Nonprofit Governance

NPLD 580

January 16 - February 15, 2019

Course Description

Effective governance relies upon consistent and ethical board leadership, yet nonprofit organizations that exemplify truly model governance are few and far between. This half credit course introduces students to broad frameworks of governance but will focus most deeply on the human dimensions of board leadership. In particular, we will examine real examples and cases of moral and ethical dilemmas faced by nonprofit boards and executive leaders, and the nuanced practices required to achieve effective board governance. This will involve a careful look at several real cases, as well as guest lectures from 3-4 different nonprofit board and CEO leaders. The invited leaders will use their own experiences to guide students through some of the most challenging ethical and managerial situations that can be encountered, with the goal of providing a practical grounding for students who expect to contribute to nonprofit leadership in their careers – either as executive staff or as board members.

The course will include the review of cases, readings and other assignments, discussion forums, live debate, and a final paper.

Course Objectives

The course has four main objectives:

- To provide a framework for students to better understand effective nonprofit board governance;
- To provide students with practical examples of governance challenges that confront a diversity of nonprofit organizations at different phases in their lifecycles;
- To prepare students to serve as either board or executive staff leaders of nonprofit organizations, with a full understanding of appropriate board/staff roles and relationships, and the human dimensions of governance; and
- To impress upon students the importance of good governance to the health of the broader nonprofit sector.

Synchronous Sessions

Live session times: Mondays, 1/28, 2/4, 2/11, 5:00-6:00 PM EST on Zoom.

Readings

All readings will either be posted on Canvas or will have links provided within the syllabus.

Determination of Grade and Grade Scale

One-Page Case/Reading Analyses (2 total) = 25%

Class Participation (including discussion forums, quizzes, and final debate) = 50%

Final Assignment = 25%

97 - 100% = A+	80 - 83% = B-
94 - 96% = A	77 - 79% = C+
90 - 93% = A-	74 - 76% = C
87 – 89% = B+	70 – 73% = C-
84 – 86% = B	60 – 69% = D
	Below 60% = F

Assignments

All assignments during the semester must be submitted electronically on Canvas by 5:00 pm on the date when it's due. Grades will be reduced by 10 points for each day the assignment is late. It is important to remember that the one-page case analyses will serve as the basis for your preparation for the case discussion in the live class sessions.

The one-page case/reading analyses (12 point font, single-spaced) should include:

1. Your attention to the specific questions that are assigned for that week's case discussion;

2. Where appropriate, reference to relevant knowledge gleaned from assigned readings , that helps you to address the case questions; and

3. One additional question that you generate to share with the class based on your reading of the case.

The analyses will be graded on a 100-point scale with the following criteria in mind:

- Your critical analysis of the case/readings and assigned questions;
- Your ability to draw upon readings (wherever appropriate) to support your analysis; and
- The quality of your argument and writing.

The discussion prompts should include:

1. Your attention to the specific questions that are assigned for that week's prompt;

2. Where appropriate, reference to relevant knowledge gleaned from assigned readings and/or real-world examples that help you to address the case questions; and

3. Your peer responses – you must respond to at least two other students' discussion prompt responses each week.

The final assignment should not exceed 6 pages double-spaced. The final assignment will be graded on a 100-point scale with the following criteria in mind:

Fulfillment of Assignment	Attention to the specific parameters of the
Incorporation of Readings	Demonstrated mastery through incorporat readings and cases in building your argum
Critical Analysis Skills	An ability to discern patterns, questions a conclusions and make informed recomme upon critical inquiry skills.
Quality of Writing	Presentation does matter. Demonstrate y and intellect by submitting well structured, polished written products.

Attendance and Class Rules

Class attendance and participation is important, and therefore mandatory at each live session. Your full participation includes arriving on time, being prepared with all assignments and readings completed, and engaging thoughtfully and respectfully with your classmates and instructors. Because this is a case-based class, your ability to contribute to and build upon discussions with your colleagues will be essential, which means that it will be important to ensure that quality contributions do not get lost to an excessive quantity of input.

Syllabus

Syllabus1.15.19[1].pdf

Policy on Scholarly Dishonesty

Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the

University. Since such dishonesty harms the individual, all students, and the integrity of the University, Policies on scholastic dishonesty will be strictly enforced. For further information, please visit Penn's Code of Academic Integrity website at http://www.upenn.edu/academicintegrity/

Course Resources

- **Technical Help and Questions**: Submit requests for technical help to **sp2help@sp2.upenn.edu**. You can also search the **online Canvas documentation for students (Links to an external site.)Links to an external site.**.
- **Course Policies and Expectations**: Please make sure you are familiar with the policies for this course.
- **Nonprofit Leadership Community Forum** (Links to an external site.)Links to an external site.
- **Accessing Penn Libraries Resources**: Learn how to:
    - **Access resources from off-campus**
    - **Search Franklin Articles+:** Penn Libraries' large collection of ebooks, scholarly journals, newspaper articles, conference proceedings, and more.
    - **Scan and Deliver**: Enables you to obtain scans of selected book chapters and journal articles in the general, non-Reserve collections of the University of Pennsylvania Libraries for your research.
    - **Get books by mail**: A service offered to Penn graduate students and faculty members to facilitate their research while living 75 miles or more away from campus. Eligible participants will be able to request delivery of on-shelf Penn Libraries circulating books via insured carrier to their homes.
- **Weingarten Learning Resources Center**: Provides professional instruction in university relevant skills such as academic reading, writing, study strategies, and time management. Weingarten also provides services and programs for students who self-identify with disabilities to ensure equal academic opportunities and participation in University-sponsored programs.