

Non-Profit Leadership: LEAD-304

MISSION STATEMENT:

Friends University, a Christian University of Quaker heritage, equips students to honor God and serve others by integrating their intellectual, spiritual and professional lives.

Instructor information

Name:
Email:
Office phone:
Cell:

Course Description

This course provides a comprehensive overview of the organizational characteristics and accountability structures of non-profit organizations. Students will examine performance expectations of leaders working in the non-profit sector and ethical demands they face. Students will evaluate and critique leader performance using case studies and real-world examples. Topics covered include strategic planning, board governance, volunteer development, budgeting and financial management, human resource management, and capital campaign planning and implementation.

A variety of learning methods will be utilized to support achievement of course objectives and outcomes including lecture, assigned readings, case studies, group discussions, research assignments, and group activities.

Essential Questions:

- How does emotional intelligence impact one's ability to lead effectively?
- What emotional intelligence skills are within my strengths and which skills need further development?
- How can I successfully enhance my emotional intelligence?

Credit Hours: 3

Overview and Course Goals

Students completing this course will be able to:

1. Evaluate leadership capacity through the development of self-awareness, assessment of personal leadership style, and identification of personal strengths and weaknesses, in the context of current best practices.
2. Identify the principles of authority, responsibility and accountability of leadership
3. Change capability through personal adaptability and awareness of the change process, at the individual, group, organizational, community, and global level.
4. Teamwork through the acquisition of interpersonal competencies in managing fundamental group dynamics critical for facilitating group processes and skills in influencing and inspiring others.

Course Policies

ONLINE PARTICIPATION

Participation online is expected throughout the course. Content areas may include discussions, written assignments, quizzes, Internet resources, etc. Each week will be different depending on the assignments required. **A class week is defined as seven days: Monday through Sunday.**

All official university communication will use Friends University issued email accounts. All assignments will be submitted via the Moodle System.

ATTENDANCE POLICY

For online students:

Online attendance is determined by participation in each weekly session.

Successful learning from online courses requires the active and frequent participation and interaction of students through discussion questions. Participation early in the week allows other students to learn and gain insight from your thoughts. Please make efforts to engage throughout the week.

Course Materials

Course Structure and Grades

DISCUSSION QUESTIONS (DQ)

Discussion Question responses must meet the following criteria:

Each week, you are required to post an initial response to questions on various topics related to the assigned reading and/or activities assigned for the week. You should address each point in the assignment in your response. **Once you have made an initial response you are required to wait at least 24 hours and then provide a**

response posting to at least one of your peers. In order to pursue full credit, your response should be of substance and move along the discussion. It is fine to have posts such as "Good point!" and "I agree!" but these posts won't "count" as part of the minimum requirement. The reason for the 24 hour wait before responding parameter is to encourage learning and engagement *throughout* the week rather than a one-time visit to the forum.

Please note, waiting until Sunday to make your initial post ensures you will NOT qualify for full credit. Please don't procrastinate.

You have a responsibility to be proactive by engaging with your peers in the learning process. You may earn up to 50 points each week on this assignment.

Expectations and Criteria for Discussion Board Posts

For an online class, the Discussion Board is a primary venue for the students to showcase their critical thinking and writing skills. It also provides opportunity for demonstration of each student's academic grasp of the course material and critical concepts. Therefore, the expectation for the Discussion Boards for this class is that they are to be treated as a formal writing assignment. This includes application of all the formal rules of grammar.

Of paramount concern is that in completing the Discussion Board posts and assignments, even those where students are asked to engage outside sources, dialogue with colleagues, or make life application observations, there should be traceable (cited) tie-in to the course material.

In relating observations or answering questions, convey information while formulating a position with your comments, thoughts, or reflections directly regarding the assignment or discussion at hand. These should be supported by **CITED** (found on what page or what resource) quotes, comments, or ideas from the course material that validates your discussion position and shows an understanding of and command of the course material.

Also, the student is required to respond to ONE other class member's post in a formal manner and conveyed in this framework:

The response must be one of substance to the class member's assertions in which you convey your general thoughts and insights supported by cited principles from the course material and your personal or organizational experience that also shows an understanding of and command of the course material; critical thinking (analysis, synthesis, evaluation, or application) is evident. **In order to qualify for full credit, you must demonstrate that you have engaged in the forum over the period of at least 2 days each week.**

Substantive Posts must meet the following criteria:

SUBSTANTIVE POSTS

- Substantive Posts (SP) are responses to other students' initial Discussion Questions (DQ) responses. The concept of the SP is to create proactive and encouraging involvement in discussion with classmates. The expectation is that students will draw upon professional experience, interpretation of the assigned

readings, and other reference material to enrich the broader body of knowledge for the class.

Grading Policy

A=1100-990
B=989 - 880
C=879 - 770

D=769 - 660
F= 659 and below

Course Structure and Grades

ACTIVITY	AMOUNT	POINT	TOTAL POINTS
Journal	5	80	400
Discussion Questions	4	50	1100
Quizzes	4	50	200
Paper	1	200	200
Concluding book Exercise	1	50	50
Course Reflection	1	50	50
Total			1100

Late work submitted by students will not be accepted unless arrangements are made and approved by the instructor. Acceptance of late work is the exception and should not be interpreted as the norm. In addition, instructors have the right to deviate from this syllabus to effectively support student learning and achievement of course and program outcomes. This is not a binding contract.

Week 1

Discussion Forum Assignments (50 POINTS)

JOURNAL (80 points) – Selection of Nonprofit for Final Paper Delivery

Conduct research on a Nonprofit (NP) in your area that you are a stakeholder (go to www.guidestar.org). This may be a Nonprofit:

- Whose services you have taken advantage of
- That is part of your local community
- That pays your salary
- In which you participate as a volunteer or in which you donate time or money.

Complete a cursory research of the Nonprofit to ensure that there is enough public information available in order for you to complete your next four weekly journal posts. Please review the expectation for weeks 2 thru 5. Your final paper will be written on this Nonprofit (NP), so information must be accessible to you (Internet site, interview of staff person, or document retrieval).

Throughout this course you will be asked to make journal posts about an NP in which you are a stakeholder. Before you can make your first post (due next week), you must submit a proposal to your instructor in WEEK #1's Journal.

This 1-2 page proposal must:

1. Identify the NP you have selected.
2. Give a brief synopsis of the company, summarizing its purpose and goals
3. State your rationale and reason for selecting this NP
4. Describe your role as a stakeholder in this NP
5. Conclusion: What you hope to gain/understand as you research about this NP.

You must receive approval from your instructor prior to advancing to Week #2's Journal assignment. This milestone is graded using the 'Proposal Rubric' found in Week #1 Resources. For additional details, please refer to the Final Paper Rubric document in the Week #8 section of this course.

Week 2

Reading Assignment

Chapter Three and Four

Comprehension Check: Quiz (50 Points)

Chapters 1-4

Journal Assignment (80 POINTS)

ANNUAL REPORT

Find the most recent annual report of your approved Nonprofit from Week #1. Provide at least 350 – 500 words, applying relevant research, citing at least two sources in each entry addressing (using the Journal Rubric as a guide):

1. What dimensions of effectiveness are covered in the report?
2. What measures are used to demonstrate effectiveness on each of these dimensions?
3. Are these good measures?
4. Does the annual report convince you that the nonprofit is effective? Why or why not?

Week 3

Reading Assignment

Chapter Three and Four

Discussion Forum Assignments (50 POINTS)- Initial post due Thursday, response to peers by Sunday Midnight.

Journal Assignment (80 POINTS)

ANNUAL REPORT

Find the most recent annual report of your approved Nonprofit from Week #1. Provide at least 350 – 500 words, applying relevant research, citing at least two sources in each entry addressing (using the Journal Rubric as a guide):

1. What dimensions of effectiveness are covered in the report?
2. What measures are used to demonstrate effectiveness on each of these dimensions?
3. Are these good measures?
4. Does the annual report convince you that the nonprofit is effective? Why or why not?

Week 4

Reading Assignment

Chapter Seven and Eight

Comprehension Check: Quiz (50 Points)

Chapters 5-8

Journal Assignment (80 POINTS)

Analysis of Revenue Portfolio

Look at the revenue portfolio of your selected nonprofit and answer these questions.

- Is it diversified?
- What vulnerabilities, if any, do you see related to dependencies on particular funding sources.
- What influences your own giving to nonprofits?
- What motivates you to give or to stop giving?
- What does your experience say about how nonprofits should engage with potential and current donors?
- Should your nonprofit and its funders be concerned about growing commercialization in the nonprofit sector? Why or why not?

Week 5

Reading Assignment

Chapters Nine, Ten, Eleven

Discussion Forum Assignments (50 POINTS)- Initial post due Thursday, response to peers by Sunday Midnight.

Does a nonprofit have an ethical responsibility not to violate its volunteers' psychological contracts? Why or why not? How can a nonprofit try to avoid breaches of the psychological contract? Please provide examples to illustrate your response and rationale.

Journal Assignment (80 POINTS)

Ratio Evaluation & Budget Evaluation: Look at the most recent Annual Report of your selected nonprofit. Compute the program efficiency ratio, fund raising efficiency ratio, unrestricted net assets ratio, and the quick ratio for the nonprofit. Discuss any potential concerns that are raised by the computed ratios. Would you recommend that the nonprofit's board should discuss any of these ratios? Why or why not?

Examine the nonprofit's budget and year-to-date totals. Identify any concerns that may indicate that the nonprofit will end the year with a deficit. Do you expect that the nonprofit will have net assets at the end of the fiscal year? If so, why or why not might this be problematic?

Week 6

Reading Assignment

Chapter Thirteen and Fourteen

Comprehension Check: Quiz (50 Points)

Chapters 9, 10, 11, 13, 14

Term Paper

You should be actively working to complete your term paper.

Week 7

Reading Assignment

Chapters Fifteen and Seventeen

Discussion Forum Assignment (50 POINTS)- Initial post due Thursday, response to peers by Sunday Midnight.

Term Paper

You should be actively working to complete your term paper.

Week 8

Quiz (chapters 14-15)

Concluding Book Exercise (complete the three exercises found on page 326 of your textbook 13.1, 13.2, 13.3)

Friends University Catalog Links

ADA Student Services:

http://catalog.friends.edu/content.php?catoid=4&navoid=172#disa_serv

Student Conduct:

http://catalog.friends.edu/content.php?catoid=4&navoid=172#stud_cond_code

Academic Honesty & Honor Code:

http://catalog.friends.edu/content.php?catoid=4&navoid=172#acad_hono_code

STUDENT RESOURCES

Friends University Technology

Technology at Friends University is provided by the Office of Online Learning and Information Technology departments. The Office of Online Learning provides support for Moodle, online learning resources, and technology. The Information Technology department provides technical support, manages hardware and network services, classroom technology and computer labs. Please reference the following links for Friends University technology resources:

- [Self-service Banner \(SSB\)](#): When you are on a Friends University campus computer or away from campus, access with Banner ID and PIN.
- [Moodle](#): Web-enhanced courses can be accessed with network username and password.
- [Email](#): Access your Friends University email account and view instructions for connecting your email to your smartphone.
- [Getting Started with Office 365](#): Instructions for accessing and initially using Office 365 accounts for students.
- [Library](#): Online library resources. Access with network username and password.
- [Password Reset](#): Reset your password for email, Moodle, and on-campus computer access. You will need to know your current password to register with this self-service tool. Once registered with the tool you will be able to reset your password as often as you need.
- **Free Anti-Virus**: McAfee Anti-Virus is available free to all students, faculty and staff with a username and password. ["Free Anti-Virus"](#)

- **Lync:** Communicate with staff and faculty members through our campus instant messaging software.
[Windows 32-bit Operating System](#)
[Windows 64-bit Operating System](#)
- **Windows VPN client:** For remote access please choose the appropriate download:
[Windows Operating System](#).
Please click open to run the automatic install and select all the defaults.
You may download installation instructions [here](#).
- **Macintosh VPN client:** For remote access, it can be downloaded [here](#). Please click open to run the automatic install and select all the defaults. You may download installation instructions [here](#).

Friends University Library

Edmund Stanley Library, named after the University's first president, is committed to collecting the resources you need for your coursework and to helping you use those resources. The library has books, journals, magazines, newspapers, and media (CDs, DVDs, etc.) and provides access to the full text of articles through online databases.

Go to the Library's Tutorial Web page <http://library.friends.edu/Tutorials.html> where you will find a variety of instructional materials designed to acquaint you with the Library's resources and services. Listed under the first header – Library Orientation for DCP (Degree Completion Program) and GRAD (Graduate) Programs – on the Tutorials page is a link to recommendations about the short videos, tutorials, and handouts that are pertinent to your program. Please contact the Library at 316-295-5880 (toll free 800-794-6945 x5880) or askalibrarian@friends.edu if you have questions or comments.

To navigate from the Friends University homepage <http://www.friends.edu> to the Library's Tutorial Web page follow these steps: 1) Click on "Library" on the lower right of the University's homepage. 2) Click on "Catalog and Databases" on the left. This takes you to FriendLiCat, the Library's online catalog. 3) In the "Library Info" area on the right side where several links are listed, click on "Tutorials."

Academic Resource Center

The Academic Resource Center (ARC) strives to promote the success of every Friends University student by providing individualized assistance and supplemental resources. The ARC provides a variety of help for students in the areas of writing, accounting, finance, and technology. Free assistance is available on a drop-in basis in Room 112 on the first floor of the Edmund Stanley Library. For more information please visit <https://www.friends.edu/academics/resources-support/academic-resource-center/>

Center on Family Living Services

The Center on Family Living provides a number of services for students, faculty, staff and the

public. The Center on Family Living provides the following therapy services: premarital therapy, marital therapy, step-family concerns, divorce adjustments, sexual concerns, communication problems, life transitions, work and school stress management, parenting concerns, child behavior problems, anxiety and depression, and grief and loss issues. For more information please visit <https://www.friends.edu/student-life/wellness-counseling/center-on-family-living/center-family-living-services/>

All therapy sessions will be offered at no cost to Friends University students.

Career Services

The Career Services Office provides current students and Friends University alumni with information and resources related to career planning and the job search process. Within career development, there are three service areas in which staff members assist students and alumni: Exploration, Preparation and Connection.

The office offers various career assessments, which can be administered both online and on campus. Assistance with resume writing, interview skills and networking is available. The center also maintains an online job posting system, which allows individuals to access job opportunities that have been posted with our institution by a multitude of employers. For more information please visit: <https://www.friends.edu/students/career-services/>

Falcon Alert System and Campus Security

All students, faculty and staff are automatically enrolled in the Falcon Alert emergency notification system. The offices of the University Registrar and Human Resources asks that you provide any updates to your mobile phone number information as soon as possible to ensure that you receive Falcon Alert. Automated emergency messaging options include email and SMS/text messages.

Friends University will make every effort to implement emergency notifications as soon as reasonably possible from the time appropriate personnel are aware of a campus emergency situation or incident. No guarantee is made as to the timeframe or avenue through which communications will be attempted. For questions about the Falcon Alert System or campus security issues please contact campus security at 316-295-5911.

Campus Ministries

Campus Ministries invites you to re-imagine your faith in the context of your college experience. This means identifying your core narratives, learning how to tell your story and considering who you are becoming. You are invited to recharge, repurpose, reconnect, and re-engage. Our full-time Campus Chaplain and Campus Ministries staff members provide a safe and supportive environment to help you navigate life's challenges. Regardless of where you are on your faith journey, our doors are open to meet with you to explore and expand your understanding of who God is, how are you, and what you and God are doing together in the

world. Campus Ministries is committed to praying for the needs of the campus, and invite you to share your request with us by emailing prayerrequest@friends.edu, stopping by room 214 in the Davis Administration Building or calling 316-295-5746.

OASIS Student Lounge

Friends University is committed to its adult students and offers individual assistance when needed. Adult students may stop by the OASIS, Adult Student Lounge located in the Business and Technology Building, room 109, to relax before class and for access to the many resources available to help students transition back into college life. Free coffee, tea and refreshments too. OASIS is open Monday through Thursday, 5pm to 8pm. For more information please email oasis@friends.edu or call 316-295-5800.

Academic Success Coach

Unlike traditional academic advisors, your Academic Success Coach is here to assist you in your academic journey and help you achieve your academic and professional goals. If you are uncertain who your Academic Success Coach is, please ask your instructor or contact the Division Chair.