

Department of Urban and Regional Planning

Course: Nonprofit Management, END441, URP541

Delivery Mode: In-Person, Tuesday 11:00am-1:40PM, Hayes 301

Semester and Year: Fall 2026

Instructor Information:

Name: Robert Silverman, PhD ([Bio](#))

Office Location: Hayes 329

Office Hours: Tuesday 10:00am-10:45am (and by appointment)

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Course Description:

This course introduces students to nonprofit management. Topics include nonprofit: governance, board structure, planning, financial management, fundraising, grant writing, leadership, personnel management, and ethics. The course will highlight major nonprofit sub-sectors that relate to urban planning such as: community-based organizations, nonprofit healthcare providers, educational institutions, cultural institutions, faith-based organizations, and funding intermediaries.

Activities are planned for the next fifteen weeks. During each class session we will discuss the required readings and their relevance to your assignments. Everyone should be prepared to discuss the readings on a weekly basis. Regular and punctual attendance is required for full credit.

If you have any questions during the semester, please bring them to my attention. I will be available during my office hours and by appointment. Also, you may contact me by phone or e-mail. The syllabus for this class is subject to change during the semester.

Student Learning Objectives:

The course objectives for END441 / URP541 are listed below. Course assignments that assess specific course objectives are identified in the course requirements section of this syllabus.

Course Objective 1: Become familiar with core concepts related to the structure, governance, strategic planning, and management of nonprofit organizations.

Course Objective 2: Become familiar with sources of financial support and financial management tools in the nonprofit sector.

Course Objective 3: Become familiar with approaches to incorporate principles of diversity, equity and inclusion in nonprofit management.

Course Objective 4: Apply knowledge of the nonprofit sector to the collection of data and analysis of the structure, organization, sustainability, and social justice goals of nonprofit organizations.

Required Text and Required Reserve Readings: *The required text is available at the UB Bookstore.*

1) Newman, M. (2024). *Effective Management of Nonprofit Organizations: Leading Relationships with Stakeholders, 1st Edition*. New York, Routledge. [An e-book version of the textbook is owned by the UBLibraries]

2) Required Reserve Readings are available on UBLearn

Course Requirements:

Roundtable: During class on **September 1 (Module 2)**, you will be divided into groups and given a handout describing the roundtable in more detail. Each group will be assigned material to read and discuss during the roundtable on **September 22 (Module 5)**. The material will be in the roundtable assignment folder on UBLearn. Each group should prepare a PowerPoint presentation for the class highlighting the main lessons related to nonprofit management from the material. Following the roundtable discussions each student will write a roundtable essay discussing/synthesizing the significance of the roundtable topics to the nonprofit sector. The roundtable essay is due by 11am on **October 6 (Module 7)**. [course objectives 1, 2, 3]

Exam: An online exam become available on **October 7 (Module 7)** is due by 11am on **October 20 (Module 8)**. The exam will test your knowledge of course materials covered between August 25 and October 6. [course objective 1, 2, 3]

Nonprofit Organization Synopsis: Each student will develop a synopsis (12 pages in length) for a nonprofit organization. During class on **September 8 (Module 3)**, the assignment will be discussed. The synopsis should be drawn from sources such as: annual reports, 990 forms, strategic plans, and other organizational documents. The synopsis should discuss the nonprofit's: history and mission, organizational structure, programmatic activities, and financial structure. The synopsis should include a discussion of challenges/opportunities the nonprofit will face in the future and strategies to respond to them. Each student should select a nonprofit to examine and have the organization approved by the professor before the beginning of class on **September 29 (Module 6)**. The nonprofit organization synopsis is due by 11am on **December 1 (Module 12)**. During class on **December 1 (Module 12)** there will be a synopsis synthesis discussion where themes that cut across the individual papers are identified and linked back to the course. [course objectives 1, 2, 3 & 4]

East Side Nonprofit Capacity Building White Paper: This is a group project. Students in the class will review materials and exit interviews conducted with past recipients of Community Partnership Grant from the University at Buffalo (UB) Center of Excellence in Investigator Development and Community Engagement. Materials will be available on **October 20 (Module 8)** and the assignment will be discussed on **October 27 (Module 9)**. The white paper is due, and a summary of the white paper will be presented to community stakeholders on **November 17 (Module 11)**. [course objectives 1, 2, 3 & 4]

Grading Policy:

There are 100 points possible during the semester. Except for extreme emergencies, the grade of "I" will not be given at the end of the semester. Extra credit will not be offered in this course. Your grade will be based on the following assignments and activities:

ROUNDTABLE DISCUSSION & POWERPOINT	10 points
ROUNDTABLE ESSAY	10 points
EXAM	30 points
NONPROFIT ORGANIZATION SYNOPSIS	35 points
SYNOPSIS SYNTHESIS DISCUSSION	5 points
East Side Nonprofit Capacity Building White Paper	10 points

Grading Scales:**Undergraduate Grading Scale (END441)**

GRADE	A	A-	B+	B	B-	C+	C	C-	D+	D	F
POINTS	96-100	90-95.99	87-89.99	84-86.99	80-83.99	77-79.99	74-76.99	70- 73.99	67- 69.99	66-60.99	0-59.99

Graduate Grading Scale (URP541)

GRADE	A	A-	B+	B	B-	C+	C	D	F
POINTS	96-100	90-95.99	87-89.99	84-86.99	80-83.99	77-79.99	70-76.99	60-69.99	0-59.99

UB Policies and Information:**Academic Integrity:**

Academic integrity is a fundamental university value. Through the honest completion of academic work, students sustain the integrity of the university and of themselves while facilitating the university's imperative for the transmission of knowledge and culture based upon the generation of new and innovative ideas. For this course, plagiarism and other instances of academic misconduct will result in a failing grade on a respective assignment, exam, or paper. For more information on UB's policies, please refer to [UB's Office of Integrity](#) and the UB [Graduate Academic Integrity policy](#).

Accessibility Resources:

If you have any disability which requires reasonable accommodations to enable you to participate in this course, please contact the Office of Accessibility Resources in 60 Capen Hall, 716-645-2608 and also the instructor of this course during the first week of class. The office will provide you with information and review appropriate arrangements for reasonable accommodations, which can be found on the web at: <http://www.buffalo.edu/studentlife/who-we-are/departments/accessibility.html>.

Technology Recommendations:

To effectively participate in this course, regardless of mode of instruction, the university recommends you have access to a Windows or Mac computer with webcam and broadband. Your best opportunity for success in the blended UB course delivery environment (in-person, hybrid and remote) will require [these minimum capabilities](#).

Writing Centers:

The University at Buffalo has writing centers where students can get assistance with essays, term papers, and thesis projects. Students should contact one of the following if they would like to access these campus resources:

- Students can go to the Center for Excellence in Writing for assistance. It is located at Norton 17, Email: writing@buffalo.edu; <https://www.buffalo.edu/writing.html> .
- Graduate students can contact the Graduate Student Association (GSA) about their Editorial Assistance Program. For information about this program go to the GSA office in 310 Student Union, (716) 645-2960; gsaedit@buffalo.edu; <https://ubgsaedit.wixsite.com/gsa-editorial> .
- International students can contact the English Language Institute. The English Language Institute is located at 210 Baldy Hall; (716) 645-2077; elibuffalo@buffalo.edu; <http://www.buffalo.edu/english-language-institute.html> .

Diversity and Inclusiveness:

UB encourages openness and tolerance for diverse perspectives. Please visit <http://www.buffalo.edu/inclusion/resources/IXResources.html>, which details resources, services, events and support related to equity and inclusion for students.

Protecting Course Materials Disclaimer:

The Graduate School's [Improper Distribution of Course Materials policy](#) is in place to protect course materials. All materials prepared and/or assigned by me for this course are for the students' educational

benefit. Other than for permitted collaborative work, students may not photograph, record, reproduce, transmit, distribute, upload, sell or exchange course materials, without my prior written permission. “Course materials” include, but are not limited to, all instructor-prepared and assigned materials, such as lectures; lecture notes; discussion prompts; study aids; tests and assignments; and presentation materials such as *PowerPoint* slides, handouts, etc.. Public distribution of such materials may also constitute copyright infringement in violation of federal or state law. Students who violate this policy will be required to complete an educational sanction about the value of intellectual property. More serious and/or repeat violations of this policy may be treated as acts of “academic dishonesty” and/or subject a student to disciplinary charges under the [Student Code of Conduct](#).

Course Policy on Generative Artificial Intelligence (GenAI) Platforms:

A large component of the assessments in this course requires critical thinking, conceptual framing, analysis, and synthesis of ideas in writing. The danger of relying on a GenAI platform to do these tasks is that the student will not develop these important skills as part of the course learning objectives. Submission of text generated by GenAI or other automated methods, whether or not mediated by human revision, cannot demonstrate achievement of course learning objectives.

As a guideline, students should not use GenAI tools for assignments in this course and GenAI tools in applications like Grammarly should be disabled. Some examples where the use of GenAI is inappropriate include:

- Misrepresenting your participation in the courses (e.g., developing discussion board posts, and other content submitted as your work or independent thoughts),
- Completing group work for which your team is responsible,
- Outlining, writing or drafting an assignment, and
- Writing entire sentences or paragraphs.

Students should consult with the professor and review UB’s Artificial Intelligence Guidance (<https://www.buffalo.edu/academic-integrity/instructors/protect/ai-guidance.html>) **before** using GenAI tools in this course. For approved uses of GenAI, students are responsible for verifying the accuracy of all GenAI information by cross-referencing content with credible and scholarly sources.

GenAI uses previously published work so using it without acknowledgement is plagiarism. Cutting and pasting whole text from an application will be considered academic dishonesty. Include proper attribution of GenAI contribution to avoid plagiarism. For example, materials generated using ChatGPT should include a citation according to APA generative AI citation guidelines. Material generated using other AI tools should follow a similar citation convention.

All GenAI content can apply the following format, using APA citation guidelines.

- In-Text Citations

Include the authoring tool and year (e.g., OpenAI, 2025)

- Reference List
OpenAI (2025). ChatGPT (March 14 version) [Large language model]. Retrieved from <https://chat.openai.com/chat>

In short, information derived from GenAI tools is based on previously printed materials. Presenting GenAI output as your original work and/or without proper citation is considered plagiarism. The software UBLearns uses to check for plagiarism/originality now includes features to detect AI-generated text. Moreover, GenAI models work by predicting what text is most likely to follow previous text based on the information it has ingested from a wide range of academic and non-academic sources. Therefore, GenAI output often misinterprets data and includes incorrect or false information. Ultimately, the student is responsibility for the accuracy and validity of this output.

SYLLABUSⁱ**Module 1: August 25: Introduction to the Course****Module 2: September 1: The Foundations of the Nonprofit Sector***Required Readings:*

Newman: Ch 1, 2 (pp.20-24), and 15

Samini, J.C. (2010). Funding America's nonprofits: The nonprofit industrial complex's hold on social justice. *Columbia Social Work Review*, 1: 7-25. **(RESERVE)**

Other Activities:

Roundtable discussed

Module 3: September 8: Nonprofit Governance and Board Structure*Required Readings:*

Newman: Ch 3 and 7

Other Activities:

Nonprofit Organization Synopsis discussed

Module 4: September 15: Leadership and Personnel Management*Required Readings:*

Newman: Ch 4, 5, 6, 8 and 9

Module 5: September 22: Roundtable*Required Readings:*

See the Roundtable handout

Module 6: September 29: Planning in Nonprofits*Required Readings:*

Newman: Ch 2 (pp. 25-34)

Anner, J. (2014). Planning meets strategy. *Stanford Social Innovation Review*, Summer: 57-58. **(RESERVE)**

Mulhare, E.M. (1999). Mindful of the future: Strategic planning ideology and the culture of nonprofit management. *Human Organization*, 58(3): 323-330. **(RESERVE)**

Pfeffer, J. and Sutton, R.I. (2006). Evidence-based management. *Harvard Business Review*, January: 63-74. **(RESERVE)**

Reid, M.F., Brown, L., McNermey, D. and Perri, D.J. (2014). Time to raise the bar on nonprofit strategic planning and implementation. *Strategy & Leadership*, 42(3): 31-39. **(RESERVE)**

Other Activities:

Nonprofit Organization Synopsis topic must be approved by 11am

Module 7: October 6: Capacity Building, Networks, and Advocacy*Required Readings:*

Newman: Ch 13

Gregory, A.G. and Howard, D. (2009). The nonprofit starvation cycle. *Stanford Social Innovation Review*, Fall: 49-53. **(RESERVE)**

Other Activities:

Roundtable Essay due

The Online Exam becomes available after class on October 6

October 13: Fall Break - NO CLASS MEETING**Module 8: October 20: Online Exam Due, No Class Meeting***Other Activities:*

Materials for the East Side Nonprofit Capacity Building White Paper assignment open on UBlerns

Module 9: October 27 and November 3: Sources of Financial Support*Required Readings:*

Newman: Ch 12

Browning: Ch 4, 5, 6 (RESERVE)

Foster, W. and Fine, G. (2007). How nonprofits get really big. *Stanford Social Innovation Review*, Spring: 46-55. (RESERVE)

Other Activities:

Discuss the East Side Nonprofit Capacity Building White Paper assignment on October 27

Module 10: November 10: Fund Raising, Financial Management, and Evaluation*Required Readings:*

Newman: Ch 10, 11 and 14

Browning: Ch 21 (RESERVE)

Dropkin, M. and LaTouche, B. (1998). "Chapter 2, Understanding Basic Types of Nonprofit Budgets." (pp 6-9) In Murry Dropkin and Bill LaTouche. *The Budget-Building Book for Nonprofits: A Step-by-Step Guide for Managers and Boards*. San Francisco: Jossey-Bass. (RESERVE)

Dropkin, M. and LaTouche, B. (1998). "Chapter 5, How Different Sources and Types of Income Can Affect Budgeting." (pp 17-19) In Murry Dropkin and Bill LaTouche. *The Budget-Building Book for Nonprofits: A Step-by-Step Guide for Managers and Boards*. San Francisco: Jossey-Bass. (RESERVE)

Module 11: November 17: East Side Nonprofit Capacity Building White Paper Due and Presentation**November 24: THANKSGIVING - NO CLASS MEETING – work on remaining assignments****Module 12: December 1: Nonprofit Organization Synopsis Due and Synopsis Roundtable Discussion**

ⁱ Guest speakers not listed in the syllabus TBA