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 such a crazy place?

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 weekly for 2.5 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, very seriously. Expect several guest speakers throughout the course. I will, at times, send out links to additional articles that are not reflected below to supplement class discussion. These articles are required reading unless otherwise noted.

Course Grading:
- Class Participation: 15%
- First Writing Assignment: 10%
- Midterm Exam: 20%
- Final Project Outline: 10%
- Final Exam/Paper: 15%
- Final Project: 30%
  - 15% group grade
  - 15% individual grade

September 2nd: Introduction to the Course
- Expectations for the semester
- What is a 501(c)3?
- Restrictions, requirements, fiscal sponsors, etc
- Legal expectations of not-for-profits
- Board of Directors
- Readings:
  - Chase Not-For-Profit Banking. “Effective Board Management: Keys for Not-For-Profit Organization Success.”
Due Today: Choose your “favorite” not-for-profit and be prepared to discuss it in class

September 9th: Finance Day (your favorite!)
- How to read a Form 990
- Governance
- Not-for-profit income and expense reports
- How to read cash flow statements
- Theory and practice of restricted funding
- Explanation of 1st Writing Assignment
- Readings:
  - Do Something Fiscal Policy Document (just skim)
  - The Simplified Guide to Not-for-Profit Accounting, Formation & Reporting, p. 40-86 and 259 – 268
  - Donor’s Choose Form 990 (just skim)

September 16th: Communications and Marketing part I - How to do more with less
- Finish up Finance Class Materials
- Brand development
- Brand execution
- Brand assessment
- Advocacy and activism
- Guest Speaker: Lauren Letta, Chief of Staff, charity:water
- Explanation of Group/Final Project
- Readings:
  - John Quelch, “Habitat for Humanity International Brand Valuation”, HBS Case Study
  - DoSomething.org Communications Guide
  - Seth Godin, Purple Cow: Transform Your Business by Becoming Remarkable
    http://www.ssireview.org/articles/entry/the_role_of_brand_in_the_nonprofit_sector
  - Just Leadership USA Brand Documents

September 23rd: Communications and Marketing part II
- Marketing in the world of facebook, twitter, instagram, kik, snapchat, etc
- Social media tools and how to employ them most effectively
- Crisis communications
- Readings:
  - Jon Krakuer, Three Cups of Deceit: How Greg Mortenson, Humanitarian Hero, Lost His Way
    http://www.huffingtonpost.com/adam-braun/greg-mortensen_b_906235.html
o DoSomething.org Risk Factors Chart

September 30th: Fundraising part I
- Government
- Events, individuals, foundations
- Readings:
  o Rosaline Juan, “Pyrrhic Fundraising”. Stanford Social Innovation Review
  o Michael Porter and Michael Kramer, “Philanthropy’s New Agenda: Creating Value”. HBR
  o “#NextGen Donors,” Michael Moody and Sharna Goldseker. The Johnson Center for Philanthropy, 2013
  http://ssir.org/articles/entry/ten_nonprofit_funding_models
  o “Why Raising Money for Ebola is Hard”. Planet Money.
- Due Today: First writing assignment due (hard & electronic copy)
- Due Today: The not-for-profit your group is going to focus on for the final project (must be approved by me prior to class)

October 7th: Fundraising part II
- Cause marketing
- Guest Speaker: Kerry Steib, Director of Social Impact at Spotify
- Readings:
  o Dan Pallotta, “We Need to Rethink Fundraising,” HBR. August 9th, 2010
  o Ron Nixon, “Bottom Line for (RED)’, NY Times
  http://opinionator.blogs.nytimes.com/2012/05/09/shopping-for-a-better-world/?_php=true&_type=blogs&_r=1
- Due Today: Bring in evidence of a cause marketing campaign from the past 2 years. On a separate sheet of paper, write down your name along with the name of the campaign, the NGO, and the company

October 14th: In-class midterm

October 21st: Fundraising part III
- Earned income
- New ways to fundraise
- **Readings:**
  - William Foster, “Money to Grow On”, SSRI
  - William Foster, “Should Nonprofits Seek Profits”, HBR
  - James Phills, Brian Tayan, “AARP and AARP Services, A Multi-Sector Approach to Social Change”

- **Due Today: Outline for your group presentation**

**October 28th: Human Resources, Operations & Scaling Up**
- Owned & operated, franchised, web-based
- Staffing a not-for-profit company
- Recruiting and managing volunteers
- Guest Speaker: Cesar Bocanegra, COO at DonorsChoose.org
- **Readings:**
  - HBS Case Study on Dunkin Donuts
  - Amy Gallo, “How to Prevent Hiring Disasters”, HBR. May 2010
  - Darrell Rigby, “Innovation in Turbulent Times”, HBR. June 2010

**November 4th: International Organizations**
- Managing from afar, understanding local customs
- Impact Investing & development challenges
- Legal requirements
- Measurement
- Post-Disaster Response
- Guest Speaker: Doug Band, Clinton Global Initiative & President of Teneo Holdings
- **Readings:**
  - HBR Case Study on Mercy Corps
November 11th: Data, Metrics & Making the Most Impact
- How to create a data-informed culture
- C4 organizations
- Big data, A/B testing
- Charity Navigator
- How to measure results in a not-for-profit
- Guest Speaker: Jake Garcia, VP for Data Technology & Strategy at the Foundation Center
- Readings:
  - DoSomething C4 SWOT analysis
  - Charity Navigator: How Do We Plan to Evaluate Results Reporting. http://www.charitynavigator.org/index.cfm?bay=content.view&cpid=1507#.VAaT6rxdVYc
  - Sample KPI Dashboard for a Mid-Sized NGO.

November 18th: New Models of Giving Back
- For-profits v not-for-profits
- B-Corps
- Cross-sector collaboration
- Guest Speaker: Matt Slutsky, Managing Director of Partnerships at Change.org
- Public speaking tips for your final presentation
- Readings:
o Heerad Sabeti. To Reform Capitalism, CEOs Should Champion Structural Reforms.  
http://blogs.hbr.org/cs/2011/10/to_reform_capitalism_ceos_shou.html#.TqaWfYGJuLs.email
http://www.triplepundit.com/2014/08/whats-difference-certified-b-corps-benefit-corps/?utm_source=WEEKLY+TriplePundit+Mailing+List&utm_campaign=bf81a0a0c4-Weekly_May_29_20145_23_2014&utm_medium=email&utm_term=0_1d50d22c4a-bf81a0a0c4-220231057
http://www.ssireview.org/blog/entry/is_business_the_new_charity?utm_source=Enews12_06_28&utm_medium=email&utm_content=3&utm_campaign=hurst

November 25th: Thanksgiving. No Class

December 2nd: Group Presentations  
- Half the groups present  
- All students required to be here for presentations

December 9th: Group Presentations  
- Second half of groups present  
- All students required to be here for presentations

Week of December 17th - 23rd: Final Exam. Take Home Exam/Paper. Details to follow.