



NOTRE DAME  
OF MARYLAND  
UNIVERSITY

June 15, 2019

James D. Fielder, Jr., Ph.D.  
Secretary of Higher Education  
Maryland Higher Education Commission  
6 North Liberty Street  
Baltimore, MD 21201

Dear Secretary Fielder:

Enclosed please find our proposal to offer a Post Bachelor's Certificate (PBC) in Philanthropy. The PBC will be a 12-credit-hour fully online stackable credential that is non-residence-based, and aimed at the working professional. Establishing the PBC program further exemplifies the University mission, vision, and goals and creates opportunities for students to develop collaborative practice and interprofessional competencies to successfully work in the dynamic and changing landscape of higher education and non-profit organizations.

In its continuing effort to increase the number of highly effective higher education leaders especially focusing upon the diversity and changing populations in the state of Maryland, NDMU is uniquely positioned to continue to prepare future leaders. The proposed program, is a continuation of the long tradition of teacher education at Notre Dame and a logical extension of our education programs. The proposed program signals the ongoing commitment by NDMU to prepare educators to have the knowledge, skills and dispositions needed to close the achievement gap for diverse learners with skills to lead inclusive settings.

This degree program addresses the Maryland State Plan for Postsecondary Education, 2017-2021. The Post Bachelor's Certificate (PBC) in Philanthropy will use a holistic admissions process to select a talented and diverse student body thereby supporting the State's minority student achievement goals. Accessibility and affordability of education will be maintained, as the University does not charge out of state tuition. The Maryland Higher Education Commission State Plan: *Increasing Student Success with Less Debt 2017-2021* goals and strategies call for Access, Success and Innovation. The proposed program allows students access to an opportunity to enroll in and earn a post- Bachelor's Certificate that will support their advancement in the workforce meeting the critical need across Maryland. The proposed program will provide a high quality affordable program that fosters innovation and includes support services to ensure student success. The curriculum and support services are designed to facilitate on-time degree completion, include career planning and advising, and provide innovative pedagogical options that serve the needs of both traditional and non-traditional students. Approval of this new certificate program will provide increased professional development opportunities for educators and more fully address the needs of the region.

Institution: Notre Dame of Maryland University

Program: Post-Bachelor's Certificate Philanthropy  
Degree: Post-Bachelor's Certificate (PBC)  
Contact person: Suzan Harkness,  
Associate Vice President for Academic Affairs and Assessment  
410-532-5316, sharkness@ndm.edu

If you have any questions about this new program, please do not hesitate to call. Thank you in advance for consideration of this proposal. Please find a check in the amount of \$850.00 enclosed.

Sincerely,

A handwritten signature in blue ink that reads "S. Sharon Slear". The signature is written in a cursive style.

Sr. Sharon Slear, Ph.D.  
Provost and Vice President for Academic Affairs



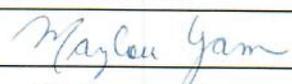
## Cover Sheet for In-State Institutions New Program or Substantial Modification to Existing Program

Institution Submitting Proposal	Notre Dame of Maryland University
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*Each action below requires a separate proposal and cover sheet.*

- |                                                              |                                                                         |
|--------------------------------------------------------------|-------------------------------------------------------------------------|
| <input type="radio"/> New Academic Program                   | <input type="radio"/> Substantial Change to a Degree Program            |
| <input type="radio"/> New Area of Concentration              | <input type="radio"/> Substantial Change to an Area of Concentration    |
| <input type="radio"/> New Degree Level Approval              | <input type="radio"/> Substantial Change to a Certificate Program       |
| <input checked="" type="radio"/> New Stand-Alone Certificate | <input type="radio"/> Cooperative Degree Program                        |
| <input type="radio"/> Off Campus Program                     | <input type="radio"/> Offer Program at Regional Higher Education Center |

Payment <input checked="" type="radio"/> Yes	Payment <input type="radio"/> R*STARS	Date Submitted: 06/18/2019
Submitted: <input type="radio"/> No	Type: <input checked="" type="radio"/> Check	

Department Proposing Program	Business	
Degree Level and Degree Type	Post Bachelor's Certificate	
Title of Proposed Program	Philanthropy	
Total Number of Credits	12	
Suggested Codes	HEGIS: 0599	CIP: 090202
Program Modality	<input type="radio"/> On-campus <input checked="" type="radio"/> Distance Education ( <i>fully online</i> ) <input type="radio"/> Both	
Program Resources	<input checked="" type="radio"/> Using Existing Resources <input type="radio"/> Requiring New Resources	
Projected Implementation Date	<input checked="" type="radio"/> Fall <input type="radio"/> Spring <input type="radio"/> Summer             Year: 2020	
Provide Link to Most Recent Academic Catalog	URL: <a href="http://catalog.ndm.edu/graduate-catalog">http://catalog.ndm.edu/graduate-catalog</a>	
Preferred Contact for this Proposal	Name: Suzan Harkness, Ph.D.	
	Title: Associate Vice President for Academic Affairs & Assessment	
	Phone: (410) 532-5316	
	Email: <a href="mailto:sharkness@ndm.edu">sharkness@ndm.edu</a>	
President/Chief Executive	Type Name: Marylou Yam, Ph.D.	
	Signature: 	Date: 06/18/2019
	Date of Approval/Endorsement by Governing Board: N/A	

Revised 6/13/18

## Executive Summary

Pursuant to COMAR 13B.02.03.03D, Notre Dame Maryland University (“NDMU” or “the University”) is proposing to offer a new Post Bachelor’s Certificate (“PBC”) in Philanthropy (proposed HEGIS: 0599; proposed CIP: 09.0902). The demands of changing demographics in an increasingly diverse society support the need for higher education to prepare professionals equipped with the skills and expertise for the ever-increasing needs of philanthropy within higher education and within non-profit organizations. At the same time, the higher education landscape and non-profit sector in Maryland and nationally are undergoing substantial change and innovation. NDMU’s proposed PBC program will provide an opportunity for the next generation of administrators to receive the training necessary to lead institutions and organizations into an ever-changing future.

The PBC in Philanthropy will be a 12-credit-hour fully online stackable credential that is non-residence-based, and aimed at the working professional. Establishing the PBC program further exemplifies the University mission, vision, and goals and creates opportunities for students to develop collaborative practice and interprofessional competencies to successfully work in the dynamic and changing landscape of higher education and non-profit organizations.

The following academic proposal describes the market need, the design, the curriculum, the student learning outcomes, the evaluation plans to ensure quality, and the resources needed to launch the PBC program. The budget indicates the strong likelihood of success in meeting the students’ learning goals and the effectiveness of the program.

### A. Centrality to Institutional Mission and Planning Priorities:

The mission of Notre Dame of Maryland University is to educate leaders to transform the world. Embracing the vision of the founders, the School Sisters of Notre Dame, the University promotes the advancement of women and provides a liberal arts education in the Catholic tradition.

Notre Dame challenges women and men to:

- strive for intellectual and professional excellence;
- build inclusive communities;
- engage in service to others; and
- promote social responsibility.

The PBC in Philanthropy is in alignment with the mission and strategic plan of the university as well as the mission of the School of Arts, Sciences, and Business (“SASB”) and the Business and Economics Department (“the Department”). The Department’s mission is to develop socially responsible leaders who understand core business concepts, solve problems ethically, think critically, and communicate effectively to maximize sustainable results for both organizations and the larger society.

This new stackable PBC is focused on educating students to transform organizations through philanthropy. Philanthropy is an interdisciplinary term that means, “private action for the public good. The act of philanthropy promotes social responsibilities as well as transforms organizations, neighborhoods, and communities for the public good.” The objectives of philanthropy align well with the mission of the University and as a part of the School Sisters of Notre Dame charism

The proposed certification is a stackable 12-credit program focused on philanthropy, fundraising, communications and branding, and will be housed in the SASB’s Business and Economics Department. The Business and Economics Department undergraduate courses in business were first offered in 1975,

## Post Bachelor's Certificate (PBC) in Philanthropy Program Proposal

and the Master of Arts in Management (now particularly responsive to the workplace with a reframed curriculum as Leadership and Management) has a 30-year history.

The new PBC in Philanthropy will be unique in targeting those who are employed in philanthropy roles within nonprofit organizations throughout the region and provide continuing education credits for professional fundraisers who have earned Certified Fundraising Executive certification. Courses will be offered fully online.

The mission of the University calls for the institution to prepare women and men to respond as leaders to the needs of the times and to address contemporary issues. The University strategic plan calls for forward-looking curriculum plans that support solutions to the demands of 21<sup>st</sup> Century careers. The interdisciplinary courses in the proposed Post-Bachelor's Certificate Program are directly connected to the strategic goal of advancing Transformative Education and more specifically, in the development of innovative programs, interdisciplinary centers of excellence, and distinctive leadership and experiential learning opportunities for students. The new stackable certificate is a result of the 2013 department self-study that indicated that, with the department's current expertise, there are opportunities to develop marketable, distinctive online graduate programs that meet recognized external standards and that will appeal to a national audience.

The new certificate will be experiential learning based and allow students to conduct class projects within their own organizations. The curriculum provides an interdisciplinary approach to studying donor behavior, campaign strategy through communications, and strategic planning through the business function. Additionally, the certificate will examine fundraising through donor statistics and algorithms. This certificate will help prepare advancement professionals for leadership roles within their organizations as well as add stackable specialization to students earning master's degrees.

This is a specialized certificate that with NDMU's social justice and community based mission is poised to offer. However, the skills gained in this program, such as resource cultivation and acquisition, are also transferable to a professional working in any mission driven organization. Moreover, although this program is co-ed it will address unique women's perspectives on philanthropic giving and donor solicitation.

This certificate program draws upon our currently successful MA in Nonprofit Management and full-time faculty expertise. It will require minimum university resources due to availability of FTE faculty members who already teach in the nonprofit program. Additionally, the program will draw from "masters or above" fundraising professionals as adjuncts who may teach classes or serve as guest speakers.

The administration provides ongoing administrative, financial and technical support of all academic programs and will do so with the new PBC in Philanthropy.

Students will be able to complete the 12- credit-hour certificate efficiently. Some of the courses are drawn from the MA in Nonprofit Management program, as they are foundational in nature. Students may enter the program at any point and reasonably complete the certificate in two semesters. Courses are offered every year; are developed and offered in a compressed format, and run 8-weeks during fall and spring semester, and 5-weeks during the summer. Courses would be offered year-round allowing students the ability to complete their certificate in a timely manner.

### **B. Critical and Compelling Regional or Statewide Need as Identified in the State Plan:**

Philanthropy is defined broadly as "private action for the public good" and those who engage in the act of philanthropy are in two different mindsets. The first mindset is the act of giving. The second mindset is

## Post Bachelor's Certificate (PBC) in Philanthropy Program Proposal

the act of soliciting funds. Previously the act of soliciting funds was known as fundraising; however, in the past few years it has come to be known as philanthropy.

More recently, organizations are recognizing the importance of developing a culture of philanthropy, which means that fund development and philanthropy are widely understood, and valued terms and activities across the entire organization. As nonprofits have professionalized in the past 20 years, philanthropic positions have become standardized and an ethical code of conduct was established.

There are approximately 1.9 million nonprofit organizations in the United States and 32,000 nonprofit organizations in Maryland, which includes ten subsectors. The largest subsectors are education and healthcare organizations. There were 73,500 Public Relations and Fundraising Managers and 90,400 Fundraisers working in the United States in 2016 (BLS, 2019). In addition, there were 12.3 million nonprofit employees in the United States (10.2% of private sector employment) and 273,000 within Maryland (12.8% of private sector employment) (BLS, 2018).

Previously a bachelor's degree was all that was needed to work in the philanthropic sector. However, as the sector has professionalized, more philanthropy jobs are requiring advanced degrees, certification, and professional standards. There are many different types of jobs in philanthropy such as a major gifts officer, annual campaign manager, donor data analytics, and Vice President for Advancement, to name a few. Once a professional has worked for five years in the field of Philanthropy, they qualify to take the Certified Fundraising Executive exam. However, many do not take the exam. Over 25,000 members of the Association of Fundraising Professionals have the work experience credential and only 4,000 of those members hold the certification.

Nonprofits have reported the challenges of hiring philanthropic staff that have the right mix of skills and abilities (Underdeveloped, 2013). Previously there was not a required type of degree or set of skills needed for philanthropic professionals. In the last 30 years, nonprofit-focused master's degrees have emerged in the United States and other countries as well (Carpenter, 2018). Due to the interdisciplinary nature of nonprofit and philanthropic studies, these programs are housed in a variety of schools and departments, with most of the programs focusing on the management of nonprofit organizations. Out of the approximate 50 stand-alone master's degrees in (nonprofit management or similar), only five of these programs are Master's degrees in Philanthropy (NPO Management Programs, 2019). None of these five degrees are in Maryland. Moreover, certificate programs and the opportunity to stack a certificate onto an existing career or degree are newly emerging. This proposed PB-Certificate is unique in the State of Maryland, presenting working professionals and students an opportunity to advance their specialized skills.

The Maryland State Plan for Postsecondary Education: *Increasing Student Success with Less Debt 2017-2021* goals and strategies call for Access, Success and Innovation. Particularly, the State Plan calls for institutions to "Promote and implement practices and policies that will ensure student success" and "Foster innovation in all aspects of Maryland higher education to improve access and student success."

Consistent with the State Plan, NDMU's proposed PBC in Philanthropy allows traditional and non-traditional students access to ongoing and lifetime professional development opportunities. NDMU will prepare postsecondary learners to respond dynamic career opportunities and support their advancement in the workforce. NDMU will provide a high quality affordable program that builds key skills, fosters creative thinking and cross-functional innovation, and prepares graduates for success in a dynamic and rewarding career. The curriculum and support services are designed to facilitate on-time degree completion, include career planning and advising, and provide innovative pedagogical options that serve the needs of both traditional and non-traditional students.

## Post Bachelor's Certificate (PBC) in Philanthropy Program Proposal

### **C. Quantifiable and Reliable Evidence and Documentation of Market Supply and Demand in the Region and State:**

The nonprofit industry employs more than 1 out of 10 workers in the region. There are over 273,000 nonprofit workers in Maryland. Given the large amount of philanthropy related jobs and nonprofit organizations within the state of Maryland, and the dearth of programs within the state (and nation) that focus on the practice of philanthropy, there is a need for this specific program.

On the national level, the BLS projects Public Relations and Fundraising Managers (SOC: 11-2031) to grow 10% between 2016 and 2026 and Fundraisers (SOC: 13-1131) to grow 15% between 2016 and 2026 with over 176,000 job opening combined (new and replacement) during this period, or 17,600 openings annually. BLS reports that the typical entry-level education for Public Relations and Fundraising Managers is a Bachelor's Degree, with 5 years or more work experience; while Fundraisers is a Bachelor's Degree, with no experience or on the job training. The median annual wage for employees in these occupational sectors are \$111,280 and \$55,640, respectively.

The description of Public Relations and Fundraising Managers and Fundraisers are as follows:

Plan, direct, or coordinate activities designed to create or maintain a favorable public image or raise issue awareness for their organization or client. Plan, direct, or coordinate activities to solicit and maintain funds for special projects or nonprofit organizations.

Organize activities to raise funds or otherwise solicit and gather monetary donations or other gifts for an organization. May design and produce promotional materials. May also raise awareness of the organization's work, goals, and financial needs.

The Department of Labor, Licensing, and Regulation (DLLR) reported that the market need for Public Relations and Fundraising Managers will grow 7% between 2016 and 2026 and Fundraisers to grow 9% between 2016 and 2026 with over 2,455 job openings (new and replacement) during this period, or 246 openings annually in Maryland. According to Maryland Higher Education Commission's academic program inventory and Trends in Degree and Certificates by Program report (March 2018) no other institutions have a program focused on philanthropy resulting in a growing shortfall of an appropriately trained and specialized workforce.

In a search of fundraising jobs in the state of Maryland, there were 377; Development jobs 36,000, and school advancement 2,491, university advancement 1,200. Most mid-to-senior level job descriptions have a master's degree required.

Since philanthropy is a growth profession and there is anticipated job growth over the next five years, there is an ongoing discussion of educational and training needs of the field. Many organizations indicate their development staff are underprepared for their roles (Underdeveloped, 2013). There is also high turnover in the fundraising profession. One typically begins as a development or advancement associate within an organization and with education and training can move up to a director role and later a vice president role. Those at all levels of a nonprofit and philanthropic organization would find this PB-Certificate to be beneficial in advancing their career.

As previously referenced, historically, an advanced degree was not needed for entry into the philanthropy occupation. However, as philanthropy jobs continue to increase, the job requirements and expectations have increased as well, particularly for supervisors and leadership. Whereas in the past advancement professionals learned these skills on the job, more and more organizations are expecting employees to come in with these skills. Typical advanced skills and education in Annual Campaigns, Major Gifts,

## Post Bachelor's Certificate (PBC) in Philanthropy Program Proposal

Planned Giving, Capital Campaigns, Case statements, Endowments, Investments, and Donor Research are sought by employers.

NDMU anticipates enrollment in the Post-Bachelors Certificate

	2020-21	2021-22	2022-23	2023-24	2024-25
Enrollment	10	15	20	20	25

### **D. Reasonableness of Program Duplication, if any.**

Upon review of the Maryland Higher Education Commission's academic program inventory, there are no similar programs in the geographic region or State. With its foundational courses and program in Nonprofit Management as well as its graduate level communication and education programming, NDMU is uniquely poised to offer the PBC in Philanthropy.

### **E. Relevance to the Implementation or Maintenance of High-demand Programs at Historically Black Institutions (HBIs):**

No Historically Black College or University (HBCU) currently offers a similar program singularly focused on the specific professional skills associated with philanthropy. NDMU's proposed MA in Philanthropy is not anticipated to compete with any high demand program at a HBCU.

### **F. Relevance to the Support of the Uniqueness and Institutional identities and Missions of HBIs:**

This program does not duplicate a similar program at a Maryland HBI; therefore, approval of this PBC will not have a negative impact on the uniqueness and institutional identity and mission of these HBCUs. In fact, this program will increase access for minority undergraduate students interested in a career in philanthropy. An appropriate student for NDMU's proposed MA program will apply after attending and completing a baccalaureate degree at any undergraduate institution, including any of Maryland's HBCUs.

### **G. Adequacy of Curriculum Design, Program Modality, and Related Learning Outcomes (as outlined in COMAR 13B.02.03.10):**

The program will be overseen by Dr. Heather Carpenter, a well-known scholar in the Nonprofit and Philanthropic studies academic community. Heather Carpenter is on the Board of the Nonprofit Academic Centers Council, an international membership association comprised of academic centers or programs at accredited colleges and universities that focus on the study of nonprofit/nongovernmental organizations, voluntary action, and/or philanthropy.

### Objectives

The Certificate Program will enhance the culture of philanthropy within organizations across the region through philanthropic focused curriculum. At the end of the program, students will have completed the following learning outcomes:

- I. Acquire an understanding of the historical and philosophical underpinnings of philanthropy and development;
- II. Demonstrate knowledge and skills needed for effective fundraising;
- III. Articulate best practice in advancement services and operations;
- IV. Utilize research to employ best practices in fundraising and development planning;
- V. Acquire the knowledge and skill needed for effective grant writing;

## Post Bachelor's Certificate (PBC) in Philanthropy Program Proposal

- VI. Integrate knowledge of the financial aspects of fundraising and strategic;
- VII. Employ effective communication and branding strategies;
- VIII. Apply knowledge of ethical and legal standards to the practice of philanthropy.

The development of the PB-Certificate Program, learning outcomes and course descriptions were informed by both the Association of Fundraising Professionals Certification for Fundraising Executive requirements (CFRE, 2018) and the Nonprofit Academic Centers Council Curricular guidelines (NACC, 2015) for programs focused on nonprofit and philanthropic education. This program also demonstrates higher level learning in Blooms Taxonomy. NACC Curricular Guidelines reflect the distinctive and autonomous character of the nonprofit and philanthropy sector institution forms from those of business and government (NACC, 2018).

### Assessment

The University Assessment Plan at NDMU guides the assessment of student learning outcomes at all levels of the institution. Every course syllabus must continue learning outcomes for the program and the course, and assess those outcomes every year. Departments prepare and submit an annual student learning outcomes assessment report, which is reviewed by the University Assessment Committee. Feedback for these reports are provided to the chairs and the faculty at department and individual meetings. All requests for resource allocation and budget change must be supported by assessment data, including the results of course-based outcomes.

The PB-Certificate in Philanthropy will be subject to the same requirements of all programs for course, faculty, and program evaluation. The program assessment plan is updated annually. All NDMU students complete course evaluations online at the end of each of their courses. Faculty are evaluated annually by their department chairperson as provided for in the NDMU faculty handbook. Adjunct faculty teaching at NDMU are evaluated through peer observation and feedback during their two semesters at the university using criteria for best practice in teaching and learning.

See Appendix B for Assessment Plan.

This program will reside in the SASB's Business and Economics Department at Notre Dame of Maryland University, which has established a rigorous assessment process in alignment with its accrediting body, the Accreditation Council for Business Schools and programs. Students will complete inbound and outbound exams and have class assignments that assess their learning outcomes. Each learning objective for the program will be aligned to the course objectives, assignments and internal assessments.

### **PB-Certificate in Philanthropy Courses: (12- Credit Hours)**

Phil 5XX	Principles of Philanthropic Development	(3 credits)
NPM 545	Fundraising and Grant writing	(3 credits)
Phil 5XX	Cultivation and Donor Relations	(3 credits)
Phil 5XX	Communications and Branding in Philanthropy	(3 credits)

### **PB-Certificate Course Descriptions:**

#### **Existing courses**

#### **NPM 545 Fundraising and Grant writing**

Explores the various methods that nonprofits use to raise funds to support the organization's operations and programs. Addresses basic grant acquisition methodologies including conducting grant research, making contacts, and creating standard and comprehensive case statements. Learners write the grant application of their choice. (3 credits)

## Post Bachelor's Certificate (PBC) in Philanthropy Program Proposal

### New Courses

#### **Phil 5XX Principles of Philanthropic Development**

Explores the history of philanthropy, the role of religious and cultural traditions, as well as structure and regulation influence philanthropic and voluntary behavior in a variety of national and global contexts. Analyzes the evolution of the field of fundraising, philanthropy and grant making. Appraises the relationship of global social, economic and political trends on the role, function and impact of voluntary action, civil society, the nonprofit sector and philanthropy. (3 credits)

#### **Phil 5XX Cultivation and Donor Relations**

Examines donor motivations and relationship building as influential factors in the philanthropic process. Analyzes the psychological theories and practices behind donor solicitation and recognition. Justifies ethical practices in donor research and solicitation. Interprets and predicts prospect research, donor identification and retention, CRM systems and strategies and problems that build relationships. Determines generational and cultural differences in giving and implications for fundraising. (3 credits)

#### **Phil 5XX Communications and Branding in Philanthropy** [cross listed with Campaign Design and Execution]

Explores the principles of branding and marketing in philanthropic organization. Analyzes fundraising objectives, strategies, tactics, and messages. Analyzes necessary and essential communications to reflect an organization's mission and strategic plans in order to devise a coherent fundraising campaign. (3 credits)

The Nonprofit Academic Centers Council (NACC), a membership association comprised of academic centers and/or programs at accredited colleges and universities that are devoted to the study of the nonprofit/nongovernmental sector, philanthropy and voluntary action to advance education, research, and practice that increase the nonprofit sector's ability to enhance civic engagement, democracy, and human welfare. NACC is in the process of accrediting the first ten Masters degrees in Nonprofit and Philanthropic studies. The NACC Accreditation Process fosters third sector academic programs worldwide, including nonprofit and NGO studies and management, social entrepreneurship, social-purpose organizations leadership, and philanthropy studies and management, all with curriculum which places the civil sector at the center of the curricular perspective. The PBC Program will not seek external certification, as it is currently not available.

The Business and Economics department received an exemplary accreditation through ACBSP and will continue to provide clear and timely information on the curriculum, course and degree requirements, nature of faculty/student interaction, assumptions about technology competence and skills, technical requirements, learning management system, availability of academic support services and financial aid resources, and costs and payment policies. Recently, the department created a student handbook, which provides department policies and reiterates university policies.

This degree PBC Program will reside in the School of Arts, Sciences, and Business. The SASB recruiter will recruit for this program. In addition, the program will receive a programmatic website as well as a fact sheet available to prospective students. After students are enrolled in the program, we will be able to provide current student profile and alumni videos. The program will also be directly marketed to schools, hospitals and other nonprofit organizations that employ advancement professionals.

## Post Bachelor's Certificate (PBC) in Philanthropy Program Proposal

### H. Adequacy of Articulation

Not Applicable, although there exists the opportunity for future articulations (e.g. 3+2 agreements) with other Maryland colleges and universities to enhance access and educational opportunities for Maryland students.

### I. Adequacy of Faculty Resources (as outlined in COMAR 13B.02.03.11).

**Current Faculty Resources for the PBC in Philanthropy**

Faculty Name & Rank	Terminal Degree	Full or Part-time	Courses Taught
Heather Carpenter, Associate Professor, Chair	Ph.D.	Full-time	Phil 5XX
Deborah Calhoun, Professor	Ph.D.	Full-time	Phil 5XXX
Britt Christensen, Assistant Professor	Ph.D.	Full-time	Phil 5XX
Susie Breaux, Associate Faculty (adjunct)	MA/APR	Part-time	NPM 545

75% of the courses will be taught by full-time NDMU faculty members, no new permanent faculty hires will be required for this program. Current full-time and adjunct faculty will be engaged to teach sections of the philanthropy courses, and other courses as needed.

The development of the PBC Program, learning outcomes and course descriptions were informed by both the Association of Fundraising Professionals Certification for Fundraising Executive requirements (CFRE, 2018) and the Nonprofit Academic Centers Council Curricular guidelines (NACC, 2015) for degree programs focused on nonprofit and philanthropic education. As curricular guidelines are updated, the program curriculum will also be updated to meet the needs of the students in the field.

The learning management system is Joule. In addition, the ACBSP accreditation requires that faculty members who teach in all our programs to be at least professionally qualified, which includes possessing at least a master's degree and five years of experience in the area they are teaching. A doctoral degree is preferred; however, there are few PhD programs in the country where one can focus on nonprofit and philanthropic studies.

NDMU, a member of Maryland Online, has adopted the Quality Matters standards as the guidelines for design, development and delivery of all online courses and programs at Notre Dame. Courses are developed under the criteria outlined in the QM rubric, and go through an internal peer review process (QM qualified reviewers) prior to delivery. Faculty wishing to teach online are required to complete two QM courses that review best practice in design and delivery of online courses and programs.

### J. Adequacy of Library Resources (as outlined in COMAR 13B.02.03.12).

Since its opening in 1973, the Loyola/Notre Dame Library ("LNDL" or "the Library") has served as a critical resource for outstanding teaching and scholarship. Notre Dame and Loyola have recently completed a joint renovation and expansion project. The results of this project are expanded use of technology for teaching and learning; accommodation of greater numbers of students, faculty and community patrons; and vibrant, vital center for scholarly exploration and achievement.

## Post Bachelor's Certificate (PBC) in Philanthropy Program Proposal

The LNDL is open 7 days a week during the fall, spring, and summer Semesters. The Library provides information services and resources to support the academic programs and educational concerns of Notre Dame of Maryland University and Loyola University Maryland. Through the Library's website, faculty, students and staff may access An extensive array of books, journals, databases, and streaming video to support research, teaching, and learning.

The Library's collection consists of 455,000 volumes, 1,421 print and 22,126 electronic periodical subscriptions, and 39,000 media items. The library's web site is the gateway to a wealth of information, including over 120 online databases, which encompass access to over 300,000 journals, magazines, and newspapers in print and electronic formats.

The LNDL Online Journal holdings are substantial, including a robust philanthropy collection. A search of the LNDL library database came up with 244k items containing the word philanthropy. The journal holdings are sufficient and are constantly updated as more publications become available.

Additionally, the Library provides access to collections at other partner libraries:

- The University System of Maryland and Affiliated Institutions consortium provides access to over 9 million items at 17 member libraries.
- The Eastern Academic Libraries Trust (EAST), a print archive that guarantees access to 6 million volumes via Interlibrary Loan.

### Assistance Provided

- Students, faculty and staff may request help in-person, via email, instant messaging, and telephone.
- Online chat reference is available 24 hours a day, seven days a week.
- Information about copyright is available through a resource guide, workshops and individual consultations provided by a librarian in the Copyright Information Center.

### Other Library Resources

- 693 individual seats are available for studying
- A 100 seat auditorium is available
- Two computer instructional labs, Lab A has 20 seats; Lab B has 30 seats
- The Collaboratory at the Library, an active learning space that accommodates up to 22 students in a flexible environment
- a 24 seat screening room
- cyber café and a multi-functional gallery used for events and flexible study space
- group study areas
- seminar rooms
- 91 computers with Microsoft Office and access to the Internet
- Adaptive technology mainstreamed throughout the Library to provide access for disabled users
- Makerspace, a technology-rich environment that fosters creation, innovation, and collaborative learning.
- Reference librarians are available seven days a week to guide students using the library and its on-site and virtual resources. Five librarians provide reference services and bibliographic instruction programming. Students learn techniques for searching for information on research topics, evaluating citation and sources, and finding the full text of articles in the library. Walk-in sessions on RefWorks and individual or group consultations with librarians are available.
- Online web tutorials guide students on searching the library catalog, finding e-journals, interlibrary loan and refWorks.
- A link to the LDNL will reside on each program course.

## Post Bachelor's Certificate (PBC) in Philanthropy Program Proposal

- Online students have full access to the library and library resources. Students may access the library electronically and physically. Each student has a University credential with bar code that provides him or her access to the library resources. The link to the University library is: <https://www.lndl.org/> off campus access is provided via <https://www.lndl.org/help/off-campus-access>. If students require assistance, they may access support assistance through a login help guide (<http://guides.lndllibrary.org/ezproxy>) Or by contact the Library Desk at 410-617-6801.
- Students have access to articles by accessing <http://guides.lndllibrary.org/fulltext>. If an article is not available through the library, either in print or online, students may request a copy through Interlibrary Loan (<https://www.lndl.org/help/borrowing#loan>). Articles are typically delivered via email in 24 hours or less.

### K. Adequacy of Physical Facilities, Infrastructure and Instructional Equipment (as outlined in COMAR 13B.02.03.13)

As the program will be delivered fully online, there will be no impact on existing facilities and equipment. In the digital space, NDMU has a robust Course/Learning Management system to support this degree program.

Notre Dame of Maryland University has technology, support, and expertise to offer courses across a variety of modalities, including fully on ground, fully online, and hybrid. There is a staffed Faculty Resource Center and instructional course design support. Notre Dame has an electronic mailing system and is a member of Maryland online. The courses both face-to-face, online or hybrid will be developed in the Joule learning management system where faculty may deposit course materials, facilitate online instruction, quizzes and exams, host chat and discussion board collaboration, and engage with students outside of the classroom to enrich the learning experience.

The entire campus hosts a wireless community to support mobile and web-based collaboration and communication. NDMU also supports learners with a well-staffed and supportive technology helpdesk.

### L. Adequacy of Financial Resources with Documentation (as outlined in COMAR 13B.02.03.14)

Resource Categories	2020-21	2021-22	2022-23	2023-24	2024-25
1. Reallocated Funds	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
2. Tuition/Fee Revenue (c+g below)	\$71,400	\$109,260	\$148,560	\$148,560	\$189,300
a) # F/T Students	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
b) F/T Annual Tuition/ Fee Rate	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
c) Total F/T Revenue (a x b)	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
d) # P/T Students	10	15	20	20	25
e) Credit Hr. Rate	\$595.00	\$607.00	\$619.00	\$619.00	\$631.00
f) Annual Credit Hr.	12	12	12	12	12
g) Total P/T Revenue (d x e x f)	\$71,400	\$109,260	\$148,560	\$148,560	\$189,300

Post Bachelor's Certificate (PBC) in Philanthropy Program Proposal

3. Grants, contacts, & other external sources	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4. Other Sources (Registration/Technology Fee)	\$3,700	\$5,550	\$7,400	\$7,400	\$7,400
TOTAL (add 1-4)	\$75,100	\$114,810	\$155,960	\$155,960	\$196,700

**Budget Narrative:**

- a. No reallocated funds. Faculty in the program teach as part of their regular assigned load.
- b. No full-time students in the program. Part-time tuition calculated as cost per credit hour x number of annual credits x number of students enrolled.
- c. No funding from external sources.
- d. No funding from other sources.
- e. Tuition rate increase is calculated at a 2% increase.
- f. Other: Registration/Technology Fee \$185.00 per semester

Expenditure Categories	2020-21	2021-22	2022-23	2023-24	2024-25
1. Faculty (b + c below)	\$2,650	\$2,650	\$2,650	\$2,650	\$2,650
a) # FTE	.25	.25	.25	.25	.25
b) Total Salary	\$2,650	\$2,650	\$2,650	\$2,650	\$2,650
c) Total Benefits	\$0	\$0	\$0	\$0	\$0
2. Admin. Staff (b + c below)	\$0	\$0	\$0	\$0	\$0
a) # FTE	\$0	\$0	\$0	\$0	\$0
b) Total Salary	\$0	\$0	\$0	\$0	\$0
c) Total Benefits	\$0	\$0	\$0	\$0	\$0
3. Support staff	\$0	\$0	\$0	\$0	\$0
4. Equipment	\$0	\$0	\$0	\$0	\$0
5. Library	\$0	\$0	\$0	\$0	\$0
6. New or Renovated Space	\$0	\$0	\$0	\$0	\$0
7. Other Expenses course development	\$7,950	\$0	\$0	\$0	\$0
8. TOTAL (add 1-7)	\$10,600	\$2,650	\$2,650	\$2,650	\$2,650

**Budget Narrative:**

- a. Adjunct faculty are paid a stipend of \$2,650 per course
- b. Faculty are paid a course development stipend of \$2,650 to develop new online courses. Three new online courses will be developed in year one.

**M. Adequacy of Provisions for Evaluation of Program** (as outlined in COMAR 13B.02.03.15).

The University Assessment Plan at NDMU guides the assessment of student learning outcomes at all levels of the institution. Every course syllabus must continue learning outcomes for the program and the

## Post Bachelor's Certificate (PBC) in Philanthropy Program Proposal

course, and assess those outcomes every year. Departments prepare and submit an annual student learning outcomes assessment report, which is reviewed by the University Assessment Committee. Feedback for these reports are provided to the chairs and the faculty at department and individual meetings. All requests for resource allocation and budget change must be supported by assessment data, including coursed-based outcomes results.

The PBC in Philanthropy program will be subject to the same requirements of all programs for course, faculty, and program evaluation. The program assessment plan is updated annually. All NDMU students complete course evaluations online at the end of each of their courses. Faculty are evaluated annually by their department chairperson as provided for in the NDMU faculty handbook. Adjunct faculty teaching at NDMU are evaluated through peer observation and feedback during their two semesters at the university using criteria for best practice in teaching and learning. See Appendix B for Assessment plan.

### **N. Consistency with the State's Minority Student Achievement Goals** (as outlined in COMAR 13B.02.03.05).

The recruitment and retention of minority students is a high priority for Notre Dame, which regards outreach to minority populations as an integral part of our mission. Notre Dame continues to serve approximately 48 percent of students of color in its overall student population. Additionally, Notre Dame's academic support resources, including the Academic Support Center, online tutoring services offered 24/7/365, Counseling Center, and Diversity and Inclusion programs are designed to help bolster the retention of at-risk students, including minority students.

### **O. Relationship to Low Productivity Programs Identified by the Commission:**

The program is not related to a low productivity program.

### **P. Adequacy of Distance Education Programs** (as outlined in COMAR 13B.02.03.22)

NDMU, a member of Maryland Online, has adopted the Quality Matters standards as the guidelines for design, development and delivery of all online courses and programs at Notre Dame. Courses are developed under the criteria outlined in the QM rubric, and go through an internal peer review process (QM qualified reviewers) prior to delivery. Faculty wishing to teach online are required to complete two QM courses that review best practice in design and delivery of online courses and programs.

Prior to January 1, 2018, Notre Dame of Maryland was approved by the Commission to offer several distance education programs. Per COMAR 13B.02.03.22A(1), Notre Dame of Maryland University is an institution eligible to provide distance education. As a member of NC-SARA, NDMU complies with C-RAC guidelines.

## Post Bachelor's Certificate (PBC) in Philanthropy Program Proposal

### Appendix A. References

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Post Bachelor's Certificate (PBC) in Philanthropy Program Proposal

PB-Certificate in Philanthropy- Existing Course Assessment Goals							
Academic Years: 2020-2024							
Curriculum Goal Competency	Education Outcome	Course	Course Outcome	Assessment	Assessment Occurs Where?	Assessment Occurs When?	Who is Responsible?
				Tool Used?			
<b>Goal 1</b>	1. Demonstrate knowledge and skills needed for effective ethical and legal philanthropy.	NPM 545 Fundraising and Grant writing	1A Develop fundraising activities and policies to comply with ethical principles and legal standards that reflect the value of the organization. 1B. Demonstrate effective communication of ethical fundraising to stakeholders.	Rubric	paper on ethical fundraising practices	2020-21	Instructor
<b>Goal 2</b>	2. Create persuasive written and oral arguments for support evidenced by the ability to generate effective campaigns, plans, and proposals.	NPM 545 Fundraising and Grant writing	2A. Prepare donor-focused solicitation communications in order to facilitate informed gift decisions. 2B. Design fundraising plans and budgets to support an organization's strategic goals.	Rubric	Write a grant proposal	2023-24	Instructor

## Addendum

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