Nonprofit Leadership

DESCRIPTION: This course examines the context, issues and skills associated with leadership in the nonprofit (voluntary) sector.

OBJECTIVES: Students will be able to:
- Demonstrate an understanding of the context of the "voluntary sector".
- Identify ways in which leadership influences and is influenced by internal and external issues.
- Identify and apply various strategies and skills useful in leading organizations successfully.

METHOD: We will explore leadership and management issues through the use of case studies, community engagement, and the application of specific leadership techniques and strategies.

CONTENT: The course will begin with a brief overview of the practical differences and similarities of the nonprofit, for profit, and government sectors. (context)

Learning and applying practical skills will form the majority of the content including: strategic planning, volunteer management, community engagement, motivating staff, board governance, grantwriting, marketing and fundraising and meeting management. (strategies)

During the course of the semester we will explore some overarching issues such as collaboration and partnerships, diversity, international leadership and the management of "self". (issues)

COURSE EXPECTATIONS: There are four areas in which student performance will be evaluated: memos, case studies, community engagement and a take home final.

Memos- 5 memos @ 5 points each- 25% of grade. There will be five memos due on the topics outlined in the syllabus. There is a two page limit on the memo. Effective and concise communication is essential for leadership.

Case Studies- 3 case studies @ 10 points each- 30% of grade. There will be three team case study presentations in class.

Community Engagement- 25% of grade. You will develop a community engagement project and implement with a non profit or collaborate on a scholarly paper.. (mid-term)

Final- 20% of grade. Develop a strategic plan for the organization in our final case.

Contact information: Please call Libby or Dawn at (608) 246-4361 to schedule an appointment. My campus office is at the Lafollette School, we can meet before or after class, or at United Way. Quick questions or information can be conveyed through lhoward@lafollette.wisc.edu
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<thead>
<tr>
<th>DATE</th>
<th>TOPICS</th>
<th>MEMO</th>
<th>CASE</th>
<th>PROJECT</th>
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<tr>
<td>JAN 18</td>
<td>Introduction and roundtable on leadership challenges</td>
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<td>JAN 25</td>
<td>Nonprofit vs. gov't vs. for profit and Volunteer Management</td>
<td>Role of non profit vs. gov't and for profit due.</td>
<td>Community Engagement Project Review</td>
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<tr>
<td>FEB 1</td>
<td>Strategic Planning</td>
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<td>FEB 8</td>
<td>Strategic Planning</td>
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<td>FEB 15</td>
<td>Motivating and supervising staff <em>Guest speaker</em></td>
<td>Challenge to change due.</td>
<td>Community Engagement</td>
<td>Ideas due</td>
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<td>FEB 22</td>
<td>Board governance</td>
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<td>Board governance case presentations due.</td>
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<td>MAR 1</td>
<td>Outcomes &amp; Evidence Based Practice <em>Guest speaker</em></td>
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<td>MAR 8</td>
<td>Community Engagement</td>
<td>Strategic plan critique due.</td>
<td>Community Engagement</td>
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<td>MAR 22</td>
<td>Collaboration and partnerships</td>
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<td>Collaboration case presentations due.</td>
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<td>MAR 29</td>
<td>Development and Marketing</td>
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<td>APR 5</td>
<td>Communication and meetings</td>
<td>Collaboration analysis due.</td>
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<td>APR 12</td>
<td>International Case Study</td>
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<td>International case presentation due</td>
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<td>APR 19</td>
<td>International Leadership <em>Guest speaker</em></td>
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<td>APR 26</td>
<td>Diversity</td>
<td>Grant proposal outcomes due.</td>
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<td>MAY 3</td>
<td>Managing the &quot;Self&quot;</td>
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**TAKE HOME FINAL... Develop strategic plan for organization in our final case.**
Required Texts:
Course Pack: Available online at Learn@UW.

Readings:
1/18 (Week 1) & 1/25 (Week 2)- Context and Volunteer Management
   NPO vs For Profit vs Gov’t (context)
   2. Course pack articles
      a. Two faces of Governance: McFarlan
      b. Differences Between Profit and Non-profit Organizations: UW Board bank
      c. Doing “Good” vs. Doing “Well”: McNerney

Volunteer Management and Trends
   2. Course pack articles
      a. Volunteering in America 2010: CNCS
      b. Volunteer Program Checklist: UWDC
      c. Challenges and Benefits of Volunteers: Urban Institute

2/1 (Week 3) & 2/8 (Week 4) - Strategic Planning
   1. Jossey-Bass Handbook Ch. 3, 8, 9, 10 & Conclusion.
   2. Course pack cases and articles
      Cases:
      a. Habitat for Humanity: Harvard Business School (HBS)
      b. 2V/ACT: Planning for Change: Electronic Hallway (EH)
      Articles:
      a. Convergence: Gowdy
      b. Balanced Scorecard: Kaplan
      c. Speed, Simplicity, Self Confidence: Tichy
      d. Strategic Intent: Hamel
      e. Transformational Leadership: Cameron
      f. Challenges for Strategic Management: Tregoe
      g. Strategic Planning Process: United Way of Dane County

2/15 (Week 5) - Motivating & Supervising Staff
   2. Course pack articles
      a. Look at how employees see you: Johnson

2/22 (Week 6) - Board Governance
   2. Course pack cases and articles
      Cases: (you will be assigned one)
      a. Turning Around Two Organizations in Crisis (HBS)
      b. American Red Cross (HBS)
      c. STRIVE: (HBS)
      Articles:
      a. The New Work of the Nonprofit Board: Taylor
      b. Board Members First Duty: Accountability: Howe
      c. The CEO and the Renegade Board Member: Carver
      d. No Sap Running: Mosers
      e. Principles for Good Governance and Ethical Practice: Independent Sector
      g. Board Effectiveness Checklist: PFTS
3/1 (Week 7) - Outcomes and Evidence Based Practice
   2. Course pack articles
      a. Outcome Based Program Planning: Dane County Coordinating Council

3/8 (Week 6) - Community Engagement
   2. Course pack articles
      a. What Should We Be Doing?: Rosen
      b. Mobilizing Public Will For Social Change: Salmon
      c. Standards of Excellence in Civic Engagement: Harwood

3/22 (Week 9) - Collaboration and Partnerships
   2. Course pack cases and articles
      Cases: (you will be assigned one)
      a. Partners in Child Protective Services: Kennedy
      b. Timberland and Community Involvement: HBS
      c. Funding Seattle Art Museum and Low income housing: EH
      Articles:
      a. How I learned to Stop Gripping...and Love Collaboration: Sharman
      b. Best Practices Summary: United Way Worldwide
      c. When Considering Merger: United Way/Robison
      d. Merging Nonprofit Organizations: Yankey

3/29 (Week 10) - Development and Marketing
   2. Course pack articles
      a. Donors of the Future Scan: Millennium
      b. Giving & Volunteering in the US: Independent Sector

4/5 (Week 11) - Communication and Meetings
   1. Course pack articles
      a. Current Conditions in American Business: Cameron
      b. Low expectations for Forum: WSJ

4/12 (Week 12) & 4/19 (Week 13) - International Leadership
   2. Course pack cases
      Cases (you will be assigned one)
      a. A Heritage Worth Saving? EH
      b. A Partnership in Troubled Waters: EH.
      c. What did I do wrong?: Electronic Hallway

4/27 (Week 14) - Diversity
   1. Course pack articles
      a. A World View Of Cultural Diversity: Sowell
      b. Making Differences Matter: A New Paradigm For Managing Diversity: Thomas
      c. Building A Business Case For Diversity: Robinson
      d. Diversity In The Workplace: Ethics, Pragmatism, Or Some Of Both?: McNett

5/4 (Week 15) - Managing The "Self."
There are five memos due on the following topics. Students should use the assigned readings, class discussion, and other relevant experiences and readings to put together the content. There is a two-page limit on the memo. This requires the concise presentation of material in a manner that not only communicates your position but effectively influences the reader (your board, staff, the community, etc).

Memo #1...Due Jan. 25, 2011 The role of nonprofit vs. government vs. for profit sectors.

You must give a major speech on the role of the nonprofit sector in society today, comparing and contrasting its role with that of the public sector and private for profit sector. Prepare a two-page overview of the topic that you will use as the cornerstone of your approach to the speech.

Memo #2...Due Feb.15, 2011 Challenges to change.

Prepare a memo to your staff indicating why change is so difficult to bring about in organizations. Suggest at least 5 ways you would propose to overcome those barriers.

Memo #3...Due Mar.8, 2011 Strategic plan critique.

You are a visiting consultant and have been asked by a nonprofit organization to evaluate its strategic plan. Review the strategic plan of the organization, summarize it in one page and critique it in one page.

Memo#4...Due Apr.5, 2011 Collaboration Analysis.

Analyze the collaboration cases presented Mar 22. Compare and contrast the differences and the similarities in the issues that were identified related to the different collaborations across the different sectors....nonprofit-gov't, nonprofit-nonprofit, nonprofit- for profit.

Memo #5...Due April 26, 2011 Grant proposal outcomes.

Develop outcomes for the grant application using any one of the programs from any of the cases we have used to date. Feel free to manufacture realistic facts and details to fulfill the requirements of the proposal.

CASE ASSIGNMENTS

Your analysis and review should focus on the topic at hand: board governance, collaboration, or leadership. Your assignment is to present your findings to the class in a 15 minute presentation with 15 minutes for Q &A. Your presentation should include:
   How you approached your work and the roles of team members.
   Summary of the issues.
   Common themes/generalizations
   Applicable ideas from the readings.
   Various options you considered.
   Proposed solutions/directions.