

The Evergreen State College
Master in Public and Nonprofit Administration
Introduction to the Theory and Practice of Nonprofit Management
Fall 2013 – 4 Credits

Meeting Dates: 10/01/13 – 12/17/13
Place: TBA
Time: 6:00 pm
Faculty Member: Steve Laubacher, Ph.D.
Office: TBA
Office Hours: Most afternoons – but appointments are preferred
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Course Description: There is currently significant interest in the nonprofit sector due to its size, range of service (the arts to zoos), and the critical impact that it has on important aspects of life such as health, education, culture, social welfare, special interest associations, and advocacy etc. However, there are many (myself included) critics that have observed that there are far too many nonprofits that are at best failing to reach their potential (as measured through the lens of an input/output matrix) or, at worse, are dysfunctional and, in some cases, guilty of breaking the law or violating regulations. This state of affairs justifies, if not requires, intensive study and research of the sector in order to understand the cause of these problems and to formulate strategies to address and resolve them.

Course Goals: There are three goals for this course. **First**, we will examine and establish a framework for the various sectors of society (private, public, and nonprofit) with special focus on the nonprofit sector. **Second**, we will enumerate several candidate variables capable of explaining the problems facing the nonprofit sector. **Finally**, we will attempt to identify and discuss potential remedies to the problems currently afflicting nonprofit organizations.

Objectives: Students who complete this course should have:

1. A sound understanding of what nonprofit organizations are and how they function.
2. Enough of an understanding of nonprofits to decide whether or not to pursue (or continue) a career in the nonprofit sector and, if so, in what capacity.
3. A roadmap to further study of the sector in order to develop additional theoretical concepts and practical skills that will set one apart from other nonprofit professionals.
4. A detailed understanding of the challenges facing nonprofit organizations and strategies to effectively address those challenges.
5. Improved critical thinking skills, communication skills, and quantitative skills.

Approach and emphasis: We will pursue these goals and objectives from both a theoretical and practical perspective within the context of our classroom. We will examine theories as expressed through our texts, articles, and news reports. We will also look at the practical

aspect of this subject matter through the personal experiences of the class, case studies, and the experience of practitioners including the instructor. It is hoped that if our goals are achieved the participants at the end of this class will not only have a sound understanding of the nonprofit sector, but will also have the tools to successfully participate in the nonprofit sector (as a volunteer or employee) and thrive and/or survive the experience.

Resources: There are three required texts (see below) and additional readings that will be provided and/or assigned during the course. All of these texts are available through Amazon and should also be available in e-book format. In addition to class lectures and discussion there may also be guest presentations or other types of input such as films etc.

Salamon, Lester (2012). The State of Nonprofit America, Second Edition (Only). Brookings Institution Press. ISBN-10:0815703309

Renz, David O., Editor. (2010). The Jossey-Bass Handbook of Nonprofit Leadership and Management, Third Edition. San Francisco: Jossey-Bass. ISBN: 978-0-470-39250-8.

Worth, Michael J. (2012). Nonprofit Management: Principles and Practice. Second Edition. Thousand Oaks, CA: SAGE Publication, Inc. ISBN: 978-1-4129-9445-3. Paperback.

Course Requirements:

1. Reflective Paper

- a. Purpose: The purpose of this paper is help each participant to focus on the reason/s for interest in the nonprofit sector and what each participant hopes to learn from this course. These thoughts will be shared with other class members to this should be kept in mind as you write your reflections. The paper should be a minimum of three pages and a maximum of five pages and needs to contain the answers to three questions: Who are you (experience, education, and interests)?; Why are you interested in learning more about the nonprofit sector?; and 3) What topics would you like to see covered that are listed in the syllabus and what topics would you like to see covered that are not listed in the syllabus? In other words, what are your own personal learning objectives? This paper is due by week #2.

2. **Verbal Report on a “field” within the nonprofit sector.** Salamon lists several types or fields within the nonprofit sector (Salamon, pp. 89 – 494). Working in teams of two (assignments will be facilitated in class #2) pick a field of interest and prepare a 15 minute presentation that will inform the entire class on the nature of this particular field (e.g. housing, arts, education etc.). This report is due by class #3 and presentations will take place during class #3.

3. **Case Study or Research Paper:** Write a Case Study (to be defined in class); research an issue in one of the areas of governance, program delivery, finance, resource

development, human resources; or address any other issue cleared with the instructor before the paper is written. This paper must be a minimum of five pages and a maximum of ten pages. Formats of for each type will be elaborated in class and the overall assignment is due by week #5.

4. **Organizational Analysis or Issue Analysis (to the Board or Executive Director) or a more in-depth research paper.** This paper must be a minimum of five pages and a maximum of ten pages. Format details will be discussed in class and the assignment will be due by week #7.
5. **Second Reflective Paper:** The purpose of this paper is to state how you believe you did relative to your stated learning objectives contained in your first reflective paper. However, this paper must have some references supporting or expanding your own viewpoints using the APA style guideline - this paper is due by week 10 and will be used as the basis of our evaluation session during evaluation week.

Standards of Behavior: Classroom decorum will be governed by:

- The Evergreen social contract – <http://apps.leg.wa.gov/WAC/default.aspx?cite=174-121-010>
- The student conduct code (including academic integrity and plagiarism) Chapter 174-123 WAC, Student Conduct Code & Grievance/Appeals Process
- The TESC non-discrimination policy and procedure – <http://www.evergreen.edu/mpa/studenthandbook/nondiscrimination.htm>

Guests and/or observers: Guests and observers are welcome but please inform the instructor prior to class.

Inclement Weather: Class will meet unless the campus is closed (check media for announcements).

Class Participation: All students are expected to attend every class and participate actively and passively.

Assignments: All assignments must be submitted on time unless advance variance is granted by the instructor. All written work must meet the standards of grammar and written in single space with a size 12 font and margins of one inch. The APA style book will govern documentation and students should be careful that references are cited and not blurred into their own work. To do otherwise is running a grave risk of committing the dreaded “P” word (i.e. plagiarism).

Evaluation: Students are required to submit a self-evaluation and a faculty evaluation. Evaluations can be submitted to the instructor via email or the MPA program secretary at lab2support@evergreen.edu. An evaluation conference is required during evaluation week.

Tentative Class Schedule:

<u>Date</u>	<u>Class</u>	<u>Theme(s)</u>	<u>Resources</u>
1		Review of Syllabus Personal Introductions The structure of society The historical dev of the NP sector	DR – pp. 3-40
2		The nonprofit sector Challenges facing the NP sector Organizational Behavior and Types	LS - pp. 3-86 MW – pp. x-x
3		The nature/structure of the NP sector Management concepts and tools Nonprofit Profession and Theories Types of NP orgs and Presentations	MW – pp. 1-71 LS – pp. 89 - 494
4		The Structure of the Nonprofit Organization Governance Theories – Models – philosophical Grounding –CEO –Levels – Systems –Topics	MW – 75-104 DR – 125-177
5		Program – mission – evaluation – MBO Human Resources – hiring – firing – discipline Evaluation	MW – 133-166 Case Study DR – 667-793
6		Business – functional budgeting – accounting – Cost centers – zero based budgeting	MW – 323-348 DR – 459-666
7		Resource Development – sources of revenue – Types of fundraising – grant writing – proposals Business plans – Marketing	MW – 267-298 MW – 243-264 DR – 505-523
8		Special Topics – e.g. strategic planning – presentations	DR – 230-261 MW– 167-192
9		Special Topics – e.g. technology – ethics – presentations	LS – 587-615 DR – 178-205 Case Study
10		Comprehensive Wrap Up – presentations	DR – 794-804

Please keep in mind that this schedule may be changed depending on multiple factors. This course is meant to be stimulating and informative, but, if for some reason, it is not then contact me and we will mutually address any obstacles that might be hindering these goals.