

JSGS (810) Nonprofit Leadership and Governance


	UNIVERSITY OF REGINA CAMPUS	UNIVERSITY OF SASKATCHEWAN CAMPUS
INSTRUCTOR:	Jaime Boldt	
PHONE:	306-527-1415	
E-MAIL:	Jaime.boldt@uregina.ca	
OFFICE HOURS:	By appointment	
OFFICE LOCATION:	N/A	
TERM:	Fall 2020	
ROOM:	Online- zoom	
DATE AND TIME:	First class: Monday, Sept 14 @ 2-5 pm Subsequent classes: Weekly times to be determined by consensus by the class Options will be: Monday 2-5 pm or 5:30-8:30 pm	

CALENDAR DESCRIPTION

This course will introduce students to strategic leadership issues in the non-profit sector, focusing on governance, executive leadership and board of directors' roles in strategy formation and implementation. The course will feature the application of strategic and operational management tools and techniques to non-profit organizations, analyzing external, competitive and internal environment; developing objectives; understanding current strategy; formulating and implementing future directions.

LEARNING OBJECTIVES

This course is intended to master the complex and dynamic skills you need to make an impact in the non-profit sector.

As a result of completing this course, you should be able to do the following: 

- Demonstrate effective management and leadership behaviour and practices geared to non-profit organizations;
- Understand the differences between governance and management;

- Articulate the roles and responsibilities of nonprofit Board of Directors, the CEO/Executive Director and senior leadership team;
- Apply knowledge of the core skills needed to manage a non-profit;
- Access and utilize the resources and tools that support the strategic management of a non-profit;
- Develop the key bylaws and policies ensuring good governance and a sound organizational structure; and
- Define and explain various human resources management strategies used to achieve an organization's vision, mission and strategic objectives.

ATTRIBUTES OF JSGS GRADUATES

1. **Management, Governance, and Leadership:** Ability to inspire support for a vision or course of action and successfully direct the teams, processes, and changes required to accomplish it.
2. **Communication and Social Skills:** Ability to communicate effectively and build enduring, trust-based interpersonal, professional relationships.
3. **Systems Thinking and Creative Analysis:** Ability to identify key issues and problems, analyze them systematically, and reach sound, innovative conclusions.
4. **Public Policy and Community Engagement:** Ability to understand how organizational and public policies are formulated, their impact on public policy and management and how to influence their development.
5. **Continuous Evaluation and Improvement:** Commitment to on-going evaluation for continuous organizational and personal improvement.
6. **Policy Knowledge:** Ability to analyze and contribute content to at least one applied policy field.

COURSE CONTENT AND APPROACH

The course structure will include a number of methods designed to engage the students in the course material. These methods include: (1) an informal lecture format; (2) class discussions; and (3) an individual project. Student participation is strongly encouraged (and expected) in all facets of the course.

COURSE OUTLINE

This is tentative and subject to change

Week 1 Intro to nonprofits

-Understanding the WHY

-various roles of nonprofits –charities nonprofit differentiation

Week 2 Board Governance

-Models of governance (Elevate info)

-Roles and responsibilities of Board of Directors

Week 3 Executive Leadership

-Roles and responsibilities

-Leadership models and characteristics within non-profits organizations

Week 4 Good governance

-Understanding the difference between governance and management

-Key bylaws and policies necessary for good governance and sound organizational structure

Week 5 Individual Class Presentations

Week 6 Individual Class Presentations

Week 7 -Financial management Part 1

-Review and analyse the various types of income pursued by non-profit organizations

Week 8 Financial Management Part 2

-Financial literacy and stewardship in effective oversight of resources

Week 9 Human Resources

-Non-profits are ever changing due to the world trends and political interests. They are often asked to do more with less. Leading change and managing staff burn out will be discussed.

Week 10 Strategic Planning and Management

- Comprehend and analyse concepts, procedures and tools designed to assist non-profit leaders and managers to shape and guide what a non-profit organization is, does and why it does it.

Week 11 –Program Development and Implementation

- Effective program planning creates a need for learning-focused, flexible, adaptive and process-oriented approaches that harness the nuances of change without mission drift

Week 12 Accountability

-Monitoring, evaluation and reporting of programs and delivered services for all stakeholders

Week 13 Panel of Experts OR Other topics as required

-Leaders in non-profit Q & A panel

DESCRIPTION OF ASSIGNMENTS:

Participation 5%

Reflection assignments 20% and 25% (includes a presentation)

Each student will be required to prepare two 5-7 page reflection assignments. You will be responsible for presenting one of these in the form of a seminar, which you will lead (20 min with 10 min Q & A to follow). The other will be handed in and not presented. It is your choice which one you will present

1. Leadership -A great deal of information is available to anyone with time to immerse themselves in the literature of leadership. Take time and read some of the scores of books and resources. Develop a vision for yourself as a leader.

Contemplate:

What type of leader are you? How is that going?

What type of leader do you strive to be?

What style of leadership will help you grow as a person **and** help your organization reach it's mission, vision and move towards the strategic priorities?

What were the characteristics of a leader that you valued the most?

As a leader, where do you fall within the literature of styles and characteristics?

What changes could you make to improve your leadership style?

What is your purpose statement as a leader?

2. Human Resources – Saving the world is exhausting, and many non-profit workers feel the strain. With long hours and lack of funding, management can often feel helpless in what options are available to them and their teams.
Describe what strategies and tools can be used to support passionate; committed staff in maintain their level of commitment while preserving their mental health.

Final Project 50% (10% outline & draft resource list, 40% final paper draft)

You will prepare a final paper (20-25 pages) on a topic of your choice that relates to non-profit leadership and governance. Please discuss your paper topics with me prior to beginning.
Possible research questions suggestions:

1. Conduct a case study on a particular non-profit organization and how it has dealt with a serious ethical or accountability dilemma.
2. What, if any, ought to be the role of government with respect to ensuring accountability in non-profits? What other conceivable accountability-enhancing mechanisms can be invented/utilized?
3. Most charities and nonprofits are financed through some combination of fundraising, grants, and earned income. Unfortunately, for many nonprofits all three revenue streams have taken a massive hit due to a combination of social distancing measures and an economic downturn. How can nonprofits survive and possibly even thrive during this time?

4. Effective board governance leads to successful nonprofits. Think about an organization that you are involved in/with and reflect on it's governance model: the strengths; weaknesses; and recommendations for change you have to make it a more effective and efficient organization.
5. Non-profit sustainability is always a concern. Government over the past number of years has moved towards reducing the number of community service providers providing similar services. This has led to funding reductions for many organizations. What steps should non-profit organizations take to ensure they are sustainable over time?
6. Can you develop a theory that explains why particular kinds of activity are located in the not-for-profit sector as opposed to the public sector?
7. How effective are boards of directors of not-for-profit organizations in maintaining accountability? What should their role be? Could they be more effective?

REQUIRED READINGS

Renz, D. and Assoc. (2016). The Jossey-Bass Handbook of Nonprofit Leadership and Management, 4th ed.; San Francisco: Jossey-Bass.

SUPPLEMENTARY READINGS

To be provided throughout the course

EVALUATION

5% Participation (throughout the course)

25% Reflection Assignment #1 and Presentation (due week 5 & 6)

20% Reflection Assignment #2 (due week 8)

50% Final Paper -outline & draft resource list 10%, paper 40% (outline due week 10, paper due week 13)

LATE ASSIGNMENTS

Extensions may be provided if students provide adequate reason and notice. Without notice and approval 2%/day will be deducted.

STUDENTS WITH SPECIAL NEEDS

University of Regina (U of R): Students in this course who, because of a disability, may have a need for accommodations are encouraged to discuss this need with the instructor and to contact the Coordinator of Special Needs Services at (306) 585-4631.

U OF S: Students in this course who, because of a disability, may have a need for accommodations are encouraged to discuss this need with the instructor and to contact Disability Services for Students (DSS) at 966-7273.

Students Experiencing Stress

University of Regina (U of R): Students in this course who are experiencing stress can seek assistance from the University of Regina Counselling Services. For more information, please see the attached document, visit this website: <http://www.uregina.ca/student/counselling/contact.html>, or call (306) 585-4491 between 8:30 a.m. to 4:30 p.m. Saskatchewan time Monday to Friday.

ACADEMIC INTEGRITY AND CONDUCT

U of R: Ensuring that you understand and follow the principles of academic integrity and conduct as laid out by the University of Regina (available at <http://www.uregina.ca/gradstudies/grad-calendar/policy-univ.html>) is vital to your success in graduate school. Ensuring that your work is your own and reflects both your own ideas and those of others incorporated in your work is important: ensuring that you acknowledge the ideas, words, and phrases of others that you use is a vital part of the scholarly endeavour. If you have any questions at all about academic integrity in general or about specific issues, contact your course instructor to discuss your questions.

U OF S: Understanding and following the principles of academic integrity and conduct as laid out in the University of Saskatchewan's Guidelines for Academic Conduct is vital to your success in graduate school (available at www.usask.ca/university_secretary/council/reports_forms/reports/guide_conduct.php). Ensuring that your work is your own and reflects both your own ideas and those of others incorporated in your work is important: ensuring that you acknowledge the ideas, words, and phrases of others that you use is a vital part of the scholarly endeavour. If you have any questions at all about academic integrity in general or about specific issues, contact any faculty member and we can discuss your questions.