

PSC 540 – NONPROFIT MANAGEMENT & LEADERSHIP

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

CONTACT Office hours by appointment, immediately after class,
& Wednesdays Noon-2pm
INFORMATION: Email: dxrodrig@uncg.edu

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

TEACHING PHILOSOPHY: My aim is to promote the building of a quality educational community 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 DESCRIPTION: This course provides an overview of the nonprofit sector in society with a 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 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.

**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 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 three or more 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 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.

GRADING POLICY***:

<u>Percentage</u>	<u>Assignment*</u>
16.5%	Topic Presentation
82.5%	Agency Analysis (16.5%) AA1: Agency Overview (16.5%) AA2: Strategic Plan (16.5%) AA3: Fundraising Plan (16.5%) AA4: Human Resources Plan (16.5%) AA5: Case Study
3%	Consultant Packet to Nonprofit Organization**
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102%	TOTAL

ALL assignments, papers, and projects are due by midnight via Blackboard 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”).

*: 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, the grading requirements will be altered for the undergraduate student(s) to reflect their status.

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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 accommodate to 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. Grades are assigned on the basis of the following criteria. If you have any questions about grades, please review these principles:

A - In addition to all of the above, individual takes extensive initiative in demonstrating exceptional mastery and integration of all areas related to course goals and objectives; makes explicit use of standards of excellence to critically appraise a wide range of resources beyond those covered in this course; creatively synthesizes and formulates innovative approaches to dealing with complex problems; proposes improvements in theory and application to improve field and own contributions to it; demonstrates superior cognitive, affective, and practical mastery of all aspects of this field.

B - In addition to above, individual clearly describes and assesses concepts from course materials, explores underlying linkages and relationships among concepts and principles; evaluates content, structure, and utilization of material; draws inferences for applications in new situations; demonstrates development of high level of skill in analysis and application of concepts and methods; takes initiative in developing and demonstrating mastery of all course goals and objectives.

C - Individual identifies, distinguishes, illustrates, and applies concepts and principles from course materials to show understanding of some course goals and objectives; demonstrates comprehension and appropriate usage of methods and principles; gives correct answers to questions and satisfactorily addresses most components of assignments; relies extensively on structured instruction for conceptualizing tasks; reflects to a limited extent on own mastery and integration of material.

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The schedule below is the one that we will be using throughout SPRING 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)
Course readings are to be read for the day they are discussed in class.

DAY	(WEEK)	DATE	THEME	ASSIGNMENT(S)
Saturday	(Week 1)	1/24/09	Our Learning Community	Introduction Expectations Student Inventory Q-SORT Explanation & Guidelines Q-SORT Exercise
Saturday	(Week 2)	1/31/09	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
Saturday	(Week 3)	2/7/09	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
Saturday	(Week 4)	2/14/09	NO CLASS	AA1 & NPO Overview DUE
Saturday	(Week 5)	2/21/09	NO CLASS	
Saturday	(Week 6)	2/28/09	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)	3/7/09	Fundraising: Generating Revenues Event Planning	Part 5: pp. 167-210 CS: Robbing Peter to Pay Paul
Saturday	(Week 8)	3/14/09	NO CLASS	SPRING BREAK AA2-Strategic Plan/SWOT DUE
Saturday	(Week 9)	3/21/09	NO CLASS	Midterm Evaluations

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DAY	(WEEK)	DATE	THEME	ASSIGNMENT(S)
Saturday	(Week 10)	3/28/09	NO CLASS	Human Race Fundraiser for Greensboro Nonprofit Organizations
Saturday	(Week 11)	4/4/08	Entrepreneurship & Commercialism	Part 6: pp. 211-238
			Managing Under Government Contracts	Part 7: pp. 239-282
Saturday	(Week 12)	4/11/09	NO CLASS	SPRING HOLIDAY AA3-Financial Plan DUE
Saturday	(Week 13)	4/18/09	Managing Volunteers	Part 9: pp. 309-344
Saturday	(Week 14)	4/25/09	Accountability & Evaluation	Part 10: pp. 345-374
				Final class meeting. Course evaluations.
Saturday	(Week 15)	5/1/09	NO CLASS	AA4-Human Resources DUE AA5-Case Study DUE (This assignment can be turned in at any time during the semester. But this is the last day it will be accepted.)
NOTE:		TBD		FINALS FIESTA!
Final Exam Period		5/8/09		Consultant Packet DUE

Summary of Assignment & Due Dates

Assignments, to be considered on-time and for full credit, must be submitted by midnight on the day they are due via Blackboard (unless otherwise noted).

DAY	(WEEK)	DATE	DUE DATES
Saturday	(Week 4)	2/14/09	AA1 & NPO Overview DUE
Saturday	(Week 8)	3/14/09	AA2-Strategic Plan/SWOT DUE
Saturday	(Week 12)	4/11/09	AA3-Financial Plan DUE
Saturday	(Week 15)	5/1/09	AA4-Human Resources DUE AA5-Case Study DUE (This assignment can be turned in at any time during the semester. But this is the last day it will be accepted.)
Final Exam Period		5/8/09	Consultant Packet DUE (Assignment must be submitted in person.)