

The Evergreen State College
Master of Public Administration Program
Nonprofit Theory & Practice
Winter 2020 2 Credits

Meeting Dates:

Location: Tacoma Site: Room 218 Tacoma

Time: Jan 24-26, 5-9p Fri, 9a-5p Sat/Sun

Adjunct Faculty: Lianna Shepherd

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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.

Lectures, videos, guest presentations and/or workshops will be featured during our class sessions. Students will complete four (2) 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. 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.

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 two (2) credits at the completion of the course if all expectations and course requirements have been successfully completed. Plagiarism (i.e., using other people's 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. We will not hold evaluation conferences.

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.

I reserve the right to make changes to this syllabus.

Reading Will All Be Available Through Canvas:

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

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

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

Shifting Philanthropy from Charity to Justice,
https://ssir.org/articles/entry/shifting_philanthropy_from_charity_to_justice# Other:

Liberate Philanthropy: Let's Talk About Power, Alissa Hauser (2018)
<https://medium.com/justice-funders/liberating-philanthropy-lets-talk-about-power-ce8279d1ec68>

Burton and Barnes (2017). "Shifting Philanthropy from Charity to Justice." Stanford Social Innovation Review, January.

Assignments: See Course Schedule/Canvas site for more information

Assignment 1: Personal Reflection Paper

Format: 3 page paper

Date Due: January 17, 2020

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: Budget Assignment

No page limit

Date Due: January 25, 2020

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 3: Nonprofit Analysis

Page Limit: 5 pages

Date Due: February 7, 2020

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. During class you should be prepared to take part in a workshop to help guide your research and inquiry.

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.

Email and Canvas are our primary means of communication. You are responsible for checking your Evergreen email and Canvas regularly.