

NORTH PARK UNIVERSITY - School of Business & Nonprofit Management

SBNM 5720	Fall 2012; Quad B
Nonprofit Board Governance and Volunteer Management	On-line

Instructor: Gianfranco Farruggia, Ph.D.; Assoc. Prof. of Nonprofit Mgmt.
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Required Textbooks:

[A] McCurley, S. & Lynch. R. (2006). *Volunteer Management: Mobilizing all the Resources of the Community*. Ontario: Johnstone Training and Consultation.

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

[C] BoardSource. (2007). *The Nonprofit Board Answer Book: A Practical Guide for Board Members and Chief Executives*. San Francisco: Jossey-Bass.

Other Readings: See on-line

Course Description and Student Learning Objectives: This course is designed to improve students' understanding of the elements, processes and dynamics of volunteer management and nonprofit board governance. The course includes analyses of the respective roles of the board, executive director(CEO), staff and volunteers to maximize organizational effectiveness. Students will learn how to assess and improve the effectiveness of volunteers, boards, senior leadership, and the overall nonprofit organization governance.

Course Methodology: The course is taught with a variety of "lectures," discussions, case study assessments and active exercises in which the student will be able to demonstrate accomplishment of the above objectives. Students will be required to attend a board meeting and volunteer at a local nonprofit organization for their final projects.

Grading

Class participation	45 points
2 Minor Papers	100 points (50 each)
2 Major Papers	300 points (125+175) (Total = 445)

Schedule of Readings and Assignments

Wk.	Subject	Readings	Assignments
1	Introduction to volunteer management & motivation	[A] Chs. 1-4 See on-line for any additional readings	
2	Volunteer recruitment and retention	[A] Chs. 5-11 See on-line for any additional readings	
3	Issues in volunteer management	[A] Chs. 12-17 See on-line for any	Paper - Recruiting and retaining volunteers (see Assignment

		additional readings	section)
4	Introduction to board governance	[B] Chs. 1-4 See on-line for any additional readings	
5	Board diversity, ethics, roles & responsibilities	[B] Chs. 6-8, 10, 11, 16 See on-line for any additional readings	
6	Recruiting board members; CEO hiring, termination & evaluation	[B] Chs. 5, 12, 13 See on-line for any additional readings	
7	Legal aspects of board governance	[B] Chs. 7, 8, 14, 15 See on-line for any additional readings [C] Use as needed Reference Manual	Paper - CEO/Chair relationships (see Assignment section)
			Final Papers due after class completion (see Assignment section)

Attendance Policy: 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 are made up by the student within the following week. Missing a second class session is allowed only in unusual circumstances by prior arrangement with the instructor. Since this represents 28.6% of the engagement time for the course, the student runs the risk of receiving a significantly lower 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 will automatically fail the course, unless the student drops the course before the 7th 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 (www.northpark.edu).

Textbook and article readings: Instructor-facilitated discussion questions for each week will be posted so that we can begin meaningful discussion of the topic by no later than Wednesday of each week (see on-line for details). Therefore, it's essential that readings for each week are completed by no later than Tuesday evening. Meaningful discussion means posting insightful reflections/thoughts about the assigned readings. When you cite the readings, include the reference and page number(s) so that all can follow along.

On-Line Discussion Forum Participation

Initial Postings Rubric

Full Points	Half Points	Minimal Points	-0- Points
Discussion is	Reference made to	Inadequate or no	No

substantive and relates to key principle(s), point(s) or issue(s) of the assignment.	key issue(s) but point(s) is(are) not sufficiently integrated.	reference to key principle(s); no evidence that student understood the principle(s).	participation during scheduled week.
Uses relevant example(s).	Example(s) is(are) not integrated effectively into response.	No example(s) provided.	
Posted on time.	Posted on time, but during the last 2 days of discussion.	Not posted by deadline.	No posting during scheduled week.
Syntax is appropriate, terminology used accurately and appropriately, language is understandable and concise, organization is logical.	Terms used inaccurately; organization present but could be improved, writing is generally adequate but exhibits some lack of clarity.	Writing is poor, terminology inaccurately used and lacks organization.	

Response Postings Rubric

Full Points	Half Points	Minimal Points	-0- Points
Relates to the original posting; reinforces course material or challenges interpretation of material.	Refers to lesson content but not integrated effectively.	Does not refer to key points with no evidence student understands the key points.	No responses during scheduled week.
Responds to the ideas presented in the original post.	Response is loosely related to the ideas of the original post.	Response does not relate to the original post.	
Response is characterized by the following: a. supportive b. thought-provoking	Response is characterized by 2 or 3 of the following: a. supportive b. thought-provoking c. challenging	Response is not: a. supportive b. thought-provoking c. challenging d. reflective e. ties to another course	

c. challenging d. reflective e. ties to another course concept	d. reflective e. ties to another course concept	concept	
Posted on time.	Posted on time, but during the last 2 days of discussion.	Not posted by deadline.	No response posting during scheduled week.
Organized, concise, clearly written in understandable language.	Writing is adequate but may include inconsistencies or inaccuracies.	Writing is poor, unclear and disorganized.	

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 APA requirements, it's recommended that you purchase the reference manual and/or 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.***

Papers: A premium is placed on professional writing and **graduate level** work is expected. Papers should be **APA format**. **Proofread your papers carefully**; misspellings, poor grammar, and bad syntax **do** lower your grade. All papers are to be submitted electronically via Assignment Link (see on-line).

1st: Guide to Recruiting and Retaining Volunteers (50 Points)

Based both on readings and on the guest lecture/discussion, write a (no more than) 5 page paper - "Guide to recruiting and retaining volunteers." Include a brief restatement of the most important issues and how a volunteer manager might best navigate the issues to achieve success for the nonprofit organization.

2nd: Guide to CEO/Board Relationships (50 Points)

Based both on the course readings and on the guest lecture/discussion, write a (no more than) 5 page paper - "Guide to CEO/Board Relationships." Include a brief restatement of the most important issues and how the CEO, the Board

Chair, and Board Members might best navigate the issues to achieve success for the nonprofit organization.

3rd: Board Meeting Assessment (175 Points)

You will need to have access to a nonprofit organization (agency, commission, public entity, association, etc.) where you can attend a board meeting. Write a (no more than) 7 page paper that takes particular issues with your experience and observations and relates them to the readings (textbooks & articles), and "lectures." What worked or did not work? Other observations.

4th: Volunteer Experience (125 Points)

You will need to have access to a nonprofit organization where you can volunteer 3 hours. Write a (no more than) 5 page paper that takes particular issues with your volunteer experience and relates them to the readings (textbook and articles) and "lectures." What worked or did not work? Other observations.

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

Academic Honesty: In keeping with our Christian heritage and commitment, North Park University is 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.

Support Services: Please see the Course Information button in your course on-line for the Student Support document if you need assistance during your course.

Disabilities: Students with disabilities who believe that they may need accommodations in this class are encouraged to contact the SBNM program office (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>.