

AEC 6426 Developing Volunteer Leadership in Extension and Communities Non Profits

Instructor:

TA

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Course Time and Location:

Online using the Sakai platform. Access through lss.at.ufl.edu

Course Description:

Identification, recruitment, training, retention and supervision of volunteer leaders. Specifically, this course will explore the praxis between volunteer leadership models and theories and the practical application of those behaviors to effectively administer and lead a volunteer program in the contexts of extension and community non profits.

Course Objectives:

1. Define conceptual terms related to volunteer leadership
2. Synthesize a contemporary model for volunteer leadership
3. Establish criteria for quality volunteer experiences
4. Facilitate learning and knowledge acquisition related to praxis of volunteer theory and administration

Required Text:

Connors, T.D. (2011). *The volunteer management handbook*, 2nd ed. New York. Wiley and Sons.

*online book available

McKee, J. and McKee, T. (2008). *The new breed: Understanding & equipping the 21st century volunteer*. Loveland, CO: Group.

Supplemental Readings:

*Boyce, V. M. (1971). *A systematic approach to leadership development*. Paper presented at the USDA Extension Service, Pennsylvania and Missouri.

Boyd, B. (2002). *Competencies for leaders of volunteers during the next decade: A national Delphi study*. Paper presented at the 29th National Agricultural Education Research Conference, Las Vegas, NV.

Bradner, J. H. (1999). *Leading Volunteers for Results*. Winnetka: Conversation Press, Inc.

Campbell, K. N., & Ellis, S. J. (1995). *The (help!) I-don't-have-enough-time guide to volunteer management*. Philadelphia: ENERGIZE, Inc.

*Culp, K., III, Deppe, C. A., Catillo, J. X., & Wells, B. J. (1998). The GEMS model of volunteer administration. *Journal of Volunteer Administration*, 16(4), 36-41.

- Fisher, J. A., & Cole, K. M. (1993). *Leadership and management of volunteer programs*. San Francisco: Jossey-Bass, Inc.
- *Kwarteng, J. A., Smith, K. L., & Miller, L. E. (1988). Ohio 4-H agents' and volunteer leaders' perceptions of the volunteer leadership development program. *Journal of Agricultural Education*, 29(2), 55-63.
- *Penrod, K. M. (1991). Leadership involving volunteers. *Journal of Extension*, 29(4), retrieved March 18, 2002, from <http://www.joe.org/joe/1991winter/a2002.html>.
- Seevers, B., Graham, D., Gamon, J., & Conklin, N. (1997). Management of volunteer programs, *Education Through Cooperative Extension* (pp. 187-201). New York: Delmar Publishers.
- *Vineyard, S. (1983). Recruiting and retaining volunteers... no gimmicks, no gags! *Journal of Volunteer Administration*, 2(3), 23-28.

Course Expectations:

First and foremost, this class should be fun and enjoyable! With that, this is an interactive class with a high level of student engagement – you must participate. This course is pragmatic in its approach and it is one that you will find useful in your future contacts and work with people.

Attendance is mandatory, unless excused by University of Florida standards. There will be no late assignments allowed that are unexcused. All assignments are due by the date listed in the syllabus and course outline. Following an excused absence students may turn in late work without penalty within 3 business days of the absence. For non-university excused absences, late work will be accepted up to 3 class days past the due date and will be penalized 10%/day.

Students requesting classroom accommodation must first register with the Dean of Students Office. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the Instructor when requesting accommodation.

Academic Honesty, Software Use, Campus Helping Resources, Services for Students with Disabilities

Academic Honesty

In 1995 the UF student body enacted an [honor code](#) and voluntarily committed itself to the highest standards of honesty and integrity. When students enroll at the university, they commit themselves to the standard drafted and enacted by students.

The Honor Pledge: We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity.

On all work submitted for credit by students at the university, the following pledge is either required or implied: **"On my honor, I have neither given nor received unauthorized aid in doing this assignment."**

Students should report any condition that facilitates dishonesty to the instructor, department chair, college dean, Student Honor Council, or Student Conduct and Conflict Resolution in the Dean of Students Office.

(Source: 2011-2012 Undergraduate Catalog)

It is assumed all work will be completed independently unless the assignment is defined as a group project, in writing by the instructor.

This policy will be vigorously upheld at all times in this course.

Software Use:

All faculty, staff and students of the university are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual violator. Because such violations are also against university policies and rules, disciplinary action will be taken as appropriate.

Campus Helping Resources

Students experiencing crises or personal problems that interfere with their general well-being are encouraged to utilize the university's counseling resources. The Counseling & Wellness Center provides confidential counseling services at no cost for currently enrolled students. Resources are available on campus for students having personal problems or lacking clear career or academic goals, which interfere with their academic performance.

University Counseling & Wellness Center, 3190 Radio Road, 352-392-1575,

www.counseling.ufl.edu/cwc/

Counseling Services, Groups and Workshops, Outreach and Consultation, Self-Help Library, Training Programs, and Community Provider Database

Career Resource Center, First Floor JWRU, 392-1601, www.crc.ufl.edu/

Services for Students with Disabilities

The Disability Resource Center coordinates the needed accommodations of students with disabilities. This includes registering disabilities, recommending academic accommodations within the classroom, accessing special adaptive computer equipment, providing interpretation services and mediating faculty-student disability related issues. 0001 Reid Hall, 352-392-8565, www.dso.ufl.edu/drc/

Other Issues:

Please see the University of Florida Student Guide (<http://www.dso.ufl.edu/studentguide>) for specific questions concerning your college experience.

Grade Breakdown: Please note grades are based on points not percentages.

A:	475 - 500 points	C:	365 - 384 points
A-:	450 - 474 points	C-:	350 - 364 points
B+:	435 - 449 points	D+:	335 - 349 points
B:	415 - 434 points	D:	315 - 334 points
B-:	400 - 414 points	D-:	300 - 314 points
C+:	385 - 399 points	E:	299 and Below

Grades and Grade Points

For information on current UF policies for assigning grade points, see <http://gradcatalog.ufl.edu/content.php?catoid=2&navoid=762#grades>

Assignment Summary:

Assignment	Due Date	Points Available	Points Earned
Volunteer Organization Proposal	May 30	50	
Integrating Leadership into Volunteer Administration	June 20	50	
Volunteer Organizational Analysis	July 18	100	
Discussion Board Participation	Varies	100	
Final Volunteer Handbook	August 1	100	
Philosophy of Volunteer Leadership	August 8	100	
	Total	500	

Course Outline:

Week and Date	Topic	Reading	Assignment Due
Week 1 5/12 – 5/16	Course Introduction	Connors Ch. 1 McKee Ch. 1	
Week 2 5/17 – 5/23	Volunteer Models and Management Volunteer Demographics	Connors Ch. 2 Stedman, 2004	
Week 3 5/24 – 5/30 Memorial Day	Preparing the Organization	Connors Ch. 3	Proposal of Volunteer Organization
Week 4 5/31 – 6/6	Shaping Culture	Connors Ch. 4	
Week 5 6/7– 6/13	Recruiting Volunteers	Connors Ch. 8 McKee Ch. 2-4	
Week 6 6/14 – 6/20	Orienting and Training Volunteers	Connors Ch. 9-10	Integrating Leadership into Volunteer Administration
6/21 – 6/28	<i>Summer Break Week</i>		
Week 7 6/29 – 7/3 4 th of July	Motivating Volunteers	McKee Ch. 5	
Week 8 7/5 – 7/11	Managing Volunteers	Connors Ch. 13 McKee Ch. 6-8	
Week 9 7/12 – 7/18	Working with Volunteers and Staff	Connors Ch. 11-12	Analysis of Volunteer Organization
Week 10 7/19 – 7/25	Policies and Risk Minimization and Accountability	Connors Ch. 7 & 14	
Week 11 7/26 – 8/1	Evaluating Volunteer Outcomes	Connors Ch. 15-16	Project Handbook Due
Week 12 8/2 – 8/8	Finals Week		Philosophy Statement Due

Assignment Descriptions:

Discussion Board, Due Varies – 100 points

Your participation in the class is based upon your discussion board posts and responses.

Discussion Board Posts:

The post should reference material from the assigned week. Students will be expected to provide in-depth and critical thought to their post. Up to 50pts (10 pts per post).

- Rich in content, 2pts
- Full of thought, insight, and analysis, 2pts
- New connections, 2pts
- Made with depth and detail. 2pts
- Few grammatical or stylistic errors, 2pts

Discussion Board Responses:

Each student is expected to respond to the opening discussion and at least 5 posts during the course. You may individually select which posts to respond to, but you are required to respond to at least one per week. Responses will be graded in according to the rubric, as well, posted on E-Learning. Up to 50pts (10 pts per post).

- Clear connections to:
 - Previous or current content, 2pts
 - To real-life situations, 2pts
- Is early response, 2pts
- Thorough thought, 2pts
- Few grammatical or stylistic errors, 2pts

Volunteer Organizational Analysis Proposal, Due 5/30 - 25 points

This one page paper outlines the organizational that you will be working with over the course of the summer. Specific criteria are outlined:

- Name of Organization
- Contact Information for Organization (name, phone, address, email)
- Type of Organization, how would you best categorize the organization
 - Educational, Charitable, Political, Creative/Arts, Environmental, etc.
- Confirmation that they have agreed to work with your team over the summer.

Integrating Leadership into Volunteer Administration, Due 6/20 - 75 points

For this assignment you are to identify a theory of leadership which can be appropriately applied to volunteer program administration. You are to conduct a literature review of the theory as it pertains to volunteer program leadership/administration. Your final assignment should include the following sections:

- Introduction, identification of theory and explanation of theory (must site seminal work)
- Manner and appropriate application of the theory to volunteer program administration
 - May be contextually specific
- Conclusion

Volunteer Organizational Analysis, Due 7/18 - 100 points

This assignment is the final collection of data you will need to prepare your *Organizational Volunteer Handbook*. The following criteria will need to be addressed:

- Who does the organization serve?
 - o Do they provide direct services? Indirect?
- What is the structure of the organization?
 - o Who's in charge? Is there a BOD? An Advisory Board?
- What are the vision, mission, values and/or objectives of the organization?
- How is the organization funded?
 - o If a number of sources provide funds what is the approximate breakdown (ie, 30% comes from government grants, 10% comes from individual donors, etc.)
 - o Do they participate in fundraising efforts directly?
- What is the current state of their volunteer program?
 - o Is a specific person responsible for volunteer programming?
 - What percentage of time is dedicated to volunteer leadership and development?
 - How is the paid staff prepared for volunteer involvement?
 - o How many volunteers does the organization currently have?
 - o What are the roles and responsibilities that volunteers serve?
 - Do they have position descriptions for volunteers?
 - o Provide an analysis of the following:
 - Recruitment
 - Training/Orientation
 - Supervision
 - Recognition/Stewardship
 - Volunteer Evaluation
- It is encouraged that you interview one staff person and one volunteer to assist with this component

Final Volunteer Handbook, Due 8/1 - 125 points

This handbook will be developed for the organization that you have worked with over the course of the semester. It will be designed as a tool for that organization to assist volunteer leaders with coordinating and administering the volunteer program. The handbook should include the following topics:

- A summary of the role and value of volunteers within the organization
- A set of standardized policies and procedures addressing:
 - o Recruitment and Selection
 - o Training and Orientation
 - o Supervision and Evaluation
- Position descriptions
- A risk statement
- Appropriate forms

Philosophy of Volunteer Administration, Due 8/8 - 125 points

Over the course of the semester different perspectives on volunteer leadership have been covered. This assignment is a synthesis of this information. You are to prepare a 5 page, double-spaced (minimum) statement of volunteer administration philosophy. This should capture topics and discussions covered in class and provide your unique perspective on leading volunteers.