

The Evergreen State College
Master in Public and Nonprofit Administration
Introduction to Nonprofit Management
Winter 2015 4 Credits

Meeting Dates: Mondays of Winter Quarter 2015;
NO CLASS January 19 & February 16 (federal holidays)
Place: Sem II, A3109
Time: All sessions 6:00pm to 10:00pm
Faculty Member: Doreen Swetkis
Office: Lab I, Room 1015
Office Hours: By appointment
Phone: 360-867-5320
Email: swetkisd@evergreen.edu

Course Description: Interest in nonprofit sector (or third sector, civil sector, voluntary sector, etc.) organizations has intensified as their importance and distinctiveness receives recognition as a unique area of study and practice. Although nonprofit organizations share some key elements with those in the public and private sectors, this course focuses on the unique characteristics and topics of the nonprofit sector. Examples of issues unique to the sector are the prominent role of and heavy reliance on volunteerism, and the tension between organizational mission and funders' demands. Increased involvement in policy making, enlarged roles in implementing former public agency services, the more cohesive identity of the sector as a significant piece of the economy and administrative state, and the heightened professionalism all converge to make the daily management of nonprofit organizations in the twenty-first century a challenging task.

In this course students will be given the opportunity to work through many of the issues impacting the development and management of nonprofit organizations. It will provide a context to help students more clearly understand the conditions observed either working in a nonprofit organization today, in the future, or in studying or interacting with nonprofit organizations. It is my hope that the course will help students consider possible appropriate courses of action in ambiguous and complex situations. Therefore, this course combines substantive readings on issues affecting nonprofit organizations with case exercises and activities. Also, students will have the opportunity to interact with a nonprofit organization to gain experience applying these concepts and skills.

Learning Objectives: In this course, students will gain

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

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 will come prepared and attend every class on time, actively participate in class, and submit assignments on time. There are two “built-in” days off given that there will be no classes on the two (2) federal holidays. 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. You can submit these evaluations to me via the College’s online evaluation system. An evaluation conference is optional.

I reserve the right to make changes to this syllabus.

Texts

Hickman, Gill Robinson & Sorenson, Georgia J. (2014). *The Power of Invisible Leadership*. Thousand Oaks, CA: SAGE Publications, Inc. ISBN: 978-1-4129-4017-7. Paperback.

Ott, J. Steven & Dicke, Lisa. A. (2011). *The Nature of the Nonprofit Sector*. Westview Press. ISBN: 978-0813344911. Paperback.

Van Til, Jon. (2008). *Growing Civil Society: From Nonprofit Sector to Third Space*. Bloomington: Indiana University Press. ISBN: 978-0-253-22047-9. Paperback.

Worth, Michael J. (2013). *Nonprofit Management: Principles and Practice, Third Edition. Or Second Edition*. Thousand Oaks, CA: SAGE Publications, Inc. ISBN: 1452243093. Paperback.

Other readings TBD posted to Moodle.

Assignments: See Course Schedule/Moodle site for more information

Case Memo on Leadership: Students will be required to complete a case memo (1-2 pages single-spaced) on an assigned case found on Moodle course site. The case leaves off at a decision point; your memo should include a recommendation for next action and why. Also, the memo should incorporate elements from our text, *The Power of Invisible Leadership*.

Seminar paper on *Growing Civil Society*. (4-5 pages). Follow seminar paper guidelines from MPA Core.

Budget Assignment: The American Red Cross is one of the world's largest nonprofit organizations. Prepare a simplified, unified budget for the organization for 2015 using 2012/2013 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.

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.** 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 organization's

- 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.

COURSE SCHEDULE

| Date | Topics/Activities | Readings/Assignments |
|---------------------------------|---|---|
| Week 1 Jan. 5 | Introduction Role, Context & State of the Nonprofit Sector | Readings: Worth: Part I Ott & Dicke: Part I & III |
| Week 2 Jan. 12 | Legal and Political Environment Governance—Boards & EDs <i>Guest: Ellen Shortt Sanchez, Director TESC CCBLA</i> | Readings: Worth: Part II Hickman & Sorenson: All Assignment: Case Memo on Leadership |
| Week 3 Jan. 19 | MLK Jr. Day —NO CLASS | |
| Week 4 Jan. 26 | Fundraising & Marketing <i>Guest: Dorothea Collins, TESC</i> | Reading: Van Til: All Assignment: Seminar Paper on Van Til |
| Week 5 Feb. 2 | Management—People, Money, Technology | Readings: Worth: Part III Ott & Dicke: Part IV |
| Feb. 9 | Philanthropy & Partnerships <i>Guest: Norma Schuiteman, Pres. & CEO, Community Foundation of South Puget Sound</i> | Readings: Worth: Part IV Ott & Dicke: Part IX <i>Follow the Money</i> excerpt (on Moodle) |
| Feb. 16 | Presidents' Day—NO CLASS | |
| Feb. 23 | Capacity Building in Nonprofits Performance & Accountability | Readings: Ott & Dicke: Parts V & VI Assignment: 2015 Red Cross Budget |
| Mar. 2 | TBD | Readings: Ott & Dicke: Part VIII Others TBD (on Moodle) |
| Mar. 9 | Course Wrap Up Student Presentations | Due: Org Analysis & Presentation |
| Mar. 16-20 | Evaluation Week—Optional Conferences | |