NYU ROBERT F. WAGNER GRADUATE SCHOOL OF PUBLIC SERVICE LOGO

UPADM-GP 242

The Business of Nonprofit Management Spring 2024

# Instructor Information

* Veronica Manning, MPA
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* Office Hours: By appointment only-send me an email and we will find a time!

# Course Information

* Class Meeting Times: 1/22/2024 – 5/6/2024, Thursdays 6:20- 8:50pm
* Class Location: Bldg: **31 Washington Place** / **Silver** | Room: **410** | 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 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.

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.

Skills learned in this course:

1. Critical Thinking
2. Problem Solving
3. Financial Knowledge
4. Project Management
5. Public Speaking and Presentations

# 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

[Frumkin, Peter. On Being Nonprofit: A Conceptual and Policy Primer. Harvard University Press.](https://ebookcentral.proquest.com/lib/nyulibrary-ebooks/detail.action?pq-origsite=primo&docID=3300590) [2002.](https://ebookcentral.proquest.com/lib/nyulibrary-ebooks/detail.action?pq-origsite=primo&docID=3300590)

[Libby and Diertrick. Cases in Nonprofit Management: A Hands on Approach to Problem](https://ebookcentral.proquest.com/lib/nyulibrary-ebooks/reader.action?docID=5945453&ppg=108) [Solving. SAGE Publications 2017.](https://ebookcentral.proquest.com/lib/nyulibrary-ebooks/reader.action?docID=5945453&ppg=108)

Harvard Business Review [CoursePack](https://hbsp.harvard.edu/import/1140069) (6 articles)

# Course Schedule

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| --- | --- | --- | --- | --- |
| **CLASS** | **DATE** | **TOPIC** | **WHAT'S DUE TODAY?** | **ACTIVITY/GUEST SPEAKER** |
| Class 1 | Jan 25 | Intro + Overview Nature of the Sector |  | Introduction/History of Nonprofit Sector |
| Class 2 | Feb 1 | Governance | News Article | Designing a Board |
| Class 3 | Feb 8 | Leadership | News Article | Values Exercise |

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| --- | --- | --- | --- | --- | --- |
| Class 4 | Feb 15 | | Programs / Service Delivery | News Article Personal Mission & Values | What’s Your Mission? |
| Class 5 | Feb 22 | Measuring Performance | | News Article Narrative Theory of Change | Logic Model |
| Class 6 | Feb 29 | Financial Management | | News Article | Reading a Financial Statement |
| Class 7 | Mar 7 | Fundraising | | News Article | Prospecting. Writing an LOI. Grant- Writing |
| Class 8 | Mar 14 | Midterm – **NO CLASS** | |  | Complete midterm during class time |
| Class 9 | Mar 28 | Branding, & Marketing | | News Article Fundraising Assignment |  |
| Class 10 | Apr 4 | IT/Communicatio ns | | News Article Team Charter | Operational Plans |
| Class 11 | Apr 11 | HR & Talent Management | | News Article | Performance Reviews/DEI Practices |
| Class 12 | Apr 18 | Class Presentations | | Group Presentations |  |
| Class 13 | Apr 25 | Class Presentations | | Group Presentations |  |
| Class 14 | May 2 | Final Exam | | Personal & Class Reflections |  |

**Detailed Course Overview**

## Class 1: Introduction to the Course

* Frumkin, Peter. Chapter 1: Idea of a Nonprofit & Voluntary Sector & 5: Social Entrepreneurship
* Susan Wolf Ditkoff and Abe Grindle. “Audacious Philanthropy: Lessons from 15 World Changing Initiatives.” Harvard Business Review Magazine. Sept-Oct 2017.
* Bowman Woods. “The Nonprofit Difference.” Nonprofit Quarterly January 16, 2020.
* [Inclusive Language Guide](https://www.apa.org/about/apa/equity-diversity-inclusion/language-guidelines) – American Psychological Association

## Class 2: Governance

* Libby and Dietrick. Chapters 2 & 3
* Kim Jonker & William F. Meehan III. “A Better Board Will Make You Better”. Stanford Social Innovation Review. March 5, 2014
* Izmallova, Sayana. “[Nonprofit Boards: 7 Responsibilities for Good Governance](https://www.wildapricot.com/blog/nonprofit-board-responsibilities)” Wild Apricot Blog. October, 2023.
* “Leading with Intent: 2021 National Index of Nonprofit Board Practices.” Board Source. 2021. (pages 10-23)

## Class 3: Leadership (Coursepack Articles)

* Frumkin, Peter. Chapter 4: Values and Faith

(Access the HBR Coursepack [HERE](https://hbsp.harvard.edu/import/1140069) to download these articles):

* Matt Mayberry. “You Don’t Need to Be ‘The Boss’ to be a Leader.” Harvard Business Review Magazine. February 2013.
* Lisa Earle Mcleod and Elizabeth Lotardo. “How to Be a Purpose Driven Leader Without Burning Out.” Harvard Business Review Magazine. July 2023.
* Konstantin Korotiv. “Recognizing Leadership Styles.” Harvard Business Review Magazine. October 2018.
* Dritjon Gruda and Paul J. Hanges. “Why We Follow Narcisstic Leaders.” Harvard Business Review Magazine. January 2023.
* Charn McCallister, Sherry Moss, Mark J. Martinko. “Why Likeable Leaders Seem More Effective.” Harvard Business Review Magazine. October 2019.
* Jennifer Jordan, Michael Wade, and Tomoko Yokoi. “Finding the Right Balance and Flexibility in Your Leadership Style”. Hbr.org. January 11, 2022.

## Class 4: Programs

* Libby and Dietrick. Chapter 11: Case 11.1: Meeting Your Mission p. 195
* Frumkin, Peter: Chapter 3: Service Delivery
* Kim Jonker & William F. Meehan III. “Mission Matters Most.” Stanford Social Innovation Review. February 19, 2014.
* Ellen Harries, Lindsay Hodgson and James Noble. “Creating Your Theory of Change: NPC’s Practical Guide”. November 2014.

## Class 5: Measuring Performance

* Libby and Dietrick. Chapter 4: Measuring Performance
* Frumkin, Peter: Chapter 6: Balancing the Functions of Nonprofits and Voluntary Action
* **LISTEN**: [NPO 047: Redefining How We Measure Success](https://www.nonprofitoptimist.com/blog/npo-047-joan-garry). Nonprofit Optimist Podcast, Dec 2021
* “Performance Imperative: A Framework for Social Sector Excellence.” Leap of Reason Ambassadors Community. April 2018

## Class 6: Financial Management

* + Libby and Dietrick. Chapter 10: Financial Management
  + Developing an Operating Budget Webinar
  + “[Understanding Nonprofit Financials.”](https://drive.google.com/file/d/1X2fsRJZ2VaVfyChxmVsVMfqntupDwoqO/view) Center for Excellence in Nonprofits, 2016
  + Steve Zimmerman and Jeannie Bell. “Matrix Map: A Powerful Tool for Mission Focused Nonprofits”. April 1, 2014.

## 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
  + Kim Jonker & William F. Meehan III and Ernie Iseminger “Fundraising is Fundamental if Not Always Fun”. Stanford Social Innovation Review. February 26, 2014.
  + William Landes Foster, Peter Kim and Barbara Christiansen. “Ten Nonprofit Funding Models”. Stanford Social Innovation Review. Spring 2009.
  + **WATCH**: “[How to Write a Successful Annual Fundraising Plan](https://youtu.be/fqGNcFuqOZ0?si=B3azT1TGEOM1WHyp)”. – YouTube video

## Class 8: MIDTERM – NO CLASS

**Class 9: Branding & Marketing**

* + Libby and Dietrick. Chapter 8: Public Relations and Marketing
  + Andy Goodman.“Why Nonprofits Need to Be Storytellers.” The Bridgespan Group.2016
  + Nathalie Kylander and Christopher Stone. “The Role of Brand in the Nonprofit Sector.” Stanford Social Innovation Review. Spring 2012.

## Class 10: Communications/IT

* + Suzanne LaPorte, Douglas Kelly, Tosin Agbabiaka. “Can Technology Transform the Nonprofit Sector”. Yale Insights. May 29, 2018.
  + Afua Bruce. “Cybersecurity for Nonprofits: A Guide”. Nonprofit Technology Network. February 2020.
  + “Nonprofit Tends Report”. 5th edition. Salesforce.
  + Kristensen, Christina. “[Eight Components of a Successful Strategic Management Plan](https://in2consulting.com/eight-components-of-a-successful-strategic-communication-plan/).” In2Consulting.com

## Class 11: Human Resources & Talent Management

* + Libby and Dietrick. Chapter 6: Human Resource Management
  + Libby and Dietrick. Chapter 12: Case 12.1 Internal Systems. P. 210
  + “Why Diversity, Equity and Inclusion Matter to Nonprofits.” National Council of Nonprofits.
  + Kraig Eaton, David Mallon, Yves Van Durme, Maruen Hauptmann, Nic Scoble-Williams, and Shannon Poynton. “2021 Global Human Capital Trends: The worker-employer relationship disrupted: If we’re not a family, what are we?” Deloitte Insights. July 21, 2021.
  + “Designing the Employee Experience to Improve Workplace Culture and Drive Performance”. Gallup Workplace.

**Class 12: Class Presentations**

**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 prepared 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](https://wagner.nyu.edu/portal/students/policies/code). All Wagner students have already read and signed the [Wagner Academic Oath](https://wagner.nyu.edu/portal/students/policies/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.