The Business of Not-for-Profit Management
Fall 2017. Wednesdays 6:20pm - 8:50pm
Location: Bobst LL150
Professor: Samra Brouk, sbrouk@nyu.edu
TA: Alaina Haworth, alaina.haworth@nyu.edu
Office Hours (by appointment)
   Wednesdays at 8:50pm, directly after class
   Tuesdays at 6:30 to 8:30pm
   Please always email to confirm availability with Alaina and/or Samra

This course is a general introduction to not-for-profit management, with heavy emphasis on practical application. How do not-for-profit organizations actually function? How do they attract “customers?” How do these companies grow when there are no owners with financial incentives to expand the business? What are the core elements of a successful not-for-profit company? How do you keep the lights on through fundraising and how do you expand through marketing, communications, and the use of technology? What are the metrics for determining the health of a company without profit? And, why would anybody want to work in such a crazy place?

The assumption of this course is that students are interested in careers, internships, and/or board positions at not-for-profit companies. Students will be exposed to theory and criticism of the sector as well as real world application via case studies.

This course will meet weekly for 2.5 hours. The course materials are a combination of case studies, book excerpts, actual organizational materials, IRS filings and recent newspaper, magazine and journal articles. While several readings are listed for each session, most are relatively short: you are expected to come to class fully prepared to discuss the week’s readings. Class participation is taken very, very seriously. Expect several guest speakers throughout the course. I will, at times, send out links to additional articles that are not reflected below to supplement class discussion. I will note when links being sent out are required reading.

Course Grading:
- Class Participation 15%
- First Writing Assignment: 10%
- Midterm Exam: 20%
- Final Project Outline 10%
- Final Exam 15%
- Final Project 30%
  o 15% group grade
  o 15% individual grade

1- September 6th: Introduction to the Course
   - Expectations for the semester

2- September 13th: What is a 501(c)3?
   - Restrictions, requirements, fiscal sponsors, etc
   - Legal expectations of not-for-profits
   - Board of Directors
   - Governance
   - Explanation of 1st Writing Assignment
   - Readings:
     o Dan Pallotta, “The Tax Form Tax,” HBR, 4/2010
     o Chase Not-For-Profit Banking. “Effective Board Management: Keys for Not-For-Profit Organization
3- September 20th: Finance, Rules & Legal Requirements
- Not-for-profit income and expense reports
- How to read income statements
- How to read a Form 990
- Theory and practice of restricted funding
- **Explanation of Group/Final Project**
- **Readings:**
  o Donor’s Choose Form 990 (just skim)
  o Do Something Fiscal Policy Document
  o Francie Ostrower and Marla J. Bobowick. “Nonprofit Governance and the Sarbanes-Oxley Act.” Board Source

4- September 27th: Communications and Marketing
- Marketing in the world of Facebook, Twitter, Instagram, Kik, Snapchat, etc
- Social media tools and how to employ them most effectively
- Brand development
- Brand execution
- Brand assessment
- **Readings:**
  o John Quelch, “Habitat for Humanity International Brand Valuation”, HBS Case Study
  o DoSomething.org Communications Guide
  o VIEW - [https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action](https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action)
  - Due Today: First writing assignment due

5- October 4th: Communications & Marketing cont.
- Overflow from 9/27
- Crisis Communications
- Guest Speaker: Kary Perez, Senior Strategist for Brand + Content, TMI
- **Readings:**
  o Jon Krakauer, *Three Cups of Deceit: How Greg Mortenson, Humanitarian Hero, Lost His Way*
  - Due Today: The not-for-profit your group is going to focus on for the final project (must be approved by me prior to class)

6- October 11th: In-class midterm
7- October 18th: Fundraising class I
- Events, individuals, foundations
- Intro to Cause Marketing
- Government Funding
- Guest Speaker: Shijuade Kadree, Dir, Gov't Affairs, LGBTQ Center
- Readings:
  o Rosaline Juan, “Pyrrhic Fundraising”. Stanford Social Innovation Review
  o Dan Pallotta, “We Need to Rethink Fundraising,” HBR. August 9th, 2010
  o “#NextGen Donors,” Michael Moody and Sharna Goldseker. The Johnson Center for Philanthropy, 2013
  o Suggested: Ron Nixon, “Bottom Line for (RED)”, NY Times
- Due Today: Bring in evidence of a cause marketing campaign from the past 2 years. On a separate sheet of paper, write down your name along with the name of the campaign, the NGO, and the company.

8- October 25th: Fundraising class II
- Finish up cause marketing
- Earned income
- New ways to fundraise
- Readings:
  o William Foster, “Money to Grow On”, SSRI
  o William Foster, “Should Nonprofits Seek Profits”, HBR
  o James Phillips, Brian Tayan, “AARP and AARP Services, A Multi-Sector Approach to Social Change”
- Due Today: Outline for your group presentation. Printed copy in class and via email.

9- November 1st: Human Resources, Operations & Scaling Up
- Owned & operated, franchised, web-based
- Staffing a not-for-profit company
- Recruiting and managing volunteers
- Guest Speaker: Baylee Greenberg, COO Crisis Text Line
- Readings:
  o HBS Case Study on Dunkin Donuts
**10- November 8th: Data, Metrics & Making the Most Impact**
- How to create a data-informed culture
- C4 organizations
- Big data, A/B testing
- Charity Navigator
- How to measure results in a not-for-profit
- Readings:
  - DoSomething C4 SWOT analysis
  - Charity Navigator: How Do We Plan to Evaluate Results Reporting. [http://www.charitynavigator.org/index.cfm?bay=content.view&cpid=1507#.VAaT6rdVYc](http://www.charitynavigator.org/index.cfm?bay=content.view&cpid=1507#.VAaT6rdVYc)
  - Sample KPI Dashboard for a Mid-Sized NGO.

**11- November 15th: International Organizations**
- Managing from afar, understanding local customs
- Impact Investing & development challenges
- Legal requirements
- Post-Disaster Response
- Guest Speaker: Esther Spindler, Research & NGO Consultant, Georgetown University
- Readings:
  - HBR Case Study on Mercy Corps
- Additional Case Studies on International NGOs Forthcoming (required)

November 22nd: Thanksgiving. No Class

12- November 29th: New Models of Giving Back
- For-profits v not-for-profits
- B-Corps
- Cross-sector collaboration
- Public speaking tips for your final presentation
- Readings:

December 6th: Group Presentations
- Half the groups present
- All students required to be here for presentations

December 13th: Group Presentations
- Second half of groups present
- All students required to be here for presentations

December 20: Take Home Exam during your regularly scheduled exam time. Please do not be on a plane. Details to follow.