



NYU

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

UPADM-GP 242

The Business of Nonprofit Management Fall 2023

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: 9/7/23– 12/14/23, Thursdays 6:20- 8:50pm
- Class Location: Bldg: GCASL, 238 Thompson St Room: 388 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 as well as explore how their leadership contributes to healthy nonprofits and a thriving nonprofit ecosystem.

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
6. Leadership Principles

The course materials are primarily selected readings from two books listed below. Additionally, there will be 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 & case studies): 20%
- Values and Mission Assignment: 10%
- Nonprofit Ecosystem Assignment (in class): 10%
- Nonprofit Theory of Change Assignment 10%
- Midterm: 15%
- Nonprofit Presentations 20%
- Final: 15%

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	Sept 7	Introduction-Overview & History of the Sector		Introduction/History of Nonprofit Sector
Class 2	Sept 14	Governance/Legal Structure of Nonprofits	News Article	Designing a Board
Class 3	Sept 21	Leadership	News Article	Values Exercise What's Your Mission?

Class 4	Sept 28	Programs, Nonprofit Ecosystem	News Article Personal Mission & Values	Ecosystem Challenges
Class 5	Oct 5	Financial Management	News Article Nonprofit Ecosystem	Reading a Financial Statement
Class 6	Oct 12	Midterm	News Article	
Class 7	Oct 19	Measuring Performance	News Article	Logic Model
Class 8	Oct 26	Branding, & Marketing	News Article Theory of Change	
Class 9	Nov 2	Fundraising & Philanthropy	News Article	Prospecting Grant-Writing
Class 10	Nov 9	IT/Communications	News Article	Operational Plans
	Nov 23	NO CLASS		Thanksgiving Break
Class 11	Nov 16	HR & Talent Management	News Article	Performance Reviews/DEI Practices
Class 12	Nov 30	Risk Management & Strategic Planning	News Article	Strategy Screens
Class 13	Dec 7	Class Presentations	Group Presentations	
Class 14	Dec 14	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.
- Aspen Institute. "[Nonprofit Sector and Government: Clarifying the Relationship](#)"

Class 5: 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 6: Midterm

Class 7: 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 8: 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.
- Kevin Barenblat. "[What the Best Nonprofits Know About Strategy.](#)" Harvard Business Review. August 8, 2018.

Class 9: Fundraising & Philanthropy

- 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 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 Trends 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. There are a number of in class assignments that will count towards your class participation grade.

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 10% 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.

Artificial Intelligence (AI) Use Policy

You are discouraged from using AI tools UNLESS under direct instruction from your instructor to do so. Please contact your instructor if you are unsure or have questions BEFORE using AI for any assignment. If you use AI programs e.g. ChatGPT to help generate ideas and brainstorm, you should note that the material generated by these programs may be inaccurate, incomplete, or otherwise problematic. Beware that use may also stifle your own independent thinking and creativity. You may not submit any work generated by an AI program as your own. If (under direct instruction from your instructor) you include material generated by an AI program, it should be cited like any other reference material (with due consideration for the quality of the reference, which may be poor).

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.

