

<b>NORTH PARK UNIVERSITY - Chicago</b>	
<b>School of Business &amp; Nonprofit Management</b>	
SBNM 5720 Summer 2014; Quad B	Nonprofit Board Governance and Volunteer Management; On-line

**Instructor:** Gianfranco Farruggia, Ph.D.; Prof. of Nonprofit Mgmt.

Phone: 773-244-5209; Office Hours: see on-line; Email: [gfarruggia@northpark.edu](mailto:gfarruggia@northpark.edu)

**Required Textbooks:**

A] McCurley, S., & Lynch. R. (2000, 2006) or 2011). *Volunteer Management: Mobilizing all the Resources of the Community*. [Ontario: Johnstone Training & Consultation or Plattsburgh NY: Interpub Group]

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

[C] Other Readings: See various materials on-line

**Course Description and Specific Learning Objectives:** This course is designed to improve students’ understanding of the elements, processes and dynamics of volunteer management and nonprofit board governance [relates to Overarching Objective #X]. Students will learn how to assess and improve the effectiveness of volunteers, boards, senior leadership, and the overall nonprofit organization governance [relates to Overarching Objective #X]. The course includes analyses of the respective roles of the board, executive director(CEO), staff and volunteers to maximize organizational effectiveness [relates to Overarching Objective #X]. **review**

**Overarching Course Objectives:** 1) *Comprehend* fundamental principles, generalizations, or theories. 2) *Develop* specific skills, competencies, and points of view needed by professionals in the field most closely related to this course. 3) *Analyze and critically evaluate* ideas, arguments, and points of view. **review**

**Course Methodology:** The course is taught with a variety of “on-line lectures” [PowerPoint presentations], forum discussions, case study assessments and active exercises in which students will be able to demonstrate accomplishment of the above objectives. Students will be required to attend a board meeting and volunteer [approx. 3 hours] at a local nonprofit organization for their final projects. **review**

<b>Grading:</b>	<b>Points:</b>
Class participation ( <b>weekly forums</b> )	45
2 Minor Papers	100 (50 for each)
2 Major Papers	300 ( <b>125 for volunteer experience + 175 board meeting</b> )
	TOTAL = <u>445</u>

////	Schedule of readings	and assignments	////
<u>Week</u>	<u>Subject</u>	<u>Readings</u>	<u>Assignments</u>
<b>1</b>	Introduction to volunteer management  Volunteer motivation	[A] Chs. 1-4  [C] See on-line for any additional readings	
<b>2</b>	Volunteer recruitment and retention	[A] Chs. 5-11  [C] See on-line for any additional readings	
<b>3</b>	Issues in volunteer management	[A] Chs. 12-17  [C] See on-line for any additional readings	<u>Paper</u> - Recruiting and retaining volunteers (see Assignment section on-line)
<b>4</b>	Introduction to board governance	[B] Chs. 1-4  [C] See on-line for any additional readings	
<b>5</b>	Board diversity  Board ethics  Board roles & responsibilities	[B] Chs. 6-8, 10, 11, 16  [C] See on-line for any additional readings	
<b>6</b>	Recruiting board members  CEO hiring, termination & evaluation	[B] Chs. 5, 12, 13  [C] See on-line for any additional readings	
<b>7</b>	Legal aspects of board governance	[B] Chs. 7, 8, 14, 15  [C] See on-line for any additional readings	<u>Paper</u> - CEO/Chair relationships (see Assignment section on-line)  <u>Final Papers</u> – 1) Volunteer experience, 2) Board meeting observation (see Assignment section on-line)

**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, a 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](http://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 (by no later than 10pm, Chicago time) 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.

**Initial Posting Rubric**

**(keep in mind that ALL discussion start no later than Wednesday by 10pm [Chicago time])**

Full Points	1/2 Points	Minimum Point	-0- Points
Discussion is substantive and relates to key principle(s), point(s) or issue(s) of the assignment.	Reference made to key issue(s) but point(s) is(are) not sufficiently integrated.	Inadequate or no reference to key principle(s); no evidence that student understood the principle(s).	<u>No</u> participation during the 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.	<u>No</u> 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	Writing is poor, terminology inaccurately used and lacks organization.	

	adequate but exhibits some lack of clarity.		
--	---	--	--

### **Response Posting Rubric**

**(keep in mind that ALL discussion ends on Sundays by midnight [Chicago time])**

<b>Full Points</b>	<b>1/2 Points</b>	<b>Minimum Point</b>	<b>-0- Points</b>
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.	<u>No</u> 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 3 or 4 of the following: a. supportive b. thought-provoking c. challenging d. reflective e. ties to another course concept	Response is characterized by 1 or 2 of the following: a. supportive b. thought-provoking c. challenging d. reflective e. ties to another course concept	Response is not: a. supportive b. thought-provoking c. challenging d. reflective e. ties to another course concept	
Posted on time.	Posted on time, but during the last 2 days of discussion.	Not posted by deadline.	<u>No</u> response postings 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). 1<sup>st</sup> paper: "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 - 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. 2<sup>nd</sup> paper: "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 - 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. 3<sup>rd</sup> paper: Board Meeting Assessment (175 Points). You will need to have access to a nonprofit organization (agency, commission, public entity, association, foundation, 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. 4<sup>th</sup> paper: Volunteer Experience (125 Points). You will need to have access to a nonprofit organization where you can volunteer at least 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 & 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>.