UPADM-GP 242
The Business of Nonprofit Management
Spring 2023

Instructor Information
- Veronica Manning, MPA
- Email: vlb235@nyu.edu
- Office Hours: By appointment only—send me an email and we will find a time!

Course Information
- Class Location: Bldg: Tisch | Room: LC9 | Loc: Washington Square

Course Description
This course introduces students to the nonprofit sector; how they operate and the impact they seek 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 leadership, management, finance, program 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 what it takes to lead nonprofit institutions and how nonprofits meet their goals, students will also learn 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. Additionally, 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.

Course Grading

- Class Participation (including articles and attendance): 20%
- Values and Mission Assignment: 5%
- Nonprofit Theory of Change Assignment: 10%
- Midterm: 20%
- Fundraising Assignment: 5%
- 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>
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<tr>
<td>Class 1</td>
<td>Jan 26</td>
<td>Intro + Overview Nature of the Sector</td>
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<td>Introduction/History of Nonprofit Sector</td>
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<tr>
<td>Class 2</td>
<td>Feb 2</td>
<td>Governance</td>
<td>News Article</td>
<td>Designing a Board</td>
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<tr>
<td>Class 3</td>
<td>Feb 9</td>
<td>Leadership</td>
<td>News Article</td>
<td>Values Exercise</td>
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<td>Class 4</td>
<td>Feb 16</td>
<td>Programs / Service Delivery</td>
<td>News Article Personal Mission &amp; Values</td>
<td>What’s Your Mission?</td>
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<tr>
<td>Class</td>
<td>Date</td>
<td>Topic</td>
<td>Assignment</td>
<td>Notes</td>
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<tr>
<td>Class 5</td>
<td>Feb 23</td>
<td>Measuring Performance</td>
<td>News Article Narrative Theory of Change</td>
<td>Logic Model</td>
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<td>Class 6</td>
<td>Mar 2</td>
<td>Financial Management</td>
<td>News Article</td>
<td>Reading a Financial Statement</td>
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<td>Class 7</td>
<td>Mar 9</td>
<td>Midterm</td>
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<tr>
<td>Class 8</td>
<td>Mar 23</td>
<td>Fundraising</td>
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<td>Prospecting. Writing an LOI. Grant-Writing</td>
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<td>Class 9</td>
<td>Mar 30</td>
<td>Branding, &amp; Marketing</td>
<td>News Article Fundraising Assignment</td>
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<tr>
<td>Class 10</td>
<td>Apr 6</td>
<td>IT/Communications</td>
<td>News Article</td>
<td>Operational Plans</td>
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<tr>
<td>Class 11</td>
<td>Apr 13</td>
<td>HR &amp; Talent Management</td>
<td>News Article</td>
<td>Performance Reviews/DEI Practices</td>
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<td>Class 12</td>
<td>Apr 20</td>
<td>Risk Management &amp; Strategic Planning</td>
<td>News Article</td>
<td>Strategy Screens</td>
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<td>Class 13</td>
<td>Apr 27</td>
<td>Class Presentations</td>
<td>Group Presentations</td>
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<td>Class 14</td>
<td>May 4</td>
<td>Final Exam</td>
<td>Personal &amp; Class Reflections</td>
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**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
- Libby and Dietrick. Chapters 2 & 3

Class 3: Leadership
- Frumkin, Peter. Chapter 4: Values and Faith

Class 4: Programs
- Frumkin, Peter: Chapter 3: Service Delivery

Class 5: Measuring Performance
- Libby and Dietrick. Chapter 4: Measuring Performance
- Frumkin, Peter: Chapter 6: Balancing the Functions of Nonprofits and Voluntary Action
Class 6: Financial Management

- Developing an Operating Budget Webinar

Class 7: Mid-Term

Class 8: 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 9: Branding & Marketing

- Libby and Dietrick. Chapter 8: Public Relations and Marketing

Class 10: Communications/IT

- “Strategic Communications Plan Outline”. Nonprofitmarketingguide.com

Class 11: Human Resources & Talent Management

- Libby and Dietrick. Chapter 12: Case 12.1 Internal Systems. P. 210
- “Designing the Employee Experience to Improve Workplace Culture and Drive Performance”. Gallup Workplace.

Class 12: Risk Management & Strategic/Business Planning
- Libby and Dietrick. Chapter 5: Strategic Decision Making

Class 13: Class Presentations

Class 14: Final Exam, Reflections & Evaluations

Class Participation

To make the class beneficial for all students, please come on time and prepare for class, having read all the pre-assigned readings and researched your article to share. Additionally, be prepared to engage thoughtfully in conversation and be an active listener.

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 10pt grade reduction for each day it is late.

Anything not submitted within three 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 mosecsd@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.