Organizational Leadership in Nonprofits (3 Credits)
FYC 4408 – Fall 2022

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Office Hours: By appointment. Sign up via
https://calendly.com/drkimwiley/officehours
Class Meetings: Monday, Wednesday, Friday Period 3 (9:35 AM - 10:25 AM) CSE E221

Course Communications: Email Dr. Wiley via the Canvas Inbox. Check the Inbox daily for communication about the class.

Required or Recommended Textbooks:
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
- *When They Call You a Terrorist: A Black Lives Matter Memoir* by Patrisse Khan-Cullors and asha bandele
- Students may suggest alternative books, pending approval from the professor
- Additional required course readings will be posted on Canvas.

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

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 Goals:
Upon completion of this course, students will be able to
- Differentiate the concepts of management and leadership.
- Investigate the leadership, management, and governance structures of nonprofit organizations.
- Determine the role of mission in developing a nonprofit's overall strategy.
- Demonstrate best practices in building and managing a high-performance team.

- Detect bias and inequalities in leadership decision-making.
- Recognize how leaders may change over the course of their career.
- Characterize affective leadership within organizations serving family, youth, and communities.

Instructional Methods: To develop and enhance leadership decision-making skills, students will have the opportunity to (1) interpret scholarship and trade reports, (2) develop perspective-taking abilities, and (3) recognize and reconcile competing values. This class uses a combination of audio lecture, online discussion, individual assignments, and team-based activities. Students are expected to participate in online discussion and to bring a sincere curiosity to the material.

Assignments & Student Evaluation

Decision-making in Leadership Assignments (40%) Students will engage course material through a number of mini-assignments throughout the course. These assignments will vary but will relate to the content of the Module. 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. Examples of such assignments including reframing your resume and reflecting on a case study. Students should work independently on these assignments. Assignments are due at the end of Modules 2-5 and 7-8.

The Leader's Journey: Book Project Students will select from one of six memoirs of nonprofit leaders. Students will read this book by the mid-point of the semester. Three assignments are associated with this reading: a quiz, interviews with peers, who read different books, and a letter. Students write a letter about their author from the perspective of someone living in the community in which the author served. Assignments for this project will be due in Module 6.

Reading Quizzes (30%) Each module includes a quiz. Quizzes are based on the readings and should be completed before the first meeting of Modules 2-8. Students may prepare for quizzes by reading the assigned chapters and articles specified on Canvas. Quizzes are open book. The lowest score will be dropped.

Practice Activities (30%): Students will complete 1-2 activities per module to practice what they are learning about nonprofit leadership and management. Assignments will take place in person and will be submitted online unless instructed otherwise. If students should miss class, they should complete the assignment online on their own. The two lowest scores for the semester will be dropped.

Course Schedule:
Critical Dates:
Complete reading of The Leader's Journey: Book Project book by October 16.

A Weekly Schedule of Topics:
Module 1: Introduction to the Nonprofit Sector (Weeks 1-2)

Module 2: Board Governance (Weeks 3-4)
Module 3: Mapping Competing Organizational Values (Weeks 5-6)
Module 4: Building Strategic Capacity (Weeks 7-8)
Module 5: Building Internal Process Capacity (Weeks 9-10)
Module 6: Building Human Capacity (Weeks 11-12)
Module 7: Building Innovative Capacity (Weeks 13-14)
Module 8: Looking Ahead (Weeks 15-16)

University of Florida and Course Policies
FYCS Diversity, Equity and Inclusion Statement (adopted April 30, 2021)

The UF/IFAS Department of Family, Youth and Community Sciences is committed to engaging positively in a global and diverse society through its teaching, extension, and research efforts. That commitment is demonstrated by creating an inclusive educational environment that fosters belonging as we mentor students, perform relevant scholarship, and conduct outreach for families, youth, and communities that is sensitive and responsive to the needs of diverse audiences. Intentional effort is made to providing access and equity to underrepresented, underserved, marginalized, and minoritized people in Florida and beyond.

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
Grading Scale

%	.930 or greater	.900---.929	.870---.899	.830---.869	.800---.829	.770---.799	.730---.769	.700---.729	.670---.699	.630---669	.600---.629	<.600
Letter Grade	A	A---	B+	B	B---	C+	C	C---	D+	D	D---	E

Attendance
Students should attend class unless an issue arises, such as an illness that would make it unsafe for the student or others in class. If a student is experiencing symptoms of COVID-19 or another temporary illness or have been exposed, students are asked to continue working through the online portal until they are cleared to return to class. They should work with the instructor to determine how to interface with the online version of the course so that there is continuity in their exposure to the material of the course. Requirements for class attendance and make-up quizzes, 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. Here are some of the resources available at UF.
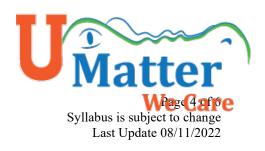
Field and Fork Pantry
Many students operate on a very tight budget. For those struggling with access to food, UF offers free non-perishable food, toiletries, and fresh vegetables through the Field and Fork Pantry.
https://fieldandfork.ufl.edu/

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

Syllabus is subject to change
Last Update 08/11/2022

umatter@ufl.edu seven days a week for assistance for students in distress.
http://www.umatter.ufl.edu/

Services for Students with Disabilities
Students with disabilities who experience learning barriers and would like to request academic accommodations should connect with the disability Resource Center by visiting https://disability.ufl.edu/students/get-started/. It is important for students to share their accommodation letter with their instructor and discuss their access needs, as early as possible in the semester.
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/

UF Computing Help Desk
This course is run on Canvas. All 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

Disclaimer: This syllabus represents my current plans and objectives. As we go through the semester, those plans may need to change to enhance the class learning opportunity. Such changes, communicated clearly, are not unusual and should be expected.