Non-profit and Voluntary Sector Governance & Management (PADM 5423)
June 9th - 17th, 2011
(NOTE: Orientation by Teleconference: Thursday, May 19, 2011 6:00 p.m. ET)

Carleton University, 1125 Colonel By Drive Ottawa
Unicenter Building, Room UC 282

INSTRUCTOR*:
Paula Speevak-Sladowski
Director, Applied Research and Public Policy, Volunteer Canada
Email: speevaksladowski@sympatico.ca
Office hours: 4:30 -5:30 pm, each day after class, or by appointment
Some modules will also have guest instructors who specialize in the module topic

This graduate course is offered in a seven-day, executive style training format. It will explore key issues facing the non-profit and voluntary sector in Canada as well as global trends in civil society. Its aim is to develop a deeper understanding of the non-profit/voluntary sector in the context of contemporary governance. Linking theory to practice, students will critically assess the kinds of public policies, leadership, and management practices necessary to build the capacity of the sector and to reinforce its role within a democratic society.

OBJECTIVES

- To develop a deeper understanding of the non-profit/voluntary sector in the context of contemporary governance; and
- To critically assess public policies and management practices that would strengthens the sector’s leadership in citizen engagement and social innovation.

The course will offer a combination of theory and practical tools related to governance, leadership, networks, partnerships, human resources, communications, public relations, financing, and social innovation. As a policy course, it will also examine the legal and regulatory frameworks and the capacity of the sector to participate in public policy dialogue. Instructors are university faculty (from Carleton and other universities), community leaders, and senior managers from non-profit and voluntary organizations who will draw on their diverse experiences. Students are encouraged to draw upon their own experience in working or volunteering in this sector or in government working in partnership and consulting with this sector.
COURSE FORMAT
This graduate course is offered over seven days, in an executive style format. Presentations, small-group discussions, exercises, and guest speakers will provide a balance of theoretical and practical learning. Participants will have opportunities to network and share their own experiences. Morning refreshments will be available at 8:00 each morning to create more space for informal exchanges, before class begins. It is important that students come to the class on-time having read and reflected upon the required readings. Attendance at all modules is mandatory in order to pass this course.

SCHEDULE:

**Thursday, May 19, 2011 🌟**
Orientation by Teleconference: 6:00 – 7:00 p.m. ET
*(call-in number will be provided to all registrants)*

Thursday, June 9th (12:00 pm to 4:30 pm)
Introduction
Overview of the Non-Profit and Voluntary Sector

Friday, June 10th (8:30 am to 4:30 pm)
Legislative and Regulatory Framework
Relationship between the Non-profit/Voluntary Sector and Governments

Monday, June 13th (8:30 am to 4:30 pm)
Program Development and Evaluation

Tuesday, June 14th (8:30 am to 4:30 pm)
Financing Civil Society
Human Resources (Paid Employees and Volunteers)

Wednesday, June 15th (8:30 am to 4:30 pm)
Communications
Media Relations

Thursday, June 16th (8:30 am to 4:30 pm)
Leadership and Governance

Friday, June 17th (8:30 am to 1:30 pm)
Networks, Partnerships, and Alliances
Closing and Evaluation

REQUIRED READINGS
All of the required readings are listed below module descriptions and are available on WebCT. There is no required textbook or course pack. Note that in order to make full use of WEBCT, you will need to use your Carleton Connect account.

If you are registered for professional development* on a non-credit basis, please contact Sandy Jones at sandra_jones@carleton.ca for further information on accessing reading material. *Note that professional development refers to non-credit (i.e. no papers, exams or assignments are required nor will a grade be assigned)
TO ACCESS WEBCT
1) Go to the Carleton homepage (www.carleton.ca);
2) Select on WebCT;
3) Enter the username and password you use for your ‘connect’ account; and
4) Select course PADM 5423.

EVALUATION

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Reflection Paper</th>
<th>Learning Log</th>
<th>Class Participation</th>
<th>Major Paper</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Due Date</td>
<td>June 9th</td>
<td>June 20th</td>
<td>Attendance is Mandatory to pass this course</td>
<td>June 30th</td>
<td>100%</td>
</tr>
<tr>
<td>% of Final Grade</td>
<td>25 %</td>
<td>15 %</td>
<td>10 %</td>
<td>50 %</td>
<td></td>
</tr>
</tbody>
</table>

NOTE: All assignments must be submitted in hard copy to the School of Public Policy and Administration, 10th Floor of Dunton Tower, Main office. 5% will be deducted from the mark for each day late.

FIRST REFLECTION PAPER (1200 words)
The first short paper is intended to get students thinking about the key issues of governance and management in the non-profit and voluntary sector that they may want to engage more fully in the classes and the major paper. Based on your initial review of the readings, and your own experiences, provide your reflections on the current trends and challenges pertaining to each of the modules. This paper is due prior to the beginning of the first class at 12:00 on June 9th.

Learning Logs (7 logs of 100 words each):
At the end of each class, take a few minutes to describe your key learnings from the day. Was there something that surprised you? Did the material or discussions raise questions for you? How did the topic from the day relate to other module themes? Is there something you would like to know more about?

CLASS PARTICIPATION
Because of the intensive format and participatory nature of this course, attendance at all of the classes is a requirement, in order to pass this course. The participation mark will be assigned not only on the basis of attendance, but on the extent to which students are actively engaged in class discussions.

MAJOR PAPER: (5000 WORDS)
This is will be an opportunity to either explore one of the module topics in depth or focus on one organization and how it relates to any or all of the module topics. In either case, it will be important to demonstrate the linkages between module topics and how the concepts and other material learned in the course apply to the current context for the non-profit/voluntary sector. If this paper can also be used as a backgrounder, brief, or think piece for an organization or government department, feel comfortable adapting the format to make it appropriate for the audience intended, while maintaining proper reference citations.

Module Descriptions and Required Readings are on the following pages.
MODULE 1  **Overview of the Non-profit and Voluntary Sector**
This module frames later discussions by: 1) providing an overview of the non-profit and voluntary sector in Canada; and 2) critically assessing alternative theories of the roles of the sector. We will start by understanding the size, scope, and trends of the non-profit and voluntary sector in Canada as well as key issues and challenges it faces. We then turn to considering theories about the various roles that this sector plays relative to government and business. How does the sector contribute to the democratic process and what is its role in building healthy communities? We turn from theory to the practical question of: how do we craft an enabling environment and mechanisms of accountability for non-profit and charitable organizations? Who regulates and monitors these organizations?

Brodhead, Tim (2010), *On not letting a crisis go to waste: an innovation agenda for Canada’s community sector*, The J.W. McConnell Family Foundation, Montreal  
([www.mcconnellfoundation.ca](http://www.mcconnellfoundation.ca))


Hall, Michael H. et al., (2005), *Canadian Nonprofit and Voluntary Sector in Comparative Perspective*, Imagine Canada, Johns Hopkins Comparative Project 2005


*Cornerstones of Community: Highlights of the National Survey of Nonprofit and Voluntary Organizations*, Summary Report of the National Survey of Non-profit and Voluntary Organizations 2004


MODULE 2  
**Legislative Framework and Relationship between the Voluntary Sector and Governments**

We will begin with an introduction to the legislative framework within which non-profit and voluntary organizations operate in Canada. This will set the stage for an overview of the key developments and milestones in the evolving relationship between the Government of Canada and the voluntary sector, over the past decade. From there, we will provide a snapshot of the current status of voluntary sector-government relations at the provincial/territorial level, including the identification of lead ministries, policy frameworks, and joint mechanisms. We will conclude with a more in-depth presentation of the legal issues and obligations for Canadian registered charities.
In a fast changing world, nonprofits need new ways of thinking about planning and developing their programs and a clear focus on the outcomes they hope to achieve. Using complexity theory and its relationship to collaboration, innovation and social change as a basis for understanding the work of the sector, students will work through a project development process with attention to concept development (what is the change we want to make?), potential collaborative partners (who else shares interest?), investment (where will the money come from?) and evaluation (what is the impact we intend & how do we measure it?).

Struthers, Marilyn (2010), Reflections on Starlings, collaborative, and the Nature of the Nonprofit Sector, The Philanthropist, 2010


Mathie, Alison & Gord Cunningham, From Clients to Citizens: Asset-Based Community Development as a Strategy For Community-Driven Development, Occasional Paper, Coady International Institute, St. Francis Xavier University, January 2002
MODULE 4

a) Financing Civil Society

This module will present an overview of the non-profit funding economy in the context of a short history of funding practice review and policy change in Canada. We will examine the range of funding/financing sources including donation, corporate sponsorships, foundation grants, government grants and contributions, social enterprises, micro-loans, and program related investments. Strategies for developing a diversified funding base will be introduced in a contextual framework that shifts from stability to resilience and from core funding to sustainability modeling to give participants a deeper understanding of the changes in mindset and approach necessary to shift from more traditional funding sources. We will examine a number of related concepts such as social enterprise and social innovation and their impact on both the thinking and practice in non-profit and voluntary organizations.

Broadbent, Alan, Fulfilling the Philanthropic Contract: Mutual Benefit for the Public Good, The Philanthropist, 20, 3, pp. 198-204


Emerson, J. “Capitalism 3.0” Blendedvalue.org http://www.blendedvalue.org/media/pdf-capitalism-3point0.pdf pages 25-31


Canadian Council on Social Development, Pan-Canadian Funding Practices in Communities: Challenges and Opportunities for the Government of Canada, Executive Summary, Canadian June 2006

**b) Human Resource Management**

An integrated human resource management approach will be presented which will examine trends in paid employment in the voluntary sector as well as volunteer resource management practices. Participants will have an opportunity to work with the Canadian Code for Volunteer Involvement and discuss some of the current trends in volunteer engagement, including customized strategies for working with youth, families, baby-boomers, and new Canadians.

Centre for Voluntary Sector Research and Development (2010). *Bridging the gap: Enriching the volunteer experience to build a better future for our communities*. Ottawa, Carleton University, produced by Manulife Financial and Volunteer Canada available at [www.volunteer.ca/study](http://www.volunteer.ca/study)

HR Council, (2009), Mission Driven, Ottawa, available at [www.hrcouncil.ca](http://www.hrcouncil.ca)


**MODULE 5 Communications and Public Relations**

This module will address the importance of communications strategies and public relations initiatives for non-profit and voluntary organizations, outlining the key challenges and barriers that these organizations need to be aware of. Case studies of different organizations and coalitions will be presented to illustrate successful practices in crafting a message and getting it out. We will introduce planning templates for developing communications and media planning. Whether an organization is communicating to recruit or connect with members, solicit donations, influence public opinion, change public policy, or respond to negative publicity, this module will offer information and insights to customize individual organizational strategies.


**MODULE 6 Governance and Leadership**

In this interactive session we will examine governance of non-profit organizations. Starting with a review of the core functions of boards we will then explore a variety of ways of configuring boards for effectiveness and how to identify the best model for each organization. Given differences in ideology and mission, size and age, board - staff relations and external environment each organization must evolve its own approach to governance. Other topics to be discussed are diversity on boards, life cycles and politics.

Bradshaw, Patricia & Christopher Fredette, (2011), *The Inclusive Non-profit Boardroom: Leveraging the Transformative potential of Diversity,* The Nonprofit Quarterly


Carter, Terence S. & Theresa L.M. Man, *Good Governance in Meeting the Duties of Directors of Charities and Not-for-Profits,* Available at [www.carters.ca](http://www.carters.ca)

**MODULE 7 Networks, Partnerships, and Collaboration**

How do organizations achieve social innovation? Are they more likely to be innovative through collaboration? This module will examine both traditional and emerging models of collaboration including partnerships, alliances, coalitions, networks, and consortia. Theories of inter-agency collaboration including power dynamics, decision-making mechanisms, and success factors will be presented as well as the particular characteristics of multi-sector engagement, involving the public, private, and voluntary sector together. Participants will have an opportunity to practice various tools for assessing potential collaborations, including leadership mapping.

Cartner, Susan and Paula Speevak Sladowski, (2006) *Setting the Table for a Stronger Non Profit and Voluntary Sector in Ontario*, Carleton University, Ottawa 2006


**SUGGESTED WEBSITES**

- [www.ccsd.ca](http://www.ccsd.ca)  Canadian Council for Social Development
- [www.ijova.org](http://www.ijova.org)  The International Journal of Volunteer Administration
- [www.volunteer.ca](http://www.volunteer.ca)  Volunteer Canada
- [www.thecharitiesfile.ca](http://www.thecharitiesfile.ca)  The Charities File: Information and Resources for Canadian Charities
- [www.cvsrd.org](http://www.cvsrd.org)  Centre for Voluntary Sector Research and Development
- [www.strongboards.ca](http://www.strongboards.ca)  Training and Resources for members of non-profit Boards of Directors
- [www.charitylaw.ca](http://www.charitylaw.ca)  Carters and Associates Charities Practice
- [www.boardsource.org](http://www.boardsource.org)  Board Source
- [www.charityvillage.ca](http://www.charityvillage.ca)  Charity Village
- [www.getinvolved.ca](http://www.getinvolved.ca)  Volunteer Matching Tool
- [www.muttart.org](http://www.muttart.org)  The Muttart Foundation

**ADDITIONAL RESOURCES**: Throughout the week, we will be posting additional material on webct and we encourage everyone to let us know if they have come across a resource that would be of interest to others.

**SHARING TABLE**: We encourage participants to share material about organizations, activities, and special events. A table will be set up near the water station.

**A NOTE ON THE EVALUATION SYSTEM**
The School of Public Policy and Administration adheres to the Carleton University grading system for graduate program, which can be interpreted in the following way

(note that a B- is normally considered the minimum grade to credit the course to a graduate program):
<table>
<thead>
<tr>
<th>Letter Grade</th>
<th>CU #s</th>
<th>Description</th>
<th>% Ranges</th>
<th>Explanation</th>
</tr>
</thead>
<tbody>
<tr>
<td>A+</td>
<td>12</td>
<td>Outstanding</td>
<td>90-100</td>
<td>For written work, virtually publishable. Demonstrates exceptional evaluative judgment, outstanding critical thinking, and mastery of technical as well as literary aspects of writing.</td>
</tr>
<tr>
<td>A</td>
<td>11</td>
<td>Excellent</td>
<td>85-89</td>
<td>Demonstrates superior grasp of material, very strong critical thinking, and capacity to understand and extend underlying patterns.</td>
</tr>
<tr>
<td>A-</td>
<td>10</td>
<td>Very Good</td>
<td>80-84</td>
<td>Demonstrates strong grasp of material, its component parts, and capacity to analyze their relationships to each other.</td>
</tr>
<tr>
<td>B+</td>
<td>9</td>
<td>Good</td>
<td>77-79</td>
<td>Demonstrates clear understanding of material and ability to apply concepts. Written work is competent.</td>
</tr>
<tr>
<td>B</td>
<td>8</td>
<td>Satisfactory</td>
<td>73-76</td>
<td>Satisfactory, but below average. Demonstrates comprehension of material, reasonable but not strong analytical capacity, with limitations in the ability to apply concepts.</td>
</tr>
<tr>
<td>B-</td>
<td>7</td>
<td>Barely Adequate</td>
<td>70-72</td>
<td>Clearly below average. Demonstrates comprehension and understanding, with limited capacity for application. Communication skills problematic.</td>
</tr>
<tr>
<td>C+</td>
<td>6</td>
<td>Less Than Adequate</td>
<td>67-69</td>
<td>Did not demonstrate an adequate understanding of the material or the ability to apply the concepts. Writing and/or presentations show serious problems.</td>
</tr>
<tr>
<td>C to D-</td>
<td></td>
<td>Failure</td>
<td>50-66</td>
<td>Grades in this range indicate work that is passable in some respects but does not meet the standards of graduate work.</td>
</tr>
<tr>
<td>F</td>
<td></td>
<td>Failure</td>
<td></td>
<td>Did not meet minimal requirements.</td>
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**UNIVERSITY POLICY ON ACADEMIC INTEGRITY**

Plagiarism is an instructional offence that occurs when a student uses or passes off as one’s own idea or product work of another person, without giving credit to the source. The punishments for plagiarism at Carleton are significant. You could fail the course, or, under certain circumstances, be expelled from the university.

If you are using someone else’s words—in a quotation—refer to the source in a footnote or bracketed reference. If you are paraphrasing someone else’s text (that is, not quoting directly, but closely following the line of argument), refer to the source just as you would for a quotation, except that quotation marks are not used. If you are using someone else’s ideas, acknowledge this in a footnote, or by a clear reference in the text of your essay.

Material copied from the Internet must be treated like material from a book or any other source. If you are quoting a source you found on the Internet, use quotation marks and refer to the location of the item (name the website; identify the electronic journal and issue, etc.) just as you would for a quotation from printed material. If you are paraphrasing material or borrowing ideas from an Internet source, the source must be identified in a footnote, just as a quotation would be. Excellent software is available for locating material that might have plagiarized from the Internet, and it will be used.