

To Run a Nonprofit
Spring Quarter 2019
The Evergreen State College
Syllabus

Class Meeting Schedule

5-9pm, Friday, May 17th
9am-5pm, Saturday, May 18
9am-5pm, Sunday, May 19

Location: SEM 2 D2107 - Seminar

Faculty

Meagan Darrow, MPA
Meghan Sullivan Goldenberger, MPA

*Both available to meet by appointment
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Course Description:

This course will address important management challenges facing non-profit executives and aspiring leaders with special emphasis on leadership strategies to address the challenges. The course is designed to provide an overview of the nonprofit sector from the perspective of a nonprofit executive, and would be beneficial for anyone who is interested in (or already working in) the nonprofit sector. In this course we'll explore nonprofit systems dynamics, leadership skills and tools, as well as alternative leadership models.

Learning Objectives:

- Understand important management and organizational challenges facing nonprofit leaders.
- Learn and apply relevant tools and skills to manage crises.
- Explore personal leadership skills to thrive in the nonprofit setting.
- Explore alternative leadership models.
- Analyze systems issues facing the nonprofit sector(s) and identify strategies for changing systems to better serve the public good.

Course Format

This course requires completed reading and assignments prior to first meeting. Course will include lecture, guest speakers, seminar, large and small group discussion and group work. It is our intention to create a learning environment that is interactive where we can all learn from one other's perspectives.

Required Course Materials

Books:

- Carlson, Mim & Donohoe, Margaret. (2010). The Executive Director's Guide to Thriving as a Nonprofit Leader, 2nd edition. Jossey-Bass. ISBN: 978-0470407493

- INCITE!. (2017) *The Revolution will not be funded: Beyond the Nonprofit Industrial Complex*. Duke University Press. ISBN 978-0-8223-6900-4
- Scott, Susan. (2017) *Fierce Conversations: Achieving Success at Work and in Life One Conversation at a Time*. New American Library. ISBN 9780425193372.
- Pink, Daniel. (2009) *Drive: The Surprising Truth About What Motivates Us*. Riverhead Hardcover. ISBN 978-0143145080

Articles:

- White Supremacy Culture in Organizations (I think it's excerpted from *Dismantling Racism: A Workbook for Social Change Groups* by Kenneth Jones and Tema Okun, ChangeWork, 2011), http://www.dismantlingracism.org/uploads/4/3/5/7/43579015/okun_-_white_sup_culture.pdf.
- Shifting Philanthropy from Charity to Justice, https://ssir.org/articles/entry/shifting_philanthropy_from_charity_to_justice#

Other:

- Start with Why, Simon Sinek, TedTalk
- The Way we Think about Charity is Dead Wrong, Dan Pallotta https://www.ted.com/talks/dan_pallotta_the_way_we_think_about_charity_is_dead_wrong
- Liberate Philanthropy: Let's Talk About Power, Alissa Hauser (2018) <https://medium.com/justice-funders/liberating-philanthropy-lets-talk-about-power-ce8279d1ec68>

Optional Reading/Video/Podcast:

- Nonprofit AF Blog: <http://nonprofitaf.com/>
- Continuum on Becoming an Anti-Racist Multicultural Organization: https://www.aesa.us/conferences/2013_ac_presentations/Continuum_AntiRacist.pdf
- Brown, Adrienne Maree. (2017). *Emergent Strategies: Shaping Change, Changing Worlds*. AK Press. ISBN: 978-1849352604

Class Overview

Friday, May 17th, 2019

Preparation: The Executive Director's Guide To Thriving as a Nonprofit Leader, Carlson & Donohoe - Focus on Part 1: Chapters 1&2; Part 2: Chapters 4 & 5; Part 3: Chapters 8 & 9; Part 4: Chapters 11 &12; and Part 6: Chapter 17 (Page 243)

Due: Assignment #2

Nonprofit Leadership

- Executive Director – Board relationship
- A week in the life of an Executive Director/CEO

Leadership Models

- Co-leadership
- The nonprofit org chart

Group Project Introduction: Sector Analysis

Saturday, May 18th, 2019

Preparation: The Revolution Will Not be Funded; White Supremacy Culture in Organizations; Emergent Strategies

The values driven nonprofit - Balancing Business and social objectives

- Charity Vs. Justice
- Guest Speaker: Equity and inclusion in nonprofits
- Seminar - The Revolution will not be funded & Emergent Strategies

Group Work time: Sector Analysis

Sunday, May 19th, 2019

Preparation: Fierce Conversations & Drive

Due: Assignment #3 (Done in class)

Personal Leadership

- Managing Burnout
- Fierce Conversations
- Drive

Seminar

Issues facing Executive Directors

- The Overhead Dilemma

Managing Crisis

- Stories from the field
- Group Case-Study and Presentation

Assignments:

Assignment #1: Personal Reflection Paper

Format: 3 page paper

Date Due: May 8, 2019

In preparation for the course, reflect on why you're interested in working on (or already working in) the nonprofit field. Specifically, please address the following questions in your paper: What attracts you to (or if already working in, keeps you working in) the nonprofit field? What knowledge, skills or abilities would you most like to grow or build on in this course? Whose (nonprofit) job would you like to have someday and why? What skills and abilities do they possess? What steps (besides this course) do you feel might aid you in preparing for future nonprofit leadership roles? Please incorporate reference to one or more of the assigned readings in this paper.

Assignment #2: Board Meeting Observation Paper

Format: 2 page paper

Due Date: Friday, May 17, 2019

In preparation for class, visit a nonprofit board meeting to observe. Ideally select a nonprofit other than one you work for if you are working in the field already. Since some nonprofit boards only meet once per month, please plan ahead by reaching out to prospective nonprofits to make arrangements. Following your observation, draft and submit a 2-page paper on your observations. Please address the following questions: How did the Board and Executive interact? Who ran the meeting? Were other staff present? What unspoken dynamics were at play? What questions were NOT being asked in the meeting, and why are they important questions? What is your analysis of the meeting, board or organization based on your observation, and/or what are your takeaways as a result of observing the meeting? Include the time and date of the nonprofit board meeting as well as the organization name in your paper.

Assignment #3: Case Study - PR or Funding Crisis Management

Format: In-class group presentation

In groups of 3-4, respond to a case study prompt with a plan to address the crisis. How will you communicate to board, staff, community and stakeholders?

Assignment #4: Sector Analysis

Format: 4 Page Group Paper

Due Date: May 24, 2019

In a group, summarize key learnings from the course, incorporating as many of the readings as you like (but at minimum, you must include an analysis of the Justice Vs. Charity article.)

*Note: all written assignments are to be single spaced in 12 point font or smaller.

Evaluation: A written self-evaluation and faculty evaluation are required for credit. All final evaluations are to be submitted via my.evergreen.edu . We will not hold evaluation conferences.

Course Policies:

Inclement Weather: This course will follow the inclement weather decisions of Evergreen State College. In case of inclement weather or other local emergency, check the college status at www.evergreen.edu or by calling 360-867-6000. As long as the college is open, class will be held as scheduled.

Communication: Email and Canvas are the main ways we will communicate during class.

Attendance: Students are required to attend each class meeting in its entirety. If an absence is unavoidable, please contact one of the class faculty prior to the absence. If an absence is over 3 hours, make up work will be required to receive credit.

Credit: Students will receive 2 graduate credits at the end of the course if all requirements have been satisfactorily completed. Students will be evaluated based upon their progress towards the learning objectives, assessed from classroom, seminar, and assignment performance. No partial credit or incompletes will be awarded.