

## Developing Volunteer Leadership In Extension and Community Nonprofits

### AEC 6426

Spring 2025 - 3 credit hours

#### Instructor

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Associate Professor  
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Office location: 126B Bryant Hall  
Office hours: Mondays from 12-1pm

#### Class Times

Wednesday (3-5 period (9:35-12:45pm))

#### Location

Rolfs Hall, Room 409

#### Course Description

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

#### Course Objectives

Upon successful completion of this course, learners will be able to:

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 to praxis of theory and administration.

#### Course Design

The course uses a hybrid approach for teaching, learning, engagement, assignment submission, and grade posting. All online course activities will be through Canvas.

#### Requirements

##### Textbooks:

1. Connors, T. D. (2011). *The volunteer management handbook: Leadership strategies for success*, (2nd ed.). John Wiley and Sons.
2. McKee, J. & McKee, T. (2008). *The new breed: Understanding & equipping the 21<sup>st</sup> century volunteer*. Group.
3. Note that additional readings will be made available in Canvas.

## Technology:

To succeed in this course, you must have access to the following technology:

- Desktop Computer or Laptop
  - Audio Capabilities
  - Webcam and Microphone for synchronous sessions
- Microsoft Word - [Microsoft 365 basics video training](#)
- Adobe Reader - [Acrobat tutorials](#)
- Zoom - [Zoom Privacy Policy](#)
- Internet Connection with access to Canvas
  - Canvas is the course management system at the University of Florida in which students will find course content, links to video lectures, assignments, quizzes, discussions, and grades. The use of this system will vary by instructor, but the following videos describe the most common tools in Canvas. The [full student guide](#) is provided if you have additional questions.
  - View [Canvas Privacy Policy](#)
- **Web Browser - Chrome** is the preferred browser for Canvas. If you do not have Chrome, you can [download it](#).
- University of Florida Email
  - Students are expected to check their my.ufl emails daily. View the [Student Computing Requirements](#) page for information on technology requirements and expectations.

## Prerequisite Knowledge:

None.

## Minimum Technical Skills:

Minimum technical skills required:

- Proficiency in utilizing Canvas and navigating the internet effectively.
- Competence in using email for communication purposes, including sending and receiving messages and managing attachments.
- Familiarity with commonly used word processing applications (such as Microsoft Word or Google Docs), including the ability to create, edit, and format documents.
- Basic computer skills, including understanding fundamental operations like file management, using menus and toolbars, and navigating between different applications.
- Ability to perform online research using a variety of search engines and library databases.

## Instructor Response & Feedback

The instructor is committed to responding to your Canvas and email messages **within 24 hours** when feasible during the work week, Monday through Friday, *except holidays*. I also hold office hours each week in person, and can alternatively schedule a meeting via Zoom if needed. The major assignments will be graded, with *meaningful feedback* provided, **within one week of their submission**. Quizzes are graded automatically upon submission.

## Assignments

You will find participating in class on a regular basis provides the best opportunity for success in this course. You are expected to complete all assignments within the course during the time frame specified. Assignments are due on the dates listed in the syllabus.

## Course Grading:

You can find the course assignment rubrics on the Canvas site. Once I have completed grading each assignment, I will post the grade in Canvas and provide feedback with a completed rubric in class.

## Grading Scale

Letter Grade & Point Percentage	Total Points
A = 90 – 100%	900 – 1,000
B+ = 86 – 89.99%	870 – 899
B = 80 – 85.99%	800 – 869
C+ = 76 – 79.99%	770 – 799
C = 70 – 75.99%	700 – 769
D+ = 66 – 69.99%	670 – 699
D = 60 – 65.99%	600 – 669
F = Below 60%	599 or less

Further information about UF grading policies can be found here:

<https://catalog.ufl.edu/UGRD/academic-regulations/grades-grading-policies/>

## Reading Schedule:

Reading assignments are posted on the Canvas site.

## Assignment Points, Explanation, & Schedule:

The following table provides a summary of the course assignments, their due dates, and total points available for each. **ALL assignments are ALWAYS due on Thursdays at 11:59 pm ET.** Please note the following regarding course assignments:

- Format: All assignments are to be typed, double-space with 1" margins.
- Document Type: Only .doc and .docx files will be accepted.
- Grammar: Spelling and grammar will be considered when grades are assigned.
- APA: All assignments must follow guidelines according to the American Psychological Association (APA, 7<sup>th</sup> ed.). If you do not own an APA manual, Purdue University offers a decent formatting and style guide [here](#).

Assignment	Points Available	Due Date
Volunteer Organization Analysis: Part 1-Proposal	100	January 30
Annotated Bibliography	250	February 13
EDIS Volunteer Fact Sheet	50	March 27
Volunteer Organization Analysis: Part 2-Analysis	250	April 3
Peer review of Part 2	50	na
Volunteer Organization Analysis: Part 3-Recommendations	250	April 24

## Volunteer Organization Analysis: Part 1-Proposal

Due Date: January 30

Points Available: 100

Description: The purpose of this assignment is the preparatory stage for the application of your knowledge and learning in this course. This assignment allows students to identify their volunteer organization and begin delving into the organization's characteristics, clientele base and goals, and volunteer activities. You will select a volunteer organization to partner with for the duration of this course. If you currently lead a volunteer organization, you are welcome to use it for your course assignments. If you need help identify a volunteer organization, please reach out to me. The page length for Part 1 is one-two pages single-spaced, which includes a brief description of both the organization and the type of volunteer activities the organization is involved in. Confirmation (via email) that they have agreed to work with you over the summer must be included and attached as the second page of the assignment.

## Annotated Bibliography

Due Date: February 13

Points Available: 250

Description: The purpose of this assignment allows students to practice and hone their research synthesis skills. Students who graduate with master's or doctorate degrees should be able to appropriately synthesize research and understand its application into real-world contexts. An annotated bibliography is a summary and evaluation of an information source. For this assignment, you will find 2 refereed journal articles related to volunteerism. Both articles must focus on the same topic, such as volunteer risk management, volunteerism demographics, etc. You must correctly cite the articles using APA, provide a summary of each article, and provide a rich application of the theory/article to the practice of volunteer leadership and management. Each annotation should take approximately 1 page (single-spaced, double-spaced between paragraphs). Do not 'copy and paste' the article abstract as the summary. Be sure to paraphrase and use direct quotes correctly. Remember, APA (7th edition) accounts for 20% for the overall assignment. Each annotation should include the following components: (1) Reference – reference the article at the beginning of each annotation; (2) Summary – summarize the journal article in half a page; (3) Application – apply the information in the article to the course context of volunteer leadership.

## EDIS Volunteer Fact Sheet

Due Date: March 27

Points Available: 150

Description: The purpose of this assignment is for students to apply the knowledge and skills learned from this course into a resource or tool that volunteer leader practitioners would be able to use. Oftentimes volunteer leaders do not have the trainings or resources to help them lead their organization's volunteer efforts. As a volunteer leader expert, you can support volunteer leaders by creating materials other practitioners can use to help them lead their volunteer organizations. To culminate this course (and to add to your CV), you will write a fact sheet on a specific model, resources, or tool that can aid volunteer leader practitioners. UF/IFAS Extension specialists and Extension agents write fact sheets called "EDIS fact sheets" for Florida stakeholders to use in their daily lives. For example, a garden

specialist might write an EDIS fact sheet for homeowners explaining how to start a vegetable garden.

### Volunteer Organization Analysis: Part 2-Analysis

Due Date: April 3

Points Available: 250

Description: The purpose of this assignment is to use the knowledge and skills learned from this course into application in a real-world context. This assignment allows students to analyze and assess the strengths and weaknesses of a volunteer organization various functions. This assignment also sets the stage for Part 3 where students will provide recommendations to improve the volunteer organization. Part 2 serves as (1) the conglomeration of data you have retrieved about the organization and (2) your expert analysis of the volunteer organization. Think of yourself as a consultant that is hired to provide recommendations to your volunteer organization to help them become better. You are not meant to be “soft” on this organization, but to provide meaningful and valuable information for improvement. What you include here will guide your next assignment, ‘Recommendation and Future Outlooks’. The analysis should be between 5-7 pages in length, single-spaced (double-spaced between paragraphs). Be sure to paraphrase and use direct quotes correctly (quotes must be cited using correct APA format).

### Volunteer Organization Analysis: Part 3-Recommendations

Due Date: April 24

Points Available: 250

Description: The purpose of this culminating analysis assignment is to provide practical solutions that are based in the literature as best practices. Additionally, students will be able to provide a ‘future outlook’ for the volunteer organization. The assignment goes beyond understanding volunteer leadership gaps by providing the opportunity to actually recommend strategies for the organization to improve. Part 3 serves as the culminating section of the organizational analysis project. For Part 3, you will continue with your “consultant lens” and provide recommendations for your volunteer organization, as well as provide an outlook for where you see the organization heading. The same as your previous assignment, you are not expected to be “soft”, but to provide meaningful and valuable information for improvement. The analysis should be between 5-7 pages in length, single-spaced (double-spaced between paragraphs). You are also expected to back-up your recommendations by citing appropriate literature using APA 7th edition.

## Academic Integrity

### UF's Academic Honesty Statement:

As a student at the University of Florida, you have committed yourself to uphold the Honor Code, which includes the following 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.”*** You are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit at the University of Florida, the following pledge is either required or implied: ***“On my honor, I have neither given nor received unauthorized aid in doing this assignment.”***

It is assumed that you will complete all work independently in each course unless the instructor provides explicit permission for you to collaborate on course tasks (e.g.,

assignments, papers, quizzes, exams). Furthermore, as part of your obligation to uphold the Honor Code, you should report any condition that facilitates dishonesty to the instructor, department chair, college dean or Student Honor Court. **It is your individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code.** Violations of the Honor Code at the University of Florida will not be tolerated. Violations will be reported to the Dean of Students Office for consideration of disciplinary action. For more information regarding the Student Honor Code, please see: [UF Student Code of Conduct Webpage.](#)

### Plagiarism:

Plagiarism includes taking **verbatim phrases of just a few words** without permission or full attribution. It includes **quoting too much** from your sources, thereby substituting their expression for your own, or quoting too much from one source, effectively taking more than a *fair use* of their work. **Over quoting (direct quotes)** comprising more than 10% of any assignment will be considered plagiarism. Plagiarism includes **unique expression**, which can be a phrase of a few words or a simple moniker. Our writing is mostly *our own expression*. When writing for science and business, we base our work on **facts** obtained from a variety of **credible sources**. We give credit where it is due. We **cite our sources** so others can access the information we present. When appropriate, we very carefully, ethically, and lawfully use others' expression of that information. We obtain permission to use our sources' expression or give full credit for a *limited, fair use*, including direct quotes.

### Attendance Policies

Requirements for class attendance and make-up exams, assignments and other work are consistent with university policies that can be found at: [UF Attendance Policies.](#)

### Institutional Policies

#### Recording Statement

Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. The only allowable purposes are (1) for personal educational use, (2) in connection with a complaint to the university, or (3) as evidence in, or in preparation for, a criminal or civil proceeding. All other purposes are prohibited. Specifically, students may not publish recorded lectures without the written consent of the instructor.

A "class lecture" is an educational presentation intended to inform or teach enrolled students about a particular subject, including any instructor-led discussions that form part of the presentation, and delivered by any instructor hired or appointed by the University, or by a guest instructor, as part of a University of Florida course. A class lecture does not include lab sessions, student presentations, clinical presentations such as patient history, academic exercises involving solely student participation, assessments (quizzes, tests, exams), field trips, private conversations between students in the class or between a student and the faculty or guest lecturer during a class session. Publication without permission of the instructor is prohibited. To "publish" means to share, transmit, circulate, distribute, or provide access to a recording, regardless of format or medium, to another person (or persons), including but not limited to another student within the same class section.

Additionally, a recording, or transcript of a recording, is considered published if it is posted on or uploaded to, in whole or in part, any media platform, including but not limited to social media, book, magazine, newspaper, leaflet, or third party note/tutoring services. A student who publishes a recording without written consent may be subject to a civil cause of action instituted by a person injured by the publication and/or discipline under UF Regulation 4.040 Student Honor Code and Student Conduct Code. [UF IN-CLASS RECORDING](#)

### 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. [UF ACCEPTABLE USE POLICY](#)

### Course Evaluations

Student assessment of instruction is an important part of efforts to improve teaching and learning. At the end of the semester, students are expected to provide feedback on the quality of instruction in this course using a standard set of university and college criteria. Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at: <https://gatorevals.aa.ufl.edu/students/>. Students will be notified when the evaluation period opens and can complete evaluations through the email, they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via <https://ufl.bluera.com/ufl/>. Summaries of course evaluation results are available to students at: <https://gatorevals.aa.ufl.edu/public-results/>

## Student Services

### Health & Wellness

- U Matter, We Care
  - If you or someone you know is in distress, please contact [umatter@ufl.edu](mailto:umatter@ufl.edu), 352-392-1575, or visit [U Matter, We Care website](#) to refer or report a concern and a team member will reach out to the student in distress.
- Counseling and Wellness Center
  - Visit the [Counseling and Wellness Center website](#) or call 352-392-1575 for information on crisis services as well as non-crisis services.
  - 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.
- Student Health Care Center
  - Call 352-392-1161 for 24/7 information to help you find the care you need, or visit the [Student Health Care Center website](#).
- University Police Department
  - Visit [UF Police Department website](#) or call 352-392-1111 (or 9-1-1 for emergencies).

- GatorWell Health Promotion Services
  - For prevention services focused on optimal wellbeing, including Wellness Coaching for Academic Success, visit the [GatorWell website](#) or call 352-273-4450.

### **Academic Resources**

- E-learning technical support
  - Contact the [UF Computing Help Desk](#) at 352-392-4357 or via e-mail at [helpdesk@ufl.edu](mailto:helpdesk@ufl.edu).
- [Career Connections Center](#)
  - Reitz Union Suite 1300, 352-392-1601. Career assistance and counseling services.
- [Library Support](#)
  - Various ways to receive assistance with respect to using the libraries or finding resources.
- [Teaching Center](#)
  - Broward Hall, 352-392-2010 or to make an appointment 352-392-6420. General study skills and tutoring.
- [Writing Studio](#)
  - 2215 Turlington Hall, 352-846-1138. Help brainstorming, formatting, and writing papers.
- Student Complaints On-Campus
  - Visit the [Student Honor Code and Student Conduct Code webpage](#) for more information.
- On-Line Students Complaints
  - View the [Distance Learning Student Complaint Process](#).

### **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. 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 0001 Reid Hall, 352-392-8565, [UF Disability Resource Center](#).

[Canvas Accessibility Standards](#)

[Zoom Accessibility Information](#)