

# FLORIDA ATLANTIC UNIVERSITY™

## Graduate Programs—NEW COURSE PROPOSAL<sup>1</sup>

UGPC APPROVAL \_\_\_\_\_  
 UFS APPROVAL \_\_\_\_\_  
 SCNS SUBMITTAL \_\_\_\_\_  
 CONFIRMED \_\_\_\_\_  
 BANNER POSTED \_\_\_\_\_  
 CATALOG \_\_\_\_\_

**DEPARTMENT**  
 SCHOOL OF PUBLIC ADMINISTRATION

**COLLEGE**  
 DESIGN AND SOCIAL INQUIRY

**RECOMMENDED COURSE IDENTIFICATION** (TO OBTAIN A COURSE NUMBER, CONTACT [NMALDONADO@FAU.EDU](mailto:NMALDONADO@FAU.EDU))

PREFIX PAD COURSE NUMBER 6169 LAB CODE (L or C) \_\_\_\_\_

**COMPLETE COURSE TITLE:**  
 VOLUNTEER MANAGEMENT IN NONPROFIT ORGANIZATIONS

**EFFECTIVE DATE**

(first term course will be offered)

SUMMER 2018

**CREDITS<sup>2</sup>**

3

**TEXTBOOK INFORMATION**

Sakadusky, Nancy (2013). *Managing Volunteers: How to Maximize Your Most Valuable Resource*. Praeger Publishing. ISBN-13: 978-1440803642

Fader, Sunny (2010). *365 Ideas for Recruiting, Retaining, Motivating and Rewarding Your Volunteers: A Complete Guide for Nonprofit Organizations*. Atlantic Publishing Group, Inc. ISBN-13: 978-1601381491

**GRADING** (SELECT ONLY ONE GRADING OPTION): REGULAR  SATISFACTORY/UNSATISFACTORY \_\_\_\_\_

**COURSE DESCRIPTION, NO MORE THAN THREE LINES:**

This course reviews volunteer management as an essential element in the nonprofit field. It covers the history and purpose of volunteer usage in nonprofit organizations, how to recruit, retain and motivate volunteers, as well as ethical issues and potential legal liabilities.

**PREREQUISITES\***

PAD 6142 INTRODUCTION TO NONPROFIT MANAGEMENT

**COREQUISITES\***

**REGISTRATION CONTROLS (MAJOR, COLLEGE, LEVEL)\***

\* PREREQUISITES, COREQUISITES AND REGISTRATION CONTROLS WILL BE ENFORCED FOR ALL COURSE SECTIONS.

**MINIMUM QUALIFICATIONS NEEDED TO TEACH THIS COURSE:**

MEMBER OF THE GRADUATE FACULTY OF FAU AND HAS A TERMINAL DEGREE IN THE SUBJECT AREA (OR A CLOSELY RELATED FIELD).

Faculty contact, email and complete phone number:

Leslie Leip  
[lleip@fau.edu](mailto:llep@fau.edu)  
 954.924.8818

Please consult and list departments that might be affected by the new course and attach comments.<sup>3</sup>

No other departments affected

**Approved by:**

Department Chair: Steven C Bourassa

Digitally signed by Steven C Bourassa  
 DN: cn=Steven C Bourassa, o=Florida Atlantic University,  
 ou=School of Public Administration, email=sbourassa@fau.edu,  
 c=US  
 Date: 2017.08.04 17:11:48 -0400

College Curriculum Chair: Diane Sherman

Digitally signed by Diane Sherman  
 Date: 2017.08.07 08:26:08 -04'00'

College Dean: [Signature]

UGPC Chair: [Signature]

Graduate College Dean: [Signature]

UFS President: \_\_\_\_\_

Provost: \_\_\_\_\_

**Date:**

8/4/2017

8/8/17

8/31/17

1. Syllabus must be attached; see guidelines for requirements: [www.fau.edu/provost/files/course\\_syllabus.2011.pdf](http://www.fau.edu/provost/files/course_syllabus.2011.pdf)

2. Review Provost Memorandum: Definition of a Credit Hour [www.fau.edu/provost/files/Definition\\_Credit\\_Hour\\_Memo\\_2012.pdf](http://www.fau.edu/provost/files/Definition_Credit_Hour_Memo_2012.pdf)

3. Consent from affected departments (attach if necessary)

Email this form and syllabus to [UGPC@fau.edu](mailto:UGPC@fau.edu) one week before the University Graduate Programs Committee meeting.

GRADUATE COLLEGE

AUG 10 2017

**Florida Atlantic University**  
**College for Design and Social Inquiry, School of Public Administration**  
**Master of Nonprofit Management Program**  
**PAD 6169 (CRN XX; SEC XX) Volunteer Management in Nonprofit Organizations, 3 credits**  
**Prerequisite: PAD 6142 Introduction to Nonprofit Management**  
**Mixed Online/In Person, Building XXX, Room XXX, Start/End Dates: XXX**

**Instructor: XXXXX**  
**Office Address: XXXX**  
**Office Hours: XXXX**  
**Phone: XXX**  
**Email: XXX**

**Course description**

This course reviews volunteer management as an essential element in the nonprofit field. It covers the history and purpose of volunteer usage in nonprofit organizations, how to recruit, retain and motivate volunteers, as well as ethical issues and potential legal liabilities.

**Course Objectives and Goals**

By the completion of this course you should be able to:

- Understand the role and duties of volunteer programs and volunteer administration in a nonprofit organization
- Acquire a broad understanding of the theory and practical applications affecting the 3 R's in volunteer management (recruitment, retention, recognition)
- Recognize both the risks and rewards of using volunteers

By the end of the course, students will be able to:

Assessment Method

Identify and understand common terms and practices within the volunteer management field	Quiz 1
Understand and recognize the scope of duties for running a volunteer program	Week 3 & 5 Assign, Reflection Journal
Demonstrate and apply volunteer concepts to real world scenarios including: <ul style="list-style-type: none"> <li>• Understand potential volunteer risk management or liability issues</li> <li>• Create volunteer recruitment "pitch" and outreach materials</li> <li>• Identify and create basic motivation or recognition activities</li> </ul>	Weekly assignments; Final Portfolio

**Required Texts & Materials**

- Sakadusky, Nancy (2013). *Managing Volunteers: How to Maximize Your Most Valuable Resource*. Praeger Publishing. ISBN-13: 978-1440803642  
Bookstore \$49.35 (new), Amazon approx. \$35.15, Kindle \$29.60.
- Fader, Sunny (2010). *365 Ideas for Recruiting, Retaining, Motivating and Rewarding Your Volunteers: A Complete Guide for Nonprofit Organizations*. Atlantic Publishing Group, Inc. ISBN-13: 978-1601381491 Bookstore. \$24.95 (new), Amazon approx. \$20.93, Kindle \$9.99

Supplemental readings will be assigned throughout the course. They will be made available either on Blackboard or via FAU's online library. Students are responsible for accessing and reading all supplemental materials.

## Course Environment & Expectations

I am here to help guide you through this course and hopefully stimulate your curiosity for learning. Think of this course as a partnership. I will be responsible for providing ongoing feedback throughout the course and individualize the feedback whenever possible. You will be responsible for completing your assignments with honesty, integrity and respect for your fellow classmates (and instructor). We will work together to create a safe and comfortable learning environment where you should feel free to participate and ask questions. In order to create this environment remember the following:

- *Freedom of thought, speech and mutual respect.* Always demonstrate respect for your classmates, instructor and/or guests. This includes respecting the opinions and contributions of all course participants. Our learning process is best served by an atmosphere where everyone feels free to express their views while respecting the views of others.
- *There must be a clear respect for diversity of participants* including respect for gender, race/ethnicity, religion, disability, age, sexual orientation, socio-economic status, as well as culture, beliefs and personal values.

## Open Door Policy

My door (virtual or real-world) is open to any student that has questions or concerns about the course material or course requirements. I will be available for virtual office hours by phone, email or text. I suggest emailing to confirm availability. And of course you may contact me at any time by email ([Kfay4@fau.edu](mailto:Kfay4@fau.edu)).

I tend to check my email quite frequently but please understand that professors have a private life as well so there may be times when I cannot respond immediately. So don't wait until the last minute to ask that crucial question related to papers, projects etc. I also highly recommend that you email from within BB or put the course number in the subject line so your emails don't get lost in my inbox or mistaken for spam.

## Late Work

Each module and assignment will have a deadline as noted on the course schedule. Deadlines are midnight on Saturday each week. ***Late work will not be accepted after the deadline.*** You can always turn in an assignment early. I will not accept excuses such as "my internet service was down" or "my computer broke" so I recommend not waiting until the last minute to complete your assignments. I also highly recommend that you back up your computer system and your course work frequently.

Keep in mind the tradeoffs that come with online courses. Students (and professors) have the luxury of avoiding driving and parking hassles, setting our own study schedules to accommodate night owls and early risers alike as well as the joy of going to school in pajamas and bunny slippers. Some students may end up working on laptops poolside or during lunch hour at work. The tradeoff is the necessity of self-motivation and follow-through to make sure to complete all the assignments by the deadline dates. Be careful not to procrastinate (too much). **The quickest way to tank your final grade is to miss deadlines or skip the weekly assignments.**

## Course Overview and Scheduling

Learning unit sections will open on or before Monday of each week and the activities must be completed by Saturday midnight each week unless otherwise noted.

Students are expected to actively engage in the course material and assignments. This is an asynchronous course not an independent study course. Students will have great flexibility in determining your own study and work pace within the limited deadline requirements; however the assignments are likely to be time consuming so it is recommended that students do not wait until the last minute. In addition, there will be interactive discussion boards requiring students to post and then reply to classmates so it is highly recommended that students get accustomed to accessing the blackboard activities several times a week.

## Grading Scale & Student Assessments

All assignments, including discussion board and journal postings must be professional, well organized, grammatically correct and free of typos. All documents submitted as assignments must include your name and the name of the assignment in the name of the document, and saved with those attributes. All assignment submissions must be typed using a word processing program such as Microsoft Word, 1.5 spaced, and use the appropriate APA format for citations and reference listings (suggested link <http://owl.english.purdue.edu/owl/resource/560/01/>). Whenever you quote from any source, make reference to, or use ideas attributable to others in your writing, you must identify these sources in citations and acknowledge them in your bibliography/reference page. Failing to do so is committing plagiarism (refer to Academic Integrity section for more information).

<i>Assignments</i>	<i>Weighted %</i>	<i>Grading Scale</i>			
Quiz	7%	A	93-100	C	73 – 76.99
Four (4) Volunteer Hours	8%	A-	90 – 92.99	C-	70 – 72.99
Reflection Papers (5% each)	10%	B+	87 – 89.99	D+	67 – 69.99
Weekly Activities (3% each)	30%	B	83 – 86.99	D	63 – 66.99
Final Portfolio	20%	B-	80 – 82.99	D-	60 – 62.99
Final Paper	25%	C+	77 – 79.99	F	00 – 59.99

- **Volunteering** – One of the best ways to understand how to run a volunteer program is to experience it from the volunteer (rather than management) perspective. Therefore, as part of your course requirement you will need to do at least four (4) hours of volunteer service at a local nonprofit. **These activities are worth 8% of your course grade. You will not receive a numerical grade, just a pass/fail for completing the tasks (e.g. 0% or 100%).** However, you must complete the volunteer hours in order to write your reflection papers which will be graded.
- **Reflection Papers** – Students will need to write two papers reflecting on their volunteer experience and how the reality compares to what we are studying. The papers should be no less than 2 full pages and include contact info for the nonprofit agency (for random verification). Further details on the topics for the reflection papers can be found later in the syllabus and reprinted in blackboard. These papers must be well written, include no spelling or grammatical errors, include references where appropriate and use APA format. This will be taken into account in the overall grade for each paper.

- **Midterm Quiz**– There will be one midterm quiz. The midterm quiz will be open book but students must work alone. The quiz will consist of true/false, multiple choice, matching, short answers and/or essay questions. (There is also a short quiz as part of the Week 1 orientation activities but that is part of your Week 1 grade rather than a separate grade.)
- **Weekly Activities** – There will be a number of required assignments within each weekly module. Make sure to complete ALL parts of the weekly assignment to receive full credit. The quickest way to tank your final grade in the course is to skip all or parts of the weekly assignment. The assignments must be completed and posted in the discussion board or specified section by the closing date for that week. The weekly activities are designed to help you start building the materials for your final portfolio. Students will frequently be required to post constructive comments or suggestions on their fellow student’s assignments. Students will then have a chance to revise their assignment based on student and instructor feedback before submitting it as part of their final portfolio project as described below.
- **Final Paper** – A final paper, at least 10 pages in length, 1.5 spaced, with references, will be due. The paper will be on a topic of the student’s choice, and must be related to volunteering in the nonprofit sector. The paper must be free of spelling, grammatical and formatting errors, and must conform to APA. The topic must be approved by the instructor before May 30, 2015.
- **Final Portfolio** – Each student will submit a portfolio project that simulates many of the duties of a volunteer manager. The portfolio will be built through the module assignments throughout the course. Students will have a chance to revise\* their various modules based on student and instructor feedback before submitting their final portfolio.

**\*NOTE:** Do not just print out your weekly assignments and submit them in the portfolio. You should be revising and modifying your work for inclusion in the final project. You should think of your portfolio as something you could use in a job interview to demonstrate your ability to be a volunteer manager. So make your portfolio a polished project (and keep a copy for your future personal use).

The final portfolios must be dropped off in person no later than 5:00pm on August 1th. Students may leave the portfolios in the Public Administration departmental office (SO202) during normal business hours.

### **Academic Integrity**

Public administrators and nonprofit organizers are standard bearers for the public faith and the public purse whether through tax dollars or public donations and are therefore held to a higher standard of ethical behavior. All FAU students are expected to be honest and principled in all their course work however, much like public sector employees, it is essential that public administration students hold themselves to a higher standard.

### **Code of Academic Integrity Policy Statement:**

Students at Florida Atlantic University are expected to maintain the highest ethical standards. Academic dishonesty is considered a serious breach of these ethical standards, because it interferes with the University mission to provide a high quality education in which no student enjoys an unfair advantage over any other. Academic dishonesty is also destructive of the University community, which is grounded in a system of mutual trust and places high value on personal integrity and individual responsibility. Harsh penalties are associated with academic dishonesty. For more information, see the Code of Academic Integrity in the

University Regulations at:

[http://www.fau.edu/regulations/chapter4/4.001 Code of Academic Integrity.pdf](http://www.fau.edu/regulations/chapter4/4.001_Code_of_Academic_Integrity.pdf)

So just a few notes on **plagiarism**... You will need to properly cite all non-original ideas and not just direct quotations. Quotations are fine within your written materials but use them sparingly. On the other hand, do not go sparingly with your citations. I do warn you that I am strict about plagiarism and I frequently spot check assignments and papers with plagiarism software. By this stage of your college career you should have received training in proper writing and citation styles but if you haven't then you may want to contact one of the following student resources:

**University Center for Excellence in Writing (UCEW)** – <http://www.fau.edu/UCEW>

**Center for Learning and Student Success (CLASS)** - <http://www.fau.edu/class/>

### **Grievance Procedure**

If you should feel ill-treated your first course of action is to address the issue with the person it involves. If this does not provide a satisfactory outcome then the university grievance and arbitration procedures can be found at <http://www.fau.edu/provost/files/article20.pdf> . If for whatever reason you are unable to obtain these documents please let me know and I will provide them to you.

### **Student Accommodations**

In compliance with the Americans with Disabilities Act Amendments Act (ADAAA), students who require reasonable accommodation due to a disability to properly execute coursework must register with Student Accessibility Services (SAS)—in Boca Raton, SU 133 (561-297-3880); in Davie, LA 203 (954-236-1222); or in Jupiter, SR 110 (561-799-8585)—and follow all SAS procedures.

### **Canvas Student Tutorials**

This is an online course so it is your responsibility to ensure that you are comfortable and capable of working with technology in an online environment. Canvas has a number of tutorial videos available and you are encouraged to familiarize yourself with them.

### **Online Etiquette (Netiquette)**

**“Netiquette” or network etiquette basically refers to the accepted rules for behavior in various online network environments.**

Please remember that this is an online course environment and not a casual online interaction with friends. Remember to maintain a professional and courteous atmosphere in your online postings and interactions with course participants. All postings should include proper grammar, spelling and APA citations where appropriate and adhere to academic integrity standards.

Points to remember:

- Always be courteous – no abusive or libelous comments will be permitted
- Remember that humor and especially sarcasm can easily be misinterpreted online.
- Writing in all caps is the online version of shouting and is rarely recommended.
- You may want to write out your posts in a word processing program to help with spelling and grammar and then paste them into the appropriate areas in Blackboard.
- Never use IM or text message abbreviations in postings.

- Think of your course postings as if they are a work environment where your boss, coworkers, clients, volunteers, etc. might be reading them so always be polite, professional and thorough. Remember that these various individuals often form strong opinions on you based on the quality of your writing and online interactions.

### **Reflection Papers**

**Worth 10% of your final grade (5% each)**

#### **Reflection paper #1 – Due by July 4**

Write a 2-3 page paper discussing your activity with the nonprofit organization where you will be volunteering and what you expect your experience to be, given what we have been learning so far in the class. For instance, include discussion of the following points in your paper:

- Organization Name, contact person name & email
- How did you contact the organization (email, phone, via a friend)?
- How quickly did they respond to you, how organized did they seem to be?
- Did you have to contact more than one nonprofit before finding somewhere to volunteer? Why?
- Was it easy to arrange for a volunteer activity? What were the criteria? Were you interviewed? Did the organization perform a background check on you, or otherwise check references?
- Describe the type of project you will be working on? Does it match with one of our weekly topics? If so, which week/subject?
- Will you be able to do the service project “virtually” or will you be going to their office or other site?

#### **Reflection paper #2 – Due by August 1**

Write a 2-3 page paper discussing your volunteer experience, what you’ve gained and how you helped your nonprofit. Include discussion of both points below:

- How you benefitted from this hands-on experience. As you write your paper reflect on what special skills and experience you gained through volunteering.
- What skills or experience from volunteering do you anticipate being able to use in your future work experiences?
- How can you use your volunteer experience to demonstrate your knowledge and abilities in a future job interview as a volunteer manager?
- Would you recommend any changes to the nonprofit volunteer program based on what you’ve learned in this class?

## Volunteer Management in Nonprofit Organizations

Week	Intro & Background	Assigned Reading	Tasks	Date
1	Introductions and in-person meeting	Course syllabus	<ul style="list-style-type: none"> <li>• Introductions and course syllabus review</li> </ul>	
2	On-line Introduction & Syllabus Review	<ul style="list-style-type: none"> <li>• Course syllabus</li> <li>• Read classmates intro bios</li> </ul>	<ul style="list-style-type: none"> <li>• Intro bio</li> <li>• Orientation quiz</li> <li>• Scavenger hunt</li> </ul>	
3	Overview of Nonprofits and Volunteerism	<ul style="list-style-type: none"> <li>• PDF What You Should Know about Nonprofits</li> <li>• PDF Nonprofit Sector in Brief</li> <li>• Sakaduski - Intro</li> </ul>	<ul style="list-style-type: none"> <li>• What is a nonprofit?</li> <li>• Nonprofit Wiki</li> </ul>	
4	Volunteer Manager & Volunteers: Roles & Duties	<ul style="list-style-type: none"> <li>• Sakaduski – Ch 1</li> <li>• Fader – Intro, Ch 2</li> </ul>	<ul style="list-style-type: none"> <li>• Discussion Board posting</li> </ul>	
5	Virtual Volunteering Online Resources	<ul style="list-style-type: none"> <li>• Sakaduski p32-36</li> <li>• Fader – Ch 5</li> <li>• Virtual Vol PDF – Ch 1</li> </ul>	<ul style="list-style-type: none"> <li>• Review 2 nonprofit volunteer websites</li> </ul>	
6	In-person class discussion	<ul style="list-style-type: none"> <li>• No readings</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteer management/safety issues</li> </ul>	
7	Structure of a Vol. Program & Registration	<ul style="list-style-type: none"> <li>• Sakaduski – Ch 3</li> <li>• Hager &amp; Brudney PDF</li> <li>• Idiots Guide Excerpt PDF</li> </ul>	<ul style="list-style-type: none"> <li>• Draft volunteer form</li> <li>• Classmate comments</li> </ul>	
8	Policies & Procedures Risk Management & Protective Behaviors	Sakaduski – Ch 6 Fader – Ch 12	<ul style="list-style-type: none"> <li>• Protective Behaviors</li> <li>• Vol Form recommended adjustments</li> </ul>	
9	Strategies for Management of Volunteers Job assignment, customizing needs for populations, firing volunteers	Sakaduski – Ch 7 & pgs 139-141, p145-151	<ul style="list-style-type: none"> <li>• Special Kinds of Volunteers</li> <li>• Be working on your volunteer hours</li> </ul>	
10	Reflection & Assessment Activities	No reading. Good time to catch up on some volunteer hours.	<ul style="list-style-type: none"> <li>• Quiz</li> <li>• Reflection Journal</li> </ul>	
11	In-person class discussion	No readings	<ul style="list-style-type: none"> <li>• Volunteer management strategies</li> </ul>	
12	Recruitment Strategies	Fader – Ch 4 (Refresh Ch 5) Sakaduski – Ch 2	<ul style="list-style-type: none"> <li>• Sample recruitment flyer</li> </ul>	
13	Volunteer Training & Orientation Communication Strategies	Sakaduski – Ch 4 Fader – Ch 6	<ul style="list-style-type: none"> <li>• Sample orientation agenda</li> <li>• Review volunteer brochure</li> </ul>	
14	Why do people volunteer? Motivation Strategies	Fader – Ch 7, 11 & 13	<ul style="list-style-type: none"> <li>• Motivation discussion board posting</li> </ul>	
15	Retention & Recognition Strategies	Fader – Ch 9 & 10 Sakaduski – Ch 8	<ul style="list-style-type: none"> <li>• Recognition activity recommendations</li> <li>• Reflection Journal</li> <li>• Submit volunteer hours verification form</li> <li>• Final paper due</li> </ul>	
16	Course wrap up	No readings	Discussion	
	Final Portfolio Project		Final Portfolio Due	