The Business of Nonprofit Management Fall 2023

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: 9/7/23–12/14/23, Thursdays 6:20-8:50pm
- Class Location: Bldg: GCASL, 238 Thompson St Room: 388 Loc: Washington Square

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 as well as explore how their leadership contributes to healthy nonprofits and a thriving nonprofit ecosystem.

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 in addition to learning what it takes to lead nonprofit institutions.

Skills learned in this course:
1. Critical Thinking
2. Problem Solving
3. Financial Knowledge
4. Project Management
5. Public Speaking and Presentations
6. Leadership Principles

The course materials are primarily selected readings from two books listed below. Additionally, there will be 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 & case studies): 20%
- Values and Mission Assignment: 10%
- Nonprofit Ecosystem Assignment (in class): 10%
- Nonprofit Theory of Change Assignment 10%
- Midterm: 15%
- Nonprofit Presentations 20%
- Final: 15%

**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>Sept 7</td>
<td>Introduction-Overview &amp; History of the Sector</td>
<td></td>
<td>Introduction/History of Nonprofit Sector</td>
</tr>
<tr>
<td>Class 2</td>
<td>Sept 14</td>
<td>Governance/Legal Structure of Nonprofits</td>
<td>News Article</td>
<td>Designing a Board</td>
</tr>
<tr>
<td>Class 3</td>
<td>Sept 21</td>
<td>Leadership</td>
<td>News Article</td>
<td>Values Exercise What's Your Mission?</td>
</tr>
<tr>
<td>Class</td>
<td>Date</td>
<td>Topics</td>
<td>Articles</td>
<td>Supplemental Material</td>
</tr>
<tr>
<td>-------</td>
<td>------------</td>
<td>---------------------------------------------</td>
<td>---------------------------------</td>
<td>----------------------------------</td>
</tr>
<tr>
<td>Class 4</td>
<td>Sept 28</td>
<td>Programs, Nonprofit Ecosystem</td>
<td>News Article Personal Mission &amp; Values</td>
<td>Ecosystem Challenges</td>
</tr>
<tr>
<td>Class 5</td>
<td>Oct 5</td>
<td>Financial Management</td>
<td>News Article Nonprofit Ecosystem</td>
<td>Reading a Financial Statement</td>
</tr>
<tr>
<td>Class 6</td>
<td>Oct 12</td>
<td>Midterm</td>
<td>News Article</td>
<td></td>
</tr>
<tr>
<td>Class 7</td>
<td>Oct 19</td>
<td>Measuring Performance</td>
<td>News Article</td>
<td>Logic Model</td>
</tr>
<tr>
<td>Class 8</td>
<td>Oct 26</td>
<td>Branding, &amp; Marketing</td>
<td>News Article Theory of Change</td>
<td></td>
</tr>
<tr>
<td>Class 9</td>
<td>Nov 2</td>
<td>Fundraising &amp; Philanthropy</td>
<td>News Article</td>
<td>Prospecting Grant-Writing</td>
</tr>
<tr>
<td>Class 10</td>
<td>Nov 9</td>
<td>IT/Communications</td>
<td>News Article</td>
<td>Operational Plans</td>
</tr>
<tr>
<td></td>
<td>Nov 23</td>
<td>NO CLASS</td>
<td></td>
<td>Thanksgiving Break</td>
</tr>
<tr>
<td>Class 11</td>
<td>Nov 16</td>
<td>HR &amp; Talent Management</td>
<td>News Article</td>
<td>Performance Reviews/DEI Practices</td>
</tr>
<tr>
<td>Class 12</td>
<td>Nov 30</td>
<td>Risk Management &amp; Strategic Planning</td>
<td>News Article</td>
<td>Strategy Screens</td>
</tr>
<tr>
<td>Class 13</td>
<td>Dec 7</td>
<td>Class Presentations</td>
<td>Group Presentations</td>
<td></td>
</tr>
<tr>
<td>Class 14</td>
<td>Dec 14</td>
<td>Final Exam</td>
<td>Personal &amp; Class Reflections</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

- 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
- Aspen Institute. Nonprofit Sector and Government: Clarifying the Relationship
Class 5: Financial Management

- Developing an Operating Budget Webinar

Class 6: Midterm

Class 7: Measuring Performance

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

Class 8: Branding & Marketing

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

Class 9: Fundraising & Philanthropy

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

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 & Evaluations

Class Participation
To make the class beneficial for all students, please come on time and prepare for 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. There are a number of in class assignments that will count towards your class participation grade.

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 10% 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.

Artificial Intelligence (AI) Use Policy

You are discouraged from using AI tools UNLESS under direct instruction from your instructor to do so. Please contact your instructor if you are unsure or have questions BEFORE using AI for any assignment. If you use AI programs e.g. ChatGPT to help generate ideas and brainstorm, you should note that the material generated by these programs may be inaccurate, incomplete, or otherwise problematic. Beware that use may also stifle your own independent thinking and creativity. You may not submit any work generated by an AI program as your own. If (under direct instruction from your instructor) you include material generated by an AI program, it should be cited like any other reference material (with due consideration for the quality of the reference, which may be poor).

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.