

**Build Your Own NGO:
Organizational Development for Global Affairs Professionals**

GLOB1-GC 2165.001

**New York University
School of Continuing and Professional Studies
M.S. Program in Global Affairs
Fall 2016
Mondays, 3:30-6:10pm
September 6 – December 16, 2016**

Instructor: Brad Heckman
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Office Hours: By appointment

****NOTE: Schedule for dates not yet listed are TBD by Professor- Will be announced soon****

Course Description:

This practical, skill-building course will equip students with the information and skills they need to develop, enhance, work in, or better understand international non-profit organizations. It will cover topics such as strategic planning, staff and board management, fundraising, budgeting, marketing and outreach, and quality control.

During the course, students will “create” their own NGOs. Each week, students will engage in exercises and simulations in which they will design core elements of an international non-profit organization. They will develop a vision, mission sustainability strategy, branding approach, outreach initiatives, staffing structures, and boards. In final presentations, students will launch their new organizations to the class.

The course will draw on the instructor’s experience building non-profit organizations in more than 20 countries. It will use real-life experiences, video clips, role-plays, visual art and various interactive activities. Guest lecturers from prominent NGOs and international organizations will share their expertise on a range of topics.

Course Requirements and Evaluation:

CGA Attendance and Lateness policy: All students must attend class regularly. Your contribution to classroom learning is essential to the success of the course. Any more than two (2) absences (other than for verifiable medical or similar reasons) during the Fall and Spring and one (1) absence during the summer will likely lead to a need to withdraw from the course or a failing grade.

Class Participation: The course will be highly interactive, and students are expected to fully contribute to all discussions and exercises.

Journal: Students will write weekly journal entries on the theme of each week's lecture.

Class Project: As this is a practical skills course, students will conceptualize and develop a plan to build a new international non-profit organization. Students will conduct a final presentation on their organization during the final three sessions, and will submit a funding proposal on the last day of class.

Electronic submission via Blackboard: All written work must be submitted via the Assignment Tool on Blackboard.

Grading:

The final grade will be weighted on these criteria as follows:

- Class participation: 30%
- Journal: 30%
- Final class project presentation and paper: 40%

Evaluation Criteria

- **Research Paper:** Clear evidence of wide and relevant research and critical thinking about the data and sources; a strong thesis or problem to address; effective analysis that leads to a compelling conclusion; good, accurate and persuasive writing.
- **Policy Memo:** Clear evidence of wide and relevant research and critical thinking about the data and sources; a strong thesis or problem to address; effective analysis that leads to a compelling conclusion; good, accurate and persuasive writing.
- **In-Class Exercises:** Contributions of insight to the analysis; raising questions showing insight into the implications of the analysis; accurate work.
- **Quizzes and Exams:** Mastery of the facts and scholarship involved; accurate answers; drawing insightful conclusions based on analysis.
- **Group Project:** Addressing the questions asked and drawing relevant and useful conclusions based on research and analysis; working together effectively as a team.
- **Presentation:** Clear understanding of the issues at hand; ability to present them in an interesting, lucid and professional manner appropriate to the audience.
- **Class Participation:** Active, respectful and collegial engagement in class discussion; evidence of reading and preparation.

SCPS Grading Scale

Grade	Meaning	GPA Conversion
A	Exceptional; superior effort	4.0
A-	Excellent	3.7
B+	Very good	3.3

B	Good; meets program standards	3.0
B-	Meets program standards in most respects	2.7
C+	Requires moderate improvement	2.3
C	Requires significant improvement	2.0
C-	Requires extensive improvement	1.7
F	Fail – Did not meet minimal course requirements	0

Incomplete Policy:

Incompletes are only granted in extreme cases such as illness or family emergency and only where almost all work for the semester has been successfully completed. A student’s procrastination in completing his/her paper is not a basis for an Incomplete.

Academic Integrity:

SCPS Statement on Academic Integrity and Plagiarism:

Plagiarism is presenting someone else’s work as though it were one’s own. More specifically, plagiarism is to present as one’s own a sequence of words quoted without quotation marks from another writer; a paraphrased passage from another writer’s work; creative images, artwork, or design; or facts or ideas gathered, organized, and reported by someone else, orally and/or in writing and not providing proper attribution. Since plagiarism is a matter of fact, not of the student’s intention, it is crucial that acknowledgement of the sources be accurate and complete. Even where there is no conscious intention to deceive, the failure to make appropriate acknowledgment constitutes plagiarism. Penalties for plagiarism range from failure for a paper or course to dismissal from the University.

Course Materials:

Students will receive an on-line, 2-volume coursepack (at no charge) that will include readings from a range of sources, including:

BoardSource, “The Handbook of Nonprofit Governance”

Bryson, John M. “Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement (Third Edition)”

Dropkin, Murray, Jim Halpin, Bill La Touche, “The Budget-Building Book for Nonprofits”

Durham, Sarah, “Brandraising: How Nonprofits Raise Visibility and Money through Smart Communications”

Fredericks, Laura, “The Ask: How to Ask Anyone for Any Amount for Any Purpose”

Gelatt, James P. "Managing Nonprofit Organizations in the 21st Century." Mission: A Sense of Purpose

Grobman, Gary M. "The Nonprofit Handbook: Everything You Need to Know to Start and Run Your Nonprofit Organization." (Fourth Edition)

Sand, Michael A, "How to Manage an Effective Nonprofit Organization: From Writing and Managing Grants to Fundraising, Board Development, and Strategic Planning"

Scribner, Susan M. "Boards from Hell"

Readings from the coursepack will be assigned the week before they are due; the assignments listed herein are tentative.

Instructor:

Brad Heckman is the founding Chief Executive Officer of the New York Peace Institute. He has more than 20 years of experience developing and sustaining non-profit organizations in more than 25 countries. As International Director of Partners for Democratic Change, he established local peacebuilding centers throughout Eastern Europe, the Balkans, South Caucasus, former Soviet Union, and Latin America. As Vice President of Safe Horizon, he managed the agency's Anti Human Trafficking, Mediation, Batterer Intervention, Anti-Stalking, Legal Services, and Families of Homicide Victims Programs. He has a Masters of International Relations and International Economics from the Johns Hopkins School of Advanced International Studies (SAIS), and has trained and consulted for the United Nations and many other international organizations and agencies. Mr. Heckman received NYU SCPS's Excellence in Teaching Award in 2011.

Sessions:

TBD: Organizational Values, Vision, Mission, Norms and Culture

The foundational principals of building your organization. Students will also share their experiences and expectations for the course.

Reading:

Grobman, Gary M. "The Nonprofit Handbook: Everything You Need to Know to Start and Run Your Nonprofit Organization." (Fourth Edition)

September 19 and 26: Building your Board and Organizational Structure

Developing advisory, governing, and operating boards, and understanding and developing staffing structures to meet your organization's needs.

Readings:

- BoardSource, "The Handbook of Nonprofit Governance"
- Scribner, Susan M. "Boards from Hell"

October 3: Strategic Planning Tools

Note: No class on October 10.

“Most people spend more time planning next summer’s vacation than they do planning the rest of their lives”. -- Patricia Fripp

Logic Models, needs assessment, SWOT analyses, monitoring/evaluation mechanisms and other tools necessary for building a solid yet nimble strategic plan.

Reading:

Bryson, John M. “Strategic Planning for Public and Nonprofit Organizations: A Guide to Strengthening and Sustaining Organizational Achievement (Third Edition)”

October 17 and TBD: Building Consensus and Facilitating Effective Meetings

Techniques for promoting inclusive, participatory decision-making in your organization.

October 31: Building your Budget, Striving for Sustainability

“The Rich are Different from you and me” – F.Scott Fitzgerald

“Yes. They have more money” –Ernest Hemmingway

Constructing a realistic and flexible budget that includes personnel, direct, indirect, hidden, and other costs, and incorporates contingency plans, in-kind contributions, break-even costing, cash flow issues, and other key concepts, including developing a diverse funding portfolio.

Reading:

Dropkin, Murray, Jim Halpin, Bill La Touche, “The Budget-Building Book for Nonprofits”

November 7 and November TBD: Fundraising and Proposal Writing Workshop

How to write successful and compelling funding proposals for government and foundation donors.

Reading:

Fredericks, Laura, “The Ask: How to Ask Anyone for Any Amount for Any Purpose”

TBD: Outreach, Marketing and Branding

Creative and effective ways of getting the word out on your initiative to various audiences. This will include media relations, branding, outreach materials, and public information campaigns.

Reading:

Durham, Sarah, “Brandraising: How Nonprofits Raise Visibility and Money through Smart Communications”

November 28: Building Partnerships and Networks

Advantages and pitfalls of building networks, strategic partnerships and alliances with academia, government agencies, international NGOs, local community-based organizations, informal groups, and others.

December 5: Human Resources: Managing Staff and Volunteers

"Hell is other people." --Jean Paul Sartre

Topics will include: recruiting, interviewing, hiring staff; performance appraisal; avoiding burnout and compassion fatigue; and professional development.

TBD and TBD: Launching your NGO: Class presentations and peer reviews. Written part of final exam (funding proposal) due in the final class.