

**The Evergreen State College**  
**Master of Public Administration Program**  
**Nonprofit Theory & Practice**  
**Winter 2016      4 Credits**

<b>Meeting Dates:</b>	Mondays of Winter Quarter 2016; NO CLASS January 18 & February 15 (federal holidays)
<b>Places:</b>	Sem II, E2105: January 4, 11, 25, Feb.1 TESC Tacoma Campus: Feb. 8, 22, 29, Mar. 7
<b>Time:</b>	All sessions 6:00pm to 10:00pm
<b>Faculty Member:</b>	Doreen Swetkis, Ph.D.
<b>Office:</b>	Lab I, Room 3011
<b>Oly Campus Hours:</b>	12-6pm Fridays, and by appointment
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**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 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 address 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. 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 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 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.*** An evaluation conference is optional.

I reserve the right to make changes to this syllabus.

## **Texts**

Ott, J. Steven & Dicke, Lisa. A. (2015). *The Nature of the Nonprofit Sector. Third Edition only.* Westview Press. ISBN: 978-0813349602. Paperback.

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.

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

Possible other readings posted to Canvas.

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

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

Case Analysis: (3-4 pages). Students will analyze a case found on the Canvas course site. Students will analyze the case using the many theoretical frameworks presented in Ott & Dicke.

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

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 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	Readings/Assignments
<b>Week 1</b> Jan. 4 OLY	Introduction Role, Context & State of the Nonprofit Sector	<b>Readings:</b> <i>Revisiting the Resilient Sector</i> (all) Worth: Part I  <b>Assignment:</b> Seminar paper on all
<b>Week 2</b> Jan. 11 OLY	Philanthropy & Partnerships  <i>Guest Speaker: Norma Schuiteman, Executive Director, The Community Foundation of South Puget Sound</i>	<b>Readings:</b> Worth: Part IV Ott & Dicke: Parts VIII & IX
<b>Week 3</b> Jan. 18	MLK Jr. Day –NO CLASS	
<b>Week 4</b> Jan. 25 OLY	Legal and Political Environment Governance—Boards & EDs  <i>Guest: Dorothea Collins, Grant &amp; Contract Specialist, TESC</i>	<b>Readings:</b> Worth: Part II Ott & Dicke: Chapters 3, 4, 7 & 8
<b>Week 5</b> Feb. 1 OLY	Fundraising & Marketing  <i>Guest: Amy Brockman, Development Manager, HOCM</i>	<b>Readings:</b> Ott & Dicke: Parts V, VI & VII  <b>Assignment:</b> Case memo
<b>Week 6</b> Feb. 8 TACOMA	Management—People, Money, Technology, Image	<b>Readings:</b> Worth: Part III  <b>Assignment:</b> 2015 Red Cross Budget
<b>Week 7</b> Feb. 15	Presidents' Day—NO CLASS	
<b>Week 8</b> Feb. 22 TACOMA	Capacity Building in Nonprofits Performance & Accountability	<b>Readings:</b> <i>Follow the Money</i> (all)  <b>Assignment:</b> Seminar paper
<b>Week 9</b> Feb. 29 TACOMA	Special Topics  <i>Guest: Jessica Wesley, Client Manager, Artist Programs &amp; Services, Shunpike</i>	<b>Readings:</b> Worth: Part V Ott & Dicke: Part X
<b>Week 10</b> Mar. 7 TACOMA	Course Wrap Up Student Presentations	<b>Assignment:</b> Analysis & Presentation
<b>Mar. 14-18</b>	Evaluation Week—Optional Conferences	