Leveraging Non-Profit Leadership for Organizational Success
Summer 2022

Instructor Information
- Gordon J. Campbell
- Email: gordon.campbell@nyu.edu
- Office Hours: Email for appointment
- Faculty Support: Natalia Velandia
- Email: nv2186@nyu.edu

Course Schedule
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<tr>
<th>Date</th>
<th>Time</th>
<th>Location</th>
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<tbody>
<tr>
<td>June 17th</td>
<td>9:00AM-5:00PM</td>
<td>Link on NYU Brightspace site</td>
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<td>June 24th</td>
<td>9:00AM-5:00PM</td>
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Course Description
A high-functioning Board of Directors is integral to the overall health of a nonprofit organization, and directly impacts the ability of the organization to achieve its mission. Still, one of the greatest challenges facing non-profit leaders is building a board of directors that is actively engaged and sufficiently knowledgeable to provide strategic leadership to the organization while simultaneously ensuring fiscal sustainability and transparency. Another key responsibility is for board members to serve as stewards and ambassadors. The course will use case studies, role-play, and assignments, as well as the experiential learning of distinguished practitioners and the observations and insights contributed by members of this learning.
community to promote learning. By utilizing these varied resources and processes, good governance theories will advance toward actionable practice.

Course and Learning Objectives

The course's learning objectives will promote an actionable foundation and an enhanced understanding of:

- defining the roles and responsibilities of the board and its members;
- recruiting and retaining talent;
- cultivating leadership;
- engaging board of directors in effective strategic planning;
- governing through organizational change and;
- utilizing risk management

Grading Components

Final grades are determined by the following course components. The assignments are posted on the “Assignment” tab of the course site in NYU Brightspace. Completed assignments should be uploaded there. File names should always include the student’s name as well as the assignment name.

Class Participation (20%)- Participation includes presence, promptness, preparation and engagement. It is IMPERATIVE that you have thoroughly prepared for each class. As we know, much of a leader’s communication is verbal. Developing your ability to verbally state and support your positions is an important part of this class, in addition to listening and reflecting on the discourse. Students are expected to attend all classes. The use of electronic devices for purposes other than taking notes is not appropriate and can limit your learning and impact your colleagues.

Written Assignments (30%)-There will be three written assignments that will be posted on NYU Brightspace. These assignments will be due by 11:55PM via NYU Brightspace two nights before class. This is important because it will provide an opportunity for the Professor to review them and because the assignments will be discussed in class.

Board Observation (10%)- Prior to class you will have the opportunity to view the Board of Directors meeting of Community Television of Santa Clara County. The Board of Directors has retained you as a consultant. The assignment will be posted on NYU Brightspace.

Building an Organization and Board-Group Assignment (40%)- This assignment will be posted on NYU Brightspace and discussed in class.
Course Readings and Materials

NYU Brightspace-The course site on NYU Brightspace will contain the required readings, case studies and assignments. Students are encouraged to check it frequently.

Henry and Lucy Moses Center for Students with Disabilities at NYU

Academic accommodations are available for students with disabilities. Please visit the Moses Center for Students with Disabilities (CSD) website and click on the Reasonable Accommodations and How to Register tab or call or email CSD at (212-998-4980 or mosescsd@nyu.edu) for information. Students who are requesting academic accommodations are strongly advised to reach out to the Moses Center as early as possible in the semester for assistance.

NYU’s Calendar Policy on Religious Holidays

NYU’s Calendar Policy on Religious Holidays states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. Please notify me in advance of religious holidays that might coincide with the course to schedule mutually acceptable alternatives.

Academic Integrity

Academic integrity is a vital component of Wagner and NYU. All students enrolled in this class are required to read and abide by Wagner's Academic Code. All Wagner students have already read and signed the Wagner Academic Oath. Plagiarism of any form will not be tolerated and students in this class are expected to report violations to me. If any student in this class is unsure about what is expected of you and how to abide by the academic code, you should consult with me.

Assignments

Wrestling with Board Dilemmas: “Can Oil and Water Mix?”
  o  (Due via upload to NYU Brightspace by June 15, Wednesday at 11:55pm)

Community Television of Santa Cruz County Board of Directors Board Meeting-December 2, 2019
  o  (Due via upload to NYU Brightspace by June 15, Wednesday @ 11:55pm)
Wrestling with Board Dilemmas: “The Wisdom of Experience”
   o  (Due via upload to NYU Brightspace by June 22, Wednesday, @ 11:55pm)

Merger Talks: The Story of Three Development Corporations in Boston
   o  (Due via upload to NYU Brightspace by June 22, Wednesday, @ 11:55pm)

Building an Organization and Board-Group Assignment
   o  (Due via upload to NYU Brightspace by July 1, Friday, @ 11:55pm)

Detailed Course Discussion
Class Session 1 – June 17th (AM)

Roles and Responsibilities of Board Members - The board of directors of nonprofit organizations are fiduciaries who are charged with ensuring that the organization is properly run. During the class, we will consider the:

   • functions of the board of directors;
   • qualities of high functioning boards and,
   • legal responsibilities of board members.

Case
   • “Can Oil and Water Mix?” Wrestling with Board Dilemmas: Case Studios for Non-Profit Leaders Board Sources. 2011.

Readings


Board Observation
- Community Television of Santa Cruz County Board of Directors Meeting (12/2/19)
- Community Television of Santa Cruz County Board of Directors Agenda and Supporting Material (12/2/19)
- Community Television of Santa Cruz County Website

Class Session 2 – June 24th (PM)
Two critical responsibilities for Board members are strategic planning and risk management. These responsibilities are often under-utilized and/or poorly executed. During this class, we will focus on key elements of strategic planning and risk management.

Case

Readings
Class Session 3 – June 24th (AM)

Recruiting, retaining and cultivating talent is critical to create a high functioning board. During this class, we will consider each of these subjects in greater detail. In addition, we will discuss Founder’s Syndrome and succession planning.

Case


Readings


Class Session 4 – June 24th (PM)

During this session, we will consider mergers, collaborations and alliances.

Case


Readings