

## COURSE OUTLINE

Allen Stowers - Date: January 09

DEPARTMENT:	Supervision & Management (SMG)
CURRICULUM:	Supervision and Management
COURSE TITLE:	Non-Profit Staff, Board and Volunteer Development
COURSE NUMBER:	SMG 233
TYPE OF COURSE:	Professional Development
COURSE LENGTH:	1 Quarter
CREDIT HOURS:	2
LECTURE HOURS:	22
LAB HOURS:	0
CLASS SIZE:	25
PREREQUISITES:	None

## COURSE DESCRIPTION:

The key to an effective non-profit organization is the development of its staff, board and volunteers. This course will explore issues related to selection of staff and board members, developing and capitalizing on their talents and skills, effective use of staff, drawing on the expertise of board members, and expanding programs through the cultivation of volunteer/member development

## STUDENT LEARNING OUTCOMES ADDRESSED:

Upon completion of this course, students will have learned and be able to:

1. Human Relations.
  - Demonstrate abilities that promote team-building skills among colleagues and manifests itself through a fair and collegial working environment.
  - Demonstrates personal skills and models behavior that encourages and supports diversity within the nonprofit workforce.
  - Demonstrates selection and recruiting skills that support the identification and attraction of potential staff, board or volunteers.
  - Demonstrates situational leadership and team building skills that guides, nurtures and builds community among board members and various constituencies.
  - Demonstrates management skills that provide vision and direction for the non-profit.

- Demonstrates personal interpersonal behaviors that accepts accountability, learns from mistakes, acknowledges one's own contributions and quickly works to correct error and misunderstanding.
2. Critical Thinking and Problem-Solving
- Demonstrate an understanding of non-profit operations, management, and governance including but not limited to:
    - Development and monitoring of budgets.
    - Development of grants and fundraising enterprises for the nonprofit.
    - Utilization of various media to communicate with various constituencies.
    - Forging partnerships and alliances with appropriate constituencies.
    - Developing an entrepreneurial perspective in order to take advantage of opportunities, explore creative ideas and approaches, and address financial challenges.
  - Demonstrate an understanding of how to interact with other staff and constituents in problem-solving tasks and/or developing strategic plans including but not limited to:
    - Constructively resolve conflict.
    - Build coalitions and articulate opinions that help the nonprofit reach its goals.
    - Using political savvy to work within sensitive and complex political and social circles.
    - Demonstrate knowledge of how to serve as a board member including fiduciary responsibilities.
    - Demonstrate how to critically analyze, evaluate and oversee non-profit programs.
    - Demonstrate how to respond to program variations as a staff or board member.
    - Demonstrate how to oversee the management of the non-profit's resources.
    - Demonstrate critical integration skills for non-profit management.
3. Information Literacy
- Demonstrate an ability to provide vision and direction for the nonprofit including but not limited to:
    - Developing a mission statement that clearly states the vision for the nonprofit.
    - Assisting with the development of quality programs that reflect the values ascribed to in the mission statement and by the board of directors.
    - Maximizing the effectiveness of board members including identification and utilization of board talents that assist in fulfilling the nonprofit's mission and goals.
    - Working with the board in the development of a viable strategic plan (assessing current situation, competition, identify strengths and weaknesses, establishing goals, assigning resources, establishing timelines, determining evaluative benchmarks.)
  - Demonstrate organizational skills that will provide effective management of nonprofits including but not limited to:
    - Clarifying the mission and goals of the nonprofit.
    - Developing a short term plan of work and long range strategic plans.
    - Establishing appropriate policies and procedures that govern nonprofit operations.
    - Integrating budget strategies and resources including budget management and monitoring and appropriate reporting to the board and constituencies.
    - Working effectively with board members and constituents to realize the nonprofit's program goals.
    - Establish appropriate monitoring and evaluation systems that insure the nonprofit remains focused through benchmarks that reflect the accomplishment of its goals.
    - Demonstrate abilities to assess and evaluate information related to leadership of a non-profit including but not limited to:
      - Understanding social, economic, and political impacts on the nonprofit's mission and program goals.
      - Understanding trends in nonprofit management and funding

- Understanding the industry's trends and perspectives for long term opportunities.
4. Communications
- Demonstrate how to manage effective communications among staff, board and constituents including but not limited to:
  - Active listening skills that facilitate productive dialogue, discussion and interactions among nonprofit staff, board members and constituencies.
  - Questioning skills that facilitate understanding of nonprofit management and leadership.
  - Understanding feedback reflective of the needs and interests of the nonprofit board and constituents.
  - Demonstrate an ability to assist the nonprofit in meeting the needs of its various constituencies through the integration of programs and services.
  - Demonstrate an ability to articulate clearly the mission and goals of the nonprofit [speak and write (communicate) effectively with various constituencies]
  - Demonstrate how to manage communications within and among the board and staff
5. Computation/Technology
- Demonstrate abilities to access data and information about nonprofit leadership and management via computer (or related technological tools) in order to identify appropriate resources.
  - Demonstrate how to use technology to develop skills in the organization and governance of a nonprofit including but not limited to:
  - Writing a mission statement and determining program goals.
  - Writing a plan of work (including goals, strategies, resource allocation, timelines, and evaluative criteria/benchmarks).
  - Communicating with staff, board members and constituencies.
6. Personal Responsibilities
- Demonstrate a positive and health self-awareness as it relates to but not limited to the following:
  - Assessing one's strengths, talents and weaknesses as it relates to nonprofit leadership.
  - An ability to consciously develop a balance between the requirements of work, home and family.
  - An ability to use a sense of humor to positively look at life.
  - An ability to use humor appropriately at work, home or elsewhere in life.
  - Demonstrate the importance of integrity and trust in non-profit management.
  - Demonstrate how to motivate colleagues to continue to learn and sharpen their nonprofit leadership skills (as a prospective board member) by asking critical questions (related to serving on a board of director).
  - Demonstrate being able to recognize their own values and to respect the values of others including but not limited to the following:
  - Demonstrating maturity in relationships and decision-making roles.
  - Working with diverse staff and constituents.
  - Encourage and motivating others to work toward the fulfillment of the nonprofit's mission.
  - Demonstrate an understanding of risk management and their own personal style as it relates to taking risks in nonprofit governance.
  - Demonstrate how to take pride in their work and to encourage (nurture) others to take pride in their work too, including but not limited to:
  - Coaching and mentoring others to work toward the attainment of the nonprofit's program goals.

- Demonstrate knowledge and an understanding of what it takes to develop and maintain a non-profit business.

### Supervision & Management Program Outcomes

1. Explain the function and role of supervisor in contemporary business. (Sao 1.2)
2. Discuss implications of diverse populations in the workplace. (SLO 3.2)
3. Discuss the supervisor's role in each aspect of staffing. (SLO 7.1)
4. Describe each step of project management from planning to cost benefit analysis. (SLO 2.2, 3.1, 4.1 & 5.1)
5. Evaluate various principles and techniques of employee performance systems (SLO 7.1)
6. Assess needs planning and development of training within an organization. (SLO 4.1, 7.1, & 7.2)
7. Explain the influence a leader and an employee behavior have on an organization. (SLO 4.1 & 7.2)
8. Discuss the role of labor within an organization. (SLO 4.1, & 7.2)
9. Define the role of marketing, promotion, advertising and public relations in business. (SLO 1.2)
10. Demonstrate ability to communicate and work effectively within a group. (SLO 3.1)
11. Access and apply labor and management standards/laws relating to specific business situations. (SLO 6.4, 6.5 & 7.1)
12. Prepare a budget at the organizational level using both private sector and public organizational formats and formulas. (SLO 2.3, 5.1 & 7.1)
13. Present a project, budget, or marketing plan to a group. (SLO 3.1 & 5.1)

SMG 213 Fundraising and Grant Writing  
Date: January 09

#### GENERAL COURSE OBJECTIVES:

At the end of the course the student will:

1. Understand the structure, management and governance of non-profit organizations;
2. Understand the essential roles and responsibilities for serving as a board member including fiduciary responsibilities.
3. Understand the differences between governance and management of an organization;
4. Understand the quality characteristics of being an effective staff member, board member and/or volunteer.
5. Understand the process of developing a short term plan of work as well as the long range strategic plan;
6. Understand the selection process for identifying quality staff member, talented board members and enthusiastic volunteers, including key questions to ask when being asked to serve on a board.
7. Understand the characteristics of positive board leadership;
8. Understand nurture and develop constituents for the non-profit;
9. Understand how to expand one's professional development as a non-profit board member and/or staff member;
10. Understand the value and use of evaluation tools and performance contracts for key staff members and/or the board, board members, and/or constituents.

#### TOPICAL OUTLINE:

#### APPROX. HOURS

A.	Introduction to Course	1.0
B.	Characteristics of Non-Profits	3.0
C.	Leadership and Selecting Board members	3.0
	1. Board Selection Processes	
	2. Board Job Descriptions	
	3. Selecting Functional Board Members	
	4. Board (and Staff) Development	
	5. Evaluations, Performance Contracts	
D.	Board Governance	3.0
	1. Board Visioning/Organization Strategic Plan	
	2. Fiduciary Responsibilities	
E.	Staff Selection and Development	4.0
F.	Constituent Development	5.0
	1. Identification of Organizational Needs	
	2. Identification of Constituent Talents	
G.	Continuing Professional Development for Leaders	2.0
H.	Course Wrap Up and Evaluation	1.0
	Total	<u>22</u>

Originated or Revised BY: Allen Stowers  
DATE: January 09