

Syllabus for NPM-6100

NONPROFIT GOVERNANCE AND BOARD LEADERSHIP

COURSE DESCRIPTION

This course explores governance within contemporary nonprofit organizations. The course focuses on leadership dynamics from theoretical and practical perspectives. Students will explore salient internal and external environmental factors that influence behavior through the examination and analysis of best practices. The primary goal of this course is to provide a realistic understanding of the elements that both support and impede effective governance for nonprofits. The significance of strong leadership and governance practices is reinforced in the course's discussion of emerging trends within nonprofit entities.

COURSE OBJECTIVES

After completing this course, you should be able to:

- CO 1** Evaluate elements of leadership and governance within a contemporary nonprofit entity.
- CO 2** Analyze the theories, roles, responsibilities, and legal duties of nonprofit boards and executive staff.
- CO 3** Evaluate the importance of ethical behavior as part of good governance.
- CO 4** Analyze and discuss organizational life cycles and their impact on governance styles.
- CO 5** Assess emerging organizational and governance trends in the nonprofit environment.
- CO 6** Apply course concepts to one or more real-world situations.

COURSE MATERIALS

You will need the following materials to complete your coursework. Some course materials may be free, open source, or available from other providers. You can access free or open-source materials by clicking the links provided below or in the module details documents. To purchase course materials, please visit the [University's textbook supplier](#).

Required Textbooks

- BoardSource. (2012). *The nonprofit board answer book: A practical guide for board members and chief executives*. (3rd ed.). Jossey-Bass.
Print ISBN-13: 978-1118096116
eBook ISBN-13: 978-1118127049
- Carver, J. (2002). *On board leadership*. Jossey-Bass/ Wiley.
ISBN-10: 0787958441
- Wood, J. (2006). *Leaving Microsoft to change the world: An entrepreneur's odyssey to educate the world's children*. Collins Business (HarperCollins).
ISBN-13: 978-0061121081

COURSE STRUCTURE

Nonprofit Management is a three-credit graduate course consisting of **four** modules. Modules include learning objectives, topics, study materials and activities. Module titles are listed below.

- **Module 1: Nonprofit Leadership**
- **Module 2: The Dynamics of Good Governance**
- **Module 3: Organizational Life Cycles and Governing**
- **Module 4: Emerging Trends and Practices**

ASSESSMENT METHODS

For your formal work in the course, you are required to participate in online discussion forums, complete written assignments, and complete a final project. See below for more details.

Consult the Course Calendar for due dates.

Promoting Originality

One or more of your course activities may utilize a tool designed to promote original work and evaluate your submissions for plagiarism. More information about this tool is available in [this document](#).

Discussion Forums

Within each module you will participate in one or more online class discussion forums. All discussion forums take place asynchronously on the class Discussion Board.

Online discussions provide an opportunity for you to interact with your classmates. During this aspect of the course, you respond to prompts that assist you in developing your ideas, you share those ideas with your classmates, and you comment on their posts. Discussion board interactions promote development of a community of learners, critical thinking, and exploratory learning.

Please participate in online discussions as you would in constructive face-to-face discussions. You are expected to post well-reasoned and thoughtful reflections for each item, making reference, as appropriate, to your readings. You are also expected to reply to your classmates' posts in a respectful, professional, and courteous manner. You may, of course, post questions asking for clarification or further elucidation on a topic.

Located within the Evaluation Rubrics section of the course website is the rubric used in the grading of discussion forums.

Written Assignments

Each module contains several types of assignments:

- Reflection Questions (one per module): These assignments ask you to reflect on key course elements in written assignments of 1 to 2 pages.
- Written Assignments (one or more per module): These assignments ask you to discuss or analyze key course concepts in written assignments of 1½ to 3 pages.
- Module Papers (one per module): In each module you will read an article about the nonprofit field and analyze it in a paper of 2 to 5 pages. Some of these papers will involve case studies.

Located within the Evaluation Rubrics section of the course website are the rubrics used in the grading of these assignments.

Final Project

Your final assessment will be a paper that allows you to synthesize and apply what you have learned in this course. You will read John Wood's book *Leaving Microsoft to Change the World* and then write a 10- to 15-page (2500- to 3750-word) paper that applies course concepts to this book. Your paper should follow the guidelines provided in the assignment. Be sure to follow accepted research approaches and citation format (APA). A full description of the project and its requirements is found in the Final Project area of the course website.

Located within the Evaluation Rubrics section of the course website is the rubric used in the grading of the final project.

A Note About Research

The use of Wikipedia or other online encyclopedias for graduate-level papers is inappropriate. Aside from the uneven quality of the information that may be found in these sources, the real issue is that the information presented in these sources is "already digested." Use of such sources is an unacceptable shortcut for the graduate student. Students gathering information from these sites are essentially obtaining analyses done by someone else, not doing the work themselves. Rather than exploring the literature on a subject, such students are merely using the words of others who have already taken this vital step in academic research. It is imperative that graduate students be able to search the more academically-oriented literature, sift through useful (and not so useful) information, analyze, synthesize, and report the results of their activities. All of these steps are bypassed if information is cited from an online site such as Wikipedia. To sum up: Using information summarized or annotated by someone else is an unacceptable shortcut for a graduate student.

GRADING AND EVALUATION

Your grade in the course will be determined as follows:

- **Discussion forums**—15%
- **Reflection questions**—15%
- **Written assignments**—15%
- **Module papers**—25%
- **Final paper**—30%

All activities will receive a numerical grade of 0–100. You will receive a score of 0 for any work not submitted. Your final grade in the course will be a letter grade. Letter grade equivalents for numerical grades are as follows:

A	=	93–100	B	=	83–87
A–	=	90–92	C	=	73–82
B+	=	88–89	F	=	Below 73

To receive credit for the course, you must earn a letter grade of C or higher on the weighted average of all assigned course work (e.g., assignments, discussion postings, projects). Graduate students must maintain a B average overall to remain in good academic standing.

STRATEGIES FOR SUCCESS

First Steps to Success

To succeed in this course, take the following first steps:

- Read carefully the entire Syllabus, making sure that all aspects of the course are clear to you and that you have all the materials required for the course.
- Take the time to read the entire Online Student Handbook. The Handbook answers many questions about how to proceed through the course, how to schedule exams and arrange for proctors, and how to get the most from your educational experience at Thomas Edison State University.
- Familiarize yourself with the learning management systems environment—how to navigate it and what the various course areas contain. If you know what to expect as you navigate the course, you can better pace yourself and complete the work on time.
- If you are not familiar with web-based learning, be sure to review the processes for posting responses online and submitting assignments before class begins.

Study Tips

Consider the following study tips for success:

- To stay on track throughout the course, begin each week by consulting the Course Calendar. The Course Calendar provides an overview of the course and indicates due dates for submitting assignments and posting discussions.
- Check the Announcements page and class Discussion Board regularly for new course information.

COMMITMENT TO DIVERSITY, EQUITY, AND INCLUSION

Thomas Edison State University recognizes, values, and relies upon the diversity of our community. We strive to provide equitable, inclusive learning experiences that embrace our students' backgrounds, identities, experiences, abilities, and expertise.

ACCESSIBILITY AND ACCOMMODATIONS

Thomas Edison State University recognizes disability as a facet of diversity and seeks to advance access to its educational offerings. Students with disabilities may seek accommodations by contacting the Office of Student Accessibility Services via email at ada@tesu.edu or phone at (609) 984-1141, ext. 3415. Individuals who are deaf or hard of hearing may call the TTY line at (609) 341-3109.

ACADEMIC POLICIES

To ensure success in all your academic endeavors and coursework at Thomas Edison State University, familiarize yourself with all administrative and academic policies including those related to academic integrity, course late submissions, course extensions, and grading policies.

For more, see:

- [University-wide policies](#)
- [Graduate academic policies](#)
- [Graduate course policies](#)
- [Nursing student policies](#)
- [Academic code of conduct](#)