

# North Park University

## School of Business & Nonprofit Management

<b>Course: SBNM 5720</b>	<b>Spring 2013; Quad A</b>
<u>Nonprofit Board Governance &amp; Volunteer Management</u>	<u>Mon. 6:30 – 9:50pm</u>

**Instructor:** Gianfranco Farruggia, Ph.D.; Assoc. Prof. of Nonprofit Mgmt.  
Phone: 773-244-5209; Fax: 773-244-5285; Email: [gfarruggia@northpark.edu](mailto:gfarruggia@northpark.edu)

**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 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.

**Required Texts:**

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

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

**Other Readings:** See On-line

**Session 1: Introduction to Volunteer Management & Motivations**

**Learning Objectives:** Students will understand the history of volunteerism, motivations, and the basic factual background about volunteerism in the US.

**Class Organization:**

- Lecture, Discussion

**Topics:**

- Introduction
- History of volunteerism
- Basic facts about volunteerism
- Motivations of volunteers

**Readings to be completed for this class:**

- [A] Chs, 1-4
- See On-line for additional readings

**Session 2: Volunteer Recruitment & Retention**

**Learning Objectives:** Student will understand practical aspects of recruiting, evaluating, and retaining volunteers.

**Class Organization:**

- Guest Lecture (Volunteer Manager)
- Discussion

**Topics:**

- Recruiting, Screening and interviewing, Training & Supervising volunteers
- Evaluating and rewarding volunteers
- Removing volunteers from assignments

**Readings to be completed for this class:**

- [A] Chs. 5-11
- See On-line for additional readings

**Session 3: Issues in Volunteer Management**

**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.

**Class Organization:**

- Lecture, Discussion

**Topics:**

- Relationships between paid and volunteer staff
- Risk issues in using volunteers
- Retention and Recognition
- Measuring Volunteer Program Effectiveness
- Dynamics of volunteer teams

**Readings to be completed for this class:**

- [B] Chs. 12-17
- See On-line for additional readings

**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) **[Due Feb. 11 by no later than 6:30pm]**

#### **Session 4: Introduction to Board Governance**

**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.

**Class Organization:**

- Video: *Meeting the Challenge, An Orientation to Nonprofit Board Service*
- Lecture, Discussion

**Topics:**

- History of nonprofit boards in the United States
- Board responsibility
- Theories of nonprofit governance

**Readings to be completed for this class:**

- [B] Chs. 1-4
- See On-line for additional readings

**Assignment:** Briefly look over the case, *Living with Complexity: The Lincoln Hill Experience*, 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 be the individual you will "play" when you conduct in-class board meetings.

#### **Session 5: Board Diversity, Ethics, Role identification**

**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.

**Class Organization:**

- Lecture, Discussion
- Board building exercise

**Topics:**

- Board diversity & accountability
- Ethical issues
- Strategic issues
- Generative thinking
- Founder's syndrome
- Research trends in board governance

**Readings to be completed for this class:**

- [B] Chs. 6-8, 10, 11, 16
- See On-line for additional readings

#### **Session 6: 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.

**Class Organization:**

- Lecture (Guest speaker)
- Discussion

**Topics:**

- Recruiting, Orienting and educating, Evaluating board members
- Selecting, Evaluating, Removing the CEO
- Board Chair/CEO relationships

**Readings to be completed for this class:**

- [B] Chs. 5, 12, 13
- See On-line for additional readings

**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) [Due Mar. 4 by no later than 6:30pm](#)

**Session 7: 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.

**Class Organization:**

- Guest Lecture (attorney), Discussion
- In-House Board Meeting

**Topics:**

- Legal context
- Risk management/Directors' insurance
- Bylaws – legal considerations
- Conflict of interest
- Fiduciary responsibilities of board members

**Readings to be completed for this class:**

- [B] Chs. 7, 8, 14, 15
- See On-line for additional readings
- [C] Reference Manual - use as needed (if obtained)

**[DUE by no later than Mar. 9, 2013 at midnight - Two experiential assignments \(board meeting assessment and volunteer experience\)](#)**

**Course Requirements:** Active and informed participation in class discussion. As adult learners, you are expected to manage your own learning process. The

extent to which the class is valuable to you will depend much upon your level of personal involvement in learning.

**Grading:**

At the completion of this course, you will receive a letter grade reflecting your performance in this course. Letter grades will be awarded according to the existing policies of the School of Business and Nonprofit Management. The final course grade will be computed according to the total number of points earned for all assignments as shown by percentage of points earned:

<u>Percentage Range Earned</u>	<u>Final Grade</u>
100-95%	A
94-91%	A-
90-85%	B+
84-81%	B
70-75%	B-
74-71%	C+
60-65%	C
64-61%	C-
60% & below	F

**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.**

**Basis of Grading:** Class attendance & participation are worth 100 points. The 2 major experiential assignments are worth 175 points for board meeting assessment and 125 points for volunteer experience. The 2 minor assignments are worth 50 points each.

<b>Point Chart</b>	Participation	100 (20%)	
	2 major assignments	300 (60%)	
	2 minor assignments	100 (20%)	<b>TOTAL = 500</b>

**Academic Honesty:** In keeping with our Christian heritage and commitment, North Park University and the SBNM 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:

- Plagiarism – use of another’s work (including your own past work) as one’s own without crediting the individual. This includes using materials from the Internet.
- Copying another’s answers on an examination.
- Deliberately allowing another to copy one’s answers or work.
- 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 Catalog (available at [www.northpark.edu](http://www.northpark.edu)). In conclusion, it is North Park's mission to prepare you 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:** 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 two weeks 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 refund policy outlined in the University Catalog.

**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>.

**Use of APA Publication Manual:** 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 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 and referencing.
- 4) Holding students accountable for high quality written work.

If you are unfamiliar with the requirements of the *APA Publication 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.***