



## University Senate TRANSMITTAL FORM

<b>Senate Document #:</b>	16-17-21
<b>PCC ID #:</b>	16020
<b>Title:</b>	Establish a Post-Baccalaureate Certificate in Nonprofit Management and Leadership
<b>Presenter:</b>	Andrew Harris, Chair, Senate Programs, Curricula, and Courses Committee
<b>Date of SEC Review:</b>	November 15, 2016
<b>Date of Senate Review:</b>	December 6, 2016
<b>Voting (highlight one):</b>	<ol style="list-style-type: none"> <li>1. On resolutions or recommendations one by one, or</li> <li>2. In a single vote</li> <li>3. To endorse entire report</li> </ol>
<b>Statement of Issue:</b>	<p>The School of Public Policy proposes to establish a 12-credit Post-Baccalaureate Certificate in Nonprofit Management and Leadership. This program is designed to provide skills and experiences to enable students to delve deeply into the complex challenges facing nonprofit leaders. The program will equip students to be able to formulate innovative strategies, negotiate the complexities of global philanthropy and non-governmental organization (NGO) leadership, develop entrepreneurial skills, engage in major international issues in the developing world, employ their skills to advance the work of nonprofit organizations, and make a significant difference around the globe.</p> <p>Requirements for the certificate program include four courses. PUA6798Y Nonprofit and NGO Management and Leadership and PUA6688F Nonprofit Financial Management will be required. Students then would take two more courses from a list of eight courses:</p> <ul style="list-style-type: none"> <li>• PUA6689Y Theory, Practice and New Paradigms in Nonprofit Fundraising</li> <li>• PUA6689Z Strategic Management for Nonprofit and Public Organizations</li> <li>• PUA6689P Strategic Philanthropy</li> <li>• PUA6688O China's Dynamic Philanthropic and Social</li> </ul>

	<p>Sector Landscape</p> <ul style="list-style-type: none"> <li>• PUA790 India’s Evolving Social Sector and Consulting with its NGOs and Social Enterprises</li> <li>• PUA689W Networks: Leading ad Managing Across Sector</li> <li>• PUA689D Social Entrepreneurship</li> <li>• Any new philanthropy, nonprofit, or NGO management and leadership courses that may be developed an approved by the faculty.</li> </ul> <p>These courses already exist and are offered as electives within the Master of Public Management program. This program will be self-supported. Tuition from the program will cover the costs of operation.</p> <p>This proposal was approved by the Graduate School Programs, Curricula, and Courses committee on October 21, 2016, and was approved by the Senate Programs, Curricula, and Courses committee on November, 2016.</p>
<b>Relevant Policy # &amp; URL:</b>	N/A
<b>Recommendation:</b>	The Senate Committee on Programs, Curricula, and Courses recommends that the Senate approve this new certificate program.
<b>Committee Work:</b>	The committee considered this proposal at its meeting on November 4, 2016. Tom Kennedy and Robert Grimm (via phone), from the School of Public Policy, presented the proposal. The proposal was unanimously approved by the committee.
<b>Alternatives:</b>	The Senate could decline to approve this new certificate program.
<b>Risks:</b>	If the Senate declines to approve this certificate program, the university will lose an opportunity to expand its educational reach in nonprofit leadership.
<b>Financial Implications:</b>	There are no significant financial implications with this proposal.
<b>Further Approvals Required:</b>	If the Senate approves this proposal, it would still require further approval by the President, the Chancellor, and the Maryland Higher Education Commission.

**THE UNIVERSITY OF MARYLAND, COLLEGE PARK  
PROGRAM/CURRICULUM/UNIT PROPOSAL**

PCC LOG NO.

16020

**College/School:** School of Public Policy -- PUAUF

College/School Unit Code-First 8 digits:      **01203700**

**Department/Program:**

Department/Program Unit Code-Last 7 digits:    **1370101**

**Type of Action (choose one):**

Curriculum change (including informal specializations)	X <i>New academic degree/award program</i>
<i>Renaming of program or formal Area of Concentration</i>	New Professional Studies award iteration
<i>Addition/deletion of formal Area of Concentration</i>	New Minor
<i>Suspend/delete program</i>	Other

**Summary of Proposed Action:**

The School of Public Policy proposes to create a new graduate certificate program in Nonprofit Management and Leadership. The certificate program will be a four-course (twelve-credit) program of study. The program is expected to draw students from non-profit organizations, including from foundations and their grantees. The curriculum will provide a targeted focus on the non-profit management and leadership aspects of the School of Public Policy's current Master of Public Management curriculum.

---

APPROVAL SIGNATURES - Please print name, sign, and date. Use additional lines for multi-unit programs.

1. Department Committee Chair
2. Department Chair      Robert C. Orr      Robert C. Orr      9/20/16
3. College/School PCC Chair      Philip G. Joyce      Philip G. Joyce      9/20/16
4. Dean      Robert C. Orr      Robert C. Orr      9/20/16
5. Dean of the Graduate School (if required)
6. Chair, Senate PCC      Andrew Harris      Andrew Harris      11/4/16
7. University Senate Chair (if required)
8. Senior Vice President and Provost

## **I. Mission**

In an attempt to broaden existing offerings at the Maryland School of Public Policy (“MSPP” or “the School”) to more effectively address current nonprofit sector needs, the School proposes to create a Graduate Certificate in Nonprofit Management and Leadership, derived in part from the existing Master of Public Management degree program.

## **II. Characteristics of the Proposed Program**

### *1. Educational Objective*

The objective of the graduate certificate program in Nonprofit Management and Leadership is to develop students’ proficiency in a uniform set of leadership and managerial competencies and skills that leaders and managers of resources for the public good should possess.

### *2. Brief Catalog Description*

The proposed Nonprofit Management and Leadership Certificate is a four-course (twelve-credit) graduate certificate program that is designed to provide invaluable skills and experiences to enable students to delve deeply into the complex challenges facing nonprofit leaders. The certificate will equip students to be able to formulate innovative strategies, negotiate the complexities of global philanthropy and NGO leadership, develop entrepreneurial skills, engage in major international issues in the developing world, employ their skills to advance the work of nonprofit organizations, and make a significant difference around the globe.

### *3. General Requirements for the Certificate*

The proposed graduate certificate program will consist of four, three-credit courses (12 graduate academic credits). The program is intended to be offered both on an individual and cohort basis. There is no thesis option for the program. The courses will all be offered by MSPP and the certificate will not rely on any courses provided through any other academic units. To earn their certificate, students would:

Complete the following two, three-credit courses:

1. PUA798Y Nonprofit and NGO Management and Leadership
2. PUA688F Nonprofit Financial Management

And complete two of the following three-credit courses:

1. PUA689Y Theory, Practice, and New Paradigms in Nonprofit Fundraising
2. PUA689Z Strategic Management for Nonprofit and Public Organizations
3. PUA689P Strategic Philanthropy
4. PUA 688O China's Dynamic Philanthropic and Social Sector Landscape

5. PUAF 790 India's Evolving Social Sector and Consulting with its NGOs and Social Enterprises
6. PUAF 698W Networks: Leading and Managing Across Sector
7. PUAF689D Social Entrepreneurship
8. Any new philanthropy, nonprofit and NGO management and leadership courses that may be developed and approved by faculty, which could include Nonprofit Program Evaluation and NGO specific management courses.

When offered on an individual basis, students would be able to select electives that best address their individual learning objectives. When cohort-driven, the two electives would be determined cohort-wide rather than individually.

#### 4. Course Titles, Numbers, and Descriptions

These two courses in the certificate program would be required:

1. PUAF798Y Nonprofit and NGO Management and Leadership

Nonprofit organizations, nongovernmental organizations (NGOs), philanthropy, civil society and social entrepreneurs are major players in how public policy gets developed and implemented as well as how change occurs in the United States as well as countries around the world. In the United States alone, the nonprofit sector encompasses over a million organizations and annually reports trillions of dollars in revenue and assets. The nonprofit sector is so heavily intertwined with the public sector that government executives will find themselves interacting and partnering with nonprofits on a regular basis. Through discussions of contemporary trends, challenges and issues, this course provides an introduction to the nonprofit sector and the leadership and management skills required to achieve social impact.

2. PUAF 689Y Nonprofit Financial Management

This course covers the fundamentals of accounting and financial management for public and nonprofit organizations. Through course readings, case studies and short assignments, students will learn how to understand and use public sector financial information to inform decision-making. The first half of the course will focus on: operating budgets, cash budgets, tools for evaluating capital budgeting decisions and an introduction to accounting principles. Topics in the second half of the course include financial reporting, financial condition analysis and unique aspects of accounting for public and not-for profit organizations. Along the way, students will gain familiarity with spreadsheet applications and financial calculations. By the end of the course, students should be able to read and interpret financial information and perform straightforward financial analyses.

Two required elective courses would be chosen from the list below (or new approved courses).

1. PUAF689Y Theory, Practice, and New Paradigms in Nonprofit Fundraising  
This course, stemming from the disciplines of economics, psychology, and sociology, explores the theoretical understandings of fundraising for nonprofit organizations and how they are applied to the practice of raising voluntary support. Students will also investigate different theoretical paradigms in which scholars and scholar-practitioners can approach the study and practice of fundraising. Additionally, students will discover the fundraising theories and practices that engage communities across diverse social identities including, communities of color, LGBT, and gender.
2. PUAF689Z Strategic Management for Non-Profit and Public Organizations  
Serving as a successful leader for a nonprofit or public organization of any kind requires an understanding of the strategic management process and a well-developed and managed strategy is a key to an organization's performance. This course provides an integrated approach to leadership theories and concepts, research, and modern practices related to strategic planning and execution. Leading strategy approaches will be discussed and students will gain a deep understanding of how strategy can be effectively developed, implemented, and managed in these organizations. The course will be relevant for students who want to work for and/or consult with nonprofit and government organizations.
3. PUAF689P Strategic Philanthropy  
This course explores different schools of thought related to strategic philanthropy: defined as privately funded ventures designed to achieve social outcomes, spur innovation, and/or shape public policy. We examine the development of and challenges related to strategic philanthropy, its relationships to the government and business sectors as well as the successful skills and approaches of leaders and organizations engaged in strategic philanthropy. Other course topics include designing competitions from traditional request for proposals grant making to prize competitions, portfolio and risk management, grantee engagement, and grantee and program evaluation. We will also examine efforts to translate various philanthropic approaches to the public sector, governmental grant making, and traditional and emerging partnerships and collaborations between strategic philanthropy and government.
4. PUAF 6880 China's Dynamic Philanthropic and Social Sector Landscape  
China's philanthropic and social sector are in the midst of rapid development and transformation. China's complex economy boasts great wealth and opportunity, but also faces critical challenges such as poverty, environmental degradation, rapid urbanization and vast internal migration. From this dynamic and distinctive landscape emerge

innovative, complex, entrepreneurial and sometimes contradictory approaches from philanthropic, governmental and business leaders.

5. PUAF 790 India's Evolving Social Sector and Consulting with its NGOs and Social Enterprises

In partnership with the Grameen Foundation, this abroad course provides students an opportunity to work closely with, and accelerate the progress of, a leading nongovernmental organization (NGO) in India. Through this program, students will have the chance to apply their newly-developed political, financial, economic, quantitative, ethical, analytical and/or communication skills to real issues in service to actual clients in the social sector. All students will practice their skills in very concrete ways including: developing useful recommendations for decision-makers; proposing new or modified practices or policies for NGOs; exploring and adapting best practices; conducting program evaluations; proposing new fundraising plans and other work associated with the successful operation of leading NGOs in Delhi.

6. PUAF 698W: Networks: Leading and Managing Across Sector

This course views the concept of cross-sector governance and provides both theoretical understanding and practical grounding. It focuses on the roles and relationships of institutions in each of these sectors in pursuing public purposes such as emergency management, economic development, environmental protection, transportation, education, and human investment.

7. PUAF689D Social Entrepreneurship

This course is about using entrepreneurial skills to craft innovative responses to social problems. Entrepreneurs are particularly good at recognizing opportunities, exploring innovative approaches, mobilizing resources, managing risks, and building viable enterprises. These skills are just as valuable in the social sector as they are in business. Social entrepreneurship applies to both profit and non-profit firms who have programs designed to create social value.

5. Expected Student Learning Outcomes

*Learning Outcome 1:*

- Students will understand the principles and practices of nonprofit management.

*Learning Outcome 2:*

- Students will understand how the principles and practices of nonprofit management relate to the overall management of nonprofit organizations and programs designed to serve the public.

*Learning Outcome 3:*

- Students will be able to apply the tools and techniques related to leadership and management to address specific issues related to social entrepreneurship and

philanthropy.

These learning outcomes will be assessed by examining particular elements of student tests, papers, etc. throughout the four courses of the certificate.

6. Faculty Who Will Teach in the Program

The program will utilize MSPP's nationally renowned, resident practitioner-scholars as well as adjunct faculty who are preeminent in the field. Permanent faculty members may teach these courses either as part of their regular teaching load or on an overload basis, depending on whether the students are in traditional classes or part of an entrepreneurial cohort. All faculty will be members of the Graduate Faculty and approved by the Dean of the Graduate School to teach.

Professor Robert Grimm, a nationally prominent scholar in philanthropy and nonprofit leadership, will oversee the certificate program as one of the offerings of the School's management, finance, and leadership program. The logistics of offering the program to cohorts on an entrepreneurial basis will be handled by the School's Executive Programs office. An advisory committee will be established consisting of: members of the School's permanent faculty including Professor of the Practice Kenneth Apfel and Endowed Associate Professor of Global Philanthropy and Nonprofit Leadership Dr. Angela Bies; and members of School staff including Executive Dean William Powers and Director of Executive Programs Thomas Kennedy.

MSPP faculty who will likely teach courses in the certificate program include:

- Kenneth Apfel, Professor of the Practice and Director, Management, Leadership, and Finance Program
- Dr. Angela Bies, Endowed Associate Professor of Global Philanthropy and Nonprofit Leadership
- Dr. Toby Egan, Associate Professor
- Dr. Betty Duke, Senior Lecturer
- Dr. Robert Grimm, Professor of the Practice and Director, Center for Philanthropy and Nonprofit Leadership
- Dr. Jennifer Littlefield, Associate Director, Center for Philanthropy and Nonprofit Leadership, Director, College Park Scholars Public Leadership Program, and Adjunct Lecturer
- Dr. Robert Sheehan, Academic Director, Executive MBA, Robert H. Smith School of Business and Affiliated Faculty, Center for Philanthropy and Nonprofit Leadership
- Dr. Travis St. Clair, Assistant Professor
- Susannah Washburn, Lecturer

7. New or updated facilities and equipment required



No new or updated facilities and equipment are required.

8. Student Audience

Through outreach to foundations and their grantees, the proposed certificate program in Nonprofit Management and Leadership will likely attract 20 or more students per year. The students in the certificate program will have to meet the standards of admission to the University. When organizations sponsor a cohort they would be invited to recommend participants to the certificate program, but the University will control all admissions decisions.

9. Means for Offering the Program

The certificate program may be conducted on-campus, at an off-campus site, or a combination of the two. Actual off-campus sites have not yet been determined. Standard University protocols for approval of off-campus sites will be followed should the occasion arise. The courses of the certificate program may also be delivered online. The certificate program will not be offered in cooperation with another institution. A non-traditional schedule (weekend and/or intensive course offerings) may be considered.

**III. Finances**

The tables below briefly describe the resources and expenditures for the proposed certificate program, assuming an on-campus, cohort-based entrepreneurial cohort. (Any qualified traditional students from degree programs outside the School who wish to pursue the certificate program through existing traditional sections will be allowed to do so on a space-available basis, and thus the School would accrue neither revenue nor expenses from their participation.) The Office of Executive Programs (“OEP”), an entrepreneurial self-support unit within the School, will market and administer the program when provided on a cohort-basis.

Students are likely to be a mix of resident and non-resident. It is proposed that tuition for all students participating in an entrepreneurial cohort be set at the School’s master’s non-resident tuition level. Student fellowships may be granted. The campus will receive the mandatory fees and the standard 15 percent of gross revenue. All other tuition revenue earned will accrue to the School of Public Policy. The figures below presume the School’s proposed FY16-17 tuition of \$1,731 per credit will be charged, and revenue and expenses will increase 3% per year.

RESOURCES					
Resource Categories	Year 1	Year 2	Year 3	Year 4	Year 5

1. Reallocated Funds	\$0	\$0	\$0	\$0	\$0
2. Tuition Revenue (a x b)	\$415,440	\$427,903	\$440,740	\$453,963	\$467,581
a. Number of Students	20	20	20	20	20
b. Tuition Rate (12 credits)	\$20,772	\$21,395	\$22,037	\$22,698	\$23,379
3. Mandatory Fee Revenue (a x c)	\$17,120	\$17,634	\$18,163	\$18,707	\$19,269
c. Fee Rate/Student/Year	\$856	\$882	\$908	\$935	\$963
4. Application Fee (a x 75)	\$1,500	\$1,545	\$1,591	\$1,639	\$1,688
5. Other Sources	\$0	\$0	\$0	\$0	\$0
<b>TOTAL</b>	<b>\$455,708</b>	<b>\$469,379</b>	<b>\$483,459</b>	<b>\$497,962</b>	<b>\$512,900</b>

<b>EXPENDITURES</b>					
<b>Expenditure Categories</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
1. Total Faculty Expenses	\$83,750	\$86,263	\$88,850	\$91,516	\$94,262
a. Total Salary	\$70,000	\$72,100	\$74,263	\$76,491	\$78,786
b. Total Benefits	\$13,750	\$14,163	\$14,587	\$15,025	\$15,476
2. Total Staff Expenses	\$37,500	\$38,625	\$39,784	\$40,977	\$42,207
a. # FTE	0.5				
b. Total Salary	\$30,000	\$30,900	\$31,827	\$32,782	\$33,765
c. Total Benefits	\$7,500	\$7,725	\$7,957	\$8,195	\$8,441
3. Materials	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
4. Marketing	\$5,000	\$5,150	\$5,305	\$5,464	\$5,628
5. Textbooks	\$0	\$0	\$0	\$0	\$0
6. Mandatory Fees (pass through)	\$17,120	\$17,634	\$18,163	\$18,707	\$19,269
7. Application Fee (pass through)	\$1,500	\$1,545	\$1,591	\$1,639	\$1,688
8. Scholarships	\$140,000	\$144,200	\$148,526	\$152,982	\$157,571
9. University IDC at 15%	\$68,356	\$70,407	\$72,519	\$74,694	\$76,935
<b>TOTAL</b>	<b>\$358,226</b>	<b>\$368,974</b>	<b>\$380,043</b>	<b>\$391,443</b>	<b>\$403,188</b>

1. Faculty expenses assume an average cost for faculty salary ( $\$27,500 \times 2 = \$55,000$ ) plus benefits ( $\$6,875 \times 2 = \$13,750$ ) for two courses, plus adjunct faculty salary ( $\$7,500 \times 2 = \$15,000$ ) for two courses. No state-supported faculty will teach in the program as part of their regular workload.

2. Staff expenses assume 0.5 FTE salary plus benefits for the School's existing administrative staff. No new staff will need to be hired.

3. Scholarships of up to an average of \$7,000 per student may be offered if doing so is

financially feasible.