

PSC 540 – NONPROFIT MANAGEMENT & LEADERSHIP

INSTRUCTOR Darlene Xiomara Rodriguez, PhD, MSW, MPA
INFORMATION: University of North Carolina at Greensboro
Department of Political Science
223 Graham Building
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OFFICE HOURS: Office hours by appointment, immediately after class,
& walk-ins between 1:45pm-3pm T/TH

COURSE Ferguson Building; Room No. 251
MEETINGS: Saturday 9am-4pm (including a lunch break)

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 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 is 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;
- An understanding of how social entrepreneurship and corporate social responsibility impact the sector;
- 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 considering. 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 her/his 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:

Due to the format of this course, missing any class session will result in a student missing a large portion of the course. It is important for you to understand that each class session is the equivalent to two weeks of class. Hence, a student missing more than one class session will be unable to earn an "A" in the course. A student missing more than two sessions will not pass the course. Knowing this, you are responsible for obtaining class notes and information from your colleagues, the assignments missed, and be prepared for the following class meeting. If you show up late and/or leave early without consulting me first, you may be counted partially or totally absent.

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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 at 4pm. There is a one hour break for lunch. My aim is to start and end class on-time so that you can continue throughout your day as you have carefully scheduled.

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.

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.

GRADING RUBRIC:

In an effort to approximate as closely as possible the “real world” of work in nonprofit organizations, the performance of participants in this course will be evaluated by the instructor on the basis of evidence of actual mastery of the course goals and objectives, as evidenced in class participation and in the written assignments. Whereas individual progress and efforts are laudatory, the assessment criteria do not correlate with grading for growth or effort; rather, the focus is upon the evaluation of evidence of the actual level of achievement in relationship to the stated goals and objectives by the end of the grading period, regardless of the person’s level of accomplishment at the outset or the intensity of efforts during the term. An overall grading rubric for the course is available on BB.

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GRADING POLICY***:

<u>Percentage</u>	<u>Assignment*</u>
15%	Topic Presentation
30%	Agency Analysis (15%) AA1: Agency Overview (15%) Choose to complete one of the following: <ul style="list-style-type: none">• AA2: Strategic Plan• AA3: Fundraising Plan• AA4: Human Resources Plan
25%	Annotated Bibliography Bibliographic Entry into Endnote Literature Review Matrix/ Annotated Bibliography Upload of articles into Discussion Forum
25%	Final Paper Including consultation with the UNCG Writing Center
5%	Consultant Packet Consultant Contract Thank you Letter to Nonprofit Client Tangible Deliverables to Nonprofit Organization**
100%	TOTAL

ALL assignments, papers, and projects are due by midnight on a specific Day, unless otherwise stated. Late homework assignments, papers, and/or projects will be docked 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 “C+”). If more than five (5) days late, the assignment will result in an “F” grade. ALL assignments will be submitted via Blackboard to ensure timeliness.

*: Guidelines for each assignment are available on Blackboard and will be discussed in class.

**: The Consultant Packet is a document that should be considered for inclusion in the student’s Nonprofit Portfolio.

**: This course is a graduate level course, but on occasion upper-level undergraduate students are allowed to enroll. Should this be the case, kindly inform your instructor.

COURSE SCHEDULE:

The schedule below is the one that we will be using throughout FALL 2009 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).

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

DAY	(WEEK)	DATE	THEME	ASSIGNMENT(S)
Saturday	(Week 1)	8/29/09	Our Learning Community	Introduction Expectations Student Inventory Initial Nonprofit Identification & Selection Library & Research Training Blackboard Orientation
Saturday	(Week 2)	9/05/09	NO CLASS	LABOR DAY HOLIDAY HW DUE: <ul style="list-style-type: none"> Class Annotation for Peer Review
Saturday	(Week 3)	9/12/09	Governance of Nonprofit Organizations	Part 1: pp. 1-50 (BOOK) Salamon, <i>The Resilient Sector: The State of Nonprofit America</i> Article (ART) Taylor, Chait, & Holland, “The New Work of the Nonprofit Board” ART: Jackson & Holland, Measuring Effectiveness on NPO Boards Simulation Exercise HW DUE: <ul style="list-style-type: none"> Revised Class Annotation and Peer Review Feedback DUE (bring to class a hard copy of each) Research, identify and enter articles for Annotated Bibliography (AB) into Endnote Web. Identify your Nonprofit Client
Saturday	(Week 4)	9/19/09	The Legal Framework	Part 2: pp. 51-92
			Effective and Ethical Leadership	Part 3: pp. 93-126 Case Study (CS): Stretching the Limits: An Ethical Board Decision HW DUE: <ul style="list-style-type: none"> Nonprofit Client Contract (Original)
Saturday	(Week 5)	9/26/09	Strategic Planning Program Planning Sustainability	Part 4: pp. 127-166 Read BB: Bryson & Alston: <i>Creating and Implementing Your Strategic Plan</i>
Saturday	(Week 6)	10/03/09	NO CLASS	AA1 & NPO Overview DUE

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DAY	(WEEK)	DATE	THEME	ASSIGNMENT(S)
Saturday	(Week 7)	10/10/09	NO CLASS	FALL BREAK ALL ANNOTATIONS & LITERATURE REVIEW MATRIX DUE
Saturday	(Week 8)	10/17/09	Fundraising: Generating Revenues Event Planning	Part 5: pp. 167-210 Prospect Research and Fundraising Tools Online Simulation & Exercise Overview of Final Paper Assignment
Saturday	(Week 9)	10/24/09	Managing Volunteers Human Resources	Part 9: pp. 309-344 HW DUE: <ul style="list-style-type: none"> • Draft of Final Paper Outline for Peer Review
Saturday	(Week 10)	10/31/09	NO CLASS	One of these is DUE AA2-Strategic Plan AA3- Financial Plan AA4-Human Resources
Saturday	(Week 11)	11/07/09	Social Entrepreneurship	Part 6: pp. 211-238 Small & Emerging Nonprofit, Experiences from the Field
			Managing Under Government Contracts	Part 7: pp. 239-282 HW DUE: <ul style="list-style-type: none"> • Upload Draft of Paper to BB for Peer Review
Saturday	(Week 12)	11/14/09	Accountability & Evaluation	Part 10: pp. 345-374
				Final class meeting. Course evaluations. FINALS FIESTA!
Saturday	(Week 13)	11/21/09	NO CLASS	FINAL PAPER DUE (For faculty comments DUE)
Saturday	(Week 14)	11/28/09	NO CLASS	THANKSGIVING HOLIDAY Be Thankful!
	Friday	12/04/09	DROP OFF	Consultant Packet DUE Last day to drop them off.
Saturday	(Week 15)	12/05/09	NO CLASS	FINAL PAPER DUE (Graded Version DUE)