FORDHAM CENTER FOR NONPROFIT LEADERS (NPLD)

NPLD 5300. Leadership I. (5 Credits)
This course provides an introduction to different types of organizations (For-Profit, Non-Profit, etc.) and an examination of the structure, context and culture of organizational life. Students also examine different leadership theories and types, and will reflect on the characteristics of relationships in different organizations and how they develop and change. Particular attention is paid to helping leaders and/or aspiring leaders develop a conscious use of self as an essential skill of leadership and in advancing strategic organizational relationships. Ethics and professional behavior is integrated throughout the course as a critical element of competent leadership. The concepts of power and social exchange are introduced and considerable time is devoted to helping students analyze the dynamics of power and reciprocity within organizations. Finally, the course provides a comprehensive exploration of the practical skills related to supervision and the responsibilities and characteristics of the supervisory role. Included are the challenges related to issues of authority, confidentiality and trust, establishing role legitimacy, and decision-making, staff/collaborative relationships, professional development and promotion, and discipline and termination of supervisees. This course provides the necessary prerequisite content for the courses Leadership II and Leadership Lab II.

NPLD 5310. Leadership Lab I. (2 Credits)
The Leadership Lab I is structured to work in tandem with the Leadership I – NPLD 5300 – course. The purpose of this Leadership/skills development lab is to provide students with a guided experience in reflecting on themselves and how they use themselves in a transactional manner in building and extending organizational relationships. The format of the Leadership Lab I will involve sequential in-class assignments – including role plays - which will be prepared, and presented in the lab setting and will help students to better translate theory into real world application. Following each short presentation/role play, the lab participants will critique the presentation/role play and offer suggestions for the students’ consideration. Leadership Lab mentors will guide these discussions ensuring maintenance of constructive group processes. Following this process, the students will be required to write up a subset of their assignments to be presented to the class and mentor as a final assignment for grading.

NPLD 5320. Ethics, Compliance, and Fiscal Management. (3 Credits)
This course focuses on the planning, reporting, and financial decision making in nonprofit organizations. First we address the business planning process, with special attention being paid to unique issues facing nonprofits, and budgeting for social change projects; next we focus on developing operating budgets, managing working capital, and analyzing organizational fiscal health. Additionally, this course explores ethical and compliance consideration for nonprofit leaders focusing on the ethical dilemmas inherent in managing a nonprofit organization. Together we explore how personal values and the authority of one’s position impact ethical decision making; gaining insight into current ethics issues and the systemic challenges of managing ethically in any organization.

NPLD 5400. Leadership II. (5 Credits)
This course introduces the skills of strategic thinking and decision-making. Compared are traditional approaches to organizational strategic planning and contemporary ‘evergreen’ models. The key elements of the organizational strategic process are examined such as environmental scanning, internal and external evaluations, and the importance of conducting accurate needs/resource assessments. Stressed is the interrelatedness of critical factors in accurately assessing both opportunities and threats for an organization. The importance of risk management and social impact are examined and students are introduced to the concepts of social innovation and entrepreneurship as well as the role and application of technology in today’s nonprofit organizations. Each of these concepts and components are considered with respect to organizational commitments to social justice. Finally the course devotes specific attention to the role of leaders in contributing to both the overall strategic direction of an organization, specific program development and implementation, and the relationship between the two. Students will engage in a detailed examination of the elements and skills of program planning and program evaluation. In preparation for the Leadership III course, this course concludes with an introduction into organizational problem assessment and the processes of organizational change.

NPLD 5410. Leadership Lab II. (2 Credits)
The Leadership Lab II is structured to work in collaboration with the Leadership II – NPLD 5400 course. The purpose of this Leadership/skills development lab is to provide students with a guided experience in reflecting on themselves as leaders and how they use their authority and role as a leaders in contributing to organizational strategic processes. The format of the Leadership Lab will involve sequential in-class assignments, which will be prepared, and presented in the lab setting. Following each presentation, the lab participants will critique the presentation and offer suggestions for the students’ consideration. Leadership Lab mentors will guide these discussions ensuring maintenance of constructive group processes. Following this process, the students will be required to write up a subset of their assignments to be presented to the class and mentor as a final assignment for grading.

NPLD 5420. Fundraising and Resource Development. (3 Credits)
This course provides students with an introduction to development, an overview of fundraising processes and systems, and the framework through which anger can determine the efficiency and effectiveness of various tactics for increasing revenues in a nonprofit organization. The course will focus on infusing social justice and advocacy themes, issues and concepts into fundraising programs. Students will understand the role of the staff and board in the development program.
**NPLD 5500. Leadership III. (5 Credits)**
This course is designed to help students/leaders learn how to function as agents of change within their own organizations. Examined are the tools of organizational change and the complexities of navigating relationships, issues of power and authority, and organizational stress inherent in all processes of change. This advanced course requires students to integrate and apply the theory, skills and insights they have gained in the prerequisite courses Leadership I and II (5300 and 5400). A culminating course project is the primary vehicle for teaching students how to conceptualize the process and skills associated with instituting organizational change. Within their current organizations, students are required to initiate actual change that transcends the scope of their formal authority. When individuals are challenged to operate outside their formal organizational role they are also required to attend to a different order of insight and level of sophistication that goes beyond their familiar and sanctioned role/authority. Building on their prior analyses, students are guided in the real-time application of change skills as they plan, introduce, implement, evaluate and institutionalize organizational change (person, procedure, structure).

**NPLD 5510. Leadership Lab III. (2 Credits)**
The Leadership Lab III is structured to work in tandem with the Leadership III – NPLD 5500 course. The purpose of this Leadership/skills development lab is to provide students with a guided experience in reflecting on themselves as leaders and agents of change in their organizations. The Leadership Lab III also provides a space for reflection on the student’s culminating program project (final assignment in Leadership III course). The format of the Leadership Lab will involve sequential in-class assignments, which will be prepared, and presented in the lab setting. Following each presentation, the lab participants will critique the presentation and offer suggestions for the students’ consideration. Leadership Lab mentors will guide these discussions ensuring maintenance of constructive group processes. Following this process, the students will be required to write up a subset of their assignments to be presented to the class and mentor as a final assignment for grading.

**NPLD 5520. Executive Board Relations: Engagement, Development, and Renewal. (3 Credits)**
The course will cover key legal requirements – based on state and federal law - that are peculiar to nonprofit organizations. The course will also discuss “good governance” best practices and due diligence in the selection of directors, along with the relationship between failures of governance and legal or ethical breaches, and reflect on ways to promote ethical conduct. The Fiscal Management section of the course will provide students with the necessary expertise to understand the unique financial issues facing nonprofit organizations, to analyze organizational fiscal health and make sound financial decisions to advance the mission of the nonprofit organization.

**NPLD 8999. Independent Study. (1 to 3 Credits)**