

School of Business and Nonprofit Management

Course Syllabus

Course: 5720, *Nonprofit Board Governance & Volunteer Management*

Academic Year: 2012/13 **Semester/Quad:** Fall A

Credit Hours: 2

Prerequisites: SBNM 5700 or SBNM 5710

Instructor: *Jimmie R. Alford <LL.D.,LH.D.>*

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Availability:

Generally, office hours are the day of class between 4 and 6 PM, or by appointment

Course Description and Student Learning Objectives:

This course is designed to improve students' understanding of the elements, processes and dynamics of board governance and volunteer management in nonprofit organizations. The course includes analysis of the respective roles of the board, executive director, staff and volunteers to maximize organizational effectiveness. Students will learn how to assess and improve board effectiveness, senior leadership, volunteers and overall organizational governance.

Introductory Comments:

Over the past few years a great amount of academic research and practical knowledge has grown up around the areas of board governance and volunteer management for nonprofit organizations. Theory and practice have evolved to provide solutions to effectively managing volunteer efforts. We will explore the interface between the academic and professional aspects of these topics. To help students bridge theory and practice, two of the assignments in the course involve direct contact with a nonprofit organization. For this reason, registered students are required to have access to one (or two) nonprofit organization(s) for which they can both use as a subject for class discussions and in course assignments. The connections can be of a volunteer nature. Students may want to partner with an organization other than the one at which they work to broaden their base of experience.

Course Materials:

Required Texts:

[A] McCurley, S. & Lynch, R. (2011). *Volunteer Management: Mobilizing all the Resources of the Community* (3rd ed.). InterPub Group.

[B] BoardSource. (2010). *The Handbook of Nonprofit Governance*. San Francisco: Jossey-Bass.

[C] BoardSource. (2012). *The Nonprofit Board Answer Book: A Practical Guide for Board Members and Chief Executives* (3rd ed.). San Francisco: Jossey-Bass.

Other readings will be posted on line.

Essential IDEA Objectives:

1. Learning fundamental principles, generalizations, or theories.
2. Learning to apply course material (to improve thinking, problem solving, and decisions).
3. Developing specific skills, competencies, and points of view needed by professionals in the field most closely related to this course.

Specific Course Objectives:

The course includes analysis of the respective roles of the board, Chief Executive Officer, staff and volunteers to maximize organizational effectiveness. Students will learn how to assess and improve board effectiveness, senior leadership, volunteers and overall organizational governance.

Course Methodology:

It is expected that each student will have access to a nonprofit for purposes of observing a board meeting and examining practice regarding volunteer management including recruitment and training. The class format will include case studies and guest lecturers.

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	Thursday, August 30, 2012 6:30-9:50	<p>Introduction to Volunteer Management And Motivation</p> <p>Learning Objectives: Students will understand the history of volunteerism, motivations, and the basic factual background about volunteerism in the US.</p> <p>Class Organization:</p> <ul style="list-style-type: none"> • Lecture, Discussion <p>Topics:</p> <ul style="list-style-type: none"> • Introduction • History of volunteerism • Basic facts about volunteerism • Motivations of volunteers 	<p>Readings to be completed for this class:</p> <ul style="list-style-type: none"> • [A] Chs, 1-4 • See On-line for additional readings
2	Thursday, September 6, 2012 6:30-9:50	<p>Volunteer Recruitment and Retention</p> <p>Learning Objectives: Student will understand practical aspects of recruiting, evaluating, and retaining volunteers.</p> <p>Class Organization:</p> <ul style="list-style-type: none"> • Guest Lecture (Volunteer Manager) • Discussion <p>Topics:</p> <ul style="list-style-type: none"> • Recruiting, Screening and interviewing, Training & Supervising volunteers • Evaluating and rewarding volunteers • Removing volunteers from assignments 	<p>Readings to be completed for this class:</p> <ul style="list-style-type: none"> • [A] Chs. 5-11 • See On-line for additional readings
3	Thursday, September 13, 2012 6:30-9:50	<p>Issues In Volunteer Management</p> <p>Learning Objectives: Students will understand current issues in volunteer management and know where the resources might be available to deal with these issues in their organizations.</p> <p>Class Organization:</p> <ul style="list-style-type: none"> • Lecture, Discussion <p>Topics:</p> <ul style="list-style-type: none"> • Relationships between paid and volunteer staff • Risk issues in using volunteers • Retention and Recognition • Measuring Volunteer Program Effectiveness • Dynamics of volunteer teams 	<p>Readings to be completed for this class:</p> <ul style="list-style-type: none"> • [B] Chs. 12-17 • See On-line for additional readings <p>Assignment: Based both on readings and on the guest lecture/discussion, write a 5 page "Guide to recruiting and retaining volunteers" (see rubric). Include a brief restatement the most important issues and how a volunteer manager might best navigate the issues to achieve success for the nonprofit organization. Use APA format. (50 Points)</p>

Week	Dates	Topics	Assignment(s)
4	September 20, 2012 6:30-9:50	<p>Introduction to Board Governance</p> <p>Learning Objectives: Understand class requirements and basic class structure, learn something about each student in class, and have a basic understanding of history and theory of nonprofit board governance in the US.</p> <p>Class Organization:</p> <ul style="list-style-type: none"> • Lecture, Discussion <p>Topics:</p> <ul style="list-style-type: none"> • History of nonprofit boards in the United States • Board responsibility • Theories of nonprofit governance 	<p>Readings to be completed for this class:</p> <ul style="list-style-type: none"> • [B] Chs. 1-4 • See On-line for additional readings <p>Assignment: Briefly look over the case, <i>Living with Complexity: The Lincoln Hill Experience</i>, and the 6 specific stories that accompany the introductory material. Prioritize the stories based on which character you would most want to represent for your team (Board of Directors). Characters will be assigned as close as possible based on students' requests. Your designated character will the individual you will "play" when you conduct in-class board meetings.</p>
5	September 27, 2012 6:30-9:30	<p>Board Diversity, Ethics, Role Identification</p> <p>Learning Objectives: Understand ethical issues a board might face and be able to develop an argument that supports or rejects alternative actions. The student will also be aware of diversity issues and how a nonprofit organization can address these issues in today's multicultural setting. Students will understand accountability issues for nonprofit board and the strategic and generative modes of governing.</p> <p>Class Organization:</p> <ul style="list-style-type: none"> • Lecture, Discussion • Board building exercise <p>Topics:</p> <ul style="list-style-type: none"> • Board diversity & accountability • Ethical issues • Strategic issues • Generative thinking • Founder's syndrome • Research trends in board governance 	<p>Readings to be completed for this class:</p> <ul style="list-style-type: none"> • [B] Chs. 6-8, 10, 11, 16 • See On-line for additional readings

Week	Dates	Topics	Assignment(s)
6	Thursday, October 4, 2012 6:30-9:30	<p>Recruiting Members; CEO Hiring/Firing/Evaluation Issues Learning Objectives: Understand issues involved with hiring, firing, and evaluation for the organization's CEO or Executive Director. Students will be able to outline the main issues involved in strengthening the relationship between the CEO and the Board Chair and explain current practice of recruiting and retaining board members.</p> <p>Class Organization:</p> <ul style="list-style-type: none"> • Lecture (Guest speaker) • Discussion <p>Topics:</p> <ul style="list-style-type: none"> • Recruiting, Orienting and educating, Evaluating board members • Selecting, Evaluating, Removing the CEO • Board Chair/CEO relationships 	<p>Readings to be completed for this class:</p> <ul style="list-style-type: none"> • [B] Chs. 5, 12, 13 • See On-line for additional readings <p>Assignment: Based both on the course readings and on the guest lecture/discussion, write a 5 page "Guide to CEO/Chair Relationships" (see rubric). Include a brief restatement of the most important issues and how the CEO and the Board Chair might best navigate issues to achieve success for the nonprofit organization. Use APA format. (50 Points)</p>
7	Thursday, October 11, 2012 6:30-9:50	<p>Legal Aspects of Board Governance Learning Objectives: Understand legal aspects of board governance including legal responsibilities, risk management, bylaws, conflicts of interest, and fiduciary responsibilities.</p> <p>Class Organization:</p> <ul style="list-style-type: none"> • Guest Lecture (attorney), Discussion • In-House Board Meeting <p>Topics:</p> <ul style="list-style-type: none"> • Legal context • Risk management/Directors' insurance • Bylaws – legal considerations • Conflict of interest • Fiduciary responsibilities of board members 	<p>Readings to be completed for this class:</p> <ul style="list-style-type: none"> • [B] Chs. 7, 8, 14, 15 • See On-line for additional readings • [C] Reference Manual - use as needed <p>DUE by no later than October 14- Two experiential assignments (board meeting assessment and volunteer experience)</p>

Grading:

Assignment	Points	Grade %
Class Attendance and Participation	100	20%
5 Page "Guide to Recruiting and Retaining Volunteers (See Rubric)	50	10%
5 page "Guide to CEO/Chair Relationships (See Rubric)	50	10%
Board Meeting Assessment (See Rubric)	175	35%
Volunteer Experience	125	25%
Total	500	100%

Grade Mapping:

Numeric Grade	Letter Grade	Numeric Grade	Letter Grade	Numeric Grade	Letter Grade
	A (95-100%)		B- (80-82%)		
	A- (90-94%)		C+ (77-79%)		
	B+ (87-89%)		C (73-76%)		
	B (83-86%)		C- (70-72%)		

Assignment Grading Policies:

Please note late submissions of any assignment are accepted for good reason, but will cost 10% of the total assignment points for each day or portion of a day late.

Student Responsibilities:

There is a premium upon participation and promptness. Two of the assignments are experiential. These require students to participate in one volunteer activity and observe one Board meeting during the class. These two activities reflected in major papers represent a 60% of the grade. If for some reason anyone has difficulty in determining an opportunity for either assignment, see professor Alford as soon as possible.

Instructor Responsibilities:

The instructor will be prepared each week and encourage an environment of participation. The instructor will be available for individual consultation as needed and scheduled. Guest speakers will supplement class lectures. Planned class content may vary somewhat from week to week depending upon the availability of guests.

ASSIGNMENT SPECIFICATIONS

Overview: The Following Rubrics are to be followed: Use APA (SBNM adopted style & format)

Rubric: Recruiting and Retaining Volunteers-50 points Due prior to class on 9/13/20

Pages 1-2

Write up a description of the most salient and important points of what is necessary for the recruitment of volunteers.

COMPONENT VALUE = 10 POINTS

Pages 2-3

Write up a description of the most salient and important points of what is necessary for the retention of volunteers.

COMPONENT VALUE = 10 POINTS

Pages 3-5

Write up the most important issues addressed in your readings of how a volunteer manager might best navigate the issues of recruitment and retention for their organization.

COMPONENT VALUE = 30 POINTS

THIS PAPER SHOULD BE NO LONGER THAN 5 PAGES. (excludes title, abstract and reference pages).

Rubric:CEO-Chair Relationship 50 points Due prior to class on 10/4/12

Pages 1-3

Write up a description of the most relative and salient points of what an organization's chief executive and board chair need to strike a good balance for a fruitful relationship.

VALUE = 20 POINTS

Pages 3-5

Write up the most important issues that are addressed in your readings of how a chief executive and a board chair achieve success for their organization.

VALUE = 30 POINTS

PAPER SHOULD BE NO LONGER THAN 5 PAGES, (excludes title page, abstract and reference pages).

Experiential Assignment Rubric:Board Meeting Assessment 175 points Due no later than 10/13/12

Page 1

Write up a description of the organization (name, services provided and other salient information and data).

VALUE = 25 POINTS

Page 1

Write up a description of the board structure (number of members, types of committees, meeting schedule and other salient information and data).

VALUE = 25 POINTS

Page 2

Write up a description of your observations and board meeting process (starting time, formal components of the meeting, what written data was distributed, and other salient observations).

VALUE = 25 POINTS

Page 3

Write up a narrative of your interview with a key leader about the meeting (leader's sense of meeting productivity, issues of greatest importance to leader, and other salient issues).

VALUE = 25 POINTS

Pages 4-7

Write up a narrative of the connection of your experience with class discussion and presentations, related class readings, and your group's in-house board meeting with the external board meeting you attended.

VALUE = 75 POINTS

PAPER SHOULD BE NO LONGER THAN 7 pages. (excluding title page, abstract and reference pages). Use APA (SBNM adopted format & style).

Experiential Assignment Rubric: Volunteer Experience 125 points Due no later than 10/13/12

Page 1

Write up a description of the organization (name, location, founding year, services provided and other salient information and data).

VALUE = 15 POINTS

Page 1

Write up a description of the Volunteer Management structure (number of volunteers, types of volunteer assignments, schedule and other salient information and data).

VALUE = 20 POINTS

Page 2

Write up a description of your volunteer assignment and process (time involvement, formal aspects of the assignment, what written data was distributed, and other aspects).

VALUE = 20 POINTS

Page 3

Write up a narrative of your meeting with the volunteer manager about the assignment (manager's sense of effective management, issues of greatest importance, and other salient issues).

VALUE = 20 POINTS

Pages 4-5

Write up a narrative of the connection of your experience with class discussions and presentations and related class readings.

VALUE = 50 POINTS

PAPER SHOULD BE NO LONGER THAN 5 PAGES (excluding title page, abstract and reference pages).

Use **APA** (SBNM adopted format & style).

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 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 policy outlined in the University Catalog (found on the NPU website).

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/ada>