

# **PSC 540 – NONPROFIT MANAGEMENT & LEADERSHIP**

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**INSTRUCTOR** Darlene Xiomara Rodriguez, Ph.D., MSW, M.P.A.  
**INFORMATION:** University of North Carolina at Greensboro  
Department of Political Science  
223 Graham Building

**CONTACT** Office hours by appointment, immediately after class, & 12:15-2pm T/Th  
**INFORMATION:** Email: dxrodrig@uncg.edu

**COURSE** Graham Building; Room No. 207/209  
**MEETINGS:** Saturday 9am-12Noon (Lunch: 12pm-1pm) 1pm-4pm

**TEACHING** My aim is to promote the building of a quality educational community  
**PHILOSOPHY:** in the classroom, within the University, and in the community-at-large  
through readings, discussions, service and experiential learning  
that cultivate character, promote coherence, foster collaboration, and  
encourage civic engagement.

I plan to partner with you to advance this objective of life-long learning in  
the following manner:

- Education that integrates the whole person in coherent learning environments;
- The cultivation of character through integrity and responsibility;
- Establish a community shaped by a common educational purpose which celebrate diversity and shared values of service, reconciliation, justice, and unity;
- Collaborate between school and society which unites students, educators, parents/families, communities, as well as business, civic, government, and religious organizations in a common educational mission through connections and partnerships; and
- Educate and nurture world citizens who engage society through leadership and service.

**COURSE** This course provides an overview of the nonprofit sector in society with a  
**DESCRIPTION:** consideration of the nonprofits sector's relationship to the public and private-for-sectors. Attention will be given to the social settings in which nonprofit organizations function, the role of the nonprofit sector in the economy, and the range of services these organizations produce. Additionally, students will learn about the governance of nonprofit organizations and how cross-sector collaboration(s) and individual leadership styles impact their organizations. The intent of this course it to increase students' awareness of the role and importance of the nonprofit sector and the changes it is now experiencing to prepare students for their roles as world citizens as well as leaders in the nonprofit and public sectors.

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## **LEARNING OBJECTIVES:**

Upon successful completion of this course, students can expect to have:

- A working knowledge of the historical development of the field;
- A conceptual framework for understanding the role of nonprofit organizations in a market economy and democratic society;
- An understanding of the major issues and concerns that shaped the nonprofit sector and currently influence the field;
- Knowledge of nonprofit management methods and practices;
- An understanding of laws and standards applicable to nonprofit organizational management;
- Increased awareness of nonprofit sector values;
- Experience in analyzing management dilemmas and proposing responses; and
- Understanding our collective role in developing a civil society.

## **REQUIRED TEXTS:**

*Understanding Nonprofit Organizations:*

*Governance, Leadership, and Management*

J. Steven Ott –Westview Press © 2001

Paperback copies are available at the UNCG Bookstore.

Should you choose to purchase it online, here are the ISBN(s):

ISBN-10: 0813367875 / ISBN-13: 9780813367873

Additional readings, assignments, or library/internet research will be required of you throughout the semester reflecting the theme we are focused on. These readings/assignments will be given to you in class and/or uploaded to Blackboard prior to the next class meeting. It is the student's responsibility to ensure that s/he has access to Blackboard, that s/he knows how to interface with the system, and checks their official UNCG email periodically for course information.

## **DISABILITY SERVICES:**

To request and receive accommodations at UNCG you must be registered with the Office of Disability Services (ODS). Students eligible for accommodations must provide me with the corresponding forms by Week 3. If you have any specific questions or concerns call ODS at (336)334-5440 or visit their website: <http://ods.dept.uncg.edu/services/>.

## **ATTENDANCE POLICY:**

Your class attendance and tardiness WILL affect your final grade. You are responsible for obtaining class notes and information from your colleagues, the assignments missed, and be prepared for the following class meeting. Due to the format of this course, missing any class session will result in a student missing a large portion of the course. If you show up late and/or leave early without consulting me first, you may be counted partially or totally absent. Students missing two class sessions will not be eligible to earn an "A" in this course. Students missing more than three classes will not pass the course.

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## CLASSROOM COURTESY:

I fully expect that all students will be engaged in class during our gatherings. Please turn off or otherwise silence all cell phones. Just as you expect your instructors to be prompt and prepared, I expect the same of you (and you should expect the same of each other). Class begins at 9am and ends 12Noon and resumes promptly at 1pm to 4pm. My aim is to start and end class on-time so that you can continue throughout your day as you have carefully scheduled. If you are chronically late, know that this will be taken under consideration when reviewing the attendance policy.

## ACADEMIC INTEGRITY:

ALL assignments that take place in and out of class must be your *own* work and *original* for this course. Should a student be found in violation of the policy, the professor will follow the procedures as outlined by the Dean of Students Office. To review the Academic Integrity Policy go to: <http://academicintegrity.uncg.edu/philosophy/>. Ignorance of the policy does not exempt a student from receiving a failing grade for the course, a permanent citation on your academic record, and/or suspension/expulsion from UNCG depending on the severity of the infraction.

## GRADING POLICY\*:

<u>Percentage</u>	<u>Assignment</u>
10%	Article Review
20%	Topic Presentation
20%	Experiential Exercises
50%	Agency Analysis
=====	
100%	TOTAL

ALL assignments, papers, and projects are due by midnight on a specific day. Late homework assignments, papers, and/or projects will be docked a full letter grade per day that they are late (i.e. if you earned a “B” and turned the assignment in late by two days you would receive a “D”). Therefore, you are encouraged to submit items via email or through Blackboard.

\*: This course is a graduate level course, but on occasion upper-level undergraduate students are allowed to enroll. Should this be the case, the grading requirements will be altered for the undergraduate student(s) to reflect their status.

## CLASS PARTICIPATION:

Participation in this class is NOT separately weighted but WILL play a deciding role if your final grade is on the edge between +/- letter grades. Insightful and informed participation as well as well-presented argumentation is invited during periods of discussion. There will be large and small group facilitated discussion, which will accommodate for different levels of comfort to participate in class. With this in mind participation is critical to the success of our class and will be rewarded. But remember, how much you say is not as important as the *strength and informed insightfulness* of your contribution.

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The schedule below is the one that we will be using throughout FALL 2008 for this class. It will serve as a guideline for the pace of the lectures and the coverage of topics. I reserve the right to alter the schedule as necessary as well as bring in outside speakers to instruct on specific topics throughout the course of the semester.

Required readings that are not from the textbook are available on Blackboard (BB)  
 Only the required readings for Week ½ are listed in the syllabus.  
 All others are located in a sub-folder in BB.

**Course readings are to be read for the day they are discussed in class.**

<b>DAY</b>	<b>(WEEK)</b>	<b>DATE</b>	<b>THEME</b>	<b>ASSIGNMENT(S)</b>
<b>UNCG NOTICE:</b>		<b>8/29/08</b>	<b>LAST DAY FOR DROP/ADD -- ENDS AT 12 MIDNIGHT</b>	
Saturday	(Week 1)	8/30/08	<b>NO CLASS</b>	Student Inventory Q-SORT Exercise (BOOK) Salamon, <i>The Resilient Sector: The State of Nonprofit America</i>
<b>NOTE:</b>		<b>9/1/08</b>	<b>LABOR DAY HOLIDAY</b>	
Saturday	(Week 2)	September 6 <sup>th</sup>	Our Learning Community	Introduction Expectations Q-SORT Explanation & Guidelines (also Sample Grid)
		PM	Governance of Nonprofit Organizations	Part 1: pp. 1-50 Article (ART) Taylor, Chait, & Holland, "The New Work of the Nonprofit Board" ART: Jackson & Holland, Measuring Effectiveness on NPO Boards
Saturday	(Week 3)	September 13 <sup>th</sup>	<b>NO CLASS</b>	
Saturday	(Week 4)	September 20 <sup>th</sup>	The Legal Framework	Part 2: pp. 51-92
		PM	Effective and Ethical Leadership	Part 3: pp. 93-126 Case Study (CS): Stretching the Limits: An Ethical Board Decision
Saturday	(Week 5)	September 27 <sup>th</sup>	<b>NO CLASS</b>	

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DAY	(WEEK)	DATE	THEME	ASSIGNMENT(S)
Saturday	(Week 6)	October 4 <sup>th</sup>	Strategic Planning Program Planning Sustainability	Part 4: pp. 127-166 CS: New Mission and Expectations - Mission or Money Read BB: Bryson & Alston: <i>Creating and Implementing Your Strategic Plan</i>
Saturday	(Week 7)	October 11 <sup>th</sup>	<b>NO CLASS</b>	Mid-term evaluations.
<b>UNCG NOTICE</b>		<b>10/17/08</b>	<b>LAST DAY TO DROP A COURSE WITHOUT ACADEMIC PENALTY</b>	
<b>UNCG NOTICE</b>		<b>10/17-10/21/08</b>	<b>FALL BREAK</b>	Have fun & return safely!
Saturday	(Week 8)	October 18 <sup>th</sup>	<b>NO CLASS</b>	
Saturday	(Week 9)	October 25 <sup>th</sup>	Fundraising: Generating Revenues Event Planning	Part 5: pp. 167-210 CS: Robbing Peter to Pay Paul
Saturday	(Week 10)	November 1 <sup>st</sup>	<b>NO CLASS</b>	
<b>NOTE:</b>		<b>11/4/08</b>	<b>PRESIDENTIAL ELECTION DAY! IF YOU HAVE THE PRIVILEGE TO VOTE – TODAY IS YOUR DAY TO EXERCISE THAT RIGHT! DON'T FORGET TO VOTE!</b>	
Saturday	(Week 11)	November 8 <sup>th</sup>	Entrepreneurship & Commercialism	Part 6: pp. 211-238
			Managing Under Government Contracts	Part 7: pp. 239-282
Saturday	(Week 12)	November 15 <sup>th</sup>	Managing Volunteers	Part 9: pp. 309-344
Tuesday	(Week 13)	November 22 <sup>nd</sup>	<b>NO CLASS</b>	
<b>UNCG NOTICE:</b>		<b>11/26-11/30/08</b>	<b>THANKSGIVING HOLIDAY</b>	
Saturday	(Week 14)	November 29 <sup>h</sup>	<b>NO CLASS</b>	Enjoy the holiday and celebrate with the one's you love.

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Saturday	(Week 15)	December 6 <sup>th</sup>	Accountability & Evaluation	Part 11: pp. 309-344 CS: Tough Love or Child Abuse: A Program Evaluation of a Private Treatment Agency
		PM		Final class meeting. Course evaluations.
<b>UNCG NOTICE:</b>	<b>12/8/08</b>	<b>CLASSES END</b>		
<b>UNCG NOTICE:</b>	<b>12/9/08</b>	<b>READING DAY</b>		
	<b>12/12/08</b>			FINAL PAPER DUE (Submit papers via BB by Midnight)
<b>NOTE:</b>	TBD			FINALS FIESTA!