#### NYU Wagner logo

# **UPADM-GP 242 The Business of Nonprofit Management**

# **FALL 2021**

## Instructor Information

* **Professor Stephen G. Barr, M.B.A., M.Sc.**
* **Email: sgb9031@nyu.edu**
* **Office Hours: Please email me to schedule an appointment**

## Course Information

* **Class Meeting: September 11 - December 18 | Saturdays | 11 AM - 1:30 PM ET**
* **Class Location: Building: 194 Mercer Street, Rm. 208**

## Course Description

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** **(Saturdays) for 2 and a 1/2 hours (11A - 1:30P)**. The course materials are a combination of case studies, chapter readings from the course textbook, 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 (% of final grade)

* Class Participation (including Attendance and Discussion Topics (Brightspace): 20%
* Fundraising Assignment (Team):10% | Data + Impact Assignment: 10% | Theory of Change Paper: 10% | Midterm: 20% | Final Exam: 30%

**Course Overview**

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| --- | --- | --- |
| **DATE** | **TOPIC** | **WHAT'S DUE TODAY?** |
| Sat., Sept.11 | Intro + Overview + Readings |  |
| Sat., Sept. 18 | Leadership  |  |
| Sat., Sept. 25 | Finance | Guest Speaker | **Theory of Change Paper** |
| Sat., Oct. 2 | Communications + Marketing | Guest Speaker |  |
| Sat., Oct. 9 | **MIDTERM EXAM (Take Home)** | **No Class** |
| Sat., Oct. 16 | Fundraising Part 1 |  |
| Sat., Oct. 23 | Fundraising Part 2 | Guest Speaker |  |
| Sat., Oct. 30 | Cause Marketing |  |
| Sat., Nov. 6 | HR + Operations | Guest Speaker |  |
| Sat. Nov. 13 | Data + Impact Measurement | Guest Speakers |  |
| Sat., Nov. 20 | Scaling + Growth |  |
| Sat., Nov. 27 | **Thanksgiving Break** | **No Class** |
| Sat., Dec. 4 | New Models of Giving Back | Guest Speakers | **Data + Impact Assignment** |
| Sat., Dec. 11 | Final Exam Review| Group Presentations | **Fundraising Presentations** |
| Sat., Dec. 18 | **FINAL EXAM** | **FINAL EXAM** |

**Detailed Course Overview**

**Course Material:**

*Class Textbook: Pekkanen, Robert J., Rathgeb-Smith, Steven, Tsujinaka, Yutaka, “Nonprofit and Advocacy - Engaging Community and Government in an Era of Retrenchment”*

### September 4th - NO CLASS (LABOR DAY EXTENDED BREAK)

### September 11: Introduction to the Course

* Introductions + Syllabus Review + Class Expectations + Readings
* Nonprofit Management
* Read Pekkanen - Introduction: Nonprofit Advocacy - Definitions and Concepts
* Bank Of America. “Keys for Not-For-Profit Organization Success.”
* Michael Cooper, “[Squeezed Cities Ask Nonprofits for More Money](http://www.nytimes.com/2011/05/12/us/12nonprofits.html).” New York Times, May 11, 2011
* **Theory of Change Paper Due Saturday, September 25th @ 11:59P ET** - **See Brightspace for Assignment Prompt**

### September 18 : Leadership

* Read Pekkanen - Chp. 1 - The Group Basis of City Politics| Chp. 2 - Nonprofit Advocacy in Seattle & Washington | Chp. 3 - Shaping The Government-Nonprofit Partnership: Direct & Indirect Advocacy | Chp. 4 - Nonprofit Advocacy in the Nation’s Capital | Chp. 5 - From Skidrow To The Statehouse - How Nonprofit Homeless Service Providers Overcome Barriers to Policy Advocacy Involvement
* Francie Ostrower and Marla J. Bobowick. “Nonprofit Governance and the Sarbanes-Oxley Act.” Board Source. [Nonprofit Governance and the Sarbanes-Oxley Act](https://www.urban.org/sites/default/files/publication/50636/311363-Nonprofit-Governance-and-the-Sarbanes-Oxley-Act.PDF)

### September 25: Finance

* **Guest Speaker | Lecturer - Sandy Mollett, CDP, CDSP | COO, True Diversity**
* Clara Miller, “The Four Horsemen of the Financial Apocalypse.” *Nonprofit Quarterly*, 2010[The Four Horsemen of the Nonprofit Financial Apocalypse - Non Profit News](https://nonprofitquarterly.org/the-four-horsemen-of-the-nonprofit-financial-apocalypse/)
* Dan Pallotta, “The Tax Form Tax,” HBR, 4/2010
* Russ Buettner. “[State Seeks Data on Pay of Leaders at Nonprofits](https://www.nytimes.com/2011/08/26/nyregion/state-seeks-data-on-pay-of-leaders-at-nonprofits.html?hp)”. New York Times, August 25, 2011.
* Donors Choose Form 990
* **Theory of Change Paper Due by 11:59P ET**

### October 2 : Communications and Marketing

* **Guest Speaker - Amy Wigler, VP, Multi Platform Marketing + Content, PBS**
* Read Pekkanen - Chp. 6 Advocacy in Hard Times: Nonprofit Organizations and the Representation of Marginalized Groups in the Wake of Hurricane Katrina and 9/11.
* Nathalie Kylander & Christopher Stone. “[The Role of Brand in the Nonprofit Sector](http://www.ssireview.org/articles/entry/the_role_of_brand_in_the_nonprofit_sector#bio-footer)”. Stanford Social Innovation Review. Spring 2012.
* Kevan Lee, "The Best Examples, Questions, and Guides To Find Your Social Media Marketing Voice." Fast Company. April 22, 2014.
* =\VIEW TED Talk - Simon Sinek- [How great leaders inspire action](http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action)
* =\VIEW TED Talk - Melinda French Gates - [Melinda French Gates: What nonprofits can learn from Coca-Cola](https://www.youtube.com/watch?v=GlUS6KE67Vs)
* Alexandra Bruell, “[Can Komen Recover from PR Crisis?”](http://adage.com/article/news/komen-recover-pr-crisis/232540/) Ad Age, February 6th, 2012.

### October 9 : Mid-Term (Take Home Exam) - No Class

**DUE OCTOBER 13TH: 11:59P ET - See Brightspace for Mid-Term Exam**

### October 16: Fundraising - Part 1

* **Guest Speaker - Kevin Jennings, CEO, Lambda Legal**
* The New Yorker, April 2011, “What Mortenson Got Wrong” <https://www.newyorker.com/news/news-desk/what-mortenson-got-wrong>
* Adam Braun Response to Jon Krakuer Criticism. Adam Braun, “[Three Months Later -- Learnings from the Greg Mortensen Controversy](http://www.huffingtonpost.com/adam-braun/greg-mortensen_b_906235.html).” Huffington Post, July 21, 2011,
* Rosaline Juan, “Pyrrhic Fundraising”. Stanford Social Innovation Review
* “[Why Raising Money for Ebola is Hard](http://www.npr.org/blogs/money/2014/09/26/351515481/episode-571-why-raising-money-for-ebola-is-hard)”. Planet Money.
* **Fundraising Assignment (Team Assignment) (Choose Team Members by 10/15) Due Friday, December 10th by 11:59P ET; Team Presentations December 11th) - See Brightspace for assignment prompt.**

### October 23: Fundraising - Part 2

* **Guest Speaker - Catharine Smith, Executive Director, Termeer Foundation**
* Landes Foster, William; Peter Kim; & Barbara Christiansen, "Ten Nonprofit Funding Models." Stanford Social Innovation Review.
* “#NextGen Donors,” Michael Moody and Sharna Goldseker. The Johnson Center for Philanthropy, 2013
* David Bornstein, “For Ambitious Non-profits, Capital to Grow.” Fixes Column, New York Times. June 27th, 2012.
* Aneel Karnani, “The Case Against Corporate Social Responsibility”, WSJ. August 2010**(Optional)**
* Ron Nixon, “Bottom Line for (RED)”, NY Times **(Optional)**
* Stuart Elliot, “[From a Nonprofit, Advice on Reaching Millennials](https://www.nytimes.com/2013/06/07/business/media/nonprofit-group-to-help-for-profit-marketers-reach-youth.html).” The New York Times. June 6, 2013. **(Optional)**
* William Foster, “Should Nonprofits Seek Profits”, HBR

### October 30 : Cause Marketing

* **Guest Speaker - Tai Tran, Co-Founder & President, Close The Gap Foundation**
* Read Pekkanen - Chp. 7 - Gender Identity and The Shifting Basis of Advocacy by US Women’s Groups
* Nancy Lublin, “Why For-Profits Need Not-For-Profits”, Fast Company, 3 2009

### November 6 : Human Resources, Operations & Scaling Up

* **Guest Speaker - Patrick McAdams, CEO & Co- Founder Andiamo Partners | Women Impact Tech**
* Jerry Hauser, The McKinsey Quarterly, 2003 “Organizational Lessons for Nonprofits”
* Amy Gallo, “How to Prevent Hiring Disasters”, HBR. May 2010
* Stephanie Strom, “Philanthropists Requiring Management Courses to Keep Nonprofits Productive.” New York Times. July 29th, 2011

### November 13 : Data, Metrics & Making the Most Impact

* **Guest Speaker - Fahad Khawaja, CMO + Founder, HUE**
* **Guest Speaker - Dr. Eddie Summers, Ph.D, President & CEO, The Thinkubator**
* The Bridgespan Group, “[How Do I Measure Performance—Both Mine and My Grantees’—in a Practical Way?](http://givesmart.org/tools/How-Do-I-Measure-Performance-Mine-and-My-Grantees.aspx)” **(Optional)**
* Harvard Business Review, “[A Data Scientist’s Real Job: Storytelling](http://blogs.hbr.org/cs/2013/03/a_data_scientists_real_job_sto.html).” Jeff Bladt & Bob Filbin. March 27th, 2013.
* Robert Kaplan & David P. Norton. “Using the Balanced Scorecard as a Strategic Management Document.” Harvard Business Review. July – August 2007
* **Data + Impact Assignment (Due Saturday, December 4th 11:59PM ET) -** Background Article: file:///Users/stephen/Downloads/Summer\_2016\_Using\_Data\_for\_Action\_and\_Impact.pdf**See Brightspace for assignment prompts.**

### November 20 : Scaling + Growth

* Read Pekkanen - Chp. 8 - The Political Voice of American Children: Nonprofit advocacy and a Century of Representation for Child Well-Being
* Peg Tyre. [Beyond School Supplies: How Donor’s Choose is Crowdsourcing Real Education Reform](http://www.fastcompany.com/3025597/donorschoose-hot-for-teachers). Fast Company. *Most Innovative Companies 2014.*
* Jeff Sachs. “The Case for Aid.” Foreign Policy. January 21t, 2014
* VIEW — "[David Damberger: What happens when an NGO admits failure](http://www.ted.com/talks/david_damberger_what_happens_when_an_ngo_admits_failure.html)"

### November 27: Thanksgiving Break - NO CLASS

### December 4 : New Models of Giving Back

* **Guest Speaker: Ranobroto Dutta, Founder, NEKI**
* Read Pekkanen - Chp. 9 - Analyzing the Practice of Nonprofit Advocacy: Comparing Two Human Service Networks **(Optional)** | Chp. 10 - Effective Advocacy: Lessons for Nonprofit Leaders from Research and Practice **(Optional)**
* “[Steve Jobs, World’s Greatest Philanthropist.](http://blogs.hbr.org/pallotta/2011/09/steve-jobs-worlds-greatest-phi.html)” Dan Pallotta.
* Stephanie Strom, “[A Quest for Hybrid Companies That Profit, but Can Tap Charity](https://www.nytimes.com/2011/10/13/business/a-quest-for-hybrid-companies-part-money-maker-part-nonprofit.html).” New York Times. October 12, 2011.
* Greg Beato. “From Petitions to Decisions”. Stanford Social Innovation Review. Fall 2014 **(Optional)**
* Ryan Honeyman. “[What’s the Difference Between Certified B Corps and Benefit Corps?](https://www.triplepundit.com/story/2014/whats-difference-between-certified-b-corps-and-benefit-corps/41336)” Triple Pundit. August 26th, 2014.
* Aaron Hurst. “[Is Business the New Charity](http://www.ssireview.org/blog/entry/is_business_the_new_charity?utm_source=Enews12_06_%2028&utm_medium=email&utm_content=3&utm_campaign=hurst)”. Stanford Social Innovation Review. June 26th, 2012.
* **Data + Impact Assignment Due by 11:59PM ET**

### December 11 : Final Class Review | Final Exam Prep | Fundraising Assignment Team Presentations (presentations uploaded by Friday, December 10th @ 11:59P

### December 18 : FINAL EXAM - VIA ZOOM|Brightspace

## Late Assignment Policy

## Late assignments will be automatically dropped by a letter grade.

**Additional caveats:**

* **MidTerm Take Home Exam will not be accepted late. Late submissions will automatically receive 0 or failing grade**
* **Extension requests must be submitted a minimum of 72 hours in advance. Requests are not guaranteed and up to the Professor’s discretion**

## Student Led Class Discussions

## Each class, I will choose a student or students to lead the class discussions on the readings, continue any discussions via Brightspace or provide an op-ed on class topic(s).

## Classroom Protocols

Unless instructed otherwise or for note taking purposes, mobile devices, laptops accessing the internet during class is **prohibited.**

## Classroom In-Person|In Classroom Covid19 Protocols

Please refer to NYU’s Covid-19 In-Person|In Classroom Policy:

Every member of our NYU community is [required to wear face coverings](https://www.nyu.edu/life/safety-health-wellness/coronavirus-information/safety-and-health/protective-equipment.html) when on NYU property or in NYU facilities, including our classroom. You must also follow the [COVID-19 Screener](https://www.nyu.edu/life/safety-health-wellness/coronavirus-information/safety-and-health/daily-covid-19-screener-for-campus-access.html) requirements for campus and classroom access. See the [information safety and health protocols.](https://www.nyu.edu/life/safety-health-wellness/coronavirus-information/everyday-basics.html)

**Classroom Attendance**

Attendance is **in-person** and **mandatory.** **Two (2) or more** absences will impact your final course grade. Excused absences will need to be submitted at a minimum of 72 hours in advance of that week’s class.

## 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 Student Accessibility

Academic accommodations are available for students with disabilities.  Please visit the [Moses Center for Student Accessibility website](https://www.nyu.edu/students/communities-and-groups/students-with-disabilities.html) **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](https://www.nyu.edu/about/policies-guidelines-compliance/policies-and-guidelines/university-calendar-policy-on-religious-holidays.html) 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](http://www.nyu.edu/life/safety-health-wellness/wellness-exchange.html) 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.