



**NYU**

**ROBERT F. WAGNER GRADUATE  
SCHOOL OF PUBLIC SERVICE**

**UPADM-GP 242  
The Business of Nonprofit  
Management  
Summer 2021**

**Instructor Information**

- Alyson Niemann
- Email: [an2645@nyu.edu](mailto:an2645@nyu.edu)
- Office Hours: By appointment only-send me an email and we will find a time!

**Course Information**

- Class Meeting Times: 7/7/21– 08/11/21, Mondays and Wednesdays 5:30- 8:30pm
- Class Location: Via ZOOM

**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.

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.

Skills learned in this course:

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

The course materials are primarily selected readings from two books listed below. Occasionally 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. Although we will be meeting virtually due to COVID 19, class participation is critical in ensuring that you are engaged with the course material.

## Course Grading

- Class Participation: 20%
- Financial Statement Assignment: 10%
- Nonprofit Theory of Change Assignment 10%
- Midterm: 20%
- Nonprofit Presentations 20%
- Final: 20%

## Course Materials

Frumkin, Peter. On Being Nonprofit: A Conceptual and Policy Primer. Harvard University Press. 2002.

Libby and Diertrick. Cases in Nonprofit Management: A Hands on Approach to Problem Solving. SAGE Publications 2017.

## Course Schedule

CLASS	DATE	TOPIC	WHAT'S DUE TODAY?	ACTIVITY/GUEST SPEAKER
Class 1	July 7	Intro + Overview Nature of the Sector		Introductions/Case Studies
Class 2	July 12	Governance & Leadership	News Article	Values Activity/Designing a Board
Class 3	July 14	Programs / Service Delivery	News Article	What's Your Mission?
Class 4	July 19	Measuring Performance	News Article/ Nonprofit Theory of	Logic Model

			Change	
Class 5	July 21	Midterm	Take-Home Midterm	No Class
Class 6	July 26	Financial Management	News Article	Reading a Financial Statement
Class 7	July 28	Fundraising	News Article	Prospecting. Writing an LOI. Grant-Writing
Class 8	Aug 2	Marketing & Communications	Financial Statement Assignment	Annual Reports
Class 9	Aug 4	HR & Operations	News Article	Writing Job Descriptions/DEI
Class 10	Aug 9	Strategic Growth/Planning	News Article	Strategy Screens
Class 11	Aug 11	Class Presentations & Final Exam	Group Presentations	

## 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.

### Class 2: Governance & Leadership

- Libby and Dietrick. Chapters 2 & 3
- Frumkin, Peter. Chapter 4: Values and Faith
- Daniel Goleman. "[What Makes a Leader?](#)" Harvard Business Review Magazine. January 2004.

### **Class 3: 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.

### **Class 4: Measuring Performance**

- Libby and Dietrick. Chapter 4: Measuring Performance
- Frumkin, Peter: Chapter 6: Balancing the Functions of Nonprofits and Voluntary Action
- John Sawhill and David Williamson. "[Measure What Matters in Nonprofits.](#)" McKinsey Quarterly. May 1, 2001.

### **Class 5: No Class! Take Home Mid-Term**

### **Class 6: Financial Management**

- Libby and Dietrick. Chapter 10: Financial Management
- Madeleine Monson-Rosen. "[Understanding 5 Key Nonprofit Financial Documents.](#)" Mission Box. May 7, 2021.

### **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
- "[How to Write a Successful Fundraising Plan.](#)" The Fundraising Authority. June 2021.

### **Class 8: Marketing & Communications**

- Libby and Dietrick. Chapter 8: Public Relations and Marketing
- Andy Goodman. "[Why Nonprofits Need to Be Storytellers.](#)" The Bridgespan Group.
- Nathalie Kylander and Christopher Stone. "[The Role of Brand in the Nonprofit Sector.](#)" Stanford Social Innovation Review. Spring 2012.

### **Class 9: Human Resources & Operations**

- 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.

### **Class 10: Strategic Decision Making & Growth**

- Libby and Dietrick. Chapter 5: Strategic Decision Making
- Nancy Lublin & Aria Finger. "[Radical Focus and Driving Demand for Scale.](#)" Stanford Social Innovation Review. May 28<sup>th</sup>, 2014.
- Aaron Hurst. "[Is Business the New Charity](#)". Stanford Social Innovation Review. June

26<sup>th</sup>, 2012.

## **Class 11: PRESENTATIONS & FINAL EXAM**

### **Class Participation**

To make the class beneficial for all students, please come prepared to 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. In the virtual environment, it's important to be present - being present is more than clicking "Join Meeting." Please attend class meetings in a way that enables you to view the content, as well as pay attention with minimal distractions.

### **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 20% 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](mailto: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.