Department: Government  
Instructor: Dr. Cindy Davis  
Email: Through the course D2L email (preferred) or cindy.davis@sfasu.edu  
Campus Office: Liberal Arts North 132  
Campus Phone: 936-468-2424  
Pronouns: She/Her/Hers

Virtual Office Hours: Tuesday 10:00am - 2:00pm; Friday 9:00am - Noon

I can be contacted by email (D2L or SFA email), by cell phone (call or text) [If you text be sure to include your name and which course you are in], or Zoom but for Zoom be sure to let me know beforehand as I will set a specific meeting room for that time and will send you the link. Office hours can be made by appointment if you cannot make the listed hours. Please contact me by email if you would like to set up a phone or virtual meeting.

*Note that I will sometimes be on campus and so may be available for a face to face (socially distanced) meeting. If you would like to meet this way please contact me regarding available times.

Mask Policy: Face coverings are required during visits to my office. Effective July 7, 2020, SFA requires face coverings: “The health and safety of our students, faculty, staff, and visitors, especially of vulnerable individuals, is of paramount importance. In light of CDC guidance, and to protect our SFA community against COVID-19, face coverings (cloth face covering, surgical mask, etc.) must be worn by all individuals (faculty, staff, students, and visitors) on campus in the following areas: indoor public areas on campus, except where marked otherwise, even if you are alone (includes all non-private office or residential spaces such as lobbies, restrooms, classrooms, teaching laboratories, common spaces in residence halls, conference rooms, and break rooms); and outdoor spaces where 6 feet of physical distancing is difficult to reliably maintain.” (http://www.sfasu.edu/fall2020)

Course Description: This course focuses on understanding the nature of nonprofit organizations and how to be an effective and ethical leader in the nonprofit sector, and the
development and maintenance of nonprofit boards along with the roles and responsibilities of nonprofit boards.

**Required Text:**


*Additional readings will be embedded within lessons*

**Course Requirements & Grading:**

**Modules 220 Points:** 11 total, worth 20 points each. Each module contains a set of lecture style materials in html format and some with embedded multimedia links you are expected to view and one discussion question that you will respond to and will then reply to a fellow student’s response (you will lose points for not responding to a colleague). Modules are available beginning on Monday morning at 8am and will close the following Monday at 8am unless otherwise noted.

**Two Exams 300 Points (150 points each):** Each exam will contain 6 questions (5 short answer about 2-3 paragraphs, 1 essay which would be about 2-3 pages double spaced if in a word document). The exams are timed. You will have 4 hours to complete them.

**Case Reflection Papers 200 Points (4 papers, 50 Points each):** 2-3 pages. Case studies will; students will complete brief reflection essays. Additional instructions can be found in the Getting Started materials.

**Leadership Reflection Presentation 80 Points:** Student will critically reflect on some aspect of leadership and connect back to material within the course. Additional instructions and examples of topics can be found in the Getting Started materials. Presentation will use Wakelet.

**Literature Review 200 Points:** 8-10 pages. Student will complete a literature review over a topic addressed in the course of their choice. Additional instructions can be found in the Getting Started materials.

**Grading Scale:** A (1000-900 points); B (899-800 points); C (799-700 points); D (699-600 points); F (599 and below)

**Course Schedule (Subject to change):**

*Calendar is not set in stone and is subject to change!*

**Week 1 (Mon. 8/24 - Sun. 8/30):**
Getting Started Content

**Week 2 (Mon. 8/31 - Sun. 9/6):**
Module One- Context of Nonprofit Organizations
Reading: Provided in module
Week 3 (Mon. 9/7 - Sun. 9/13):
Module Two- Defining Nonprofit Leadership
Reading: J-B Reader Ch. 1. What is Leadership?, Ch. 2. The Tasks of Leadership, Ch. 4. How Leaders are Grown
Case Reflection Paper 1 Due

Week 4 (Mon. 9/14 - Sun. 9/20):
Module Three- Maintaining Board Leadership
Reading: J-B Reader Ch. 5. Maintaining Board Leadership, Ch. 28. Into the Fire

Week 5 (Mon. 9/21 - Sun 9/27):
Module Four - Theories of Nonprofit Leadership
Reading: J-B Reader Ch. 6. Public-Sector Leadership Theory: An Assessment, Ch. 7. Human Dignity and Grassroots Leadership Development, Ch. 8. Practicing Servant-Leadership

Week 6 (Mon. 9/28 - Sun. 10/4):
Module Five - Practicing Nonprofit Leadership
Reading: J-B Reader Ch. 11. The Strategy Change Cycle: An Effective Strategic Planning Approach for Nonprofit Organizations, Ch. 12. Delivering on the Promise of Nonprofits
Case Reflection Paper 2 Due

Week 7 (Mon. 10/5 - Sun. 10/11): Mid-Term Exam

Week 8 (Mon. 10/12 - Sun 10/18):
Module Six- Ethical Leadership
Reading: J-B Reader Ch. 14. The Learning Leader as Culture Manager, Ch. 15. Maintaining Trust Through Integrity, Ch. 16. Administrative Responsibility: The Key to Administrative Ethics

Week 9 (Mon. 10/19 - Sun. 10/25):
Module Seven- Understanding and Motivating Volunteers and Staff
Reading: J-B Reader Ch. 17. Empowering People to Lead, Ch. 18. Enlist Others, Ch. 19. Diversity Management: An Essential Craft for Leaders
Case Reflection Paper 3 Due

Week 10 (Mon. 10/26 - Sun. 11/1):
Module Eight – Communicating Effectively
Reading: J-B Reader Ch. 20. Negotiating for the Public Good, Ch. 21. Seeing Your Way: Why Leaders Must Communicate Their Visions, Ch. 22. Seven Communication Tips an Effective Leader must Have

Week 11 (Mon. 11/2 - Sun. 11/8):
Module Nine- Obligations of Boards - Legal
Reading: Provided in module

Week 12 (Mon. 11/9 - Sun. 11/15):
Module Ten- Obligations of Boards - Fiduciary
Reading: Provided in module
Case Reflection Paper 4 Due
Week 13 (Mon. 11/16 – Sun. 11/22):
Module Eleven- Future of Nonprofit Leadership
Reading: J-B Reader Ch. 25. Characteristics of Leadership Effectiveness: Implementing Change and Driving Innovation in Organizations, Ch. 26. Leadership and Innovation in the Public Sector, Ch. 27. The Changing of the Guard: What Generational Differences Tell Us About Social-Change Organizations
Leadership Reflection Presentation Due

Week 14 (Mon. 11/30 - Sun. 12/6):
Literature Review Due

Finals Week: (Mon 12/7 - Fri 12/11): Final Exam

Learning Objectives:

- Students should gain an understanding of the principles and theories of nonprofit leadership
- Students should be able to comprehend the role of decision making and ethics in the nonprofit sector
- Students should come to appreciate the necessary skills required to engage in activities related to the development and maintenance of nonprofit boards

Course Justification: “Nonprofit Governance” is a 3-credit hour, fully online course over a 15-week duration. During the course students examine and review extensive written material that addresses the same information students receive in a face-to-face lecture style course. Students are expected to engage with the learning modules for a minimum of three hours per week. Learning modules contain additional information often in video format as well as pertinent articles addressing the module topic. Online discussions with class colleagues of learning module material is required. Students are required to read two texts concerning nonprofit leadership and governance, complete exams over the course material, as well as written assignments connecting personal reflection and contemporary examples to the course content. For every hour a student spends engaging with the content, he/she spends at least two hours completing associated activities and assessments.

Academic Integrity: An individual’s integrity is a reflection not only on themselves, but on the reputation of their profession as well. The standards you hold in your academic career will weigh heavily on those you retain throughout life. Your professional reputation is of the utmost importance in maintaining a positive career path. Thus, your academic integrity will be held to the highest possible standard while in this classroom. Zero tolerance will be given for academic irregularities. If I catch you violating this policy, you will be reported. If another student accuses you and there is no other evidence, you will be required to resubmit a new assignment or take a new exam. If you choose not to, you will be reported. According to the university: “Academic integrity is a responsibility of all university faculty and students. Faculty members promote academic integrity in multiple ways including instruction on the components of academic honesty, as well as abiding by university policy on penalties for cheating and plagiarism. Definition of Academic Dishonesty: Academic dishonesty includes both cheating and plagiarism. Cheating includes but is not limited to (1) using or attempting to use unauthorized materials to aid in achieving a better grade on a component of a class; (2) the falsification or invention of any information, including citations, on an assigned exercise; and/or (3) helping or
attempting to help another in an act of cheating or plagiarism. Plagiarism is presenting the words or ideas of another person as if they were your own. Examples of plagiarism are (1) submitting an assignment as if it were one’s own work when, in fact, it is at least partly the work of another; (2) submitting a work that has been purchased or otherwise obtained from an Internet source or another source; and (3) incorporating the words or ideas of an author into one’s paper without giving the author due credit. Please read the complete policy at http://www.sfasu.edu/policies/academic_integrity.asp

Students with Disabilities: “To obtain disability related accommodations, alternate formats and/or auxiliary aids, students with disabilities must contact the Office of Disability Services (ODS), Human Services Building, and Room 325, 468-3004 / 468-1004 (TDD) as early as possible in the semester. Once verified, ODS will notify the course instructor and outline the accommodation and/or auxiliary aids to be provided. Failure to request services in a timely manner may delay your accommodations. For additional information, go to http://www.sfasu.edu/disabilityservices/”. If modifications or accommodations are needed due to disability, please make an appointment with me as early as possible so arrangements can be made.

Classroom Policies

- This is an online course, so you will be required to engage in self-study and self-reminders as to when assignments are due and what is required of you. We will maintain regular contact throughout the semester through D2L. A course calendar is posted in the Getting Started content section, and I will post announcements when necessary.

- Make-up exams will only be allowed under exceptional circumstances. Having another exam or paper due that week is not an exceptional circumstance.

- Turn it in software is used to view all assignments. Grades are non-negotiable.

- The open exchange of ideas will be respected by all students. Respectful discussion is required. While you are allowed to express your opinions during the discussions remember that other students may have different opinions and have the right to have and express those opinions. Personal attacks are not allowed as they do not promote civilized debate (one of the main purposes of the required discussions).

- According to the university: “Withheld Grades Semester Grades Policy (A-54) Ordinarily, at the discretion of the instructor of record and with the approval of the academic chair/director, a grade of WH will be assigned only if the student cannot complete the course work because of unavoidable circumstances. Students must complete the work within one calendar year from the end of the semester in which they receive a WH, or the grade automatically becomes an F. If students register for the same course in future terms the WH will automatically become an F and will be counted as a repeated course for the purpose of computing the grade point average.”

- “Acceptable Student Behavior. Classroom behavior should not interfere with the instructor’s ability to conduct the class or the ability of other students to learn from the instructional program (see the Student Conduct Code, policy D-34.1). Unacceptable or disruptive behavior will not be tolerated. Students who disrupt the learning environment may be asked to leave class and may be subject to judicial, academic or other penalties. This prohibition applies to all instructional forums, including electronic, classroom, labs, discussion groups, field trips, etc. The instructor shall have full discretion over what
behavior is appropriate/inappropriate in the classroom. Students who do not attend class regularly or who perform poorly on class projects/exams may be referred to the Early Alert Program. This program provides students with recommendations for resources or other assistance that is available to help SFA students succeed.

- **Excused Absences:** In order to have your absences excused, you must provide either notification from your coach/faculty club advisor or have a notice sent from the judicial office. "**Absence Notifications:** Students missing classes for legitimate reasons other than University-sponsored trips may contact the Judicial Office and request an absence notification be sent to their instructors. These notifications are not excuses. They are provided as a courtesy to the student and the student's instructor(s) and are not an evaluation of the information received by this office. Students requesting an absence notification should be prepared to give the Judicial Office their name, ID number, date(s) of the absence, reason for the absence, and a contact phone number. Students should also be prepared to offer documentation of the absence to their instructors. As per University policy Class Attendance and Excused Absence A-10, an instructor may determine the nature of satisfactory documentation.” Contact information for the judicial office is: 315 Rusk Building, 936-468-2703

**Technical Support**

For D2L technical support, contact student at d2l@sfasu.edu or 936-468-1919. If you call after regular business hours or on a weekend, please leave a voicemail. For general computer support (not related to D2L), contact the Technical Support Center (TSC) at 936-468-HELP (4357) or at helpdesk@sfasu.edu. To learn more about using D2L, visit SFA ONLINE at [http://sfaonline.sfasu.edu](http://sfaonline.sfasu.edu), where you'll find written instructions and video tutorials

**Statement on Harassment, Assault, and Discrimination**

If you encounter personal problems of any kind on or off campus, please reach out for help. This specifically includes being the victim of sexual assault, domestic violence, harassment based on sex or gender, discrimination based on race, religion, or national origin, or hate speech of any kind.

If you are the victim of any of these types of violations on campus, immediately call campus security (936-468-2608 for non-emergencies) or see the Assistant Dean of Student Affairs (Hollie Smith, Suite 3.105 Baker Pattillo Student Center, 936-468-7249) or the Title IX Coordinator (Amanda Pruitt, McKibben Building, Room 304; 936-468-8292); You may also seek out the Campus Health Clinic (On the S.E. corner of Raguet and East College Streets; 936.468.4008); the campus counseling centers (Student Counseling Services - 3rd Floor, Rusk Bldg; 936.468.2401 and the Department of Human Services Counselor Education Counseling Clinic 2100 Raguet St., Human Services and Technology Building; 936.468.1041).

Stephen F. Austin State University strives to provide an educational and work environment that affirms the rights and dignity of each individual. It is the policy of the university, in accordance with federal and state law, to prohibit unlawful discrimination on the basis of race, color, religion, national origin, sex, age, disability, genetic information, citizenship, and veteran status. Additionally, Stephen F. Austin State University prohibits discrimination on the basis of sexual orientation, gender identity, and gender expression. Unlawful discrimination based on sex includes discrimination defined as sexual harassment.
Please be aware that all SFA employees (other than those designated as confidential resources in Section 4.5 and Section 6 of the Sex-and Gender-Based Discrimination, Violence, Harassment, and Misconduct Policy 2.13) are required to report any information obtained about potential policy violation such as sexual assault, domestic violence, and stalking to the university. This means that if you tell a faculty member about a situation of gender-based discrimination, sexual harassment, and/or sexual violence or other related misconduct as outlined in Policy 2.13, the faculty member must share that information with the University’s Title IX Coordinator. If you would like to speak to a confidential resource who does not have this reporting responsibility, you can find a list of resources at www.sfasu.edu/lumberjacks-care.

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