UPADM-GP 242
The Business of Nonprofit Management
Summer 2021

Instructor Information

- Alyson Niemann
- Email: an2645@nyu.edu
- Office Hours: By appointment only—send me an email and we will find a time!

Course Information

- Class Meeting Times: 7/7/21–08/11/21, Mondays and Wednesdays 5:30-8:30pm
- Class Location: Via ZOOM

Course Description

This course introduces students to the nonprofit sector; how they operate and the impact it seeks to make. Nonprofit institutions are mission driven organizations working to resolve an issue in society or serve a public service gap. Nonprofits are also a big indicator of the strength of civil-society activity and participation in the governance of communities and nations. This course contextualizes where nonprofit institutions fit within the spectrum of sectors that govern our lives. It will discuss the different types of nonprofit institutions that work in the local, state, and international spheres. Additionally, students will learn skills that will help them run a nonprofit including management, designing program budgets, evaluation, and fundraising.

The course is designed for students to learn practical skills from nonprofit professionals. Students will have the opportunity to design their own nonprofit institution and understand the basic concepts of Mission, Goals, Impact, and Outcomes. While learning how nonprofits meet their goals, they will also learn practical skills in how nonprofits operate including governance, financial management, fundraising, and operations.

Skills learned in this course:
1. Critical Thinking
2. Problem Solving
3. Financial Knowledge
4. Project Management
5. Public Speaking and Presentations
The course materials are primarily selected readings from two books listed below. Occasionally there will be additional articles to read that are available online. Students will also identify a newspaper or magazine article of interest for each class that they will present and discuss in class. Students are expected to come to class fully prepared to discuss the week’s readings. Although we will be meeting virtually due to COVID 19, class participation is critical in ensuring that you are engaged with the course material.

**Course Grading**

- Class Participation: 20%
- Financial Statement Assignment: 10%
- Nonprofit Theory of Change Assignment 10%
- Midterm: 20%
- Nonprofit Presentations 20%
- Final: 20%

**Course Materials**


**Course Schedule**

<table>
<thead>
<tr>
<th>CLASS</th>
<th>DATE</th>
<th>TOPIC</th>
<th>WHAT’S DUE TODAY?</th>
<th>ACTIVITY/GUEST SPEAKER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Class 1</td>
<td>July 7</td>
<td>Intro + Overview Nature of the Sector</td>
<td></td>
<td>Introductions/Case Studies</td>
</tr>
<tr>
<td>Class 2</td>
<td>July 12</td>
<td>Governance &amp; Leadership</td>
<td>News Article</td>
<td>Values Activity/Designing a Board</td>
</tr>
<tr>
<td>Class 3</td>
<td>July 14</td>
<td>Programs / Service Delivery</td>
<td>News Article</td>
<td>What’s Your Mission?</td>
</tr>
<tr>
<td>Class 4</td>
<td>July 19</td>
<td>Measuring Performance</td>
<td>News Article/Nonprofit Theory of</td>
<td>Logic Model</td>
</tr>
<tr>
<td>Class</td>
<td>Date</td>
<td>Topic</td>
<td>Assignment</td>
<td>Notes</td>
</tr>
<tr>
<td>-------</td>
<td>------</td>
<td>-------</td>
<td>------------</td>
<td>-------</td>
</tr>
<tr>
<td>Class 5</td>
<td>July 21</td>
<td>Midterm</td>
<td>Take-Home Midterm</td>
<td>No Class</td>
</tr>
<tr>
<td>Class 6</td>
<td>July 26</td>
<td>Financial Management</td>
<td>News Article</td>
<td>Reading a Financial Statement</td>
</tr>
<tr>
<td>Class 7</td>
<td>July 28</td>
<td>Fundraising</td>
<td>News Article</td>
<td>Prospecting. Writing an LOI. Grant-Writing</td>
</tr>
<tr>
<td>Class 8</td>
<td>Aug 2</td>
<td>Marketing &amp; Communications</td>
<td>Financial Statement Assignment</td>
<td>Annual Reports</td>
</tr>
<tr>
<td>Class 9</td>
<td>Aug 4</td>
<td>HR &amp; Operations</td>
<td>News Article</td>
<td>Writing Job Descriptions/DEI</td>
</tr>
<tr>
<td>Class 10</td>
<td>Aug 9</td>
<td>Strategic Growth/Planning</td>
<td>News Article</td>
<td>Strategy Screens</td>
</tr>
<tr>
<td>Class 11</td>
<td>Aug 11</td>
<td>Class Presentations &amp; Final Exam</td>
<td>Group Presentations</td>
<td></td>
</tr>
</tbody>
</table>

**Detailed Course Overview**

**Class 1: Introduction to the Course**
- Frumkin, Peter. Chapter 1: Idea of a Nonprofit & Voluntary Sector & 5: Social Entrepreneurship

**Class 2: Governance & Leadership**
- Libby and Dietrick. Chapters 2 & 3
- Frumkin, Peter. Chapter 4: Values and Faith
Class 3: Programs
- Frumkin, Peter: Chapter 3: Service Delivery

Class 4: Measuring Performance
- Libby and Dietrick. Chapter 4: Measuring Performance
- Frumkin, Peter: Chapter 6: Balancing the Functions of Nonprofits and Voluntary Action

Class 5: No Class! Take Home Mid-Term

Class 6: Financial Management

Class 7: Fundraising
- Libby and Dietrick. Chapter 9. Generating Revenue
- Libby and Dietrick. Case 14.4: When Donors Don't Want to Fund Overhead. Pg. 253

Class 8: Marketing & Communications
- Libby and Dietrick. Chapter 8: Public Relations and Marketing

Class 9: Human Resources & Operations
- Libby and Dietrick. Chapter 12: Case 12.1 Internal Systems. P. 210

Class 10: Strategic Decision Making & Growth
- Libby and Dietrick. Chapter 5: Strategic Decision Making
Class 11: PRESENTATIONS & FINAL EXAM

Class Participation

To make the class beneficial for all students, please come prepared to class, having read all of the pre-assigned readings and researched your article to share. Additionally, be prepared to engage thoughtfully in conversation and be an active listener. In the virtual environment, it’s important to be present - being present is more than clicking “Join Meeting.” Please attend class meetings in a way that enables you to view the content, as well as pay attention with minimal distractions.

Late Assignment Policy

Unavoidable circumstances happen and sometimes assignments need to be turned in late. To that extent, assignments can be turned in late, past their original due date. “Late” is defined as after 12:00 am. However, any work submitted late will be eligible for 20% grade reduction for every 12 hours it is late.

Anything not submitted within two days of the due date will get a permanent zero.

There are 2 exceptions to this policy:

- the final week’s work cannot be accepted late
- articles for class participation cannot be submitted late

Academic Integrity

Academic integrity is a vital component of Wagner and NYU. All students enrolled in this class are required to read and abide by Wagner’s Academic Code. All Wagner students have already read and signed the Wagner Academic Oath. Plagiarism of any form will not be tolerated and students in this class are expected to report violations to me. If any student in this class is unsure about what is expected of you and how to abide by the academic code, you should consult with me.

Henry and Lucy Moses Center for Students with Disabilities at NYU

Academic accommodations are available for students with disabilities. Please visit the Moses Center for Students with Disabilities (CSD) website and click the “Get Started” button. You can also call or email CSD (212-998-4980 or mosescsd@nyu.edu) for information. Students who are requesting academic accommodations are strongly advised to reach out to the Moses Center as early as possible in the semester for assistance.

NYU’s Calendar Policy on Religious Holidays
NYU's Calendar Policy on Religious Holidays states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. Please notify me in advance of religious holidays that might coincide with exams to schedule mutually acceptable alternatives.

**NYU’s Wellness Exchange**

NYU’s Wellness Exchange has extensive student health and mental health resources. A private hotline (212-443-9999) is available 24/7 that connects students with a professional who can help them address day-to-day challenges as well as other health-related concerns.