Course Title: Leadership and Governance in Nonprofits  
Course Code: BUS 231  
Instructor: Alexa Cortes Culwell and Jenny Shilling Stein

Course Summary:  
We live in a time of unprecedented innovation, opportunity, and challenge in the nonprofit sector that has real implications for how we lead, manage, and support causes and organizations we care about. This course will explore the latest research, best practices, and promising trends in the sector that will help decision-makers and leaders—including board members, nonprofit executives, and philanthropists—position organizations for high performance and greater impact.  

*Please see course page for full description and additional details.

Grade Options and Requirements:  
• No Grade Requested (NGR): This is the default option, no written work is required  
• Credit/No Credit (CR/NC): Students must attend 5 of the 6 classes and read the background material.  
• Letter Grade (A, B, C, D, No Pass): Students must attend 5 of the 6 classes, read the background material, and submit a written 2-3 page paper, topic TBD.

*Please Note: If you require proof that you completed a Continuing Studies course for any reason (for example, employer reimbursement), you must choose either the Letter Grade or Credit/No Credit option. Courses taken for NGR will not appear on official transcripts or grade reports.

Tentative Weekly Outline:

Class 1 (April 21): Overview of High Impact Organizations, Leadership and Culture. We will introduce key frameworks of the class including Theory of Change, Funding Models and Governance, using the case study of FoodCorps. Guest speaker: Curt Ellis, Co-Founder and CEO of FoodCorps, award-winning documentary maker. Readings:  
- The Nonprofit Sector in Brief. The Urban Institute, 2014.  

Class 2 (April 28) and Class 3 (May 5): Building Blocks of Nonprofit Strategy: Introduction to theory of change, performance metrics and funding models. The fundamentals of program design seem basic. But, few organizations are clear about their theory of change and fewer can articulate it. We will cover program design, how you measure impact, and finally, what the right revenue model is to support your program and the challenges of fundraising. A case study and interactive exercises will highlight the key concepts. Guest Speaker: TBD  
Readings:  
- Do You Have "Right Revenue"? CompassPoints of View, 2014
Class 4 (May 12): Governance and Board Leadership. We know the board, hand-in-hand with the CEO, steers the nonprofit ship. But, what makes governance effective, and how do the best board of directors behave? We learn through theory and example the best practices in board governance and how to be a more effective board leader yourself. Reading:  

Class 5 (May 19): Board Leadership, the How-To. Through group work, examples, and guest speakers, we will take the theory of board leadership and bring it to life. Guest speakers: Peter Fortenbaugh, Executive Director Boys and Girls Club of the Peninsula and Rob Burgess, Chair of Board of Boys and Girls Club of the Peninsula.

Class 6 (May 26): Going from Theory to Implementation. The most dynamic session of the course, our final class will be designed by the students to get at the most interesting and actionable content of the course. Our guest speaker, an expert on organizational strategy, will be there to answer all of your questions. Students will leave the course with tangible ways to work more effectively on the causes they care most about. Guest speaker: Heather McLeod Grant, bestselling author, *Forces for Good*, and strategic consultant. Reading:  