

School of Business and Nonprofit Management

Course Syllabus

Course: *SBNM 5720 Nonprofit Board Governance and Volunteer Management*

Academic Year: 2013/14 **Semester/Quad:** Fall B

Credit Hours: 2

Prerequisites: *SBNM 5700 or SBNM 5710*

Instructor: Richard “Rick” Yngve

- President/Consultant, Yngve & Associates
- Affiliate Professor, North Park University
- Treasurer, Board of Trustees, Arizona 4-H Youth Foundation
- Former President, Board of Directors, Teen Parent Connection

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Availability:

Online Office Hours are Tuesdays 2:30-3:30pm Central Time Zone or by appointment

Course Description:

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.

Required Course Materials:

- McCurley, S. & Lynch. R. (2010). *Volunteer Management: Mobilizing all the Resources of the Community* (3rd Ed.). Johnstone Training and Consultation, Ontario.
- BoardSource. (2010). *The Handbook of Nonprofit Governance*. Jossey-Bass, San Francisco.
- BoardSource. (2011). *The Nonprofit Board Answer Book: A Practical Guide for Board Members and Chief Executives* (3rd Ed.). Jossey-Bass, San Francisco.

Other readings will be assigned via links within the Moodle course.

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.

Course Methodology:

The course will be 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.

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.

Technical Requirements:

Students are expected to have completed the online Moodle tutorial required of all online students. Additionally, students are expected to have access and knowledge of how to utilize Microsoft Word (or an equivalent word processing software that can be shared through “.doc” or “.docx” extensions. Students will also need to utilize Microsoft PowerPoint to create a presentation.

Student Responsibilities:

1. Attendance, or online presence/participation, are required for this class. You cannot successfully complete this course without completing the weekly readings and assignments.
2. Some assignments will be posted online for others to see. You will be asked to comment and provide feedback to one another on your work.
3. Although I strongly suggest that all issues, questions, and problems be dealt with online, you can feel free to call or email me regarding these issues at any time, noting the office hours I am available.
4. Use proper “netiquette” (see A Guide to Netiquette).
5. Please plan on spending at least 4 out of 7 days per week online to complete the assignments for this course. Do NOT try to do everything in one day. Not only is it difficult to accomplish, but you will learn more from the assignments if you allow yourself more time to think and contemplate the work.

Instructor Responsibilities:

1. Design the course and learning modules in such a way that students have every opportunity to achieve the learning objectives.
2. Provide reactions to student responses and discussion as appropriate in order to clarify important ideas and concepts.
3. Provide opportunities for group work that will include discussion as well as hands-on exercises.
4. Provide updated information on relevant resources for the various topics of interest.
5. Respond critically assess students’ assignments and provide feedback within 7 days of receipt.
6. Respond to all student e-mails within 72 hours of receipt.
7. Respond to all student phone calls within 72 hours.

Schedule of Weekly Assignments:

Module	Dates	Topics	Assignment(s)
1	10/21-10/27	Introduction to Volunteer Management & Motivation	Read McCurley, Chapters 1-4 Read supplementary articles via Moodle Due: Discussion board participation
2	10/28-11/03	Volunteer Recruitment & Retention	Read McCurley, Chapters 5-11 Read supplementary articles via Moodle Due: Discussion board participation
3	11/04-11/10	Issues in Volunteer Management	Read McCurley, Chapters 12-17 Read supplementary articles via Moodle Due: Discussion board participation Due: Paper on recruiting/retaining
4	11/11-11/17	Introduction to Board Governance	Read BoardSource "Handbook", Ch 1-4 Read BoardSource "Answer Book", Pt 1-2 Read supplementary articles via Moodle Due: Discussion board participation
5	11/18-11/24	Board Diversity, Ethics, Roles & Responsibilities	Read BoardSource "Handbook", Ch 8,9,11,16 Read BoardSource "Answer Book", Pt 3-4 Read supplementary articles via Moodle Due: Discussion board participation
-	11/25-12/01	THANKSGIVING BREAK WEEK	
6	12/02-12/08	Recruiting Board Members; CEO Hiring, Termination & Evaluation	Read BoardSource "Handbook", Ch 5,6, 12,13 Read BoardSource "Answer Book", Pt 5-7 Read supplementary articles via Moodle Due: Discussion board participation Due: Paper on CEO/Chair relationships
7	12/09-12/15	Legal Aspects of Board Governance	Readings: Read BoardSource "Handbook", Chapters 7,10,14,15 Read supplementary articles via Moodle Assignments Due: Due: Discussion board participation Due: Paper on Board Meeting Assessment Due: Paper on Volunteer Experience

Grading:

Criterion	Points	Percentage
Class participation & introductions	150 (20 pts/week) + 10 pts/intro)	25%
2 Minor papers	150 (75 pts each)	25%
2 Major papers	300 (150 pts each)	50%
TOTAL:	600	100%

Grade Mapping:

The final course grade will be computed according to the total number of points earned for all assignments. The following table shows how point percentages for the course correspond to the standard grades and grade points used at North Park University:

Course Percentage	Letter Grade	Grade Points
93-100%	A	4.00
90-92.9%	A-	3.67
87-89.9%	B+	3.34
83-86.9%	B	3.00
80-82.9%	B-	2.67
77-79.9%	C+	2.34
73-76.9%	C	2.00
70-72.9%	C-	1.67
0-59.9%	F	0.00

The following table shows non-passing administrative grades used at North Park University:

DR (Administrative Drop)	0.00
DW (Dropped without permission)	0.00
W (Withdrawal)	0.00
I (Incomplete)	0.00
NG (no grade)	0.00
NS (Not submitted)	0.00
AU (Audit)	0.00

Assignment Late Submission Grading Policies:

Late assignments are accepted. The following late point deductions apply:

- Work that is submitted 1 calendar days AFTER its due date will be graded down by 5%
- Work that is submitted 2-3 calendar days AFTER its due date will be graded down by 10%
- Work that is submitted 4-7 calendar days AFTER its due date will be graded down by 15%
- Work that is submitted 8-14 calendar days AFTER its due date will be graded down by 20%
- Work submitted more than 14 days past its due date, may or may not be accepted at my discretion. If accepted, it will be graded down by 25% automatically. It will be rare that I accept work past 14 days because of the accelerated nature of these courses.

There are occasions where I will waive the late point deduction based on the student situation. Students should be proactive in contacting me whenever possible to request an extension. My exception to this policy is in “fire, flood or blood” situations where you are facing a true emergency (tornado, car accident, etc.). Try to contact me as soon as you and your loved ones are safe and we will work out an adjusted due date.

ASSIGNMENT SPECIFICATIONS

The Discussion Forums:

Each week, there are 3 questions per forum. Students will be split between the 3 questions as “group leaders.” By Wednesday evening, each group leader needs to upload their individual “original post” to the designated question. Then, each student is required to post a minimum of 2 peer replies to each of the three questions prior to Sunday each week.

Thus, for full credit, students should have a minimum of 7 posts per week (1 original post and 6 peer replies (2 posts x 3 questions=6 peer replies))

	<i>5 points</i>	<i>3 point</i>	<i>1 points</i>
Original Post	The original post summarizes the importance of the question within nonprofit board and volunteer management. Incorporates readings or research.	The original post only partially addresses the question. The original post is lacking substantial coverage or is lacking supporting citations.	The original post is short or does not directly answer the question.
Two peer replies to question #1	Student replies include statements that further or clarify the discussion. Replies also include positive statements encouraging the peer.	Student replies offer either a furthering statement or positive statement but not both.	Student replies are lacking substance.
Two peer replies to question #2	Student replies include statements that further or clarify the discussion. Replies also include positive statements encouraging the peer.	Student replies offer either a furthering statement or positive statement but not both.	Student replies are lacking substance.
Two peer replies to question #3	Student replies include statements that further or clarify the discussion. Replies also include positive statements encouraging the peer.	Student replies offer either a furthering statement or positive statement but not both.	Student replies are lacking substance.
TOTAL: 20 points per weekly forum			

Note: In peer replies, what are statements that help “further or clarify” a post? You can:

- relate a personal experience
- offer further resources
- summarize the peer’s post
- make additional tie-ins to volunteer/board management

ASSIGNMENT #1 Mini-Paper on Recruitment and Retention

Students will submit a 5 page paper. Papers can exceed 5 pages, but the following content must be addressed:

- Page 1: Write up a description of the most salient and important points of what is necessary for the recruitment of volunteers.
- Page 2: Write up a description of the most salient and important points of what is necessary for the retention of volunteers.
- 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.

	15 pts	7 pts	1 pt
Key points for recruitment	Student provides depth in addressing the content area. Supported with research	Student addresses most points but lacks depth or research	Student does not address the key points and is lacking research
Key points for retention	Student provides depth in addressing the content area. Supported with research	Student addresses most points but lacks depth or research	Student does not address the key points and is lacking research
Designing a recruitment strategy	Student provides depth in addressing the content area. Supported with research	Student addresses most points but lacks depth or research	Student does not address the key points and is lacking research
Designing a retention strategy	Student provides depth in addressing the content area. Supported with research	Student addresses most points but lacks depth or research	Student does not address the key points and is lacking research
Role of the volunteer manager in strategy	Student provides depth in addressing the content area. Supported with research	Student addresses most points but lacks depth or research	Student does not address the key points and is lacking research
TOTAL: 75 points for the paper			

Note:

- Remember to include research and readings to support your arguments

ASSIGNMENT #2 Mini-Paper on CEO-Chair Relationships

Students will submit a 5 page paper. Papers can exceed 5 pages, but the following content must be addressed:

- Page 1-2: 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.
- Page 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.

	15 pts	7 pts	1 pt
Key points for CEO-Chair relationship	Student provides depth in addressing the content area. Supported with research	Student addresses most points but lacks depth or research	Student does not address the key points and is lacking research
Strategies for positive relationships	Student provides depth in addressing the content area. Supported with research	Student addresses most points but lacks depth or research	Student does not address the key points and is lacking research
How to collaborate for organizational success	Student provides depth in addressing the content area. Supported with research	Student addresses most points but lacks depth or research	Student does not address the key points and is lacking research
Practical applications of CEO-Chair management within organization	Student provides depth in addressing the content area. Supported with research	Student addresses most points but lacks depth or research	Student does not address the key points and is lacking research
Role of CEO-Chair interactions with board	Student provides depth in addressing the content area. Supported with research	Student addresses most points but lacks depth or research	Student does not address the key points and is lacking research
TOTAL: 75 points for the paper			

Note:

- Remember to include research and readings to support your arguments

ASSIGNMENT #3 Major Paper on Volunteer Experience

Students will submit a 5 page paper. Papers can exceed 5 pages, but the following content must be addressed:

- 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).
- 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).
- 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).
- Pages 4-5: Write up a narrative of the connection of your experience with class discussions and presentations and related class readings.

	30 pts	15 pts	1 pt
Description of the volunteer management structure	Student provides depth in addressing the content area. Supported with research	Student addresses most points but lacks depth or research	Student does not address the key points and is lacking research
Description of volunteer assignment & process	Student provides depth in addressing the content area. Supported with research	Student addresses most points but lacks depth or research	Student does not address the key points and is lacking research
Narrative of meeting with the volunteer manager	Student provides depth in addressing the content area. Supported with research	Student addresses most points but lacks depth or research	Student does not address the key points and is lacking research
Narrative of your experience as related to recruitment-retention strategies from class	Student provides depth in addressing the content area. Supported with research	Student addresses most points but lacks depth or research	Student does not address the key points and is lacking research
Narrative of your experience as related to other volunteer management readings	Student provides depth in addressing the content area. Supported with research	Student addresses most points but lacks depth or research	Student does not address the key points and is lacking research
TOTAL: 150 points for the paper			

Note:

- Remember to include research and readings to support your arguments

ASSIGNMENT #4 Major Paper on Volunteer Experience

Students will submit a 5 page paper. Papers can exceed 5 pages, but the following content must be addressed:

- Page 1: Write up a description of the board structure (number of members, types of committees, meeting schedule and other salient information and data).
- 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).
- 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).
- Pages 4-7: Write up a narrative of your experience with class discussions and presentations, and related class readings with the external board meeting you attended..

	30 pts	15 pts	1 pt
Description of the board structure	Student provides depth in addressing the content area. Supported with research	Student addresses most points but lacks depth or research	Student does not address the key points and is lacking research
Description of board meeting	Student provides depth in addressing the content area. Supported with research	Student addresses most points but lacks depth or research	Student does not address the key points and is lacking research
Narrative of your interview with a key leader	Student provides depth in addressing the content area. Supported with research	Student addresses most points but lacks depth or research	Student does not address the key points and is lacking research
Narrative of your experience as related to board strategies from class	Student provides depth in addressing the content area. Supported with research	Student addresses most points but lacks depth or research	Student does not address the key points and is lacking research
Narrative of your experience as related to other nonprofit management readings	Student provides depth in addressing the content area. Supported with research	Student addresses most points but lacks depth or research	Student does not address the key points and is lacking research
TOTAL: 150 points for the paper			

Note:

- Remember to include research and readings to support your arguments

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>