NPAD: 406 Nonprofit Board Management
Fall 2019

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COURSE DESCRIPTION:
This ten-week course explores the components inherent in creating and maintaining a governing body that promotes a healthy and successful nonprofit organization. Critical governance, leadership, and management elements are studied, including: board roles and responsibilities; board recruitment and development; strategic/operational planning; governance systems; organizational culture; financial management; fundraising; and building an effective leadership team.

LEARNING AND COURSE OBJECTIVES:
The course objectives for NPAD 406 are as follows, students will be able to:
1. Define and explain the basic theory and application of the primary duties, roles and responsibilities of a nonprofit board of directors.
2. Identify the activities that support the implementation of nonprofit board responsibilities.
3. Identify, analyze, and transfer nonprofit board best practices principles to real-world issues.
4. Demonstrate critical-thinking and problem solving ability in the nonprofit environment.

METHOD OF INSTRUCTION:
NPAD 406 objectives are accomplished through a variety of methods. These include individual on-line research, posted readings, and participation in on-line class assignments and discussions designed to stimulate critical thinking and application of the course content.

COURSE REQUIREMENTS:
You are required to read the assigned readings, complete assignments and discussion questions, and respond weekly to your classmates' postings by the due dates posted on Moodle. In general, original discussion and assignment postings are due on Wednesday at midnight with replies by Friday at midnight and follow-up thread discussion by Monday at 5 p.m.

GRADING CRITERIA:
Course assignments are integrated to achieve the best possible learning outcome for you, and are designed to build on one another. The expectation for this course is that all students will complete all assignments in a sequential manner. Attention paid by the instructor to written assignments will be directly proportional to the amount of effort you put forth in writing the assignment. Late assignments will be critiqued at the discretion of the instructor.

Evaluation Criteria	Percentage
Web Research Readings & Discussion………………….	35%
Weekly Assignments & Feedback……………….	40%
Final Project(s)……..………………………………..	25%
Total	**100%**

READING AND ASSIGNMENTS:

Reading Assignments
This course does not rely on a text; instead each week assigned readings will be posted to the Weekly Reading Folder. You are expected to read and understand these materials before beginning the weekly assignments and to apply the content to your assignments and discussions.

Weekly Reading, Discussion and Assignment Due Dates
In general, original discussion and assignment postings are due on Wednesday by 11:59 p.m. with replies by Friday at 11:59 p.m. Follow-up thread discussion and close-out is due by Monday at 5:00 p.m. All time is Mountain Standard Time.

See weekly due date and time specifics; due date patterns may change to accommodate the first and last week of class or other holidays.

Web Research Readings
Each week you will expand on the courses' basic readings through independent web research, sharing of information, and discussion. Web Research Readings will follow the same basic pattern. You will find an article from the web that relates to the current week's main topic and write a brief summary of the article's main points. Summaries will be posted to the discussion board for sharing and comments. You are expected to read your classmates' posting and enter into a discussion with at least one classmate for minimum credit; active conversation is needed for full credit.

See Weekly Web Research Readings for assignment details and the general Web Research Readings Rubric for grading details.

Weekly Assignments
Weekly assignments are designed to give you the opportunity to have active experience with key concepts discussed each week, design templates for future use, and build your skills in giving constructive feedback to peers.

See Weekly Assignment Instructions for assignment details and the general Weekly Assignment Rubric for grading for details.

Final Projects
The Final Project is designed to be a cumulative learning experience that entails designing a Board Governance Calendar. All students are required to complete the Governance Calendar Final Project.

Graduate Students will have an **additional** final project to complete. This assignment will be to create **Committee Calendars** for the Executive Committee, Finance Committee, and Governance/Board Nomination Committee. I suggest that you look forward to Week #5's discussion on committees and their charters, then look to Week #10's Graduate Assignments so that you can be sketching out tasks as we go along.

See Week #10 Final Assignments for details and Grading Rubrics.

WEEKLY LEARNING OBJECTIVES
Week 1- The Changing Nature of the Nonprofit Sector and What it Means to be an Effective Nonprofit Board Member.
This week's objectives are to study and understand:
1. The importance of the nonprofit sector on society.
2. How a governance board model differs from a traditional model.
3. The three basic duties of a nonprofit board.
4. The five roles of a nonprofit board.
5. Basic responsibilities of a board of directors.
6. Individual board members responsibilities.
7. Board officer roles.

Week 2-Managing and Building an Engaged Nonprofit Board.
This week's objectives are to study and understand:
1. The board's role in managing itself.
2. How to build an active and engaged board through recruiting.
3. The importance of board education.
4. A process for board accountability.
5. The power of saying "thank you."

Week 3- The Essence to Success: Consciously Creating an Organizational Culture.
This week's objectives are to study and understand:
1. How to identify organizational values.
2. Ethical and legal considerations for a nonprofit organization.
3. Liability & Risk Management.

Week 4- Creating a Proactive and Accountable Organization.
This week's objectives are to study and understand:
1. The basics of performance management.
2. Strategic planning terms.
3. The process of strategic planning.
4. Developing and using an operational plan for organizational accountability.

Week 5- Infrastructure Development and Governance.
This week's objectives are to study and understand:
1. Basic governing documents, articles of incorporation and by-laws.
2. The purpose of policies and how to construct them.

3. How to effectively organize human resources with committees, task forces, and councils.
4. Best practices for managing meetings and creating board minutes.

Week 6 – Building Confidence through Financial Management
This week's objectives are to study and understand:
1. The legal responsibilities of a nonprofit board for financial oversight.
2. Creating a budget and using it as a control tool.
3. Basic financial statements.
4. Fund and functional accounting.

Week 7- Organizational Reputation, the Foundation for Fundraising!
This week's objectives are to study and understand:
1. How the board can assist in promoting the organization.
2. Basic marketing terms.
3. The basics of developing a nonprofit communication/promotional plan.
4. How to write and use a case for support.
5. The steps to developing a personal promotional story.
6. The importance of an organizational spokesperson.

Week 8- Fundraising for Sustainability.
This week's objectives are to study and understand:
1. How to build a culture that supports fundraising.
2. The importance of board giving.
3. The elements of a diversified fundraising plan.
4. The importance of allocating sufficient resources and people to the task.
5. Systems for accountability.

Week 9- Creating an Executive Leadership Team.
This week's objectives are to study and understand:
1. How to build an effective executive leadership team.
2. Elements for consideration when hiring and managing an executive director.
3. Components to creating an executive director evaluation and compensation system.
4. Policies for effective communications, including the importance of a confidentiality agreement and a grievance process.

Week 10- Bringing it all together.
This week's objectives are to synthesize and assimilate the main points of this course, including:
1. Developing a Board Governance Calendar.
2. Summarizing main learning points from this course.