



NYU

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

UPADM-GP 242

The Business of Nonprofit Management

Summer 2022

Instructor Information

- Veronica Manning, MPA
- Email: vlb235@nyu.edu
- Office Hours: Mondays, By Appointment

Course Information

- Class Meeting Times: 7/11/22– 08/15/22, Mondays & Wednesdays 5:30- 8:30 pm
- Class Location: Via ZOOM

Course Description

This course introduces students to the nonprofit sector; how it operates 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 in the strength of civil-society activity and participation in the governance of communities and nations. This course will put into context 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. Students will also learn some essential components of the business of nonprofit management; from designing program budgets to evaluation, and the never-ending fundraising!

The course is designed in a way where students get to learn practical skills and be in the shoes of 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 gain practical skills in how nonprofits operate -- from governance, to financial management, fundraising, and operations.

The skills that students will learn in this course are:

1. Critical Thinking
2. Problem Solving
3. Financial Management

4. Project Management
5. Public Speaking and Presentations

The course materials are primarily selected readings from the two books listed below. Students will also be asked to identify a newspaper or magazine article of interest for each class that will be presented by the student and discussed in class. Students are expected to come to class fully prepared to discuss the week's readings. Although the class is virtual due to COVID-19, class participation is critical in ensuring that students are engaged with the course material. Students may also have an opportunity to learn from practitioners in the field who may be guest speakers in a few of the classes.

Course Grading

- Class Participation: 25%
- Financial Statement Assignment: 10%
- Midterm: 20%
- Nonprofit Presentations 25%
- 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	Jul. 11	Intro, Class Norms + Overview (Nature of the Sector) / Governance & Leadership		Icebreaker: What has been one headline that has captured your attention over the past couple of months? And Why?
Class 2	Jul. 13	Programs / Service Delivery / Program Log-Frame		Who would be on your personal Board of Advisors?

				Potential Guest Speaker: Why do people serve on Boards?
Class 3	Jul. 18	Measuring Performance	Decide Which Nonprofit Sector you want to focus on	Select Your Nonprofit Sector
Class 4	Jul 20	TAKE HOME MIDTERM		
Class 5	Jul. 25	Fundraising / Marketing & Communications	Which nonprofit marketing inspires you to give?	
Class 6	Jul. 27	Financial Management / HR Operations.		
Class 7	Aug. 1	Strategic Growth / Planning		Reading a Strategic Plan
Class 8	Aug. 3	PRESENTATIONS	Financial Management Assignment.	
Class 9	Aug. 8	PRESENTATIONS		
Class 10	Aug. 10	PRESENTATIONS / Class Overview		
Class 11	Aug. 15	FINAL – TAKE HOME	Score Cards	

Detailed Course Overview

Class 1:

Introduction to the Course

- Frumkin, Peter. Chapter 1.

Governance & Leadership

- Libby and Dietrick. Chapters 2 & 3.

Class 2:

Programs

- Libby and Dietrick. Chapter 11: Case 11.1: Meeting Your Mission p. 195
- Frumkin, Peter: Chapter 3: Service Delivery

Program Log-Frame/Performance Measurement

- Frumkin, Peter: Chapter 5: Social Entrepreneurship

Class 3: Measuring Performance

- Libby and Dietrick. Chapter 4: Measuring Performance
- Frumkin, Peter: Chapter 6: Balancing the Functions of Nonprofits and Voluntary Action.

Class 4: No Class! Take Home Mid-Term

Class 5:

Fundraising

- Libby and Dietrick. Chapter 9. Generating Revenue
- Libby and Dietrick. Case 14.4: When Donors Don't Want to Fund Overhead. Pg. 253

Marketing & Communications

- Libby and Dietrick. Chapter 8: Public Relations and Marketing

Class 6:

Financial Management

- Libby and Dietrick. Chapter 10: Financial Management

Human Resources & Operations

- Libby and Dietrick. Chapter 6: Human Resource Management
- Libby and Dietrick. Chapter 12: Case 12.1 Internal Systems. P. 210.

Class 7: 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 28th, 2014.
- Aaron Hurst. "[Is Business the New Charity](#)". Stanford Social Innovation Review. June 26th, 2012.

Class 8, 9, 10: PRESENTATIONS

Class 11: FINAL

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.