McMaster University

SOCSCI 2BR3 Board and Staff Responsivities

Course information:
- January 11 to April 14, 2021. ONLINE.
  - Classes will be posted online by Tuesday of each week
- Instructor: Glenn Harkness
- Office: Online
- Office hours: Virtua; by appointment
- Email: harknesg@mcmaster.ca

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Course Overview

Course Description:

This course will help students understand and apply:
- the characteristics of non-profit corporations;
- the role and responsibilities of volunteers and staff;
- the leadership and management styles appropriate to voluntary organizations;
- the governance role and responsibilities of the board;
- the techniques and processes which lead to productive meetings;
- the organization's mission in a changing environment.

Learning is enabled using a combination of class preparation, Virtual lectures, case analysis, independent study, and group study.

Course Objectives:

Developing Transferable Skills.
You will work on developing academic skills that are transferable to your other university courses as well as to the workforce.
These skills include:
- critical reading and thinking;
- communication (oral, written and visual);
- self and peer evaluation;
- research skills; and
- group work skills.

Required Texts:

1) None

Course Requirements/Assignments
Requirements Overview and Deadlines

Assessment Activity	% of Grade	Date Due
Mission, Visions, Values	15%	January 26, 2021
Case Study	15%	March 2, 2021
Research Project	35%	March 30, 2021
Class Presentation (Research Project)	15%	April 6, 2021
In class, virtual, Case studies	20%	Throughout the semester

Assignment Submission and Grading
Form and Style

- All written assignments are to be typed and double-spaced. Please include a title page with your name, student number and email address, the topic title of the assignment and the date submitted. Written submissions may be delivered through the Dropbox in Avenue 2Learn.Assignments should be stapled together. Please do NOT use plastic report covers or binders.

Submitting Assignments & Grading

- Individual assignments submitted electronically must include your last name in the filename: e.g. Smith_Assignment_5_Article_Assessments.rtf.
- All work is due on the date stated, at the beginning of class, unless other arrangements have been made in advance with the instructor. A late penalty of 5 percentage points per day will apply after the due date (weekends included).
- For all group assignments, ALL students in the group must be contributing members of that assignment. The expectation is that each student will be an active and respectful member of their group, and contribute to the assignment - in a fair and equitable way. Group work is sometimes challenging, but it can also be rewarding in a number of ways, including providing you with opportunities to develop valuable 'working-as-a-team' skills that will serve you well in this and other courses, as well as more broadly in your academic, professional, and personal life.

Avenue to Learn

In this course we will be using Avenue to Learn. Students should be aware that, when they access the electronic components of this course, private information such as first and last

names, user names for the McMaster e-mail accounts, and program affiliation may become apparent to all other students in the same course. The available information is dependent on the technology used. Continuation in this course will be deemed consent to this disclosure. If you have any questions or concerns about such disclosure please discuss with the course instructor.

Privacy Protection

In accordance with regulations set out by the Freedom of Information and Privacy Protection Act, the University will not allow return of graded materials by placing them in boxes in departmental offices or classrooms so that students may retrieve their papers themselves; tests and assignments must be returned directly to the student. Similarly, grades for assignments for courses may only be posted using the last 5 digits of the student number as the identifying data. The following possibilities exist for return of graded materials:

1) Direct return of materials to students in class;
2) Return of materials to students during office hours;
3) Students attach a stamped, self-addressed envelope with assignments for return by mail;
4) Submit/grade/return papers electronically.

Arrangements for the return of assignments from the options above will be finalized during the first class.

Extreme Circumstances

The University reserves the right to change the dates and deadlines for any or all courses in extreme circumstances (e.g., severe weather, labour disruptions, etc.). Changes will be communicated through regular McMaster communication channels, such as McMaster Daily News, A2L and/or McMaster email.

Student Responsibilities

Students are expected to contribute to the creation of a respectful and constructive learning environment. Students should read material in preparation for class, attend class on time and remain for the full duration of the class. A formal break will be provided in the middle of each class, students are to return from the break on time.

Class Participation and Engagement:

Class participation and engagement is an important component of this course (and of active learning). Therefore, we expect all students to be 'active' participants in this course. This means attending all classes, being actively involved in class activities and thoughtful discussion, and completing all assignments.

Your participation grade will be significantly influenced by your active involvement in class, and the quality of that involvement. Lack of participation, or 'negative participation', will also significantly influence your participation grade (but in a negative way)! And so you are aware of the types of activities or behaviours that will be considered 'negative' class participation, they include the following: missing classes, talking to classmates about things that are not a

contribution to the class discussion, general nonparticipation in or disruption of class/class activities, sleeping during class, coming to class late or leaving early, and using any of the following electronic devices: cell phones, mp3 players, ipods, ipads, and other electronic devices. Computers may be used in class but ONLY for note taking purposes.
Evidence of using the computer for anything other than note taking will be considered negative class participation.

The success of this course depends on you! And students who are most successful in this course fulfill these expectations, and engage in all aspects of the course!

Academic Integrity

You are expected to exhibit honesty and use ethical behaviour in all aspects of the learning process. Academic credentials you earn are rooted in principles of honesty and academic integrity. **It is your responsibility to understand what constitutes academic dishonesty.** Academic dishonesty is to knowingly act or fail to act in a way that results or could result in unearned academic credit or advantage. This behaviour can result in serious consequences, e.g. the grade of zero on an assignment, loss of credit with a notation on the transcript (notation reads: "Grade of F assigned for academic dishonesty"), and/or suspension or expulsion from the university.
It is your responsibility to understand what constitutes academic dishonesty. For information on the various types of academic dishonesty please refer to the Academic Integrity Policy, located at http://www.mcmaster.ca/academicintegrity
The following illustrates only three forms of academic dishonesty:
1. Plagiarism, e.g. the submission of work that is not one's own or for which other credit has been obtained.
2. Improper collaboration in group work.
3. Copying or using unauthorized aids in tests and examinations.

Authenticity/Plagiarism Detection:

Some courses may use a web-based service (Turnitin.com) to reveal authenticity and ownership of student submitted work. For courses using such software, students will be expected to submit their work electronically either directly to Turnitin.com or via an online learning platform (e.g. A2L, etc.) using plagiarism detection (a service supported by Turnitin.com) so it can be checked for academic dishonesty. Students who do not wish their work to be submitted through the plagiarism detection software must inform the Instructor before the assignment is due. No penalty will be assigned to a student who does not submit work to the plagiarism detection software. **All submitted work is subject to normal verification that standards of academic integrity have been upheld** (e.g., on-line search, other software, etc.). For more details about McMaster's use of Turnitin.com please go to www.mcmaster.ca/academicintegrity

Online Proctoring:

Some courses may use online proctoring software for tests and exams. This software may require students to turn on their video camera, present identification, monitor and record their computer activities, and/or lock/restrict their browser or other applications/software during tests or exams. This software may be required to be installed before the test/exam begins.

Academic Accommodation of Students with Disabilities

Students with disabilities who require academic accommodation must contact Student Accessibility Services (SAS) to make arrangements with a Program Coordinator. Student Accessibility Services can be contacted by phone 905-525-9140 ext. 28652 or e-mail sas@mcmaster.ca for further information, consult McMaster University's Academic Accommodation of Students with Disabilities policy.

Conduct Expectations:

As a McMaster student, you have the right to experience, and the responsibility to demonstrate, respectful and dignified interactions within all of our living, learning and working communities. These expectations are described in the Code of Student Rights & Responsibilities (the "Code"). All students share the responsibility of maintaining a positive environment for the academic and personal growth of all McMaster community members, **whether in person or online.**
It is essential that students be mindful of their interactions online, as the Code remains in effect in virtual learning environments. The Code applies to any interactions that adversely affect, disrupt, or interfere with reasonable participation in University activities. Student disruptions or behaviours that interfere with university functions on online platforms (e.g. use of Avenue 2 Learn, WebEx or Zoom for delivery), will be taken very seriously and will be investigated. Outcomes may include restriction or removal of the involved students' access to these platforms.

Religious, Indigenous and Spiritual Observances (RISO)

Students requiring academic accommodation based on religious, indigenous or spiritual observances should follow the procedures set out in the RISO policy. Students should submit their request to their Faculty Office normally within 10 working days of the beginning of term in which they anticipate a need for accommodation or to the Registrar's Office prior to their examinations. Students should also contact their instructors as soon as possible to make alternative arrangements for classes, assignments, and tests.

E-mail Communication Policy

Effective September 1, 2010, it is the policy of the Faculty of Social Sciences that all e-mail communication sent from students to instructors (including TAs), and from students to staff, must originate from the student's own McMaster University e-mail account. This policy protects confidentiality and confirms the identity of the student. It is the student's responsibility to ensure that communication is sent to the university from a McMaster account. If an instructor becomes aware that a communication has come from an alternate address, they may not reply.

Copyright and Recording:

Students are advised that lectures, demonstrations, performances, and any other course material provided by an instructor include copyright protected works. The Copyright Act and copyright law protect every original literary, dramatic, musical and artistic work, **including lectures** by University instructors.

The recording of lectures, tutorials, or other methods of instruction may occur during a course. Recording may be done by either the instructor for the purpose of authorized distribution, or by a student for the purpose of personal study. Students should be aware that their voice and/or image may be recorded by others during the class. Please speak with the instructor if this is a concern for you.

McMaster Student Absence Form (MSAF)

In the event of an absence for medical or other reasons, students should review and follow the Academic Regulation in the Undergraduate Calendar "Requests for Relief for Missed Academic Term Work".

Course Weekly Topics and Readings

Date	Topic	Due Dates
January 12	**Course introduction and expectations** **Expectations** **What is a not for-profit organization?** **Organizational Management vs Leadership** • Current approaches and requirements for successful organization leadership • Shared leadership roles of senior policy volunteers and the Executive Director	
January 19	**Mission, Vision, Values**	
January 26	**Functions of a Board of Directors**	**Mission, Vision, Value Assignment Due**
February 2	**Governance, Types of Boards, Board Models,** **Distinct Features** • Principles of Policy Governance Board Models, and their distinct features	
February 9	**No class – Independent study re: Research Project** **Connect with your group. Connect with your agency.** **I will post a list of Agencies, that are willing and excited to participant in this assignment, you do not need to find your agency on your own.**	**Complete on-line MREB tutorial**

February 16	Mid-term Recess – No Class	
February 23	**Roles and Responsibilities of Volunteers and Staff in Policy Formulations and Implementation** • Identify and define the key duties, responsibilities and powers of policy formulations Key duties, responsibilities and powers of the Executive Director in policy implementation	**Submit hard copy of MREB tutorial certificate**
March 2	**Board and Staff Relationships and Accountability** • Identify and discuss roles and responsibilities of Board and Executive Director. • Review a typical agency's structure, including staff and Board, determining the reporting structure, and how policy matters are brought to the Board for approval • Determine and define appropriate staff roles in support of agency's board and Committee structure	**Case Study Due**
March 9	**Board Recruitment, Selection, Orientation, Development, and Evaluation** • Identify the various criteria and elements in recruiting, orienting, training, and development of a Board of Directors • Identify, and review prime duties of Board Members, and the key issues which should be brought before the Board	
March 16	**Techniques and Processes for Productive Meetings** • Define and diagnose problems which cause ineffective meetings and how to correct these shortcomings to produce effective meetings	
March 23	**No class – Independent study re: Research Project** Connect with your group for the presentation, Final touches to your Research Assignment.	
March 30	**Risk Management, Roles and Responsibilities of Board and Staff** • Identify ways to manage legal risk	**Research Assignment Due**

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	• Discuss increasing complexities and liabilities involved in the operation of a not-for-profit/Charitable organization Sample of Risk Management checklist	
April 6	**Class Presentations** - Research Assignment- Full Class participation- All presentations will be via Zoom. I will give each group a time slot, once the groups are determined.	