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**


**Course Schedule**

<table>
<thead>
<tr>
<th>CLASS</th>
<th>DATE</th>
<th>TOPIC</th>
<th>WHAT'S DUE TODAY?</th>
<th>ACTIVITY/GUEST SPEAKER</th>
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</thead>
<tbody>
<tr>
<td>Class 1</td>
<td>Jul. 11</td>
<td>Intro, Class Norms + Overview (Nature of the Sector) / Governance &amp; Leadership</td>
<td>Icebreaker: What has been one headline that has captured your attention over the past couple of months? And Why?</td>
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<tr>
<td>Class 2</td>
<td>Jul. 13</td>
<td>Programs / Service Delivery / Program Log-Frame</td>
<td>Who would be on your personal Board of Advisors?</td>
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<tr>
<td>Class</td>
<td>Date</td>
<td>Topic</td>
<td>Notes</td>
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<tr>
<td>Class 3</td>
<td>Jul 18</td>
<td>Measuring Performance</td>
<td>Decide Which Nonprofit Sector you want to focus on</td>
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<tr>
<td>Class 4</td>
<td>Jul 20</td>
<td>TAKE HOME MIDTERM</td>
<td></td>
<td></td>
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<tr>
<td>Class 5</td>
<td>Jul 25</td>
<td>Fundraising / Marketing &amp; Communications</td>
<td>Which nonprofit marketing inspires you to give?</td>
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<tr>
<td>Class 6</td>
<td>Jul 27</td>
<td>Financial Management / HR Operations.</td>
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<tr>
<td>Class 7</td>
<td>Aug  1</td>
<td>Strategic Growth / Planning</td>
<td>Reading a Strategic Plan</td>
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<tr>
<td>Class 8</td>
<td>Aug  3</td>
<td>PRESENTATIONS</td>
<td>Financial Management Assignment.</td>
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<tr>
<td>Class 9</td>
<td>Aug  8</td>
<td>PRESENTATIONS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Class 10</td>
<td>Aug 10</td>
<td>PRESENTATIONS / Class Overview</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Class 11</td>
<td>Aug 15</td>
<td>FINAL – TAKE HOME</td>
<td>Score Cards</td>
<td></td>
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</tbody>
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**Detailed Course Overview**

**Class 1:**

**Introduction to the Course**
- Frumkin, Peter. Chapter 1.

**Governance & Leadership**
- Libby and Dietrick. Chapters 2 & 3.
Class 2:

Programs

- 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


Human Resources & Operations


Class 7: Strategic Decision Making & Growth

- Libby and Dietrick. Chapter 5: Strategic Decision Making
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.