

EXECUTIVE LEADERSHIP IN THE NON-PROFIT SECTOR

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Purpose:

This course is to prepare students for effective social action in their communities and responsible leadership in the social sector. The course examines leadership for non-profit organizations emphasizing the dimensions of social responsibility including legal, ethical obligations. Students will be encouraged to thoughtfully and critically analyze their own leadership capacity, goals and commitments.

Upon completion of this course students should be able to apply the core values and key practices covered in the texts to practical responsibilities in leadership of a nonprofit organization.

Course Objectives:

Through participation in the course students will:

Develop Their Personal Leadership competencies through:

- Understanding the key concepts of transformative leadership in a nonprofit organization (governance, strategic planning, marketing, communications, fiduciary oversight)
- Understand and apply the requirements of Federal Form 1023 for nonprofit organizations

And Increase Their Knowledge about the workings of Non-Profit Organizations through:

- Investigating the purpose and mission of how nonprofit organizations operate within the community, advocating its programs to media, government and funders,
- Comprehending the role nonprofit organizations play in the social structure and in creating a civil society through key legal and ethical practices.

Required Texts:

Drucker, Peter F. *Managing the Non-Profit Organization Principles and Practices* 1990,
HarperCollins Publishers
ISBN-13 978-0-88-730601
ISBN-10 0-88-730601-2

Drucker, Peter F. et. al. *The Drucker Foundation Self-Assessment Tool*
ISBN- 0-7879-4436-X

Heyman, Darian Rodriguez ed., *Nonprofit Management 101: A Complete and Practical Guide for Leaders and Professionals*, San Francisco, CA: Jossey-Bass, 2011.

Komives, S. R., Lucas, N., & McMahon, T. R. (2013). *Exploring Leadership: For College Students Who Want to Make a Difference.* San Francisco: Jossey-Bass ISBN: 978-1-118-39947-7

Additional Texts:

Hopkins, Bruce R. and Gross, Virginia C., *Nonprofit Governance: Law, Practices & Trends*. Hoboken, NJ: John Wiley & Sons, Inc., 2009.
ISBN: 978-0-470-35804-7.

Salamon, Lester M., *The State of Nonprofit America*, Washington, DC: Brookings Institution Press, 2002.
ISBN: 0-8157-0624-3.

COURSE REQUIREMENTS

Education is not a passive process. It requires effort and participation by the student. Students will take charge of their own learning objectives by selecting among a menu of possible learning projects to personalize the curriculum to suit their learning objectives for this course. All students are required to fulfill the first two projects that include participation in class and the final exam. The optional components can be added to achieve the desired learning objectives. The number of points achieved during this five-week period will determine the final grade.

Possible Learning Projects to Complete Course Requirements

I. Required components

1. Class Participation (possible 150 points)

Class attendance is expected, as is active participation in class discussions. Each student is expected to achieve a high level of involvement in class discussions by preparing for each class, completing all assignments, and integrating both in-class and self directed study. In class position papers and quizzes are included as part of the class participation evaluation.

2. Final Exam (possible 100 points)

II. Optional components

3. Class Presentations

First Class Presentation- (possible 25 points)

The class presentation focuses on establishing a position on one of the issues raised in the textbook and/or class discussions. It is possible to give more than one class presentation during the term.

Final Class Presentation – (possible 50 points)

This presentation focuses on what you have gained from the learning experiences in the course. The presentation is to be creatively displayed through lecture and visual aids. Individual learning insights are also to be included.

4. Written Assignments

a) Academic Reflection Journals (possible 25 points for each journal)

Students are encouraged to keep a **type written** academic journal during the course as a way of

reflecting on and making meaning of your learning experience in class discussions, and through the readings. The content of the reflection should include meaningful reactions and insights you have drawn from the readings, and class discussions along with critical thinking questions that have emerged.

b) Final Paper (possible 100 points)

Search peer reviewed nonprofit management periodicals for three articles pertaining to a current critical issue in nonprofit leadership. Develop an (8) eight-page paper (not including title or reference pages). Briefly summarize the first article and critically examine the critical issue being address, the proposed solution and then action steps for an organization to implement. Then, go on to the second and third articles using the same procedures. Then compare and contrast the different approaches.

Incorporate at least (6) references (scholarly journal articles) to develop your paper. You are welcome to use websites and other sources to obtain information.

366-390 = A
360-365 = A-
354-359 = B+
336-353 = B
330-335 = B-
324-329 = C+
306-323 = C
300-305 = C-
270-299 = D
269 or less = F

SCHEDULE

(subject to agreed upon changes during the course)

Date	Topics and Assignments	Required Readings
Unit 1	Introductions Course Expectations	
Unit 2	<i>Exploring Leadership: For College Students Who Want to Make a Difference</i> , Part 1: Leadership for a Changing World <i>Managing the Nonprofit Organization: The Mission Comes First</i> and your roles as a leader	Komives Chapters 1-3 Drucker, Part 1
Unit 3	<i>Exploring Leadership: For College Students Who Want to Make a Difference</i> , Part 2: Understanding Your Potential for Leadership <i>Managing the Nonprofit Organization: Developing Yourself: as a person, as an executive, as a leader</i>	Komives, Chapters 4-6 Drucker, Part 5
Unit 4	<i>Exploring Leadership: For College Students Who Want to Make a Difference</i> , Part 3: Context for the Practice of Leadership <i>Managing the Nonprofit Organization: People and Relationships: your staff, your board, your volunteers, your community</i>	Komives, Chapters 7-9 Drucker, Part 4
Unit 5	<i>Managing the Non-Profit Organization Principles and Practices</i>	Drucker, Part 2, 3
Unit 6	<i>Exploring Leadership: For College Students Who Want to Make a Difference</i> , Part 4: Making a Difference with Leadership	Komives, Chapters 10-12
Units 7-15 to be developed after the first quarter of the course		