JSGS 810 – Nonprofit Governance and Leadership

	UNIVERSITY OF SASKATCHEWAN CAMPUS	UNIVERSITY OF REGINA CAMPUS
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OFFICE HOURS:		By appointment
OFFICE LOCATION:		N/A
TERM:		Fall 2021
ROOM:		Virtual
DATE AND TIME:		TBD

The syllabus for this course is comprised of this document plus the document titled "JSGS Common Syllabus 2021-22."

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;
- Understand various financial reporting documents; and
- Define and explain various human resources management strategies used to achieve an organization's vision, mission and strategic objectives.

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; (3) various videos and (4) an individual project. Student participation is strongly encouraged (and expected) in all facets of the course.

COURSE OUTLINE

Please note that detailed material with readings will be posted on UR Courses for each class. Below is a high level list of JSGS 810 topics (subject to change):

1. **Introduction to Nonprofits**
2. **Board Governance**
3. **Executive Leadership**
4. **Good governance**
5. **Financial management**
6. **Fundraising: harnessing funds to achieve your mission**
7. **Human Resources in the Nonprofit Sector**
8. **Strategic Planning and Management**
9. **Program Development and Implementation**
10. **Accountability**

ASSIGNMENTS

Reflection assignments
Assignment #1 (written and presentation)
Assignment #2 (written only)

Each student will be required to prepare two 5-page reflection assignments. You will be responsible for presenting one of these in the form of a seminar, which you will lead (5 min with 5 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

You will prepare a final paper (max 15 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 lead 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?

EVALUATION

- **15% Student Engagement**
- **25% Reflection Assignment #1 (with class presentation)**
- **20% Refection Assignment #2**
- **40% Final Project**