



NYU

**ROBERT F. WAGNER GRADUATE
SCHOOL OF PUBLIC SERVICE**

**PADM-GP 4109
Leveraging Non-Profit
Leadership for
Organizational Success
Summer 2022**

Instructor Information

- Gordon J. Campbell
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- Office Hours: Email for appointment
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Course Schedule

Date	Time	Location
June 17 th	9:00AM-5:00PM	Link on NYU Brightspace site
June 24 nd	9:00AM-5:00PM	Link on NYU Brightspace site

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?"

- (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

- (Due via upload to NYU Brightspace by June 15, Wednesday @ 11:55pm)

Wrestling with Board Dilemmas: “The Wisdom of Experience”

- (Due via upload to NYU Brightspace by June 22, Wednesday, @ 11:55pm)

Merger Talks: The Story of Three Development Corporations in Boston

- (Due via upload to NYU Brightspace by June 22, Wednesday, @ 11:55pm)

Building an Organization and Board-Group Assignment

- (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

- “Creating a Monster at the Office.” Wrestling with Board Dilemmas: Case Studies for Nonprofit Leaders. Board Source. 2011.
- “Can Oil and Water Mix?” Wrestling with Board Dilemmas: Case Studios for Non-Profit Leaders Board Sources. 2011.

Readings

1. “Right from the Start: Responsibilities of Directors of Not-For-Profit Board of Directors.” State of New York Attorney General Charities Bureau. May, 2015.
2. “Principles for Good Governance and Ethical Practice: A Guide for Charities and Foundations.” Independent Sector, 2015. (pages 9-43).
3. “Wise Giving Accreditation Standards.” Better Business Bureau Wise Giving Alliance. (Standards 1-15).
4. Emerson, Karl. “The Private Inurement Prohibition, Excess Competition, Intermediate Sanctions and IRS’s Rebuttable Presumption.” Guidestar. 2009.
5. “Internal controls and Financial Accountability for Not-for-Profit Boards.” State of New York Attorney General Charities Bureau. April, 2015.

6. "Conflict of Interest Policies Under the Nonprofit Revitalization Act of 2013." State of New York Attorney General Charities Bureau. April, 2015.
7. (Optional) McRay, Greg. "Understanding the IRS Form 990." Foundation Group. February, 2017. (Also, see video).
8. (Optional) Davis, Pamela "Directors and Offices Liability Insurance (Why It's Worth the Cost." Non-Profit Quarterly, 2015

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

- "Tough Decisions." Wrestling with Board Dilemmas: Case Studies for Nonprofit Leaders. Board Source. 2011. (pages 94-95).

Readings

1. Chait, Richard; Ryan, William and Taylor, Barbara. Governance as Leadership: Reframing the Work of Nonprofit Boards. Board Source. 2005. (pages 1-8).
2. Mittenthal, Richard. "Ten Keys to Success Strategic Planning fir Nonprofit and Foundation Leaders." tcc group. 2002.
3. Dylan, Roberts; Morris, George; MacIntosh, John; and Millenon, Daniel. "Risk Management for Nonprofits." Oliver Wyman/Sea Change Capital Partners. March, 2016.
4. "New York Nonprofits in the Aftermath of FECS: A Call to Action." Human Services Council Nonprofit Closure Commission. February, 2016. (pages 1-5; 23-32 and 41)

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

- "The Wisdom of Experience." Wrestling with Board Dilemmas: Case Studies for Nonprofit Leaders. Board Source. 2011. (pages 88-89)

Readings

1. Wolfred, Tim. "Building Leaderful Organizations: Succession Planning for Nonprofits." The Annie Casey Foundation. (2008).
2. Beavor, Karen. "Right From the Start." The Bridgespan Group. 2014.
3. "Leading with Intent: 2017 National Index of Nonprofit Board Practices." Board Source. 2017. (pages 10-27)
4. Masaoka, Jan. "A Fresh Look at Diversity and Boards." Blue Avocado. 2017.
5. Masaoka, Jan. Diversity & the Nonprofit Ecosystem: Part 2 in the 3-Part Diversity Series. Blue Avocado. 2017.
6. Masaoka, Jan. "Recruiting for Board Diversity: Part 3 in Diversity Series." Blue Avocado. 2016.
7. Garry, Joan. "[10 Ways Boards Screw Up Leadership Transitioning](#)." Joan Garry Consulting.
8. Pappalardo, Chuck. "Conducting an Executive Director Search." North Carolina State University Philanthropy Journal News. October 2011.

Class Session 4 – June 24th (PM)

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

Case

- Ahn, Roy. "[Merger Talks: The Story of Three Community Corporations in Boston](#)." Kennedy School of Government

Readings

1. MacIntosh, John. "Nonprofit M & A is No Oxymoron." Seachange Capital Partners. August, 2011.
2. Vergara-Lobo, Alfredo; Masoaka, Jan and Smith, Sabrina. "The M Word: A Board Member's Guide to Mergers. 2005. (pages 3-19)
3. "Exploring Greater Impact through Strategic Partnership: A Discussion Guide for Boards." The Power of Possibility.
4. Neuhoff, Alex; Milway, Katie, and Grehen, Josh. "Making Sense of Nonprofit Collaborations." The Bridgespan Group. July 2014