

**Organizational Leadership in Nonprofits (3 Credits)**  
**FYC 4408 – Fall 2025**

**Instructor:** Kimberly Wiley, Ph.D.  
**Email:** [kimberlywiley@ufl.edu](mailto:kimberlywiley@ufl.edu) or email through Canvas  
**Phone:** (352) 273-3557 Office  
**Office Hours:** Mondays, 1:00-3:00  
Sign up at <https://calendly.com/drkimwiley/officehours>  
**Class Meetings:** Monday, Wednesday, Friday Period 3 (9:35 AM - 10:25 AM)  
MCCA 3194  
**Pre-requisite:** Junior or senior standing  
**Teaching Assistant:** Dairys Montes de Oca  
**Email:** Email through Canvas

**Course Communications:** Message Dr. Wiley and the teaching assistant via the Canvas Inbox. Check the Inbox and Announcements daily for communication about the class.

**Required Readings**

There are no textbooks required for this course. Readings will be provided as .PDFs or URLs on Canvas.

**Additional Resources:**

- The Nonprofit Quarterly: [www.nonprofitquarterly.org](http://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.

**Learning Objectives:**

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.
- Describe 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 in-class discussion and to bring a sincere curiosity to the material. Feedback on student performance is provided via Canvas rubrics and in-person during in-class assignments. Students are encouraged to attend office hours for additional feedback on their work.

### **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 associated Module. Some assignments will be written, others will incorporate other forms such as historical timelines or visual representations. These assignments are designed to help students interact with and challenge the course material. Examples of such assignments include qualitatively assessing a leader's social media activity and designing a social enterprise. Students should work independently on these assignments. Assignments are due at the end of Modules 2-8.

*Reading Quizzes (30%)* Each module includes a quiz. Quizzes are based on the readings and should be completed by the first Wednesday in 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. The two lowest scores for the semester will be dropped.

### Course Schedule and Critical Dates:

Weeks	Modules	Assignments Due
Week 1	Module 1: Introduction to the Nonprofit Sector	Syllabus Quiz
Weeks 2-3	Module 2: Board Governance	Reading Quiz, Decision-making in Leadership Assignment
Weeks 3 4-5	Module 3: Mapping Competing Organizational Values	Reading Quiz, Decision-making in Leadership Assignment
Week 6	Module 4: Building Strategic Capacity	Reading Quiz, Decision-making in Leadership Assignment
Week 7	Module 5: Building Internal Process Capacity	Reading Quiz, Decision-making in Leadership Assignment
Weeks 8-9	Module 6: Building Human Capacity	Reading Quiz, Decision-making in Leadership Assignment
Weeks 10-11	Module 7: Building Innovative Capacity	Reading Quiz, Decision-making in Leadership Assignment
Weeks 12-13	Module 8: Leading during a Crisis	Reading Quiz, Decision-making in Leadership Assignment
Week 14	Module 9: Looking Ahead	Reading Quiz, Decision-making in Leadership Assignment

### 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

### Online Classroom and Course Policies

University policies may be found using the link below. Students should review these policies as the course requirements align with all UF policies, regarding attendance, academic honesty, in-class recording, accessibility, grading, course evaluation. Student academic, health, and wellness resources may also be found at using this link. 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.

<https://syllabus.ufl.edu/syllabus-policy/uf-syllabus-policy-links/>.

### **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.

### **Late Assignments**

Students may email Dr. Wiley and/or the teaching assistant to ask for an extension for any reason so long as that request comes with a new expected due date (e.g., the student states they can complete the assignment by a specific date). Students do not need to explain why they need the extension. There is no judgment. If there has been no communication from the student, late assignments submitted without will be downgraded one letter grade (i.e., 10%).

There are several religious holidays this semester. If you celebrate one of these holidays and plan to turn in an assignment late, please reach out to Dr. Wiley so she can waive any penalties. Students who are having difficulty of any kind are encouraged to talk to Dr. Wiley, the Dean of Students' U Matter office, and/or the Disability Resource Center as soon as possible. We want to help.

### **Addendum to UF Academic Honesty**

It is assumed that students will complete all work independently unless the instructor provides explicit permission for them to collaborate with other students or artificial intelligence on course tasks (e.g., assignments, quizzes).

### **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.