INSTRUCTOR: Keri McWilliams, MPA

CONTACT INFORMATION: keri.mcwilliams@mso.umt.edu; 406-544-3904 (cell)

OFFICE HOURS: By appointment.

LEARNING DURING A PANDEMIC:
Learning during a pandemic is difficult, but we will get through this together. Central to our public service mission is collectively working together. Although this course does have assignment deadlines that should be followed, the Department asks that if you are sick or become sick, to please work with me to develop a plan for successful completion in this course. Our Department will follow federal, state, local, university and CDC guidelines for COVID-19. If a student, a member of their family or immediate social group becomes symptomatic, please follow federal, state, local, university, and CDC guidance and work with me to complete required coursework. Please take the time to review our Department’s COVIDSafe FAQ guide.

COURSE DESCRIPTION:
This ten-week course explores the components inherent in creating and maintaining a governing body that promotes a healthy and successful nonprofit organization. Critical governance, leadership, and management elements are studied, including: board roles and responsibilities; board recruitment and development; strategic/operational planning; governance systems; organizational culture; financial management; fundraising; and building an effective leadership team.

LEARNING AND COURSE OBJECTIVES:
The course objectives for NPAD 506 are as follows; students will be able to:

1. Define and explain the basic theory and application of the primary duties, roles and responsibilities of a nonprofit board of directors.
2. Identify the activities that support the implementation of nonprofit board responsibilities.
3. Identify, analyze, and transfer nonprofit board best practices principles to real-world issues.
4. Demonstrate critical-thinking and problem solving ability in the nonprofit environment.

METHOD OF INSTRUCTION:
This is a fully online class; students are required to use Moodle and should check daily. Here is the link for Moodle access. Use your Net ID to log on.

NPAD 506 objectives are accomplished through a variety of methods. These include brief video lectures, written lecture notes, individual online research, posted readings, and participation in
online class assignments and discussions designed to stimulate critical thinking and application of the course content.

**Help with Technology:** Please make sure your Internet browser settings meet the requirements to be Moodle compatible. Call UM Online by phone, (406) 243-4999 or email umonline-help@umontana.edu if technological problems arise, M-F. There is no on-call assistance during nights and weekends. For a total Moodle system failure, students will be sent an email by the University of Montana.

**UM Email**
Students are expected to use their umontana student email address for all communication and check regularly.

**COURSE REQUIREMENTS:**
You are required to read the assigned readings, complete assignments and discussion questions, and respond weekly to your classmates’ postings by the due dates posted on Moodle. In general, original discussion and assignment postings are due on Fridays by 11:59 p.m. MST with replies by Monday at 5 p.m. MST and follow-up thread discussion and close out by Tuesday at 11:59 p.m. All time is Mountain Standard Time (MST). Occasionally a “special discussion topic” will be posted to the weekly discussion board. These questions will include in the title that they are for credit. You are expected to respond to the question by the Friday evening due date for full credit in the discussion board.

**GRADING CRITERIA:**
Course assignments are integrated to achieve the best possible learning outcomes, and are designed to build on one another. The expectation for this course is that all students will complete all assignments in a sequential manner. Attention paid by the instructor to written assignments will be directly proportional to the amount of effort you put forth in writing the assignment. Carefully review the grading rubrics posted to Moodle.

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<thead>
<tr>
<th>Evaluation Criteria</th>
<th>Percentage</th>
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<tr>
<td>Online Research Readings &amp; Discussion</td>
<td>35%</td>
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<tr>
<td>Weekly Assignments &amp; Feedback</td>
<td>40%</td>
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<tr>
<td>Final Projects</td>
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<td><strong>Total</strong></td>
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**READING AND ASSIGNMENTS:**

*Reading Assignments*
This course does not rely on a textbook; instead each week assigned readings will be posted to the “Weekly Reading Folder.” You are expected to read and understand these materials before beginning the weekly assignments and to apply the content to your assignments and discussions.
Weekly Reading, Discussion and Assignment Due Dates
In general, original discussion and assignment postings are due on Friday by 11:59 p.m. with replies by Monday at 5:00 p.m. Follow-up thread discussion and close-out is due by Tuesday at 11:59 p.m. All time is Mountain Standard Time.

Online Research Readings
Each week you will expand on the courses’ basic readings through independent online research, sharing of information, and discussion. Online Research Readings will follow the same basic pattern. You will find an article online that relates to the current week’s main topic and write a brief summary of the article’s main points. Summaries will be posted to the discussion board for sharing and comments. You are expected to read your classmates’ posting and enter into a discussion with at least one classmate for minimum credit; active conversation is needed for full credit. See Weekly Online Research Readings for assignment details and the general Online Research Readings Rubric for grading details.

Weekly Assignments
Weekly assignments are designed to give you the opportunity to have active experience with key concepts discussed each week, design templates for future use, and build your skills in giving constructive feedback to peers. See Weekly Assignment Instructions for assignment details and the general Weekly Assignment Rubric for grading details.

Final Projects
The Final Project is designed to be a cumulative learning experience that entails designing a Board Governance Calendar as well as the creation of Committee Calendars for the Executive Committee, Finance Committee, and Governance/Board Nomination Committee. I suggest that you look ahead to Week #5’s discussion on committees and their charters, then look to Week #10’s Final Assignments so that you can begin sketching out tasks related to the final projects as we go along. See Week #10 Final Assignments for details and Grading Rubrics.

Extra Credit
You have the opportunity to earn ten extra credit points for observing a nonprofit board of directors meeting (either virtually or in person). Please attend a meeting as a guest for an organization for which your attendance is not currently required. In order to receive credit, please complete the extra credit form and email it to the instructor by November 5, 2021.

WEEKLY LEARNING OBJECTIVES

Week 1- The Changing Nature of the Nonprofit Sector and What it Means to be an Effective Nonprofit Board Member.
This week’s objectives are to study and understand:
1. The importance of the nonprofit sector on society.
2. How a “governance board” model differs from a “working board” model.
3. The basic duties, roles and responsibilities of a nonprofit board.
4. Individual board members responsibilities.
5. Board officer roles.
Week 2- Managing and Building an Engaged Nonprofit Board.
This week’s objectives are to study and understand:
1. The board’s role in managing itself.
2. How to build an active and engaged board through recruiting.
3. The importance of board education.
4. A process for board accountability.
5. The power of saying “thank you.”

Week 3- The Essence to Success: Consciously Creating an Organizational Culture.
This week’s objectives are to study and understand:
1. How to identify organizational values.
2. Ethical and legal considerations for a nonprofit organization.

Week 4- Creating a Proactive and Accountable Organization.
This week’s objectives are to study and understand:
1. The basics of performance management.
2. Strategic planning terms.
3. The process of strategic planning.
4. Developing and using an operational plan for organizational accountability.

Week 5- Infrastructure Development and Governance.
This week’s objectives are to study and understand:
1. Basic governing documents, articles of incorporation and by-laws.
2. The purpose of organizational policies and how to construct them.
3. How to effectively organize human resources with committees, task forces, and councils.
4. Best practices for managing meetings and creating board minutes.

Week 6 – Building Confidence through Financial Management
This week’s objectives are to study and understand:
1. The legal responsibilities of a nonprofit board for financial oversight.
2. Creating a budget and using it as a control tool.
3. Understanding and interpreting basic financial statements.

Week 7- Organizational Reputation, the Foundation for Fundraising!
This week’s objectives are to study and understand:
1. How the board can assist in promoting the organization.
2. Developing a nonprofit communication/promotional plan.
3. How to write and use a case for support.
4. The steps to developing a personal promotional story.
5. The importance of an organizational spokesperson.
Week 8- Fundraising for Sustainability.
This week’s objectives are to study and understand:
1. How to build a culture that supports fundraising.
2. The importance of board giving.
3. The elements of a diversified fundraising plan.
4. The importance of allocating sufficient resources and people to fund development.
5. Systems for accountability.

Week 9- Creating an Executive Leadership Team.
This week’s objectives are to study and understand:
1. How to build an effective executive leadership team.
2. Elements for consideration when hiring and managing an executive director.
3. Components to creating an executive director evaluation and compensation system.
4. Policies for effective communications, including the importance of a confidentiality agreement and a grievance process.

Week 10- Bringing it all together.
This week’s objectives are to synthesize and assimilate the main points of this course, including:
1. Developing a Board Governance Calendar and Committee Calendars.
2. Summarizing main learning points from this course.

MPA PORTFOLIO
If you are taking this course as an MPA elective and using any assignments from this course for your final MPA portfolio, it is your responsibility to keep track of individual grades and professor feedback. Use your computer’s “snipping tool” or screenshot to capture final graded feedback to save with your files. We ask that you very carefully read the MPA Portfolio requirements listed on our website (e.g. no you cannot use outlines or case write ups). We ask that you be mindful of individual and group projects you participate in each semester so you stay on track – we appreciate you doing so. Each DPAP professor will always offer an option to complete projects on your own. If questions, contact the MPA Director.

Additional Course Information and Policies

Classroom Etiquette: A driving component of our department is professionalism and your ability to work well with others. Thus, the expectation is that you will maintain a high level of professionalism in your classroom conduct with the professor, and with your fellow students. This means being respectful during class discussions, and in all communications with the professor and others. Failure to do so will result in removal from class discussions.

E-mail Etiquette: E-mail is a wonderful tool for you to contact the professor with questions, but it does not replace office hours. If you have involved questions about course material, you should set up a time to visit with the professor in-person, via Zoom or by phone.

Incompletes or Withdrawals “W” for the Course: If for some reason the course is not
working out for you please adhere to the University’s policies for the last day to drop a class.

**Late Assignments:** Students are expected to submit all work on the date specified in the syllabus. Any exceptions to this must be approved by the instructor 24 hours before the date in question. Students must complete all assignments to receive a grade for the course. But, let’s be clear, we are learning during a pandemic and I will do everything I can to help you. Just ask.

**University Attendance Policy:** Students who are registered for a course but do not attend the first two class meetings may be required by the instructor to drop the course. This rule allows for early identification of class vacancies and to permit other students to add classes. **Students not allowed to remain must complete a drop form or drop the course on the Internet (http://cyberbear.umt.edu) to avoid receiving a failing grade.** Students who know they will be absent should contact the instructor in advance.

**Wikipedia:** This online source is not reliable and should not be cited in any course assignment.

**Academic Dishonesty (Plagiarism):** Students must follow the University’s policies for academic dishonesty. All work submitted must be your own; no duplicate work (work completed for another class) will not be accepted. Acts of cheating or plagiarism will result in a grade of zero (0) for the assignment. Moreover, acts of plagiarism will also be reported to the Academic Court. To avoid acts of plagiarism, cite each reference or source you use and give proper credit for the ideas, opinions, and findings of others. When you are using the exact words of others, you must use quotation marks and include the page number where you found the quote in your citation.

**Sensitive Course Materials:** College education aims to expand student understanding and awareness. Thus, it involves engagement with a wide range of information, ideas, and creative representations. In college courses, students can expect to encounter—and critically appraise—materials that may differ from and perhaps challenge familiar understandings, ideas, and beliefs. Students are encouraged to discuss these matters with the professor.

**Disability Assistance:** The University of Montana assures equal access to instruction through collaboration between students with disabilities, instructors. If you think you may have a disability adversely affecting your academic performance, and you have not already registered with Disability Services, please contact Disability Services in Lommasson Center 154 or call 406.243.2243. I will work with you and Disability Services to provide an appropriate modification.

**Cultural Leave Policy:** UM has a Cultural and Ceremonial Leave Policy: “Cultural or ceremonial leave allows excused absences for cultural, religious, and ceremonial purposes to meet the student’s customs and traditions or to participate in related activities. To receive an authorized absence for a cultural, religious or ceremonial event the student or their advisor (proxy) must submit a formal written request to the instructor. This must include a brief description (with inclusive dates) of the cultural event or ceremony and the importance of the student’s attendance or participation. Authorization for the absence is subject to approval by the instructor. Appeals may be made to the Chair, Dean or Provost. The excused absence or leave
may not exceed five academic calendar days (not including weekends or holidays). Students remain responsible for completion or make-up of assignments as defined in the syllabus, at the discretion of the instructor.”