The Business of Not-for-Profit Management
Syllabus as of June 17, 2018
Summer 201
Hours: Tuesday & Thursday, 5:30 - 8:30pm
Location: TBD
Professor: Karen Goldfeder, kg81@nyu.edu
Office Hours (by appointment): Tuesdays at 8:30pm, or drop me a line and we'll schedule another time

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 3 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. These articles are required reading unless otherwise noted.

Course Grading:

- 20% Class Participation
- 10% 990 Assessment
- 10% Writing Assignment #1
- 20% Midterm
- 10% Writing Assignment #2
- 10% Data + Impact Assessment
- 20% Final
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<th>WHAT'S DUE TODAY?</th>
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<td>Intro + Overview</td>
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<td>Th, July 5</td>
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<td>Th, July 12</td>
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<td>Th, July 26</td>
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<td>Th, Aug 2</td>
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<td>New Models of Giving Back</td>
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<td>Th, Aug 9</td>
<td>Final Exam</td>
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**July 3: Introduction to the Course**
- Chase Not-For-Profit Banking. “Effective Board Management: Keys for Not-For-Profit Organization Success.”
- Do Something Board of Directors Responsibilities and Expectations Policy

**July 5: Finance Day**
- Do Something Fiscal Policy Document
- Donor’s Choose Form 990
July 10: Communications and Marketing
  http://www.ssireview.org/articles/entry/the_role_of_brand_in_the_nonprofit_sector
- VIEW - https://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action

July 12: Communications and Marketing
- Jon Krakuer, Three Cups of Deceit: How Greg Mortenson, Humanitarian Hero, Lost His Way
  http://www.huffingtonpost.com/adam-braun/greg-mortensen_b_906235.html

July 17: Fundraising
- Rosaline Juan, “Pyrrhic Fundraising”. Stanford Social Innovation Review

July 19: MIDTERM

July 24: Fundraising
- “#NextGen Donors,” Michael Moody and Sharna Goldseker. The Johnson Center for Philanthropy, 2013
- Ron Nixon, “Bottom Line for (RED)”, NY Times
  http://www.nytimes.com/2013/06/07/business/media/nonprofit-group-to-help-for-profit-marketers-reach-youth.html?_r=0
- William Foster, “Should Nonprofits Seek Profits”, HBR
July 26: Human Resources, Operations & Scaling Up
- Amy Gallo, “How to Prevent Hiring Disasters”, HBR. May 2010

July 31: Scaling + Growth

Aug 2: Data, Metrics & Making the Most Impact
- Impact Section of the Robin Hood Website. http://www.robinhood.org/impact

Aug 7: New Models of Giving Back
http://www.ssireview.org/blog/entry/is_business_the_new_charity?utm_source=Enews12_06_28&utm_medium=email&utm_content=3&utm_campaign=hurst