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

Location: Online
Time: Friday December 4, 5pm - 9pm; Sat/Sun December 5-6, 9am - 5pm
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 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:**


**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 feature 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.