct, and sexual violence) made to a faculty member, TA, or GA must be reported by that faculty member, TA, or GA to the university's Title IX coordinator. For more information on the campus policy regarding sexual misconduct, please see:

<https://policy.unm.edu/university-policies/2000/2740.html>.

Citizenship and/or Immigration Status: All students are welcome in this class regardless of citizenship, residency, or immigration status. Your professor will respect your privacy if you choose to disclose your status. As for all students in the class, family emergency-related absences are normally excused with reasonable notice to the professor, as noted in the attendance guidelines above. UNM as an institution has made a core commitment to the success of all our students, including members of our undocumented community. The Administration's welcome is found on our website: <http://undocumented.unm.edu/>.

Land Acknowledgement: (see <https://diverse.unm.edu> on appropriate use) Founded in 1889, the University of New Mexico sits on the traditional homelands of the Pueblo of Sandia. The original peoples of New Mexico Pueblo, Navajo, and Apache since time immemorial, have deep connections to the land and have made significant contributions to the broader community statewide. We honor the land itself and those who remain stewards of this land throughout the generations and also acknowledge our committed relationship to Indigenous peoples. We gratefully recognize our history.

**Respectful and Responsible Learning:** We all have shared responsibility for ensuring that learning occurs safely, honestly, and equitably. Submitting material as your own work that has been generated on a website, in a publication, by an artificial intelligence algorithm, by another person, or by breaking the rules of an assignment constitutes academic dishonesty. It is a student code of conduct violation that can lead to a disciplinary procedure. *Please ask me for help in finding the resources you need to be successful in this course. I can help you use study resources responsibly and effectively.* Off-campus paper writing services, problem-checkers and services, websites, and AIs can

produce incorrect or misleading results. Learning the course material depends on completing and submitting your own work. UNM preserves and protects the integrity of the academic community through multiple policies including policies on student grievances (Faculty Handbook D175 and D176), academic dishonesty (FH D100), and respectful campus (FH CO9). These are in the *Student Pathfinder* (<https://pathfinder.unm.edu>) and the *Faculty Handbook* (<https://handbook.unm.edu>).

Support: Many students have found that time management workshops or work with peer tutors can help them meet their goals. These and are other resources are available through [Student Learning Support at the Center for Teaching and Learning](#).

Connecting to Campus and Finding Support: UNM has many resources and centers to help you thrive, including [opportunities to get involved](#), [mental health resources](#), [academic support such as tutoring](#), [resource centers](#) for people like you, free food at [Lobo Food Pantry](#), and [jobs on campus](#). Your advisor, staff at the [resource centers](#) and [Dean of Students](#), and I can help you find the right opportunities for you.

### **Tentative Schedule, Topics and Assignments.**

Jan 16<sup>th</sup> (Week 1)  
Course Introduction

Jan 23<sup>rd</sup> (Week 2)  
History and Unique Distinctions between Public and Nonprofit Management

Jan 30<sup>th</sup> and Feb 6<sup>th</sup> (Week 3 and 4)  
Establishing goals and effectiveness.

**Edmondson, 2018. Chapter 1 and 2.**  
**Case 1: Investing in excellence**  
**(case analysis of Investing in Excellence due on Feb 6th)**  
**Reading reflections due on UNM Canvas.**  
**Discussion lead needed**

Feb 13<sup>th</sup> & 20<sup>th</sup> (Week 5 and 6)  
Organizations and Their Environments

**Edmondson, 2018. Chapter 3 and 4.**  
**Reading reflections due on UNM Canvas**  
**Discussion lead needed**

Feb 27th (Week 7)  
Organization Structure and Behavior  
**Edmondson, 2018. Chapter 5 and 6**  
**Reading reflection due**  
**Discussion lead needed**

Mar 5th (Week 8)  
Managerial Networking and Interorganizational Networks.  
**Reading reflection due.**  
**Discussion lead needed**  
**5-10 open-ended interview questions for instructor approval and feedback on Oct 12th**

Mar 12<sup>th</sup> Spring Break no class.

Mar 19<sup>th</sup> (week 9)  
Organization Culture and Leadership  
**Edmondson, 2018. Chapter 7 and 8**

**Discussion lead needed**

Mar 26<sup>th</sup> (Week 10) Strategic Management  
**Discussion lead needed**

Apr 2<sup>nd</sup> (Week 11) **Collaboration and Competition across Boundaries**  
**Reading reflection due.**  
**Discussion lead needed**

**Apr 9<sup>th</sup> (Week 11) Research paper presentation**  
**Reading reflection due.**

**April 16th Research paper presentation.**

April 23<sup>rd</sup> Research paper presentation

April 30<sup>th</sup> Research paper presentation

May 6<sup>th</sup> **Research paper due on Canvas**

No final exam for this course.

All readings listed above are required and should be prepared for discussion on the date indicated. All the readings, including cases, will be available on-line through the



university's UNM Canvas. You should be able to access UNM Canvas to download readings and syllabus now.

## **Assignments and Student Evaluation**

### **Case Analysis**

The purpose of the case analysis is to critically and systematically analyze a case. The requirements for case analysis are as follows:

- Use the following memo heading format: To: Professor Huang, From:, Date:, Re:
- Paragraph 1: Succinctly state the situation and identify the problem. Why are you writing this memo?
- Paragraph 2: Briefly state your recommendation(s). Be specific.
- Body paragraphs: State the relevant arguments in support of your recommendation. Why are you making this recommendation? What are the likely consequences or impacts of your recommendation? Address at least one potential weakness of your recommendation. What else could be done and why aren't you recommending that course of action?
- You should draw on your knowledge of general public policy and management principles, course readings (especially those assigned for that week) and possibly class discussions. Be clear about the basis for your recommendation by referencing at least two scholarly source. You may cite course readings or other quality sources such as peer reviewed journal articles or books. Include the author's name and date in parentheses for all sources and full reference information if citing an outside source. use APA citation and reference, for examples and guideline of APA in-text citations, see <https://guides.libraries.psu.edu/apaquickguide/intext>
- **Unless it is absolutely necessary, avoid direct quotation from the case. Use your own words to paraphrase the expressed ideas in the case.**
- Submit the case analysis double-spaced, not to exceed 4 pages in length in person per the course schedule.
- You can choose 2 out of 3 case sessions you want to write about. If you turn in more than 2 case analyses, I will count only the 2 papers with the highest grades.
- Grading will be based on your presentation of a logical argument, the extent to which you follow the guidelines above, and clear writing.

### **Reading Reflection Postings**

This assignment is designed to provide structure and discipline to your interactions with readings assigned for the course. For many, this course will mark re-entry to the academic world. Your mind will want to wander while you are preparing for class meetings. You will get more out of the process by taking notes while reading and by reflecting on the core message(s) of each reading afterward. You will also be better prepared to contribute to class discussions through clarifying and probing questions and sharing your interpretation of readings.

Prepare 2-3 paragraphs considering issues, factors and/or questions raised by 1-2 of the assigned readings for **weeks a reflection is assigned** (see weekly assignments in the syllabus for dates and topics). You should give careful attention to all of the readings, but this assignment only requires you to address 1-2 readings. **DO NOT USE newspaper articles as your seed reading, only use Academic Journal articles. Reflect on major themes of the readings, note points that you do not understand, and consider what the reading means for public managers and/or policymakers.** Post your reflection to the corresponding UNM Learn discussion string by midnight the Sunday before the class meeting for which it was assigned. Reflection posts will earn full credit, no credit or partial credit depending upon the extent to which requirements are met.

### **Reading Reflection Posting Responses**

You are required to further online discussion by commenting upon your colleague's postings for five weeks. You are also required to draw from a published academic or practitioner source (published within last 10 years, use APA citation and reference).

### **Discussion Lead**

These discussion leadership opportunities are designed to let you take the initiative and bring in outside academic readings (at least 3, peer reviewed public or nonprofit journals, or from high-quality practice/industry sources, such as Harvard Business Review, Nonprofit Quarterly) to enrich the class learning. for a list of PA journals, see [https://scholar.google.com/citations?view\\_op=top\\_venues&hl=en&vq=soc\\_publicpolicyadministration](https://scholar.google.com/citations?view_op=top_venues&hl=en&vq=soc_publicpolicyadministration)) or nonprofit management journals (Nonprofit and Voluntary Sector Quarterly, Nonprofit Management and Leadership, or Voluntas, which publishes research on international nonprofits ( published within 10 years) . Most of the readings assigned for this class are published in peer-reviewed journals. Most, if not all, of them are about public and nonprofit organizational management and behavior in the U.S. Organizations or networks operating in public, nonprofit and healthcare context or other countries have been published. Ideally, the discussion leaders should find articles that are directly connected or relevant to the assigned readings for the week. The co-leaders (2 or 3 students can jointly lead a discussion) need to provide a brief summary of the 3 outside readings, highlight the connections with the assigned readings, and raises three or four questions for the class to discuss. **Powerpoint presentation is required. The co-leaders should email the instructor their readings and two questions two days before the actual class to get the instructor approval. I will distribute a guideline for the PowerPoint presentation later.**

### **Research Paper**

Option 1: The purpose of this assignment is to strengthen connections between students of public organizations, scholarly research and the professional practice of public and nonprofit management. This assignment requires you to investigate strategic management and leadership resilience more deeply through analysis of relevant scholarly research and

application to a real-life public or nonprofit organization. You are encouraged to consult with the instructor about the development and execution of your project during his office hours.

There are several steps to this project:

1. A one-page proposal describing your topic, target organization, and timeline for the project is due on **March 12th** meeting for the instructor's review and approval (single-spaced, 12 point Times New Roman font and 1" margins). This is a credit/no credit assignment that will factor into participation on the date it is due.
2. Conduct an investigation into recent scholarly writings and research on strategic and resilient leadership in times of huge disruptions.
  - a. You should focus on articles from scholarly journals in public and nonprofit management that were published between 2012 and 2022. The instructor will provide a list of appropriate journals for your investigation. You may also use books or book chapters – check with the instructor for approval of these materials.
  - b. You will base your paper on 6-8 readings (outside those assigned for the course) that directly inform the topic you are examining for this paper. Note that you will survey quite a few more papers/abstracts before narrowing down your list to the 6-8 that are most relevant to your subject of investigation.
  - c. you will draw from these readings to guide your design of the interview questions. Your main questions should be open-ended. **Please turn in a copy of your 5-10 open-ended interview questions for instructor approval and feedback March 26th.**
3. Request an interview with a leader of a public or nonprofit organization that you are interested in and can provide you with real-life insights on strategic and resilient leadership.
  - a. Complete this step by **Week 11** of the course.
  - b. Explain that you are a graduate student studying public administration at UNM and are trying to learn more about strategic and resilient leadership in the context of this course. Request about one hour of their time to learn more about the issue.
  - c. Explain the purpose of the interview and how the information will be used (e.g. for a class paper and class presentation).
  - d. Offer to share your analysis with the leader.
  - e. Tip: You may want to select an organization that you would consider as a future employer
  - g. Be professional throughout the course of arranging, conducting and following up on the interview. You are representing yourself, SPA and UNM throughout this project. Be on time and prepared for the interview. Make yourself and the university proud.
4. Conduct an interview with a leader that consents
  - a. Gather as much information about the organization as possible before the interview, including information about its mission, history, size, structure, strategic plan, relationships to other organizations, and other potentially relevant data. Read any recent reports or news articles that you can find. Fill in any blanks during the interview.
  - b. Use the literature that you have studied to guide the questions you ask in the interview. Ask questions like,

Does strategy affect partnership management in your organization? How?  
How do you manage your relationships with other organizations?

Who are your major competitors? Which organization do you consider to be good partners/friends? How does that work?

Do you see changes in your strategy and/or relationships with other organizations (formation of new relationships, strengthening, weakening or exit of existing relationships) in the past 12 months ? How did that happen?

how did you manage bounce-back or resilience of your organization during the massive disruptions in the last two years? What tools or resources you find particularly useful? any regrets?

Ask for examples of how things work relevant to your topic.

c. Ask the leader to identify a challenge the organization is facing related to strategic management or network management. How is the organization handling it? Is it working? Why or why not? If the leader cannot identify a current challenge, ask them to discuss a challenge faced in the past related to your topic. Or, why they don't think they have faced any challenges on your topic.

d. At the end, ask them what else is relevant to understanding your topic that you have not asked them about or that they feel is important.

e. If you are a team of two, you should go together for the interview and take turns in asking questions and taking notes. It is generally a good idea for you to share your interview questions in advance of the actual interview so that your interviewees will have time to reflect upon the topics you want to cover. If you have a digital voice recorder or a cellular phone with voice recording functions, ask for permission to record. Transcribing the interview will be very helpful for subsequent analysis of the data.

## 5. Write the research paper

a. Papers should be 10-15 pages in length, excluding title page, bibliography, and contact information. Papers should be double-spaced and in 12 point Times New Roman font with 1" margins. Employ proper references relevant to the words and ideas of others reported in your paper using APA style.

b. Papers should include the following sections (number of pages included for guidance on proportion of writing to devote to each topic in the paper):

i. Title page

ii. Introduction (approximately 1 to 1 ½ pages)

1. What is your topic ?

2. What is the context for your study (organization)?

3. Why is your topic important, especially for public/nonprofit managers?

iii. Theoretical discussion of topic (often called a literature review, 2-3 pages)

1. Conduct an analytical review of these readings in an easily accessible narrative with proper citation

2. What do the authors suggest is important about your topic, including important factors affecting it?

3. What are the causal relationships they identify?

4. Are there conflicting findings?
5. Is there anything you think is important that is not covered by these studies?
6. Tip: Keep this section focused on your specific topic

iv. Methods (1-2 pages)

1. This is a single case study of your topic in the context of “x” organization based on an interview with....
2. Describe the organizational context, including mission, history and any relevant organizational characteristics.
3. Introduce the leader you interviewed.
4. Present major interview questions
4. Note the limitations of your study. It is a small study, so we can learn some things from it, but what we learn will not apply to all organizations. Acknowledge this.

v. Findings (3-4 pages)

1. This is where you report on what you learned from the interview and any documents you analyzed
2. This section is strictly to report on the information you collected relevant to your topic of investigation, not to interpret or judge that information, **please include block quotes from the interviewed leader: "leader's original words"**

vi. Discussion and conclusion (approximately 3 pages)

1. Discuss how the research you consulted helps you to understand public or nonprofit management in the context of the organization you studied. How does it help to explain what is going on in the case? If the literature is contradictory to or missing something you discovered in the case, write about that and why you think it is so.
2. Comment on the usefulness of the theoretical concepts identified in the literature. How useful or valuable were they based on your experience trying to apply them to the organization you studied?
3. Based on your research on the topic, what recommendations can you make for handling the challenge identified by the leader?
4. What can you conclude for public (or nonprofit) management based on what you learned in this project?
  - a. Your conclusions will be limited because your study is based on one interview and organization, but you should be able to say something about its meaning.

vii. Bibliography in APA style

viii. Complete contact information for the individual interviewed, including their name, position, organization, mailing and email addresses, and phone number

c. Proofread your paper. Have a colleague from the MPA program or friends proofread your paper and offer feedback.

Option 2: Literature Review. *A Review of Literature on A Public/Nonprofit Management Topic*

If you choose this option, you need to write a literature review on ONE of the ten major

themes discussed in the classes. The paper should not repeat the content that were cover in class; rather, it should go above and beyond and provide an in-depth examination of a topic, concept, theory, or managerial practice of public or nonprofit organizations. There is no specific format requirement for the paper. But the paper should review at least 10-12 academic articles published in last ten years and it should include an introduction that introduces the paper, identify its topical areas, articulate the topic's significance for theory or practice, or NM, and raise the question(s) the paper aims to answer through reviewing literature , use a table summarizing the main findings ( organizing the table through research questions, study methods, study population, country context (U.S. or international ), analytical methods, findings, implications for theory or practice) conclusion for consensus or common findings and implications for NM's public, nonprofit or tribal leaders. The paper should have 10-12 double-spaced pages (Times New Roman, 12-point font, and 1-inch margins).