Description of Study:
According to David O. Renz (2007), “there has been an increase in the attention paid to the legal responsibilities of nonprofit boards and their members. Both federal and state or provincial authorities have placed increased emphasis on the need for nonprofit boards to be accountable for the quality of their governance and oversight of their organizations.” Indeed, as pointed out by Fletcher (1999, 435), “The last ten years or so have seen a plethora of books and articles about nonprofit boards. Many of them seem to be in response to the perception that nonprofit boards are not working and need somehow to be fixed.” While this argument is not misplaced, much of the arguments presented by the “governance failure” perspective seems to apply the traditional model of administration arguments; that is, an efficient governance system should follow a set of rules and procedures adherent to professional conduct and ethics as well as being based on fulfilling the core functions of an organization.

In this independent study, you should critically review the literature on the roles and duties of Board of Directors and Chairs in the nonprofit sector. More specifically, explain to what extent boards of directors and their chairs are fulfilling their duties and responsibilities? Support your arguments with the appropriate literature.

You tasks are as follows:

1. Explain the conventional perspective that a board of a nonprofit organization directors and their chairs has the legal duties, responsibility, and accountability for the conduct and performance of the organization. Critically evaluate (strengths and weaknesses) these views.
2. Develop a theoretical framework explaining factors that contribute to a “good governance” practice in the nonprofit sector.
3. Critically explain why “good governance” may not work in practice. For example, you can use the institutional perspective to evaluate the weaknesses of the good governance approach by exploring the issues related to lack of information, information asymmetry, free-rider problems, moral hazards etc.

Please submit your answers to Dr Simon A. Andrew (sandrew@unt.edu). Your final answers should be typed, double-spaced, using standard margins and 12 point Times New Roman. Please limit yourself to a total of forty to fifty (40 – 50) pages inclusive, excluding the reference page. I would expect tables summarizing the authors and theories as well as a diagram explaining your theoretical framework.
General Expectations:

- The student will write a descriptive paper on management issues pertaining to the above tasks including tables and figures.
- The student is responsible to ensure the final version of the paper is of high quality.
- The student will report on her progress weekly to the instructor.
- Throughout the semester, the student will provide drafts of her paper to the instructor. Verbal and written comments will be provided to improve the quality of the paper. The time-line is as follows:

Deliverables:

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Date</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
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<td>First Draft</td>
<td>11 March 2019</td>
<td>40%</td>
</tr>
<tr>
<td>Second Draft</td>
<td>14 April 2019</td>
<td>30%</td>
</tr>
<tr>
<td>Final Draft</td>
<td>29 April 2019</td>
<td>30%</td>
</tr>
</tbody>
</table>

Tentative Readings


Renz, David O.. Nonprofit Governance and the Work of the Board --Midwest Center for Nonprofit Leadership University of Missouri - Kansas City. 2007 The article was adapted from a chapter published in Philanthropy in the U.S.: An Encyclopedia (Dwight Burlingame, ed. published by ABC-CLIO 2004)


