



NYU

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

UPADM-GP 242 The Business of Nonprofit Management Spring 2022

Instructor Information

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

Course Information

- Class Meeting Times: 1/27/22– 5/5/22, Thursdays 6:20- 8:50pm
- Class Location: Bldg: GCASL Room: 269 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 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 in addition to learning what it takes to lead nonprofit institutions.

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. 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.

Course Grading

- Class Participation (including articles): 20%
- Values and Mission Assignment: 5%
- Nonprofit Theory of Change Assignment 10%
- Financial Statement Assignment: 5%
- 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	Jan 27	Intro + Overview Nature of the Sector		Introduction/History of Nonprofit Sector
Class 2	Feb 3	Governance	News Article	Designing a Board
Class 3	Feb 10	Leadership	News Article	Values Exercise
Class 4	Feb 17	Programs / Service Delivery	News Article Personal Mission & Values	What's Your Mission?

Class 5	Feb 24	Measuring Performance	News Article Narrative Theory of Change	Logic Model
Class 6	Mar 3	Financial Management	News Article	Reading a Financial Statement
Class 7	Mar 10	Midterm	News Article Financial Statement Assignment	
Class 8	Mar 24	Fundraising		Prospecting. Writing an LOI. Grant-Writing
Class 9	Mar 31	Branding, & Marketing	News Article Grant Application Assignment	
Class 10	April 7	IT/Communications	News Article	Operational Plans
Class 11	April 14	HR & Talent Management	News Article	Performance Reviews/DEI Practices
Class 12	April 21	Risk Management & Strategic Planning	News Article	Strategy Screens
Class 13	April 28	Class Presentations	Group Presentations	
Class 14	May 5	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.

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
- "[Right from the Start: Responsibilities of Directors of Not-For-Profit Board of Directors](#)." State of New York Attorney General Charities Bureau. May, 2015.
- "[Leading with Intent: 2021 National Index of Nonprofit Board Practices](#)." Board Source. 2021. (pages 10-23)

Class 3: Leadership

- Frumkin, Peter. Chapter 4: Values and Faith
- John P. Kotter. "[What Leaders Really Do](#)". Harvard Business Review Magazine. December 2001.
- Daniel Goleman. "[What Makes a Leader?](#)" Harvard Business Review Magazine. January 2004.
- Daniel Goleman. "[The Focused Leader](#)". Harvard Business Review Magazine. December 2013.
- Bill George, Peter Sims, Andrew N. McLean, and Diana Mayer. "[Discovering Your Authentic Leadership Self](#)". Harvard Business Review Magazine. February 2007.
- Daniel Goleman. "[Leadership that Gets Results](#)". Harvard Business Review Magazine. March-April 2000.
- Jennifer Jordan, Michael Wade, and Tomoko Yokoi. "[Finding the Right Balance and Flexibility in Your Leadership Style](#)". Hbr.org. January 11, 2022.
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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
- John Sawhill and David Williamson. "[Measure What Matters in Nonprofits](#)." McKinsey Quarterly. May 1, 2001.
- Kim Jonker & William F. Meehan III. "[Clear Measurement Counts](#)". Stanford Social

Innovation Review. March 20, 2014.

- [“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](#)
- Madeleine Monson-Rosen. [“Understanding 5 Key Nonprofit Financial Documents.”](#) Mission Box. May 7, 2021.
- Steve Zimmerman and Jeannie Bell. [“Matrix Map: A Powerful Tool for Mission Focused Nonprofits”](#). April 1, 2014.

Class 7: Mid-Term

Class 8: 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.
- [“How to Write a Successful Fundraising Plan.”](#) The Fundraising Authority. June 2021.

Class 9: Branding & Marketing

- 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 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”](#). 3rd edition. Salesforce.
- [“Strategic Communications Plan Outline”](#). Nonprofitmarketingguide.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: Risk Management & Strategic/Business Planning

- Libby and Dietrick. Chapter 5: Strategic Decision Making
- Nancy Lublin & Aria Finger. [“Radical Focus and Driving Demand for Scale.”](#) Stanford Social Innovation Review. May 28th, 2014.
- Aaron Hurst. [“Is Business the New Charity”](#). Stanford Social Innovation Review. June 26th, 2012.
- Kelly Campbell and Betsy Haley Doyle. [“Business Planning for Nonprofits: What It Is and Why It Matters”](#). February 1, 2006.

Class 13: Class Presentations

Class 14: Final Exam & Evaluations

Class Participation

To make the class beneficial for all students, please come on time and prepare for 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.

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) 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.

COVID-19-Shifting to Remote Instruction/Supporting Remote Students

In the event that COVID-19 prevents a student from attending class, relevant materials will be shared on NYU Brightspace, and students can follow the course live via the course Zoom link, <https://nyu.zoom.us/j/4994098362>. Please contact the instructor at an2645@nyu.edu if you will be out of class.

In the event that the course needs to be offered entirely online for a particular class meeting, we will meet synchronously at the standard class time using Zoom, <https://nyu.zoom.us/j/4994098362>. Additional instructions about particular details of class meetings or work will be emailed to you in the event of a shift to online instruction.

In the event that a student needs to be out of class, we are recording each class session via Zoom and making them available in NYU Brightspace. All students should access them there.