

**Natural Resources 383, 3 Credits**  
**Organizational Leadership**  
**Syllabus Spring 2023**

**Course Description**

Principles and practices for leadership and administration of natural resource organizations and agencies. Consideration of strategic planning, staff hiring and supervision, risk management, marketing, fundraising, budgeting, and site/facility management.

**Course Meetings**

Fridays, 9:00-10:50 and 11:00-11:50, in TNR 254 and TNR 271.

**Instructor**

Mi Yan  
Phone: (607) 279-9061  
Email: [myan@uwsp.edu](mailto:myan@uwsp.edu)  
Office Hours: By appointment

**Instructional Methods**

This class is taught using a variety of instructional methods including lecture, discussions, analysis of examples, group projects, games, investigations, and guest speakers. Please come to class prepared to actively participate in all aspects of the course, including being able to participate in discussions by completing all readings before class.

**Learning Outcomes**

Students will be able to:

- Set goals for their development to a leadership position at a natural resource organization or agency.
- Demonstrate administrative skills, understandings, and practices of natural resource organizations and agencies.
- Assess their individual leadership skills and styles
- Understand the steps in strategic planning and decision making.
- Describe effective approaches to generating revenue and managing finances.
- Demonstrate skills related to recruitment, training, and evaluation of high-quality staff.
- Manage a facility and program to reduce risk.

**Grading and Assignments**

1. Reading Notes. Ten times during the semester, submit one page (single-spaced) of notes covering the entire reading for the week.
2. Leader Description. Describe and analyze the qualities and actions of a leader you know. Present your project in class.
3. Activity Reflections. Individually write a summary of activities we do in the class.

4. Organization Project. Individually or with a partner plan an organization. Submit drafts of each component. Compile the components into a grant proposal and pitch your idea to the class.
5. Attendance and Participation. You are expected to be present and contributing!

Assignment	Points
Reading notes	20 (2 x 10)
Leader Description	10
Activity Reflections	20 (5 x 4)
Organization: Mission and Vision	5
Organization: Organizational Chart	5
Organization: Program Plan	8
Organization: Budget	5
Organization: Grant Proposal	10
Organization: Summary Slide and Presentation	2
Exams (2)	30 (2 x 15)
Attendance and Participation	35
<i>Total</i>	<i>150 points</i>

The final grade for the course will be determined by the total number of points earned through assignments and participation divided by the total points possible. The grading scale will be as follows:

93-100% = A      83-86 = B      73-76 = C      60-66 = D  
 90-92 = A-      80-82 = B-      70-72 = C-      <59 = F  
 87-89 = B+      77-79 = C+      67-69 = D+

### **Text Rental**

Golensky, M. & Hager, M.A. (2020). *Strategic Leadership and Management in Nonprofit Organizations (2<sup>nd</sup> ed.)*. Oxford University Press.

### **Participation Expectations**

In order to help you gain as much as possible from the course, we will create an environment that is conducive to learning. Therefore, students will be active course participants, arrive on time, be prepared for each class by completing assignments by the designated dates, and refrain from cell phone use during class. Use of electronic devices will not be permitted during assessments except for any planned online assessments. Use of electronic devices for cheating or other academic misconduct is covered in the University Handbook and follows the same procedures for academic misconduct that occurs without the use of technology.

Students are expected to take notes in class. If you wish to use a computer or tablet to take notes, you must ask the instructor for permission. Checking social media, watching videos, and working assignments for other classes can be very distracting to the people around you.

UWSP is a tobacco free environment. Please wait to use tobacco products, including smokeless tobacco, until outside of class and off campus.

### **UWSP Community Bill of Rights and Responsibilities**

UWSP values a safe, honest, respectful, and inviting learning environment. In order to ensure that each student has the opportunity to succeed, we have developed a set of expectations for all students and

instructors. More information on expectations and your rights and responsibilities as a student can be found on the Dean of Students page at <https://www.uwsp.edu/dos>.

Academic integrity is central to the mission of higher education in general and UWSP in particular. Academic dishonesty (cheating, plagiarism, etc.) is taken very seriously. Don't do it! The minimum penalty for a violation of academic integrity is a failure (zero) for the assignment. For more information, see <https://www.uwsp.edu/dos/Pages/Student-Conduct.aspx>.

### **Americans with Disabilities Act (ADA) Statement**

The Americans with Disabilities Act (ADA) is a federal law requiring educational institutions to provide reasonable accommodations for students with disabilities. If you have a disability and require classroom and/or exam accommodations, please register with the Disability and Assistive Technology Center and then contact me at the beginning of the course. I am happy to help in any way that I can. For more information, please visit the Disability and Assistive Technology Center, located on the 6th floor of Albertson Hall (the Library). You can also find more information here: <https://www.uwsp.edu/datc>.

### **Campus Emergency Procedures**

- In the event of a medical emergency call 911 or use a campus Red Emergency Phone.
- In the event of a Tornado Warning, proceed to the lowest level interior room without a window. Avoid wide-span rooms and buildings.
- In the event of a fire alarm, evacuate the building in a calm manner. Notify the instructor or emergency command personnel of any missing individuals.
- Active shooter – Run/escape, Hide, Fight. If trapped hide, lock doors, turn off lights, spread out and remain quiet (turn phones to silent). Follow instructions of Emergency Responders.
- See UW-Stevens Point Emergency Management Plan at <https://www.uwsp.edu/rmgt/Pages/em/default.aspx> for details on all emergency responses at UW-Stevens Point.

## **Tentative Course Schedule for NRES 383 Spring 2023**

<b>Week</b>	<b>Topic</b>	<b>Readings due before class</b>	<b>Assignments due Fri by 11:59pm</b>
1	Introduction to NRES 383 Exploring organizations		
2	What are non-profits? Mission and vision	G&H: pp. 3-12, 35-46 C: Community Toolbox Ch. 8.1, 8.2	
3	Strategic planning Program development	G&H: Ch. 8, 9	
4	Designing your organization	C: Kouzes & Posner, HBR article	
5	Human Resources	G&H: Ch. 14	Org: Mission and vision
6	The nature of leadership	G&H: Ch. 4 C: HBR article, C: Anderson	Org: Program plan

7	The practice of leadership	G&H: Ch. 5 C: Kouzes & Posner, HBR article	Org: Organizational chart and job description
8	Midterm exam		
9	Resource generation Marketing	G&H: Ch. 10 C: BCM Ch. 15	Leader description
10	Budgeting	G&H: Ch. 11	
11	Risk management	C: Coutellier	Org: Budget
12	Organizational change	G&H: Ch. 7	Org: Grant proposal Org: Summary slide
13	Final presentation		
	Final exam		

G&H = *Strategic Leadership and Management in Nonprofit Organizations* by Golensky and Hager

C = Reading posted on Canvas