COURSE DESCRIPTION

The course is geared toward leaders and future leaders in both the for-profit and the nonprofit sector. The course may be considered in three parts: an understanding of the nonprofit sector, leadership in the nonprofit sector and similarities of the nonprofit sector with the business sector; an examination of personal leadership including an introspective view on career planning, personal values, ethics and behavioral leadership traits; and, an analysis of leaders and their effect on organizations and civil society.

COURSE MATERIALS

Suggested Reading


CLASS ORGANIZATION & ADMINISTRATION

Presidents and leaders from the business and nonprofit sectors will provide insights during class visits and members of the Institute for Ethical Leadership will also provide the class with the benefit of their particular expertise. The students will form teams and create case studies that reference lessons learned from class.

The syllabus may be revised as topics and presenters require. These changes will be communicated via Blackboard, with as much notice as possible.

Course Requirements and Grading: (percentages represent percent of final grade)

Class Attendance, preparation and participation (20%)

This class emphasizes class participation and preparedness. It is important that assigned readings be completed on a weekly basis and that you are prepared to have informed, in-class discussions based on your understanding of the readings. Attendance will be taken at the beginning of every class. Two excusable absences are allowed for the semester, and assuming no extenuating circumstances, you will be marked down one half-letter grade for each absence thereafter.

Written Assignments (35%)
Leaders express themselves through oral and written communications. There will be three written assignments. They will be graded on content, structure, grammar and spelling. Use spell check and a Flesch program and other eyes should proof your work as well.

1. The first written assignment, due prior to the second class, will be a one to two page autobiographical paper, describing your background (personal, work and school), your interest in the nonprofit sector, your personal experience with different leadership and management styles and what you would like to gain from the course. (5%)

2. The second written assignment, due on Class 4, will be a two to four page paper, describing the leadership style of a leader you admire incorporating some of the lessons learned from the first three classes and readings. (10%)

3. Case study: River Blindness. The assignment is to update the case; describing Merck after the case through to the present time including the life of the chief protagonist in the story; the second part of the assignment is to write an analysis of the issues revealed in the case and present a solution. (20%) Read the case study Merck % Co., Inc. (A) 9-991-021 and Biography of P. Roy Vagelos 9-404-132

All papers should be submitted through Blackboard. You will receive a mark-down of one half letter grade on the paper for late submissions

Exam (20%)

On October 30, 2012, students will take an exam on components of business and society, LIFO, ethical leadership and, in particular, nonprofit organizational operations, including governance, bylaws, and financial management. A one-page case study will be distributed in class and you will write analysis of the case.

Group Final Project (25%) [15% plus 10%]

Based on your education, work experience and personal background, you will be assigned to your case study group. Working cooperatively and identifying individual strengths and group strengths will ensure greater success with your projects.

The final project is to produce a case study on how the leader of a nonprofit affects an organization and how the leaders’ actions impact the greater good. Secondary sources such as newspapers, journals, internet reference material, the organization’s website, form 990’s, as well as various available data will be used to construct the case. You may also contact the organization. You will be required to write a 5 to 8 page case study on a particular leader’s challenge (similar to, but longer than, the Merck case) and how his/her leadership style affected the outcome. Your analysis should incorporate and reflect all of the lessons you have learned in the course about executive leadership. In addition, the group will make a 20- minute oral class presentation, based on the written case study, using visuals, graphs and PowerPoint presentations as needed. All students must be part of the presentation and grades will be based both on individual performance as well as the overall group performance.
This is a two-part assignment. Each group will write a case, and a corresponding group will respond during the same class.

Management (22:620:668)

COURSE SCHEDULE

Class 1: September 4 - Introduction to the Civil Society

☐ Orientation & Expectations
  o Student introductions & discussion of cultures
  o Civil Society: Intersection of business, government, nonprofits, foundations and volunteerism
  ☐ Similarities and differences in leadership and management across For Profit and Nonprofit Organizations
  ☐ Business’ responsibility toward the greater good

Read: Chapter 1, Ann Buchholtz. Electronic copy of this reading available for purchase at a small charge from the website below.


Class 2: September 11 – Overview of Nonprofit Sector

☐ Growth of Nonprofit Sector
☐ Contribution to national economy, employment, and indirect contributions’
Management and Leadership
“The Professional” Leader
Conflict of Interest
Discussion: How nonprofits and for-profits differ
Board Structure: roles of board, staff, and volunteers

Read:

Alvorado, Conflict of interest policy.

“Alvin Ailey Dance Foundation Conflict of Interest Policy” [BlackBoard]

Rakesh Khurana and Nitin Nohria "It's Time to Make Management a True Profession"


Paper due prior to this class: Write a personal profile that highlights and elaborates upon your background, knowledge, interests, and/or connection to the nonprofit or government sector. Also, include what you would like to gain from the course (two pages, double spaced, 1 inch margins).

Class 3: September 18 – Nonprofit Financial Management and Structure

Reading nonprofit financial reports and P&L statements
Understanding ratios and how to lead an organization strategically
Nonprofit organizational structure- boards, leaders, staff, volunteers

Warren Tranquada, CFO of NJPAC, guest speaker.
Mr. Tranquada, Partner and co-founder of Aperio, a leading social sector consulting firm in North America and the U.K., was named Vice President and Chief Financial Officer at the New Jersey Performing Arts Center (NJPAC) in January 2009. A West Orange resident, Mr. Tranquada has worked with over 100 organizations in the United States, Canada and the United Kingdom, primarily in the areas of earned income development, strategic planning, business planning, growth planning and shared services development. Mr. Tranquada writes regularly for social sector publications on topics related to innovation and entrepreneurship and is a frequent workshop facilitator, both at conferences and at stand-alone sessions. Prior to co-founding Aperio, Warren was a Vice-President in the small business group at The Chase Manhattan Bank, where he managed and created strategic partnerships. He also has consulting experience with Bain & Company, an internationally recognized strategic consulting firm. Mr. Tranquada has an MBA from Harvard Business School (with distinction),
and a Bachelor of Commerce from McGill University (with great
distinction). Mr. Tranquada was recognized by NJ Biz magazine as one of
its “Forty Under 40.”

Read:


“Managing Restricted Funds”
http://www.nonprofitsassistancefund.org/clientuploads/MNAF/NEW_Resources/Managing_R
estricted_Funds.pdf

Confirm case and group assignments for final group case study project

Class 4: September 25 - Ethics of Leadership

☐ Ethical decision-making model
☐ Giving Voice to Values
☐ Judy Young, Executive Director, Institute for Ethical Leadership, Rutgers Business School, guest presenter.

Judy is the Executive Director of the Institute for Ethical Leadership at Rutgers Business School (RBS). She is responsible for the strategic and tactical operations for the Institute. Judy’s areas of focus is Leadership Development, Organizational Effectiveness, Change Management, Learning & Development, Consulting and Human Resources. Judy has extensive experience at Johnson & Johnson, Management Consulting firms and within the nonprofit sector for Hospital systems.

Review LIFO assessment and prepare to complete it by October 16th. Class

5: October 2 – Emotional Intelligence

☐ An exploration of emotional intelligence
☐ How to use the emotional intelligence framework to understand leadership styles
☐ What is it and what is the relationship between leadership and emotional intelligence.
☐ Students will be provided, in advance, with an emotional intelligence
☐ Margaret Della, Program Director, Institute for Ethical Leadership, guest speaker.

Margaret is a trained EI consultant. She provided EI coaching to participants in IEL programs. She also oversees the planning and implementation of all for profit and nonprofit programs at the IEL. Prior, Margaret worked at NYU in a similar position and following her undergraduate degree she worked on
Assignment for Class 5:

Class 6: October 9 – Merck and River Blindness Case Study in Leadership

- Jacqueline Brevard, Chief Ethics Officer (retired), Merck Inc. as guest presenter Jacqueline E. Brevard retired as the Vice President and Chief Ethics Officer of Merck & Co., Inc. where, for more than 15 years, she led the Merck Office of Ethics – a corporate function created to support and foster the Company's commitment to high standards of business ethics worldwide. Ms. Brevard also led Merck's Global Ethics Program and Ombudsman Program and reported regularly to the Chief Executive Officer and Executive Committee.

River Blindness Case study due.

Class 7: October 16 – Life and Career Planning

☐ Understanding your own personal leadership characteristics

☐ Alex J. Plinio, Co-Founder Institute for Ethical Leadership, guest presenter.

*Alex Plinio is the co-founder of the Institute for Ethical Leadership at Rutgers Business School (RBS). Former President/CEO of AFS-USA, the largest nonprofit international and intercultural student exchange program in the United States, Alex Plinio previously held senior executive positions at Prudential Financial in the areas of insurance, investments, financial services and public affairs. His business experience includes executive positions in marketing, operations and administration, change management and start-ups. He was head of Prudential Annuity Services, a billion dollar retirement products business. He also led the start up and served as President of the Prudential Foundation.*

Class 8: October 23 - Corporate Social Responsibility

☐ John Schreiber, CEO of NJPAC, guest presenter.

Class 9: October 30 – Students will attend the Keynote Lecture (IEL Certificate Program Keynote) and after the break take a written exam in the classroom.

Exam: A case will be presented – write a three page summary of the issues surrounding board/management leadership; financial and organizational structure, emotional intelligence and values.

Class 10: November 6 – LIFO – Life – Orientation
Judy Young, Executive Director, Institute for Ethical Leadership, Rutgers Business School, guest presenter.

Life Orientations Training is an applied behavioral science system, which fosters individual and organizational productivity. It begins by identifying the individual’s basic orientation to life, or personal style. Based on this foundation of self-knowledge, it offers powerful strategies that enable individuals and groups to be more productive in their work and more influential when dealing with key people.

Class 11: November 13 - Part 1 Relevance & Sustainability

Emlyn Koster, President Emeritus, Liberty Science Center, guest speaker.

Dr. Koster received a Ph.D. in geology at the University of Ottawa and served as a faculty member in Montreal and Saskatchewan following that experience. After coal exploration and dinosaur fieldwork in a UNESCO World Heritage Site in Alberta and China’s Gobi Desert, his career focus shifted to the public’s view of science. From 1986-91, he directed a new natural history museum near Calgary, which Queen Elizabeth II bestowed royal appellation upon in 1989. From 1991-96 he served as CEO at the Ontario Science Centre in Toronto. He is on a number of international boards, and nationally, represents the science center field on the Committee for Public Understanding of Science and Technology of the American Association for the Advancement of Science.

Part 2 – Review of progress on case studies

November 20 – No Class Due to Thanksgiving Holiday

Class 12: November 27 - Panel Discussion with Nonprofit, Corporate and Government Leaders

Guest Panelists

- Hector Batista – Big Brothers Big Sisters NYC, CEO
- Irene Cooper-Bosch – Victoria Foundation, Executive Director
- David Liss – Columbia Presbyterian Hospital, Government Affairs Director
- Monica Slater Stokes – United Airlines, Corporate and Government Affairs Managing Director (invited)

Class 13: December 4 – Case Study

Three groups will update and present case for discussion.

Class 14: December 11 – Case Study Continued
Three groups will update and present case for discussion. Presenters from December 4th class are required to attend this session as it is their responsibility to provide colleagues with feedback and assessment of today’s presentations.

You must review and agree to the University’s Integrity Policy, including the following:
“I pledge, on my honor, that I have neither received nor given any unauthorized assistance in this course, Personal and Leadership Development: Empowering Leaders to Create a Civil Society.” (http://academicintegrity.rutgers.edu/integrity.shtml)

**Other requests:** Cell phones off in class and if you want to use a laptop to take notes, please see me beforehand.