

**The Evergreen State College**  
**Master of Public Administration Program**  
**Nonprofit Theory & Practice**  
**Fall 2018 4 Credits**

**Meeting Dates:** Mondays of Fall Quarter 2018; NO CLASS November 12 (federal holiday) and November 19 (Thanksgiving Break).

**Location:** TESC Tacoma Site

**Time:** All sessions are 5:00 to 9:00pm

**Adjunct Faculty:** Lianna Shepherd **E-mail:**

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**Course Description:**

Nonprofit organizations occupy a critical role in their communities, making a vital impact on a wide range of social, economic, political and environmental issues. Nonprofit Theory and Practice details the background and concepts behind these organizations and examines relevant theories, and the central issues of nonprofit governance, management, and policy. In particular, the course will address the distinctions among nonprofit, government and private corporate culture and structure, including inherent opportunities and challenges the nonprofit sector by necessity confronts and embraces. We will also explore changing the perceptions of the nonprofit sector, as well as fundamental changes in how the nonprofit sector represents itself. Each class session consists of theoretical and practical approaches to its subject matter. In-class exercises (such as formal presentations and experiential learning) and real institution-based assignments provide students with applied, tangible skills that readily transfer into the workplace. Students will tackle topics related to nonprofit board governance, issues of organizational ethics, leadership, budgeting and fund development, marketing and data analytics.

**Learning Objectives:**

1. Knowledge about the nature of the nonprofit sector and its context;
2. An understanding of the uniqueness of the nonprofit sector in relation to the public and private sectors;
3. An understanding of issues specifically relevant to nonprofit organizations;
4. An understanding of essential management skills related to nonprofit organizations including strategy, human resources, financial management & fund raising;
5. Improved analytical and writing skills.

We will read and discuss four (4) texts plus some additional readings such as articles, governmental reports, cases and research studies. Lectures, films, guest presentations and/or workshops will be featured during our class sessions. Students will complete four (4) shorter assignments and prepare one longer paper on which they will deliver a short

presentation the last night of class.

**Expectations, Credit & Evaluation:**

Students are required to attend each class meeting in its entirety. Participation includes focusing on class content, speaking in class and seminar, listening to others, taking notes, completing class interactive exercises, avoiding distractions, and listening to and dialoging with the guest speakers. There are two “built-in” days off given that there will be no classes on the federal holiday. Therefore, no additional non-emergency absences will be accepted. *Additional absences will result in partial or no credit.*

All students are expected to support and contribute to a well functioning MPA classroom learning community. Behavior that disrupts the learning community may be grounds for disciplinary action, including dismissal from the MPA program.

Your written work must be of the highest quality—clear with accurate grammar and spelling. Honor space limitations by distilling your thoughts and editing your writing rather than by reducing your font size and margins. Give yourself time to write drafts. You may benefit from consulting The Writing Center, the Graduate Writing Assistant, or partnering with a colleague to proofread your work.

Students will receive four (4) credits at the completion of the course if all expectations and course requirements have been successfully completed. Plagiarism (i.e., using other peoples work as your own without acknowledging the source), missing class, failing to complete one or more assignments, completing one or more assignments late (without having made arrangements before the due date) may be grounds for denial of credit.

***Students are required to submit a self-evaluation and a faculty evaluation to me. You can submit these evaluations to me via the College’s online evaluation system. Students are not required to submit self-evaluations to their transcripts.***

I reserve the right to make changes to this syllabus.

**Text:**

Jones, S. C. (2014). *Impact & excellence: Data-driven strategies for aligning mission, culture, and performance in nonprofit and government organizations*. San Francisco, CA: Jossey-Bass.

Ott, J. S., & Dicke, L. A. (2016). *The nature of the nonprofit sector*. Boulder, CO: Westview Press.

Powell, W. W., & Steinberg, R. (Eds.). (2006). *The nonprofit sector: A research handbook*. Yale University Press.

Reckhow, Sarah. (2013). *Follow the money: How foundation dollars change public school politics*. Oxford University Press. ISBN: 978-0-19-022734-0. Paperback.

Salamon, Lester A. (2014). *The Resilient Sector Revisited*. Brookings Institution Press. ISBN: 978-0-8157-2425-4. Paperback.

**Assignments: See Course Schedule/Canvas site for more information**

Assignment 1: Seminar Paper on *Revisiting the Resilient Sector*. (2-3 pages). Follow seminar paper guidelines from Learning through Discussion used in MPA Core.

Assignment 2: Case Study Memo Due: 10/28 posted to Canvas by midnight. Each student will be given a case study to present to their small group. Each student in the small group will be manager of the group one at a time. Each student will manage the “meeting” to find resolution to an organizational issue from a sample case provided in class. After class, each student manager is to compose and e-mail a memo to their small group explaining the problem, outlining the recommended resolution complete with an action plan and time line for implementation, listing the goals of the change, addressing obstacles and benefits of the proposal, noting other organizations you may network with, and requesting feedback from the team. After the student manager incorporates the feedback received (or if not- why), they will post it to canvas. Each student will submit a memo regarding the case they managed- *this is not a group memo*- everyone will turn in their own memo.

Assignment 3: Budget Assignment: The American Red Cross is one of the world’s largest nonprofit organizations. Prepare a simplified, unified budget for the organization for 2016 using 2014 data available from their website: <http://www.redcross.org/about-us/publications>. The tax form and annual report will be particularly helpful. Show major sources of revenue and expenses. Don’t be concerned about getting it exactly right; the goal is to give you experience budgeting and creating a spreadsheet.

Assignment 4: Seminar paper on *Follow the Money*. (4-5 pages). Follow seminar paper guidelines from Learning through Discussion used in MPA Core.

Assignment 5: Organizational analysis. Each student will complete an organizational analysis of a nonprofit organization. This may be an agency for which you are an intern or volunteer, but please choose a different organization than one for which you are on staff or the board. It could also be a foundation or place of worship. **Interview the executive director or someone else with organizational decision making authority.** You will not need to complete a Human Subject Review application if you follow the parameters outlined in class. Your paper should provide recommendations on how the organization could improve its performance. Provide citations and references and be prepared to deliver a 10-minute **presentation** of your analysis in class either Week 9 or Week 10, depending upon the number of presentations.

The paper will need to include a description and analysis of the organizations:

- Size (personnel and budget), structure, revenue sources & overall finances, board; History, mission, vision, strategy;
- Services or goods provided, statistics describing those services/goods, and any data on effectiveness/efficiency and overall reputation;
- Challenges and/or lessons learned; innovations implemented; future pursuits;
- Relationship to other sectors and/or non-profit organizations;
- Relationship to issues and topics discussed in the course.

**Tentative Course Schedule:**

Date	Topics	Due
Week 1 Sept. 24th	The Role and Nature of Non profit Work	Seminar Paper 1
Week 2 Oct. 1	Ethics & Organizational Values	Readings TBD
Week 3 Oct. 8	Governance- Needs assessment	Case Study Memo
Week 4 Oct. 15	Budget and financial management	Budget Assignment
Week 5 Oct. 22	Development and fundraising	Readings TBD
Week 6 Oct. 29	Data Analytics	Readings TBD
Week 7 Nov. 5	Communication, Marketing and Public Perception- Advocacy?	Readings TBD
Week 8 Nov.12: No Class- Veterans Day		
Nov. 19: No Class- Thanksgiving Break		
Week 9 Nov. 26	Leadership and Human Capital Management	Seminar Paper 2
Week 10 Dec. 3	Final Presentations	Analysis & Presentation