Organizational Leadership for Nonprofits (3 credits)
FYC 4408 - Spring 2018

Instructor: Jennifer A. Jones
Email: jenniferajones@ufl.edu
Phone: 352-294-7163
Social Media: Twitter: @jenny_a_jones
                         https://www.linkedin.com/in/jenniferamandajones

Office Hours: Mondays 2:00pm – 3:00pm in McCarty D, 3002A
                         Wednesdays 1pm – 3pm in McCarty D, 3002A
                         And by appointment (please email)

Teaching Assistant: Chelsea Carnes
                         Email through Canvas

Class Meetings: Monday, Wednesday, Friday: 3pm – 3:50pm
                         Turlington L005

Prerequisites: Junior or Senior Standing

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Course Description

This course examines the challenges for nonprofit leaders, incorporating leadership theories as they apply to these organizations. This course equips students with the leadership skills needed to lead nonprofit organizations.

Course Format & Expectations

This class uses a combination of lecture, in-class discussion, individual assignments, and team-based projects. Students are expected to participate in class discussion and to bring a sincere curiosity to the material.

Guiding Assumption

This course operates under the assumption that every student will one day have the opportunity to exercise leadership within the context of nonprofit organizations. This may include functioning as a senior leader, board member, core volunteer, or major donor. It may also, for those students who pursue careers in the government or for-profit sectors, include roles of policy-making or corporate social responsibility.

E-Learning:

Class material, announcements, and resources will be available online via Canvas. All students are expected to check Canvas regularly: http://lss.at.ufl.edu

Course Objectives

- Differentiate the concepts of management and leadership.
- Explain the leadership, management, and governance structures of nonprofit organizations.
- Describe the evolution of leadership theory.
- Identify and exercise best practices in nonprofit leadership.
- Identify and exercise research-based habits of effective leadership.
- Identify and describe trends in nonprofit leadership.

Required Texts

- *Engine of Impact: Essentials of Strategic Leadership in the Nonprofit Sector* by William F. Meehan III & Kim Starkey Jonker
- Additional required course readings will be posted on Canvas.
- During the first two weeks of class, students will select **ONE** of the following:
  - *Chasing Chaos* by Jessica Alexander
  - *A School for My Village* by Twesigye Jackson Kaguri
  - *The Blue Sweater: Bridging the Gap between Rich and Poor in an Interconnected World* by Jacqueline Novogratz
  - *I am Malala* by Malala Yousafzai (with Christina Lamb)
  - *Kaboom! A Movement to Save Play* by Darrell Hammond
  - Students may suggest alternative books, pending approval from the professor

Suggested Readings

- The Nonprofit Quarterly: www.nonprofitquarterly.org (subscribe to free daily newsfeed)
- Additional suggested readings are posted in Canvas

Course Outline

Module #1: Introduction to Leadership and the Nonprofit Sector

- Week #1: Introduction to Leadership and the Class
- Week #2: Introduction to the Nonprofit Sector
- Week #3: Board Governance Part I
- Week #4: Board Governance Part II

Module #2: Working in Groups and Teams

- Week #5: Building a "Team of Teams"

- Week #6: Managing High-Performing Teams
- Week #7: Consensus Organizing & Facilitation Part I
- Week #8: Consensus Organizing & Facilitation Part II

Spring Break

Module #3:

- Week #9: The Nonprofit Leader's Journey Part I
- Week #10: The Nonprofit Leader's Journey Part II
- Week #11: The Nonprofit Leader's Journey Part III
- Week #12: Ethical Challenges in Nonprofit Leadership

Module #4:

- Week #13: Systems Leadership
- Week #14: Scaling to Maximize Impact
- Week #15: Special Topics
- Week #16: Special Topics & Course Conclusions

Assignments & Student Evaluation

Leadership Activities (12 at 30 points each)

Students will engage course material through a number of mini-assignments throughout the course. These assignments will vary, but will generally relate to the content of the week. Some assignments will be written, others will incorporate other forms such as historical timelines or visual representations. These activities are designed to help students interact with and challenge the course material.

Leadership Reflection (10 at 30 points each)

Students will complete 12 leadership reflections. These written reflections are the students' opportunity to consolidate their learning for their own leadership development. The reflection prompts will vary each week, and will require students to synthesize class readings, assignments, and discussion.

The Leader's Journey: Book Project
Students will select from one of five memoirs of nonprofit leaders. Students will read these book before the end of spring break. There will be a quiz the Monday after spring break. Then, students will interview peers who read different books. Students will also write a paper analyzing their chosen book through the lens of leadership theory.

Consensus Organizing Project
The class will engage in a group consensus organizing project. This project will last approximately two weeks. Students' grades will be determined by two factors: individual interviews of 5 UF students, and participation in the in-class organizing process.

Class Participation and Attendance

Class participation will be measured during regular in-class activities. Attendance will be monitored daily through a sign-in sheet. Unexcused absences result in zero points for the day. Absences will be excused if they meet UF's policies and the student provides written documentation.

All students will be given two "freebie" attendance passes to count as an unexcused absence. The "freebie" was created because sometimes students are too sick to come to class but not sick enough to seek medical attention. It is recommended that students reserve their "freebies" for such situations.

One the first day of class, students will complete an introduction sheet where they may share nicknames, gender pronouns, and other information they would like the professor to know. Roll will never be called orally.

Extra Credit

Minimal extra credit may be offered during the course of semester.

Honors

CALS Honors students can take this course as an honors-level course. Students wishing to do so should talk to Dr. Jones and, also, contact Matt Brannan during the second week of class. Examples of honors-level work include reading a second book and writing a 7-10 page paper.

- CALS Honors Program: http://cals.ufl.edu/students/honors-resources.php
- FYCS Honors Program: http://fycs.ifas.ufl.edu/undergraduate/undergraduate-honors/

Grading

Grading Scale: Letter Grade	Points
A	950+
A-	900-949
B+	870-899
B	830-869
B-	800-829
C+	770-799
C	730-769
C-	700-729
D+	670-699
D	630-669
D-	600-629
E	<600

Assignment	Points
Participation and Attendance	100
The Leader's Journey Book Project	150
Leadership Reflections	300
Leadership Activities	360
Consensus Organizing Activity	100
TOTAL	**1,000**

For details, see the course syllabus tab on Canvas.

For information on current UF policies for assigning grade points, please visit:
https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx

Late Assignments and Make-up Assignments

Late assignments will be penalized 10% for every week the assignment is late.

Class Policies

Attendance

See prior section for information about absences. Absences will only be excused if they meet UF's policies and the student provides written documentation Students missing class for religious holidays must notify the professor in advance.

Attendance and Make-Up Work

Attendance and Make-Up Work Requirements for class attendance and make-up exams, assignments and other work are consistent with university policies that can be found at:
https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx

UF Computing Help Desk

This course is run on Canvas. Additional readings, course information, and grades will be available on Canvas. It is your responsibility to successfully utilize Canvas. The UF Computing Help Desk is there to assist you with all your computing questions. Please use the following information to contact the help desk:

- Phone: (352)392-HELP (4357)
- E-mail: helpdesk@ufl.edu Location:
- CSE 214/520 URL: http://helpdesk.ufl.edu

University of Florida Policies

Grades and Grade Points
For information on current UF policies for assigning grade points, see
https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx

Attendance and Make-Up Work
Requirements for class attendance and make-up exams, assignments and other work are consistent with university policies that can be found at:
https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx.

Online Course Evaluation Process
Student assessment of instruction is an important part of efforts to improve teaching and learning. At the end of the semester, students are expected to provide feedback on the quality of instruction in this course using a standard set of university and college criteria. These evaluations are conducted online at https://evaluations.ufl.edu. Evaluations are typically open for students to complete during the last two or three weeks of the semester; students will be notified of the specific times when they are open. Summary results of these assessments are available to students at https://evaluations.ufl.edu/results.

Academic Honesty
As a student at the University of Florida, you have committed yourself to uphold the Honor Code, which includes the following pledge: "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity." You are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit at the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment."

It is assumed that you will complete all work independently in each course unless the instructor provides explicit permission for you to collaborate on course tasks (e.g. assignments, papers, quizzes, exams). Furthermore, as part of your obligation to uphold the Honor Code, you should report any condition that facilitates academic misconduct to appropriate personnel. It is your individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code. Violations of the Honor Code at the University of Florida will not be tolerated. Violations will be reported to the Dean of Students Office for consideration of disciplinary action. For more information regarding the Student Honor Code, please see: http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code.

Software Use
All faculty, staff and students of the university are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual violator. Because such violations are also against university policies and rules, disciplinary action will be taken as appropriate.

Student Resources

I strongly encourage students to be proactive in seeking resources that will help them succeed and, also, to let me know how I can best support them.

U Matter, We Care
At UF, Every Gator Counts. U Matter, We Care serves as UF's umbrella program for UF's caring culture and provides students in distress with support and coordination of the wide variety of appropriate resources. Families, faculty and students can contact umatter@ufl.edu seven days a week for assistance for students in distress. http://www.umatter.ufl.edu/

Services for Students with Disabilities
The Disability Resource Center coordinates the needed accommodations of students with disabilities. This includes registering disabilities, recommending academic accommodations within the classroom, accessing special adaptive computer equipment, providing interpretation services and mediating faculty-student disability related issues. Students requesting classroom accommodation must first register with the Dean of Students Office. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the Instructor when requesting accommodation 0001 Reid Hall, 352-392-8565, www.dso.ufl.edu/drc/

Campus Helping Resources
Students experiencing crises or personal problems that interfere with their general wellbeing are encouraged to utilize the university's counseling resources. The Counseling & Wellness Center provides confidential counseling services at no cost for currently enrolled students. Resources are available on campus for students having personal problems or lacking clear career or academic goals, which interfere with their academic performance.

University Counseling & Wellness Center, 3190 Radio Road, 352-392-1575,

www.counseling.ufl.edu/cwc/

- Counseling Services
- Groups and Workshops
- Outreach and Consultation
- Self-Help Library
- Wellness Coaching

Career Resource Center, First Floor JWRU, 392-1601, www.crc.ufl.edu/