New York University  
Robert F. Wagner Graduate School of Public Service  

**Foundations of Nonprofit Management P11.2125 (Fall 2011)**

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**Professor:** Leah Goodridge  
**Email:** lsg6@nyu.edu

**Class Meeting Times and Location:** Thursdays 6:45 – 8:25 @ (145 4th Avenue, Room 204)  
**Office Hours:** Email me to arrange a time

**Prerequisite:** P11.1020 or equivalent

**Course Description**  
This course examines nonprofit leadership in the U.S. and internationally by infusing critical learning with real-world application. The goal of the course is to deepen students' understanding of trends in the nonprofit sector such as the evolving definition of charity, management styles and funding priorities.

The central questions of the course are:

- How have government and society defined the role of nonprofits?  
- How do nonprofits engage in political action?  
- Has the nonprofit sector reinvented itself with social innovation?  
- Has philanthropic support changed the effectiveness of nonprofits in any way?

Classes include a mix of discussion, activities and reflection. Students will participate in group presentations/case studies which involve a fictional nonprofit facing a complex issue. Accordingly, students will address and resolve the issue as managers. In addition to the group presentations, students will prepare policy proposals which outline a problem within the nonprofit sphere. Therefore, through readings, class activities, case studies and written assignments, the course will increase students' knowledge and understanding of collective action, advocacy and management techniques in the nonprofit sector. The course is suitable for students with a broad array of interests in the nonprofit sector—the common nucleus is the motivation to learn more about the foundations of nonprofit management.

**Required Texts**  
Available at NYU Bookstore:


Additional required readings are available electronically via NYU’s online electronic journal service on Blackboard and the NYU Bobst Library Course Reserves.

**Blackboard**
You must have access to the class Blackboard site at [http://classes.nyu.edu](http://classes.nyu.edu). To access Blackboard, visit NYUHome, click the Academic tab and then select “Foundations of Nonprofit Management” on the class list. Please note that all announcements related to the class will be posted on Blackboard.

**Statement of Academic Integrity**
In accordance with Wagner’s Academic Code, all assignments must be the original work of the student. Violations of the Academic Code, such as plagiarism, will result in a failing grade for the entire course and further disciplinary action by the school. [http://wagner.nyu.edu/students/policies](http://wagner.nyu.edu/students/policies).

**Grading**
Wagner’s grading scale is as follows: A/4.0, A-/3.7, B+/3.3, B/3.0, B-/2.7, C+/2.3, C/2.0, C-/1.7 and F/0.

Class Participation: 15%
Class participation includes punctuality, attendance and participation.

Journaling (three sets): 25%
1 page reaction papers. For more information, see “Instructions for Journaling” on Blackboard.

Group Presentations: 25%
Each student is required to participate in a group presentation during class on October 28. There will be five fictional cases in which a nonprofit is facing a severe problem. As management, your team is required to develop a way to address the issue. Each fictional nonprofit will have a different area of focus (i.e., children’s rights, environmental protection). This project will culminate in a group grade. More additional information, see “Instructions for Group Presentations” on Blackboard.

Policy Paper: 35%
Student must prepare a 6-8 page policy proposal, outlining a major problem affecting the nonprofit sector (which can be an issue that was not covered in class). Your proposal must consist of the: (1) Executive Summary; (2) Problem Statement including a description of ways the problem has been previously addressed; and (3) Proposal. For more information, see “Instructions for Policy Paper” on Blackboard.

*Suggested topics include:*
- The Riskiness of Nonprofits Engaging in Political Activities
- Philanthrocapitalism and Funding Priorities for Nonprofits
- Diversity and Effectiveness of the Nonprofit Sector

**PART I: CONCEPTUALIZING THE NONPROFIT WORLD**
CLASS 1: Introduction to Nonprofits: The State of the Nonprofit Sector (Sep. 8)

- Lester M. Salamon and Stephanie Lessans Geller with the assistance of Kasey L. Spence, 2008, Nonprofit Policy Priorities for the New Administration, John’s Hopkins University, Communique No. 11. (Blackboard).

CLASS 2: What Does “Charity” Mean and What is the Rationale for Tax-Exemption? (Sep. 15)


PART II: UNDERSTANDING THE NONPROFIT SECTOR’S FUNCTIONS:
DOMINANT THEORIES AND THEIR IMPLICATIONS FOR POLICY & MANAGEMENT

CLASS 3: The Distinctiveness of the Nonprofit Sector (Sep. 22)


Set # 1 journal entries (Classes 1, 2 & 3) due Sep. 22

CLASS 4: Expressive Functions: Political Theories (Sep. 29)


• Bass, Gary. 2009. “Advocacy in the Public Interest”, Center for Public and Nonprofit Leadership, Georgetown University, pp. 2-17 (Blackboard).

**CLASS 5: Expressive Functions: Community Theories (Oct. 7)**


• Hedayat Nikkah and Ma’rof Bin Redzuan. 2010. The Role of NGOs in Promoting Empowerment for Sustainable Community Development. *Journal of Human Ecology*. (Blackboard).

**CLASS 6: Instrumental Functions: Cultural and Economic Theories (Oct. 14)**


Set # 2 journal entries (for classes 4, 5 & 6) due Oct. 14

**CLASS 7: Instrumental Functions: Entrepreneurial Theories (Oct. 21)**

• Frumkin, Peter. Chapter 5: Social Entrepreneurship (pp. 129-162).


**CLASS 8: From Theory to Practice: Nonprofit Management (Oct. 28)**

*Group presentations*

**PART III: Pulls and Tensions in Sustaining and Building Capacity in the Nonprofit Sector**
CLASS 9: The Changing Landscape of Philanthropy (Nov. 3)


CLASS 10: From Service to Social Change (Nov. 10)


CLASS 11: Replicating and Scaling Up Results (Nov. 17)


Set #3 journal entries (for classes 7, 8, 9, 10 & 11)

CLASS 12: Accountability, Legitimacy and Performance Management (Dec. 1)


CLASS 13: International and Comparative Perspectives (Dec. 8)

Please read only one of the following:


CLASS 14: Putting it all together (Dec. 15)

• Frumkin, Peter. Chapter 6: Balancing the Functions of Nonprofit and Voluntary Action (pp. 136-181).

***Policy paper due Dec. 16, 2011***