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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Email: laubachs@evergreen.edu

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.


**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 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.
<table>
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<tr>
<th>Date</th>
<th>Class</th>
<th>Theme(s)</th>
<th>Resources</th>
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| 1    |       | Review of Syllabus  
Personal Introductions  
The structure of society  
The historical dvt 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  
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.