NRES 383: Organizational Leadership Fall 2020

Course Information

Instructor Information

Instructor: Dr. Thomas Quinn
Office: Central Wisconsin Environmental Station
Virtual Office Hours: Fridays from 9:00am-10:00am via Zoom
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Course Information

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.

Credits: 3

Important Note: This syllabus, along with course assignments and due dates, are subject to change. It is the student's responsibility to check Canvas for corrections or updates to the syllabus. Any changes will be clearly noted in a course announcement or through email.

Expected Instructor Response Times

- o I will attempt to respond to student emails within 24 hours. If you have not received a reply from me within 24 hours please resend your email.
- o I will attempt to reply to and assess student discussion posts within 48 hours of discussions closing.
- o I will attempt to grade written work within 72 hours, however longer written assignments may take me longer to read and assess.

Textbook & Course Materials

Required Text: Golensky and Hager (2020) *Strategic Leadership and Management in Nonprofit Organizations.*

Course Learning Outcomes

As you complete this course, you will be able to:

- Set goals for your 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 your 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.

- Develop skills in managing facilities and programs to reduce risk.

Course Structure

This course will be delivered entirely online through the course management system Canvas. You will use your UWSP account to login to the course from the Canvas Login Page. If you have not activated your UWSP account, please visit the Manage Your Account page to do so.

Topic Outline/Schedule

Important Note: Refer to the Canvas course home page for pertinent information. Activity and assignment details will be explained in detail within each week's corresponding Module. As tasks come due, they will appear in your "to do" list. If you have any questions, please contact your instructor.

Week/Module	Topic	Readings	Assignments/Due Dates
1	Non-profits	Golensky and Hager Chapter 1	Discussion Board: Introductions 9.4.20 Discussion Board: Non-profits 9.6.20 Email: NDRC 9.6.20
2	The Nature of Leadership	Golensky and Hager Chapter 4	Discussion Board: Leadership and Power 9.11.20 Values of a Leader 9.11.20 Leadership vs. Management Quiz 9.11.20 Situational Leadership Quiz 9.11.20
3	The Practice of Leadership	Golensky and Hager Chapter 5	Discussion Board: Leadership Orientations 9.18.20 Personality 9.18.20 Leadership Levels Quiz 9.18.20
4	Mission and Vision	TBA	
5	Human Resource Management Part 1	Golensky and Hager Chapter 14	
6	Human Resources Part 2	TBA	
7	Strategic Planning	Golensky and Hager Chapter 8	
8	Budgeting	Golensky and Hager Chapter 11	
9	Program Development	Golensky and Hager Chapter 9	
10	Resource Generation	Golensky and Hager Chapter 10	

11	Risk Management	TBA	
12	Marketing	TBA	
13	Non-Profit Governing Board	Golensky and Hager Chapter 15	
14	Volunteer Administration	Golensky and Hager Chapter 16	
15	Site and Facility Management	TBA	

Technology

UWSP Technology Support

- Visit with a <u>Student Technology Tutor</u>
- Seek assistance from the <u>IT Service Desk</u> (Formerly HELP Desk)
    - o IT Service Desk Phone: 715-346-4357 (HELP)
    - o IT Service Desk Email: <u>techhelp@uwsp.edu</u>

Grading Policies
Graded Course Activities

Click the **Assignments** link in Canvas to access assignment listing, categories and weights as applicable. Click the **Syllabus** link to see a chronological listing of assignments. Click the **Grades** link to see current grades. Overall assignments and accompanying points are listed below:

Description	Points
Weekly discussion posts, quizzes and emails (5 points each week)	75
Leadership Reflection Paper	5
My Organization Project:	
Writing a Job Description	10
Writing Mission and Vision	10
Writing a Budget	10
Marketing your organization	10
Group Participation/Feedback	10
Final	10
Total:	140

Participation

Students are expected to participate in all online activities as listed on the course calendar.

Complete Assignments

All assignments for this course will be submitted electronically through Canvas unless otherwise instructed. Assignments must be submitted by the given deadline or special permission must be requested from instructor *before the due date*. Extensions will not be given beyond the next assignment except under extreme circumstances.

All discussion assignments must be completed by the assignment due date and time. Late or missing discussion assignments will affect the student's grade.

Late Work Policy

Example: Be sure to pay close attention to deadlines—there will be no make-up assignments or quizzes, or late work accepted without a serious and compelling reason and instructor approval.

Viewing Grades in Canvas

Points you receive for graded activities will be posted to Grades. Click on the Grades link to view your points. Discussion Points are typically posted within 48 hours of the close of the discussion. Large assignments are graded and posted within 72 hours depending on length of assignment.

Letter Grade Assignment

Final grades assigned for this course will be based on the percentage of total points earned and are assigned as follows:

Letter Grade	Percentage
A	93-100%
A-	90-92%
B+	87-89%
B	83-86%
B-	80-82%
C+	77-79%
C	73-76%
C-	70-72%
D+	67-69%

D	60-66%
F	0-59%

Course Policies

Netiquette Guidelines

Netiquette is a set of rules for behaving properly online. Your instructor and fellow students wish to foster a safe online learning environment. All opinions and experiences, no matter how different or controversial they may be perceived, must be respected in the tolerant spirit of academic discourse. You are encouraged to comment, question, or critique an idea but you are not to attack an individual. Working as a community of learners, we can build a polite and respectful course community.

The following netiquette tips will enhance the learning experience for everyone in the course:
- Do not dominate any discussion.
- Give other students the opportunity to join in the discussion.
- Do not use offensive language. Present ideas appropriately.
- Be cautious in using Internet language. For example, do not capitalize all letters since this suggests shouting.
- Popular emoticons such as 😊 can be helpful to convey your tone but do not overdo or overuse them.
- Avoid using vernacular and/or slang language. This could possibly lead to misinterpretation.
- Never make fun of someone's ability to read or write.
- Share tips with other students.
- Keep an "open-mind" and be willing to express even your minority opinion. Minority opinions have to be respected.
- Think and edit before you push the "Send" button.
- Do not hesitate to ask for feedback.
- Using humor is acceptable

Adapted from:

Mintu-Wimsatt, A., Kernek, C., & Lozada, H. R. (2010). *Netiquette: Make it part of your syllabus*. Journal of Online Learning and Teaching, 6(1). Retrieved from http://jolt.merlot.org/vol6no1/mintu-wimsatt_0310.htm

Shea, V. (1994). Netiquette. Albion.com. Retrieved from: http://www.albion.com/netiquette/book/.

Inform Your Instructor of Any Accommodations Needed

If you have a documented disability and verification from the Disability and Assistive Technology Center and wish to discuss academic accommodations, please contact your instructor as soon as possible. It is the student's responsibility to provide documentation of disability to Disability Services and meet with a Disability Services counselor to request special accommodation *before* classes start.

The Disability and Assistive Technology Center is located in 609 Albertson Hall and can be contacted by phone at (715) 346-3365 (Voice) (715) 346-3362 (TDD only) or via email at datctr@uwsp.edumailto:datctr@uwsp.edu

Statement of Policy
UW-Stevens Point will modify academic program requirements as necessary to ensure that they do not discriminate against qualified applicants or students with disabilities. The modifications should not affect the substance of educational programs or compromise academic standards; nor should they intrude upon academic freedom. Examinations or other procedures used for evaluating students' academic achievements may be adapted. The results of such evaluation must demonstrate the student's achievement in the academic activity, rather than describe his/her disability.

If modifications are required due to a disability, please inform the instructor and contact the Disability and Assistive Technology Center in 609 ALB, or (715) 346-3365.

Commit to Integrity

As a student in this course (and at this university) you are expected to maintain high degrees of professionalism, commitment to active learning and participation in this class and also integrity in your behavior in and out of the classroom.

UWSP Academic Honesty Policy & Procedures

Student Academic Disciplinary Procedures
UWSP 14.01 Statement of principles
The board of regents, administrators, faculty, academic staff and students of the university of Wisconsin system believe that academic honesty and integrity are fundamental to the mission of higher education and of the university of Wisconsin system. The university has a responsibility to promote academic honesty and integrity and to develop procedures to deal effectively with instances of academic dishonesty. Students are responsible for the honest completion and representation of their work, for the appropriate citation of sources, and for respect of others' academic endeavors. Students who violate these standards must be confronted and must accept the consequences of their actions.

UWSP 14.03 Academic misconduct subject to disciplinary action.

(1) Academic misconduct is an act in which a student:

(a) Seeks to claim credit for the work or efforts of another without authorization or citation;

(b) Uses unauthorized materials or fabricated data in any academic exercise;

(c) Forges or falsifies academic documents or records;

(d) Intentionally impedes or damages the academic work of others;

(e) Engages in conduct aimed at making false representation of a student's academic performance; or

(f) Assists other students in any of these acts.

(2) Examples of academic misconduct include, but are not limited to: cheating on an examination; collaborating with others in work to be presented, contrary to the stated rules of the course; submitting a paper or assignment as one's own work when a part or all of the paper or assignment is the work of another; submitting a paper or assignment that contains ideas or research of others without appropriately identifying the sources of those ideas; stealing examinations or course materials; submitting, if contrary to the rules of a course, work previously presented in another course; tampering with the laboratory experiment or computer program of another student; knowingly and intentionally assisting another student in any of the above, including assistance in an arrangement whereby any work, classroom performance, examination or other activity is submitted or performed by a person other than the student under whose name the work is submitted or performed.

Religious Beliefs

Relief from any academic requirement due to religious beliefs will be accommodated according to UWS 22.03, with notification within the first three weeks of class.