

**The Evergreen State College**  
**Master of Public Administration Program**  
**Beyond Recruitment: Leading and Managing Volunteers**  
**Fall 2020     2 Credits**

**Location:** Online

**Time:** September 25-27, 5-9p Fri, 9a-5p Sat/Sun

**Adjunct Faculty:** Lianna Shepherd

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**Course Description:**

Volunteers are increasingly important in the United States and around the world. A wide variety of nonprofit and public organizations use volunteers to some degree. Not only are financially-strapped organizations seeking to use volunteers to enhance their capacity, but policy-makers and community leaders see volunteering as a vehicle to improve communities and solve public problems. This course is designed to provide an overview of volunteer administration as a profession and as a critical component of managing nonprofit organizations. The formation of a philosophy of volunteer management is an important component of the course design as well as a critical evaluation of existing volunteer programs. The course is intended to prepare students to assume roles as volunteer program leaders and managers, or to improve their skills in existing roles with volunteer organizations.

**Learning Objectives:**

- Develop an understanding of the historical context of volunteerism in America.
- Distinguish different types of volunteer roles, including service-delivery and policy (governing board) volunteers
- Understand different management models and theories as they apply to volunteer programs
- Plan and prepare for using volunteers, including creating policy documents and applying risk management concepts
- Apply principles of volunteer leadership management to training models.

**Expectations, Credit & Evaluation:**

Students are required to attend each class meeting in its entirety. Participation includes focusing on class content, speaking in class and seminar, listening to others, taking notes, completing class interactive exercises, avoiding distractions, and listening to and dialoging with the guest speakers. If an absence is unavoidable, please contact one of the class faculty prior to the absence. If an absence is over 3 hours, make up work will be required to receive credit.

All students are expected to support and contribute to a well-functioning MPA classroom learning community. Behavior that disrupts the learning community may be grounds for disciplinary action, including dismissal from the MPA program.

Your written work must be of the highest quality—clear with accurate grammar and spelling. Honor space limitations by distilling your thoughts and editing your writing rather than by reducing your font size and margins.

Students will receive two (2) credits at the completion of the course if all expectations and course requirements have been successfully completed. Plagiarism (i.e., using other people's work as your own without acknowledging the source), missing class, failing to complete one or more assignments, completing one or more assignments late (without having made arrangements before the due date) may be grounds for denial of credit.

This course will follow the inclement weather decisions of Evergreen State College. In case of inclement weather or other local emergency, check the college status at [www.evergreen.edu](http://www.evergreen.edu) or by calling 360-867-6000. As long as the college is open, class will be held as scheduled.

I reserve the right to make changes to this syllabus.

**All Readings Will All Be Available Through Canvas:**

Excerpts from Bryer, T. A. (Ed.). (2014). *National service and volunteerism: Achieving impact in our communities*. Lexington Books.

Excerpts from Connors, T. D. (Ed.). (2011). *The volunteer management handbook: Leadership strategies for success*.

Excerpts from Dunning, D. (Ed.). (2010). *Social motivation*. Taylor & Francis Group, Hove.

Excerpts from Renz, David O. (2016) *The Jossey-Bass Handbook of Nonprofit Leadership and Management*, John Wiley & Sons, Incorporated.

**Assignments: See Course Schedule/Canvas site for more information**

**Assignment 1: Philosophy of Volunteer Management**

Format: Paper or Visual Presentation (you choose)

Date Due: September 25th

Using the format of your choice, examine and defend your philosophy of volunteer management. Give reflection to how that philosophy was shaped through your personal service as well as through your professional experience. Include in the reflection the specific historical eras and events that shaped your philosophy of volunteerism. If you chose to write paper it should not exceed 3 pages (double space), but you are free to use a visual representation such as a video or PowerPoint (should not exceed 3 minutes

in length). Imagine this would be shared with future volunteers as part of an orientation.

### **Assignment 2: Volunteer Program Toolkit**

Format: 3-5 pages

Due Date: September 27th

**During this online course, this assignment will be the culmination of our work in class. This portfolio of resources will be developed during the weekend in small groups of either 2-5 (depending on enrollment). Groups will be assigned at least one week before the start of class. The team is responsible for identifying an organization to build the toolkit for. This should be a program that is available to be interviewed by a group member. The parts include:**

- Recruitment Plan: You are to develop a plan for recruiting volunteers in your context. In your recruitment plan you should provide descriptions of target volunteers/positions, number of volunteers needed for each position, a recruitment plan of action, recruitment materials, and screening procedures. See rubric for more information.
- Job Description Template
- Training module utilizing your volunteer context, design a training module on a topic relevant to your context. You should include learning objectives, training materials, and an assessment. Additionally, provide a discussion on how the information presented in the course guided your development of the training module. See rubric for more information.

### **Assignment 3: Volunteer Project Paper**

Format: 3- page (double space) paper

Due Date: October 30th

Each student will volunteer for a nonprofit organization of your choosing for at least three hours total (does not need to be consecutive). Students will write a reflective piece looking critically at their volunteer experience and write a 3- page (double space) paper. This paper should be a critical look at an organization, and should explore the recruitment, training, leadership and overall experience of the project. Students are allowed to choose agencies they work for or have previously worked with.

Email and Canvas are our primary means of communication. You are responsible for checking your Evergreen email and Canvas regularly.