



SCHOOL OF SOCIAL WORK
COLORADO STATE UNIVERSITY

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Syllabus

Course Number: SOWK 662

Course Title: Nonprofit Volunteer Development & Management

Credit Hours: 3

Semester: Summer 2020

Time & Location: Online May18-August 7, 2020

Instructor Information

Name: Janet Benavente

Email: janet.benavente@colostate.edu

Office Hours: 3-6 pm MST Wednesday and Saturday (voice or video interface)

Email messages will be responded to within **6** hours during weekdays.

Prerequisites

None

Course Description

Theoretical framework for understanding volunteerism and practice skills for building and managing an effective volunteer program.

Course Learning Objectives

Upon successful completion of this course, students will be able to demonstrate the following learning objectives:

1. Relate human service values, ethics, and skills for nonprofit management to volunteer programming and management.
2. Describe and apply theoretical models of volunteerism and volunteer management to organizational contexts.
3. Identify ethnocultural diversity and its impact on volunteerism and organizational engagement.
4. Assess an organization for volunteer readiness and program support needs.
5. Compare and contrast strategies for volunteer recruitment, training, and retention.
6. Examine effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.
7. Evaluate the effectiveness of volunteer programming and roles.

Instructional Methodology:

Twelve (12) modules comprised of readings, videos, learning activities, and graded assignments. Students should complete all parts of a module before moving to the next module. Students may choose to work ahead of suggested due dates.

Mode of Delivery: Online

Texts and Learning Resources

Connors, T. (2011). *The Volunteer Management Handbook: 2nd Edition: Leadership Strategies for Success*. Hoboken, NJ: Wiley. ISBN: 9780470604533.

Eighteen (18) digital chapters [companion to text] found at www.wiley.com/go/volhandbook . Password handbook2. Found on page 427 in Connors, T. (2011). *The Volunteer Management Handbook: 2nd Edition: Leadership Strategies for Success*. Hoboken, NJ: Wiley. ISBN: 9780470604533.

Three (3) instructor created background notes and two (2) case studies.

Course Schedule

Week/Module 1: Volunteers and Volunteerism

Start Date	Readings and More	Graded Activities	Due Date
05/18	<p><u>The Volunteer Management Handbook: leadership strategies for success</u>. 2nd Edition. Edited by Tracy Daniel Connors.</p> <p>Preface pages xiii-xliii</p> <p>Digital Chapter “B” - www.wiley.com/go/volhandbook Password= handbook2</p> <p>“What to think about before starting a nonprofit.” CNMSoCal https://www.youtube.com/watch?v=hAy22V69smM</p> <p>Mod 1 lecture.pptx <i>Leading to Greatness</i></p>	<p>1. Discussion</p> <p>2. Discussion</p> <p>3. Assignment</p> <p>4. Assignment</p>	<p>1. Tuesday, May 19</p> <p>2. Initial post due Wednesday, May 20. Responses to fellow learners due May21-24</p> <p>3. Due Sunday, May 24</p> <p>4. Due Sunday, May 24</p>

Module 2: Volunteer Models and Management

Start Date	Readings and More	Graded Activities	Due Date
05/25	<p><u>The Volunteer Management Handbook: Leadership Strategies for Success</u>, 2nd Ed. Tracy Daniel Connors, ed. Chapter 1 textbook pages 3-30 Digital Chapters C-<i>Organizational and Programmatic Benefits from Adversity:...</i> Digital Chapter D -<i>Options for Volunteer Involvement</i></p> <p>www.wiley.com/go/volhandbook password: <i>handbook2</i></p> <p><i>Time and Money: The role of Volunteering in Philanthropy</i> https://www.fidelitycharitable.org/insights/volunteering-and-philanthropy.html</p> <p>Lecture powerpoint -<i>Understanding Volunteerism</i></p>	<p>1. Discussion</p> <p>2. Assignment</p> <p>3. Assignment</p>	<p>1) Initial post due Tuesday May 26. Responses to fellow learner comments due May 27-31.</p> <p>2) Due Sunday May 31</p> <p>3) Due Sunday May 31</p>

Module 3: Volunteer Engagement

Start Date	Readings and More	Graded Activities	Due Date
06/01	<p>The Volunteer Management Handbooks leadership strategies for success. Edited by Tracy Daniel Connors. Chapter 2 <i>Volunteer Demographics</i>, pages 31-53.</p> <p>https://www.youtube.com/watch?v=2g88Ju6nkcg</p> <p>"Inclusion Starts With I"</p> <p>https://topnonprofits.com/lists/types-of-charities</p> <p>https://www.bls.gov/news.release/pdf/volun.pdf</p>	<p>1) Discussion</p> <p>2) Assignment</p> <p>3) Assignment</p>	<p>1. Initial post due Tuesday, June 2. Responses to fellow learners due June 3-7.</p> <p>2. Due June 7</p> <p>3. Due June 7</p>

Start Date	Readings and More	Graded Activities	Due Date
	<p>Lecture mod 3. Pptx <i>Exploring Diversity</i></p> <p><i>Diversity Chart</i></p> <p>https://www.lacrosseconsortium.org/uploads/content_files/files/Dimensions_of_Diversity_Wh eel_Expanded.pdf</p>		

Module 4: Volunteer Recruitment

Start Date	Readings and More	Graded Activities	Due Date
06/08	<p><u>The Volunteer Management Handbook: leadership strategies for success</u>. 2nd Edition. Edited by Tracy Daniel Connors. Chapter 2 <i>Volunteer Demographics</i>, pages 45-53.</p> <p><i>Why diversity, equity, and inclusion matter for nonprofits</i> National Council of Nonprofits https://www.councilofnonprofits.org/print/1622</p> <p><i>Glossary</i> http://www.racialequityresourceguide.org/about/glossary</p> <p><i>Recruiting diverse talent</i>-Bridgespan Group https://www.bridgespan.org/bridgespan/images/articles/recruiting-diverse-talent/RecruitingDiverseTalent.pdf?ext=.pdf</p> <p><i>Five Ways to Build Diverse, Inclusive Leadership Teams</i> https://ssir.org/articles/entry/five_ways_to_build_diverse_inclusive_leadership_teams</p> <p>Tiffany Jana- <i>The Power of Privilege</i> TEDx https://www.youtube.com/watch?v=N0acvkHliZs</p> <p>Lecture pptx <i>Developing Diversity Competence</i></p> <p>Lecture Mod 4 text version</p>	<p>1. Discussion</p> <p>2. Assignment</p> <p>3. Assignment</p>	<p>1. Due Tuesday, June 9 Responses to fellow learners due June 10-14.</p> <p>2. Due June 14</p> <p>3. Due June 14</p>

Module 5: Volunteer Resource Management Core Competencies

Start Date	Readings and More	Graded Activities	Due Date
06/15	<p><u>The Volunteer Management Handbook: leadership strategies for success</u>. 2nd Edition. Edited by Tracy Daniel Connors.</p> <p>Chapter 1- <i>Volunteer Models and Management</i>, pages 3-29.</p> <p>Digital Chapter H- <i>Effective Leadership and Decision-making</i> www.wiley.com/go/volhandbook</p> <p>Digital Chapter “M”- <i>Professionalism and Credentialing in the Field of Volunteer Management</i> www.wiley.com/go/volhandbook</p> <p><i>Learning to be awesome at anything you do including being a leader</i> - Tasha Eurich TEDx MileHigh https://www.youtube.com/watch?v=NVPxmz_PvUw</p> <p><i>Effectively Writing Your Accomplishments</i> https://career.arizona.edu/effectively-writing-your-accomplishments-skills-0</p> <p>Youth Literacy NPO Case Study</p> <p>Animal Rescue and Rehabilitation NPO Case Study</p> <p>Lecture PowerPoint <i>Becoming a competent VRM</i></p>	<p>1. Discussion</p> <p>2. Assignment</p> <p>3. Assignment</p>	<p>1. Initial post due Tuesday, June 16. Responses to fellow learner comments due June 17-21.</p> <p>2. Due June 21</p> <p>3. Due June 21</p>

Module 6: Organizational Readiness for Volunteer Engagement

Start Date	Readings and More	Graded Activities	Due Date
06/22	<p><u>The Volunteer Management Handbook: leadership strategies for success</u>. 2nd Edition. Edited by Tracy Daniel Connors. Chapter 4 <i>Shaping an Organizational Culture of Employee and Volunteer Commitment</i>, Pages 81-102.</p> <p><i>Using the Organizational Cultural Assessment (OCAI) as a tool for new team development</i>- Jeff Suderman https://www.regent.edu/acad/global/publications/jpc/vol4iss1/JPC_Vol4Iss1_Suderman.pdf</p>	<p>1. Discussion</p> <p>2. Assignment</p> <p>3. Assignment</p>	<p>1. Initial post due Tuesday June 23. Responses to fellow learner comments due June 24-28.</p> <p>2. Due June 28</p> <p>3. Due June 28</p>

Start Date	Readings and More	Graded Activities	Due Date
	<p>Great Place to Work: Trust Model™ https://www.youtube.com/watch?v=j5tAnPrUZT4</p> <p><i>Why good leaders make you feel safe-</i> Simon Sinek TED talk https://www.youtube.com/watch?v=ImyZMtPVodo</p> <p>Mission and Vision Statement worksheet https://topnonprofits.com/wp-content/uploads/2012/09/Mission-Vision-Worksheet.pdf</p> <p>Youth Literacy NPO Case Study or</p> <p>Animal Rescue Rehabilitation NPO Case Study</p> <p>Lecture Power Point- <i>Building the Foundation</i></p>		

Module 7: Aligning Organizational Goals and Volunteer Involvement

Start Date	Readings and More	Graded Activities	Due Date
06/29	<p><u>The Volunteer Management Handbook: leadership strategies for success</u>. 2nd Edition. Edited by Tracy Daniel Connors</p> <p>Chapter 3 <i>Preparing the Organization for Volunteers:</i> pages 55-65</p> <p>Chapter 5 <i>Maximizing Volunteer Engagement:</i> pages 103-114</p> <p>Chapter 6 <i>Assessment, Planning, and Staffing Analysis:</i> pages 125-136</p> <p><i>How to set good OKR and examples by Weekdone™</i> https://www.youtube.com/watch?v=qYAnz1PwpRA&list=PLESAB6AQjDCo812LkefvdBVBpBqvBx8b6&index=3&t=0s</p> <p>Lecture PowerPoint- <i>Defining Organizational Goals</i></p> <p><i>Youth Literacy NPO Case Study</i></p> <p><i>Animal Rescue and Rehabilitation NPO Case Study</i></p>	<p>1.Discussion</p> <p>2.Assignment</p> <p>3.Assignment</p>	<p>1)Initial post due Tuesday 6/30. Responses to fellow learners due July 1-5.</p> <p>2)Due July 5</p> <p>3)Due July 5</p>

Module 8: Volunteer Involvement Policy

Start Date	Readings and More	Graded Activities	Due Date
07/06	<p><u>The Volunteer Management Handbook: leadership strategies for success</u>. 2nd Edition. Edited by Tracy Daniel Connors.</p> <p>Chapter 7: <i>Policy Development for Volunteer Involvement</i> Pgs. 149-201</p> <p>Chapter 14: <i>Risk Management in Volunteer Involvement</i> pgs. 323-360</p> <p>Lecture PowerPoint <i>Volunteer Involvement</i></p> <p><i>Animal rescue and rehabilitation case study</i></p> <p><i>Youth literacy case study</i></p>	<p>1. Discussion</p> <p>2. Assignment</p> <p>3. Assignment</p>	<p>1) Initial post due July 07. Responses to fellow learners due July 8-12.</p> <p>2) Due July 12</p> <p>3) Due July 12</p>

Module 9: Volunteer Retention

Start Date	Readings and More	Graded Activities	Due Date
07/13	<p><u>The Volunteer Management Handbook: leadership strategies for success</u>. 2nd Edition. Edited by Tracy Daniel Connors.</p> <p>Chapter 8-<i>Latest approaches to volunteer recruitment...</i>, pages 205-226</p> <p>Chapter 9 -<i>Orientation</i>, pages 227-235</p> <p>Chapter 11- <i>Volunteer and Staff Relations</i>, pages 255-271</p> <p><i>Empowering America's Grassroots</i>, SAMSHA pages 2-1 to 2-11</p> <p>https://www.samhsa.gov/sites/default/files/volunteer_handbook.pdf</p> <p><i>Volunteers Part 1: What Makes Them Stay?</i></p> <p>https://www.volunteerhub.com/blog/volunteers-part-i-what-makes-them-stay/</p>	<p>1. Discussion</p> <p>2. Assignment</p> <p>3. Assignment</p>	<p>1) Initial post due 07/14. Responses to fellow learners due 07 /15-19.</p> <p>2) 07/19</p> <p>3) 07/19</p>

Start Date	Readings and More	Graded Activities	Due Date
	Lecture Powerpoint- <i>Strategies for Volunteer Recruitment and Retention</i> <i>Structure of the Concept Note</i> pdf <i>Animal Rescue and Rehabilitation Case Study</i> <i>Youth Literacy Case Study</i>		

Module 10: Volunteer Training

Start Date	Readings and More	Graded Activities	Due Date
07/20	<u>The Volunteer Management Handbook: leadership strategies for success</u> . 2 nd Edition. Edited by Tracy Daniel Connors. Chapter 9- <i>Orientation</i> pages 227-235 Chapter 10- <i>Training Volunteers</i> pages 237-254 University of Kansas Community Tool Box https://ctb.ku.edu/en/table-of-contents/structure/volunteers/training-programs/main Lecture Powerpoint- <i>Designing Volunteer Training</i> <i>Animal Rescue and Rehabilitation NPO Case Study</i> <i>Youth Literacy NPO Case Study</i>	1)Discussion 2)Assignment 3)Assignment	1)Initial post due Tuesday July 21. Responses to fellow learner comments due July 22-26. 2)July 26 3)July 26

Module 11: Assessing Volunteer Program Effectiveness

Start Date	Readings and More	Graded Activities	Due Date
07/27	<u>The Volunteer Management Handbook: leadership strategies for success</u> . 2 nd Edition. Edited by Tracy Daniel Connors. Chapter 15- <u><i>Evaluating the Volunteer Program: Contexts and Models</i></u> , pages 363-387 Chapter 16- <u><i>Evaluating Impact of Volunteer Programs</i></u> , pages 389-408	1)Discussion 2)Assignment	1)Initial post due Tuesday July 28. Responses to fellow learner comments due July 2-Aug.02 2)Aug.02

Start Date	Readings and More	Graded Activities	Due Date
	<p>BUILDING A GOOD ELEVATOR PITCH FOR YOUR NONPROFIT by Gray Digital http://www.nonprofitcms.org/building-a-good-elevator-pitch-for-your-nonprofit/</p> <p>How to Pitch a Non-Profit or Social Cause, with Chris Westfall https://www.youtube.com/watch?v=1M_FEIRw8dM</p> <p>BetterEvaluation - Define what is to be evaluated (May 2013) http://betterevaluation.org https://www.betterevaluation.org/sites/default/files/Define%20-%20Compact.pdf</p> <p>Lecture PowerPoint <i>Evaluating Volunteer Programming</i></p> <p><i>Animal Rescue and Rehabilitation</i> NPO Case study</p> <p><i>Youth Literacy</i> NPO Case study</p>	3)Assignment	3)Aug 02

Module 12: Presenting Results of Volunteer Program Evaluation

Start Date	Readings and More	Graded Activities	Due Date
08/03	<p><u>The Volunteer Management Handbook: leadership strategies for success</u>. 2nd Edition. Edited by Tracy Daniel Connors.</p> <p>Chapter 12- <i>Communicating with Volunteers and Staff</i>, pages 273- 286</p> <p>Chapter 13-<i>Volunteer Performance Management: The Impact Wheel</i>, pages 287-322</p> <p>Chapter 15- <i>Evaluating the Volunteer Program: Contexts and Models</i>, pages 369-387</p> <p>Chapter 16- <i>Evaluating Impact of Volunteer Programs</i>, pages 398-408</p> <p>Think NPC- <i>The Principles of Good Impact Reporting</i></p>	<p>1)Discussion</p> <p>2)Assignment</p> <p>3)Assignment</p>	<p>1)Initial post due Tuesday Aug. 4. Responses to fellow learner comments due Aug. 5-Aug.07</p> <p>2) Aug.7</p> <p>3)Aug.7</p>

Start Date	Readings and More	Graded Activities	Due Date
	https://www.thinknpc.org/wp-content/uploads/2018/07/Principles-of-good-impact-reporting-final.pdf <i>Impact Report Writing- North Dakota State University Extension</i> https://www.youtube.com/watch?v=v8grFZ4CTTM Lecture Powerpoint <i>Telling the Story of Success</i> <i>Animal Rescue and Rehabilitation Case Study</i> <i>Youth Literacy Case study</i>		

Method of Evaluation

Grading Scale:

90 - 100% = A

80 - <90% = B

70 - <80% = C

60 - <70% = D

<60% = F

Assignments

Assignments -5 points deducted for each day late. Discussions- 1 point deducted for each day late	Points	Percentage
Thirteen (13) Discussions @ 10 points each	130	18%
Twelve (12) Written knowledge, comprehension, application assignments @ 30 points each	360	33%
Twelve (12) Analysis, synthesis, evaluation Assignments @20 points each	360	49%
Total	730	100%

Rubric A

Criteria	
Posted by Tuesday @ 11:59 pm MDT One point lost for each 24 hours late	3
Includes all required parts	3
Responses made to others' posts by Wednesday @11:59 pm MDT	2
Responses to at least 2 comments on your post By Sunday @11:59 pm MDT	2
Total	10

Rubric B

Criteria	Exceeds	Meets	Needs Improvement	Inadequate
<u>Structure</u> Organization Flow of thought Transitions Format	Document is: Logically organized. Easily followed Effective, smooth and logical transitions Format follows instructions 5	Document contains some digressions, , and /or ambiguities. Difficult to follow Uses only basic transitions Format follows instructions. 4	Document contains numerous digressions, ambiguities, Uses ineffective transitions Format is not consistent with instructions. 3	No apparent organization to product Difficult to follow Format has little or no relation to instructions. 1
<u>Grammar/</u> <u>Mechanics</u> Sentence structure	Utilizes complex sentences for effect/impact No punctuation or mechanical errors 3	Few complex sentences Few punctuation or mechanical errors 2	Uses compound sentences Multiple punctuation and/or mechanical errors	Uses simple and/or incomplete sentences Multiple punctuation

Punctuation Mechanics			1	and/or mechanical errors 0
<u>Language</u> Use of Vocabulary Tone	Vocabulary is specific to key concepts of assignment Writer's tone is clear consistent and appropriate to the assignment. 4	Some vocabulary is specific to key concepts. Writer's tone is generally appropriate to the assignment 3	Infrequent use of vocabulary specific to key concepts Tone exhibits some level of appropriateness to the assignment 2	Vocabulary does not reflect understanding of key concepts 0
<u>Content/Infor mation</u> Clarity of purpose Critical and original thoughts Use of examples	Clarity of purpose is exhibited consistently Central idea is well developed Abundant evidence of critical thought and analysis and/or insight Examples are vivid, specific, and focused 8	Central idea and clarity of purpose is not consistent Occasional evidence of critical thought and analysis and/or insight Relevant supporting examples and/or evidence 7	Central idea broad or vagu Some sense of purpose evident Some evidence of critical thought and analysis and/or insight Examples or evidence are sparing and general 6	Central idea is absent or incomplete Clarity of purpose incompletely expressed Little or no evidence of critical careful thought and analysis Few or no examples Evidence/example are mostly irrelevant 2
total	20	16	12	0

FORMAT INSTRUCTIONS:

- Use Microsoft Word™ or compatible word processing application to complete this assignment.
- Format the document using Times New Roman, 12-point font.
- The document should have 1” margins.
- After completing the document save it to your course folder as “yourname_[name of assignment]”this is prescribed in each assignment

Rubric C

Criteria	Exceeds	Meets	Needs improvement	Inadequate
Writing Mechanics	Logical and compelling Contains very few reader distractions 4	Easy to read Reader distractions are minimal 3	Generally clear Errors and other distractions are noticeable 2	Contains many distracting mistakes Difficult to follow 1
Format, layout, Organization	Document is error-free and contains few reader distractions Quotations, paraphrases, and summaries are cited. 3	Few errors or other reader distractions Quotations, paraphrases, and summaries are not consistently cited. 2	Some sections contain multiple errors or other reader distractions. Quotations, paraphrases, and summaries are not cited. 2	Poorly organized Missing key elements Quotations, paraphrases, and summaries do not fit 1
Critical Thinking	Appropriate balance of factual content with interpretation and opinion 6	Factual reporting, interpretation, and opinion are not balanced. 5	There is a clear imbalance between factual reporting, interpretation, and opinion 3	Facts, interpretation, an opinion are jumbled 1
Content	Document is complete - most of the important aspects of the topic are addressed Appropriate significance is assigned to the information presented Irrelevant information is rarely included. 6	Document is lacking one or more important aspect of the topic Significance of information is not clearly understood Irrelevant information is	Multiple important aspects of the topic are missing. Relevant information is used inappropriately	Incomplete with most of important aspects of the topic missing. Unclear what information the writer considers relevant

		given too much emphasis. 4	Contains a large volume of irrelevant information. 3	1
Recollection of facts	Touches on all important facts related to topic. 4	Covers most of the critical facts related to the topic. 3	Covers some facts related to topic. 2	Contains few of the obvious facts. 1
Demonstrated understanding	Document contains original wording, analogies, or examples. Writer applies taught concepts to create document. Writer evaluates multiple topics and synthesizes into coherent response. 7	Writer goes beyond simple recall. Writer attempts to interpret taught concepts to create the document. Writer demonstrates judgement in applying concepts. 6	Writer recalls some relevant concepts. Interpretation of taught concepts is missing or incomplete. 4	Writer demonstrates inability to recall key concepts. Writer demonstrates inability to interpret taught concepts. 2
TOTAL	30	23	16	8

FORMAT INSTRUCTIONS:

- Use Microsoft Word™ or compatible word processing application to complete this assignment.
- Format the document using Times New Roman, 12-point font.
- The document should have 1” margins.
- After completing the document save it to your course folder as “yourname_[name of assignment]”this is prescribed in each assignment

Assignment Instructions

Brief assignment descriptions are below; detailed instructions for every assignment are provided in CANVAS™.

Module 1

Assignment 1 – Introduction

Course Objectives Addressed:

- Relate human service values, ethics, and skills for nonprofit management to volunteer programming and management.

Record a brief introduction of yourself that includes why you are interested in non-profit management and which of the digital chapter topics you found most engaging.

Post to discussion forum.

Rubric A- 10 points

Assignment 2 – Discussion

Course Objectives Addressed:

- Relate human service values, ethics, and skills for nonprofit management to volunteer programming and management.

Create a document that cites three (3) digital chapters (from Chapters A-R) that you find interesting, explain what attracted you to each and how you would use new knowledge.

Post to discussion forum.

Rubric A- 10 points

Assignment 3 – Assignment

Course Objectives Addressed:

- Examine effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.

In a paragraph or two describe your personal experience with volunteer-ism. This can be from the volunteer or volunteer manager perspective or both.

[Rubric B-20 point](#)

Assignment 4 – Assignment

Course Objectives Addressed:

- Examine effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.

In a chart or diagram, with a brief narrative explaining the chart or diagram, **OR** a narrative paragraph, summarize the volunteer resource management process.

Rubric B-20 points

Module 2

Assignment 5 – Discussion

Course Objectives Addressed:

- Relate human service values, ethics, and skills for nonprofit management to volunteer programming and management

Create a list of three or more trends you predict many have impact on volunteerism in the next decade.

Post to discussion forum.

Rubric A-10 points

Assignment 6 – Assignment

Course Objectives Addressed:

- Describe and apply theoretical models of volunteerism and volunteer management to organizational contexts.
- Identify ethnocultural diversity and its impact on volunteerism and organizational engagement.

In a chart or table with brief narrative OR a one or two paragraph narrative compare the environment in which you live and/or work with Dr. Eva Schinder-Rainman's 1980 predictions comparison. Explain the logic of your comparison.

Rubric B- 20 points

Assignment 7 – Assignment

Course Objectives Addressed:

- Compare and contrast strategies for volunteer recruitment, training, and retention.
- Examine effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.

In a paragraph or two explain how you see the four (4) tenets of the contemporary definition of volunteerism changing in the next decade. Cite examples to support your position.

Rubric C- 30 points

Module 3

Assignment 8 – Discussion

Course Objectives Addressed:

- Identify ethnocultural diversity and its impact on volunteerism and organizational engagement.

Create a brief statement Identifying a diversity sector of personal interest and explaining what motivates your interest.

Post to discussion forum.

Rubric A- 10 points

Assignment 9 – Assignment

Course Objectives Addressed:

- Compare and contrast strategies for volunteer recruitment, training, and retention.
- Examine effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.

In a paragraph or two describe, from your experience or observation, one barrier to inclusion.

Rubric B- 20 points

Assignment 10 – Assignment

Course Objectives Addressed:

- Effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.

In a paragraph or two describe what you discovered about volunteer engagement in a type of charity/NPO in which you are interested.

Rubric C- 30 points

Module 4

Assignment 11– Discussion

Course Objectives Addressed:

- Identify ethnocultural diversity and its impact on volunteerism and organizational engagement.

Briefly describe an “ism” you have observed or experienced. Include how you felt during the observation or experience.

Post to discussion forum.

Rubric A- 10 points

Assignment 12 – Assignment

Course Objectives Addressed:

- Describe and apply theoretical models of volunteerism and volunteer management to organizational contexts.
- Compare and contrast strategies for volunteer recruitment, training, and retention.
- Examine effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.

In a paragraph or two describe action(s) an individual or organization can take to build a diverse team or circle of influence. Include why you are interested in implement-ing the action(s).

Rubric – 20 points

Assignment 13 – Assignment

Course Objectives Addressed:

- Identify ethnocultural diversity and its impact on volunteerism and organizational engagement.
- Describe and apply theoretical models of volunteerism and volunteer management to organizational contexts.
- Compare and contrast strategies for volunteer recruitment, training, and retention.
- Examine effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.

In a paragraph or two describe an incident or media report related to cultural inclusion. Explain what you view as the challenge or asset evidenced in the incident or report.

Rubric C-30 points

Module 5

Assignment14 – Discussion

Course Objectives Addressed:

- Relate human service values, ethics, and skills for nonprofit management to volunteer programming and management.
- Describe and apply theoretical models of volunteerism and volunteer management to organizational contexts.

Name, in a brief paragraph, which of the six (6) leadership theory models in Digital Chapter “H” is the best fit for you personally. Identify whether your experiential foundation is in leadership and management; community development; or teaching and learning.

Post to discussion forum.

Rubric A- 10 points

Assignment 15 – Assignment

Course Objectives Addressed:

- Describe and apply theoretical models of volunteerism and volunteer management to organizational contexts
- Compare and contrast strategies for volunteer recruitment, training, and retention.

Identify which skill level described in Exhibit M-2 (page 13 Digital Chapter “M”) you believe you have attained. Write an accomplishment statement for a resume or Curriculum Vitae to describe one indicator at your current attainment level.

Rubric B- 20 points

Assignment 16 – Assignment

Course Objectives Addressed:

- Relate human service values, ethics, and skills for nonprofit management to volunteer programming and management.
- Describe and apply theoretical models of volunteerism and volunteer management to organizational contexts.
- Compare and contrast strategies for volunteer recruitment, training, and retention.

In a paragraph or two include the following:

Components (competencies) that are consistent across the eleven (11) examples in Exhibit 1.4.

Components(competencies)that are particularly relevant to volunteer management in the 21st century.

Explain why these competencies are relevant.

One competency that could address a change occurring for one of the Case Study NPO’s.

How an individual could become more adept at that competency.

Rubric C- 30 points

Module 6

Assignment 17 – Discussion

Course Objectives Addressed:

- Relate human service values, ethics, and skills for nonprofit management to volunteer programming and management.
- Compare and contrast strategies for volunteer recruitment, training, and retention.
- Examine effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.

In a brief statement name two differing views about organizational culture described in Chapter 4, *Pages 81-102*. Describe how they are different. Explain which you find most compelling and why.

Post to discussion forum.

Rubric A- 10 points

Assignment 18– Assignment

Course Objectives Addressed:

- Compare and contrast strategies for volunteer recruitment, training, and retention.
- Examine effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.
- Evaluate the effectiveness of volunteer programming and roles.

In a paragraph or two summarize some reasons a VRM would choose to use a tool like PIES Culture Analysis Tool and a few reasons a VRM might be apprehensive about using such a tool.

Rubric C- 30 points

Assignment 19 – Assignment

Course Objectives Addressed:

- Compare and contrast strategies for volunteer recruitment, training, and retention.
- Examine effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.

Create a **vision statement** for one of the Case Study NPOs that reflects that NPO's organizational cultural.

Rubric B- 20 points

Module 7

Assignment 20 – Discussion

Course Objectives Addressed:

- Assess an organization for volunteer readiness and program support needs.
- Compare and contrast strategies for volunteer recruitment, training, and retention.
- Examine effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.

In a paragraph name the characteristic of either economic or non-economic motivation for volunteer engagement that you find most compelling and why.

Post to discussion forum.

Rubric A-10 points

Assignment 21 – Assignment

Course Objectives Addressed:

- Describe and apply theoretical models of volunteerism and volunteer management to organizational contexts.
- Examine effective volunteer involvement policies to enhance productivity toward organizational goals and minimize potential risks.

Devise an Objective and Key Results (OKR) statement related to volunteer engagement in either the *Youth Literacy NPO Case Study* or *Animal Rescue and Rehabilitation NPO Case Study*.

Rubric C- 30 points

Assignment 22– Assignment

Course Objectives Addressed:

- Assess an organization for volunteer readiness and program support needs.
- Compare and contrast strategies for volunteer recruitment, training, and retention.
- Examine effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.
- Evaluate the effectiveness of volunteer programming and roles.

In a paragraph or two summarize the six (6) step process for developing a vision for volunteer engagement presented in *The Volunteer Management Handbook: leadership strategies for success*. 2nd Edition. Edited by Tracy Daniel Connors. Chapter 5 *Maximizing Volunteer Engagement*: pages 103-114. Include your view of the most challenging step(s) and why you have that view.

Rubric B- 20 points

Module 8

Assignment 23 – Discussion

Course Objectives Addressed:

- Assess an organization for volunteer readiness and program support needs.
- Compare and contrast strategies for volunteer recruitment, training, and retention.
- Examine effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.

In a concise statement name which of the four functions of policy is most relevant to **either** the *Animal rescue and rehabilitation NPO case study* or *Youth literacy NPO case study* and explain why the policy is relevant,.

Post to discussion forum.

Rubric A- 10 points

Assignment 24 – Assignment

Course Objectives Addressed:

- Assess an organization for volunteer readiness and program support needs.
- Compare and contrast strategies for volunteer recruitment, training, and retention.
- Examine effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.

Identify five potential risks in either the *Animal rescue and rehabilitation NPO case study* or *Youth literacy NPO case study*. In a few paragraphs fill in information gaps in the case study using the three approaches to risk identification. Include all five categories of risk. Prioritize magnitude of risk using Exhibit 14.4. Specify a risk that requires urgent action. Identify which of the four risk control measures best fits this risk requiring urgent action.

Rubric C-30 points

Assignment 25 – Assignment

Course Objectives Addressed:

- Identify ethnocultural diversity and its impact on volunteerism and organizational engagement.
- Assess an organization for volunteer readiness and program support needs.
- Compare and contrast strategies for volunteer recruitment, training, and retention.
- Examine effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.

Draft a policy to address one of the risks identified in the previous assignment. Name the risk being addressed. Write the policy. State how the policy reflects the NPO's core values and/or contributes to efficiency or enhances the mission of the NPO.

Rubric B- 20 points

Module 9

Assignment 26 – Discussion

Course Objectives Addressed:

- Distinguish human service values, ethics, and skills for nonprofit management to volunteer programming and management.
- Describe and apply theoretical models of volunteerism and volunteer management to organizational contexts.

- Identify ethnocultural diversity and its impact on volunteerism and organizational engagement.
- Assess an organization for volunteer readiness and program support needs.
- Compare and contrast strategies for volunteer recruitment, training, and retention.

Locate an online or print source for volunteer recruitment and retention information. Review the online or print source and then compare the information provided with ideas found in The Volunteer Management Handbook: leadership strategies for success. 2nd Edition. Edited by Tracy Daniel Connors, Chapter 8, pages 205-226. Compose a brief paragraph with a link to the source you review and one or two divergent ideas found in your comparison.

Post to discussion forum.

Rubric A- 10 points

Assignment 27 – Assignment

Course Objectives Addressed:

- Assess an organization for volunteer readiness and program support needs.
- Compare and contrast strategies for volunteer recruitment, training, and retention.
- Examine effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.

In a paragraph or two, identify one possible negative tension challenge that could occur in either the Animal Rescue and Rehabilitation Case Study **or** Youth Literacy Case Study and explain from what cause the tension might stem. Name one strategy that could be used to avoid or remediate the source of the tension.

Rubric C- 30 points

Assignment 28 – Assignment

Course Objectives Addressed:

- Assess an organization for volunteer readiness and program support needs.
- Compare and contrast strategies for volunteer recruitment, training, and retention.
- Examine effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.

Create a concise concept-note outlining how either the Animal Rescue and Rehabilitation Case Study **or** Youth Literacy Case Study could overcome a recruitment challenge chosen from Chapter 8. Name the NPO situation viewed as a challenge.

Rubric B- 20 points

Module 10

Assignment 29 – Discussion

Course Objectives Addressed:

- Assess an organization for volunteer readiness and program support needs.
- Compare and contrast strategies for volunteer recruitment, training, and retention.
- Examine effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.
- Evaluate the effectiveness of volunteer programming and roles.

In a concise statement, describe a volunteer training experience in which you had any role (i.e. trainer or trainee) and highlight **two** physical, human, or organizational changes that would have enhanced that experience.

Post to discussion forum.

Rubric A- 10 points

Assignment 30 – Assignment

Course Objectives Addressed:

- Identify ethnocultural diversity and its impact on volunteerism and organizational engagement.
- Assess an organization for volunteer readiness and program support needs.
- Compare and contrast strategies for volunteer recruitment, training, and retention.
- Examine effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.

In a narrative (100-300 words) **or** visual image (i.e. SmartArt™), with a brief narrative guide, show the relationship among volunteer recruitment, retention, and training.

Rubric B- 20 points

Assignment 31 – Assignment

Course Objectives Addressed:

- Identify ethnocultural diversity and its impact on volunteerism and organizational engagement.
- Assess an organization for volunteer readiness and program support needs.
- Compare and contrast strategies for volunteer recruitment, training, and retention.
- Examine effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.
- Evaluate the effectiveness of volunteer programming and roles.

Create a training plan for one of the volunteer roles possible in either *Animal Rescue and Rehabilitation NPO Case Study* or *Youth Literacy NPO Case Study*, [for example](https://ctb.ku.edu/en/table-of-contents/structure/volunteers/training-programs/main), avian-care team leader or bilingual volunteer recruiter. Include in the training plan the components found under “tools” at <https://ctb.ku.edu/en/table-of-contents/structure/volunteers/training-programs/main>.

Rubric C- 30 points

Module 11

Assignment 32 – Discussion

Course Objectives Addressed:

- Examine effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.
- Evaluate the effectiveness of volunteer programming and roles.

Name, in a concise statement, which evaluation purpose discussed in Chapter 15 you find most compelling and why.

Post to discussion forum.

Rubric A- 10 points

Assignment 33– Assignment

Course Objectives Addressed:

- Identify ethnocultural diversity and its impact on volunteerism and organizational engagement.
- Assess an organization for volunteer readiness and program support needs.
- Compare and contrast strategies for volunteer recruitment, training, and retention.
- Examine effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.
- Evaluate the effectiveness of volunteer programming and roles.

In less than 1000 words, compare evaluation strategies presented in Chapters 15 &16.

Rubric C- 30 points

Assignment 34 – Assignment

Course Objectives Addressed:

- Identify ethnocultural diversity and its impact on volunteerism and organizational engagement.
- Assess an organization for volunteer readiness and program support needs.

- Compare and contrast strategies for volunteer recruitment, training, and retention.
- Examine effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.
- Evaluate the effectiveness of volunteer programming and roles.

Devise a 30-60 second “elevator speech” to describe an opportunity inherent with volunteer program evaluation to **a specific** stakeholder group of either the youth literacy or animal rescue and rehabilitation case study.

Rubric B- 20 points

Module 12

Assignment 35 – Discussion

Course Objectives Addressed:

- Describe and apply theoretical models of volunteerism and volunteer management to organizational contexts.
- Identify ethnocultural diversity and its impact on volunteerism and organizational engagement.
- Assess an organization for volunteer readiness and program support needs.
- Compare and contrast strategies for volunteer recruitment, training, and retention.
- Examine effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.
- Evaluate the effectiveness of volunteer programming and roles.

Name, in a concise statement, the evaluation level or approach identified in Exhibit 15.2 in Chapter 15 you feel is most effective for delivering key results to one primary stakeholder group. Explain your reasoning and identify the stakeholder group.

Post to discussion forum.

Rubric A- 10 points

Assignment 36 – Assignment

Course Objectives Addressed:

- Describe and apply theoretical models of volunteerism and volunteer management to organizational contexts.
- Identify ethnocultural diversity and its impact on volunteerism and organizational engagement.
- Assess an organization for volunteer readiness and program support needs.
- Compare and contrast strategies for volunteer recruitment, training, and retention.
- Examine effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.
- Evaluate the effectiveness of volunteer programming and roles.

In 500 words or less describe how the OKR created in Module 7 could empower and improve performance of either the *Animal Rescue and Rehabilitation Case Study NPO* or *Youth Literacy Case Study NPO*. Name which of the six actions in italics (Checklist B page 318) would be especially relevant to the future of either the *Animal Rescue and Rehabilitation NPO Case Study* or *Youth Literacy NPO Case Study* and why.

Rubric C- 30 points

Assignment 37 – Assignment

Course Objectives Addressed:

- Describe and apply theoretical models of volunteerism and volunteer management to organizational contexts.
- Identify ethnocultural diversity and its impact on volunteerism and organizational engagement.
- Assess an organization for volunteer readiness and program support needs.
- Compare and contrast strategies for volunteer recruitment, training, and retention.
- Examine effective volunteer involvement policies to enhance productivity towards organizational goals and minimize potential risks.
- Evaluate the effectiveness of volunteer programming and roles.

Create an impact report for either the *Animal rescue and rehabilitation Case Study* or *Youth literacy case study*. Identify elements needed to complete an impact report that are not present in the case study. Specify how the impact report would be distributed to stakeholders. Identify the target stakeholder audience.

Rubric C- 30 points

COURSE POLICIES

Attendance and Late Work Policy

You should plan to spend at least 6 hours per module. This will require accessing the course online two (2) or more times each week. A minimum of two (2) **discussion** postings in each of the twelve (12) modules. The first discussion posting is due Tuesday of each week and the initial responses are due by Wednesday and final responses by Sunday.

As a student enrolled in this course, one of your responsibilities is to submit course work by the due dates. Discussions and written assignments will be graded based on timeliness of submission and completeness of response (refer to Rubric). For assignments, ten (10) points

will be deducted for each 24-hour period past due date. Written assignments should be spell and grammar checked before submission to assure optimal scores.

Students should complete all tasks in each module before moving on. **The student may choose to work ahead.** There is no make-up policy. Please contact the instructor in case of an emergency that interrupts class participation

Academic Integrity

This course will adhere to CSU's Academic Integrity/Misconduct policy as found in the General Catalog and the Student Conduct Code

Academic integrity is conceptualized as doing and taking credit for one's own work. Violations of the university's academic integrity standards include, but are not limited to:

- Cheating—includes using unauthorized sources of information and providing or receiving unauthorized assistance on any form of academic work or engaging in any behavior specifically prohibited by the faculty member.
- Plagiarism—includes the copying of language, structure, ideas, or thoughts of another, and representing them as one's own without proper acknowledgment.
- Unauthorized Possession or Disposition of Academic Materials—includes the unauthorized selling or purchasing of examinations or other academic work; stealing another student's work; unauthorized entry to or use of material in a computer file; and using information from or possessing exams that an instructor did not authorize for release to students.
- Falsification—includes any untruth, either verbal or written, in one's academic work.
- Facilitation—includes knowingly assisting another to commit an act of academic misconduct.

At a minimum, violations will result in a grading penalty in this course and a report to the Office of Conflict Resolution and Student Conduct Services.

CSU Honor Pledge

Academic integrity lies at the core of our common goal: to create an intellectually honest and rigorous community. Because academic integrity, and the personal and social integrity of which academic integrity is an integral part, is so central to our mission as students, teachers, scholars, and citizens, I will ask that you affirm the CSU Honor Pledge as part of completing your work in this course. *While you will not be required to affirm the honor pledge, you will be asked to affirm the following statement at the start of your exams:*

"I have not given, received, or used any unauthorized assistance."

Further information about Academic Integrity is available at <https://tilt.colostate.edu/integrity/>

THIRD-PARTY TOOLS/PRIVACY

Please note that this course may require you to use third-party tools (tools outside of the Canvas learning management system), such as Skype, Google Hangouts and others. Some of these tools may collect and share information about their users. Because your privacy is important, you are encouraged to consult the privacy policies for any third-party tools in this course so that you are aware of how your personal information is collected, used and shared.

COPYRIGHTED COURSE MATERIALS

Please do not share material from this course in online, print, or other media. Course material is the property of the instructor who developed the course. Materials authored by third parties and used in the course are also subject to copyright protections. Posting course materials on external sites (commercial or not) violates both copyright law and the CSU Student Conduct Code. Students who share course content without the instructor's express permission, including with online sites that post materials to sell to other students, could face appropriate disciplinary or legal action.

Evaluation Feedback

As a student enrolled in this course, one of your responsibilities is to submit course work by the due dates. Discussions and written assignments will be graded based on timeliness of submission and completeness of response (refer to Rubric). For assignments, ten (10) points will be deducted for each 24-hour period past due date. Written assignments should be spell and grammar checked before submission to assure optimal scores.

With that said, I take my role as your instructor very seriously. I care about how well you do in this course and that you have a satisfying, rewarding experience. To that end, it is my commitment to you to respond individually to the work you submit in this class and to return your work in a timely manner.

Weekly assignments will be **viewed and graded within (two) 2 days**. If, however, due to unforeseeable circumstances, the grading of your work takes longer than the time I have listed here, I will keep you informed of my progress and make every effort to return your work with feedback as soon as I can.

Accommodations Policy

I am committed to the principle of universal learning. This means that our virtual spaces, our practices, and our interactions be as inclusive as possible. Mutual respect, civility, and the ability to listen and observe others carefully are crucial to universal learning.

If you are a student who will need accommodations in this class, please contact me to discuss your individual needs. To receive academic accommodations, you must request them by first meeting with one of the SDC accommodation specialists. Appointments for this meeting are best made by calling the office at (970) 491-6385 and asking for one. Phone appointments are possible if you are not able to come to the office.

Title IX Policy

Colorado State University (CSU) complies with Title IX of the Education Amendments of 1972. CSU does not discriminate on the basis of sex in the areas of education, employment, and public accommodation.

Title IX of the Education Amendments of 1972 states:

“No person in the United States shall, on the basis of sex, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any education program or activity receiving Federal financial assistance.”

<https://oeo.colostate.edu/media/sites/144/2017/04/StudentSexualHarassmentSexualMisconductDomesticViolenceDatingViolenceandStalkingBrochure.pdf>

Technical Support

Need technical assistance with your online course? Try the following:

- Visit the [Canvas Student Resources](#) for guides and videos.
- Visit [Central I.T. Technical Support Helpdesk](#) for technical support.
- Call 970-491-7276.
- **Email: help@colostate.edu**

Having trouble with the multimedia in this course? See the solutions below. Also, it is highly recommended that you access your course via a **high-speed Internet connection**.

- Problems with opening PDFs?
 - Download [Adobe Acrobat Reader DC](#).
- Canvas acting funny?
 - Review Canvas guide for [Which browsers does Canvas support?](#)
- YouTube videos not playing?
 - Download [Adobe Flash Player](#).
- Still having issues:
 - Call the **CSU Help Desk at 970-491-7276** or Email [Help Desk Support](#).

You will need access to Microsoft Word, PowerPoint, and/or Excel to complete assignments. If you do not already have access to Microsoft Office-compatible applications, you may use one of the following free resources:

- Google Apps for CSU—a free, outsourced communications suite endorsed by The University Technology Fee Advisory Board (UTFAB)
- Microsoft Office Professional / Office 365 for Students—the full version of Microsoft Office free of charge for CSU students.