# The Business of Not-for-Profit Management Syllabus as of July 1, 2023

Summer 2023

Hours: Mondays and Wednesdays, 5:00 - 8:00pm Professor: Karen Goldfeder, [kg81@nyu.edu](mailto:kg81@nyu.edu) Office Hours: By appointment

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 this sector?

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 twice 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 seriously. Expect several guest speakers throughout the course. I may send out additional articles that are not reflected below to supplement class discussion. Those articles are required reading unless otherwise noted.

# Course Grading:

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| - | 15% | Class Participation |
| - | 10% | 990 Assessment |
| - | 10% | Governance Assignment |
| - | 20% | Midterm |
| - | 10% | Fundraising Assignment |
| - | 10% | Data Assignment |
| - | 25% | Final |

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| **DATE** | **TOPIC** | **WHAT'S DUE TODAY?** | **GUEST SPEAKER/ACTIVITY** |
| **Class 1**  July 10 | Intro + Overview |  |  |
| **Class 2**  July 12 | Finance | 990 Assessment |  |
| **Class 3**  July 17 | Communications + Marketing |  |  |
| **Class 4**  July 19 | Communications + Marketing | Governance Assignment |  |
| **Class 5**  July 24 | Fundraising |  | Marly Leighton-Colburn, Human Rights Campaign |
| **Class 6**  July 26 | Midterm | Midterm |  |
| **Class 7**  July 31 | Fundraising |  | Savasti Addison,  Sponsors for Educational Opportunity |
| **Class 8**  August 2 | HR + Operations | Fundraising Assignment |  |
| **Class 9**  August 7 | Data + Impact Measurement |  |  |
| **Class 10**  August 9 | Scaling + Growth | Data Assignment |  |
| **Class 11**  August 14 | New Models of Giving Back |  | Candice Lawton, rePurpose Global |
| **Class 12**  August 16 | Final Exam | Final Exam |  |

**Class 1 Introduction to the Course**

## FOR DISCUSSION IN CLASS

* + Michael Cooper, “Squeezed Cities Ask Nonprofits for More Money.” New York Times, May 11, 2011 <http://www.nytimes.com/2011/05/12/us/12nonprofits.html>

## FOR INFORMATION

* + Chase Not-For-Profit Banking. “Effective Board Management: Keys for Not-For-Profit Organization Success.”
  + Francie Ostrower and Marla J. Bobowick. “Nonprofit Governance and the Sarbanes-Oxley Act.” Board Source.

# Class 2 Finance

## FOR DISCUSSION IN CLASS

* + David Gelles, “A Charity Accepts Uber Stock as Donations. Then Uses It to Pay Staff Bonuses. Is That OK?” New York Times, April 11, 2019

## FOR INFORMATION

* + Dan Pallotta, “The Tax Form Tax,” HBR, 4/2010
  + Russ Buettner. “State Seeks Data on Pay of Leaders at Nonprofits”. New York Times, August 25, 2011.

[<http://www.nytimes.com/2011/08/26/nyregion/state-seeks-data-on-pay-of-leaders-at-> nonprofits.html?hp]

* + The Charity CFO, “Nonprofit Financial Statements Explained.” December 6, 2021
  + Greg McRay, EA, “Nonprofit Executive Compensation.” May 10, 2021.

## OPTIONAL & RECOMMENDED

* + *—* Clara Miller, “The Four Horsemen of the Financial Apocalypse.” *Nonprofit Quarterly*, 2010

## ASSIGNMENT ATTACHMENT

* + Donor’s Choose Form 990

# Class 3 Communications and Marketing

## FOR DISCUSSION IN CLASS

* + 5 Lessons in Marketing from Charity:Water FOR INFORMATION
  + Nathalie Kylander & Christopher Stone. “The Role of Brand in the Nonprofit Sector”.

Stanford Social Innovation Review. Spring 2012. <http://www.ssireview.org/articles/entry/the_role_of_brand_in_the_nonprofit_sector>

* + Kevan Lee, "The Best Examples, Questions, and Guides To Find Your Social Media Marketing Voice." Fast Company. April 22, 2014.

# Class 4 Communications and Marketing

## FOR DISCUSSION IN CLASS

* + BOOK: Jon Krakuer, *Three Cups of Deceit: How Greg Mortenson, Humanitarian Hero, Lost His Way*
  + Alexandra Bruell, “Can Komen Recover from PR Crisis?” Ad Age, February 6th, 2012. <http://adage.com/article/news/komen-recover-pr-crisis/232540/>

## OPTIONAL & RECOMMENDED

* + Adam Braun Response to Jon Krakuer Criticism. Adam Braun, “Three Months Later -- Learnings from the Greg Mortensen Controversy.” Huffington Post, July 21, 2011, <http://www.huffingtonpost.com/adam-braun/greg-mortensen_b_906235.html>

# Class 5 Fundraising

## FOR INFORMATION

* + Rosaline Juan, “Pyrrhic Fundraising”. Stanford Social Innovation Review
  + “Why Raising Money for Ebola is Hard”. Planet Money. <http://www.npr.org/blogs/money/2014/09/26/351515481/episode-571-why-raising-mo> ney-for-ebola-is-hard

# Class 6 NO LIVE CLASS — MIDTERM

**Class 7 Fundraising**

## FOR DISCUSSION

* + Amazon ends its charity donation program AmazonSmile after other cost-cutting efforts

## FOR INFORMATION

* + “#NextGen Donors,” Michael Moody and Sharna Goldseker. The Johnson Center for Philanthropy, 2013
  + David Bornstein, “For Ambitious Non-profits, Capital to Grow.” Fixes Column, New York Times. June 27th, 2012.
  + William Foster, “Should Nonprofits Seek Profits”, HBR

## OPTIONAL

* + Cause is Working, Your Marketing Isn’t — A Report on Brands Taking Stands in 2019

## FOR ASSIGNMENT

* + Landes Foster, William; Peter Kim; & Barbara Christiansen, "Ten Nonprofit Funding Models." Stanford Social Innovation Review.

# Class 8 Human Resources, Operations & Scaling Up

## FOR DISCUSSION

* + Jerry Hauser, The McKinsey Quarterly, 2003 “Organizational Lessons for Nonprofits”

## FOR INFORMATION

* + Forbes Nonprofit Council, 11 Effective Ways to Create an Inclusive Nonprofit Organization
  + Amy Gallo, “How to Prevent Hiring Disasters”, HBR. May 2010

# Class 9 Data, Metrics & Making the Most Impact

## FOR INFORMATION

* + Matthew Forti and Kathleen Yazback. ”Data’s Not Just for Donors—It Can Improve a Nonprofit’s Work”. Philanthropy.com. April 27th, 2012.
  + The Bridgespan Group, “How Do I Measure Performance—Both Mine and My Grantees’—in a Practical Way?
  + Harvard Business Review, “A Data Scientist’s Real Job: Storytelling.” Jeff Bladt & Bob Filbin. March 27th, 2013. <http://blogs.hbr.org/cs/2013/03/a_data_scientists_real_job_sto.html>
  + Robert Kaplan & David P. Norton. “Using the Balanced Scorecard as a Strategic Management Document.” Harvard Business Review. July – August 2007

# Class 10 Scaling + Growth

## WATCH: FOR DISCUSSION

* + Learning from failure | David Damberger | TEDxYYC: https://[www.youtube.com/watch?v=HGiHU-agsGY](http://www.youtube.com/watch?v=HGiHU-agsGY)

## FOR INFORMATION

* + Nancy Lublin & Aria Finger. “Radical Focus and Driving Demand for Scale.” Stanford Social Innovation Review. May 28th, 2014.
  + Peg Tyre. Beyond School Supplies: How Donor’s Choose is Crowdsourcing Real Education Reform. Fast Company. *Most Innovative Companies 2014.* <http://www.fastcompany.com/3025597/donorschoose-hot-for-teachers>
  + Jeff Sachs. “The Case for Aid.” Foreign Policy. January 21, 2014

# Class 11 New Models of Giving Back

## FOR DISCUSSION

* + “Steve Jobs, World’s Greatest Philanthropist.” Dan Pallotta. <http://blogs.hbr.org/pallotta/2011/09/steve-jobs-worlds-greatest-phi.html>

## FOR INFORMATION

* + Greg Beato. “From Petitions to Decisions”. Stanford Social Innovation Review. Fall 2014
  + Ryan Honeyman. “What’s the Difference Between Certified B Corps and Benefit Corps?” Triple Pundit. August 26th, 2014.
  + Aaron Hurst. “Is Business the New Charity”. Stanford Social Innovation Review. June 26th, 2012.

<http://www.ssireview.org/blog/entry/is_business_the_new_charity?utm_source=Enews> 12\_06\_28&utm\_medium=email&utm\_content=3&utm\_campaign=hurst

**Class 12 NO LIVE CLASS — FINAL**