

UNIVERSITY SYSTEM OF MARYLAND INSTITUTION PROPOSAL FOR

- New Instructional Program
- Substantial Expansion/Major Modification
- Cooperative Degree Program
- Within Existing Resources, or
- Requiring New Resources

University of Maryland College Park

Institution Submitting Proposal

Nonprofit Management and Leadership

Title of Proposed Program

Post-Baccalaureate Certificate

Fall 2017

Award to be Offered

Projected Implementation Date

229902

44.0501

Proposed HEGIS Code

Proposed CIP Code

School of Public Policy

Robert Grimm

Department in which program will be located

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Signature of President or Designee

03-02-2017

Date

Post-Baccalaureate Certificate in Nonprofit Management and Leadership
Derived from the Existing Master Program in Public Management

A. Centrality of Proposed Certificate Program to the Mission of the University of Maryland (UMD)

As written in the University of Maryland's Mission Statement, one of the university's goals for graduate education is to "Expand excellent professional graduate programs that are nationally recognized for their contributions to the practice of the professions, for their pioneering curricula, and for their spirit of innovation and creativity." This new certificate program, derived from the existing Master of Public Policy program, is designed to provide skills and experiences that will allow students to delve deeply into the complex challenges facing nonprofit leaders. The program will equip students with the capability to formulate innovative strategies to negotiate the complexities of global philanthropy and non-governmental organization (NGO) leadership. Students will 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.

B. Market Demand

According to the US Bureau of Labor Statistics, nonprofit organizations make up 10.3% of all private sector employment¹. In the state of Maryland, this percentage is even higher at 11.7%. The National Center for Education Statistics associates non-profit management with the Standard Occupational Classification for Social and Community Service Managers (11-9151).² According to the US Bureau of Labor Statistics, "Employment of social and community service managers is projected to grow 10 percent from 2014 to 2024, faster than the average for all occupations" with a predicted increase of 13,200 positions.³ The Maryland Department of Labor, Licensing & Regulation projects that Social and Community Managers positions will increase by 816 over this same time period.⁴ These statistics refer to created positions, but professionals in non-governmental organizations and nonprofit organizations often have never received formal training in nonprofit management. We believe that there are professionals currently in these positions who would be interested in formal training in this area but do not desire an entire Master program. In some cases, they may already have Master degrees that did

¹ US Bureau of Labor Statistics. (October 21, 2014). Nonprofits account for 11.4 million jobs, 10.3 percent of all private sector employment. *TED: The Economics Daily*. Retrieved from https://www.bls.gov/opub/ted/2014/ted_20141021.htm.

² National Center for Education Statistics. (2017). *Crosswalk 2000-2010* [Data file]. Retrieved from <https://nces.ed.gov/ipeds/cipcode/resources.aspx?y=55>.

³ US Bureau of Labor Statistics. (December 27, 2015). *Occupational Outlook Handbook: Social and Community Service Managers*. Retrieved from <https://www.bls.gov/ooh/management/social-and-community-service-managers.htm>.

⁴ Maryland Department of Labor, Licensing & Regulation. (2017) *Maryland Occupational Projections – 2014-2024 – Workplace Information and Performance: Occupational Projections* [Data file]. Retrieved from <http://www.dllr.state.md.us/lmi/iandoproj/maryland.shtml>.

not include focused training in this area. UMD's School of Public Policy, through its Master of Public Policy program elective offerings, offers courses that focus on nonprofit organizations, nonprofit management and leadership, philanthropy, and social entrepreneurship. This certificate program will allow those involved in nonprofit and non-governmental organizations to receive formal training in this unique professional context. It is anticipated that 20 students per year will enroll in the program, which should take one year to complete. The completion rate is anticipated to be more than 90%.

C. Curriculum design

Requirements for the certificate program include four courses for a total of 12 credits. Two courses, PUA798Y Nonprofit and NGO Management and Leadership (3 Credits) and PUA788F Nonprofit Financial Management (3 Credits), will be required. Students then would take two more courses from a list of eight electives:

- PUA789Y (3 Credits) Theory, Practice and New Paradigms in Nonprofit Fundraising
- PUA789Z (3 Credits) Strategic Management for Nonprofit and Public Organizations
- PUA789P (3 Credits) Strategic Philanthropy
- PUA788O (3 Credits) China's Dynamic Philanthropic and Social Sector Landscape
- PUA790 (3 Credits) India's Evolving Social Sector and Consulting with its NGOs and Social Enterprises
- PUA789W (3 Credits) Networks: Leading and Managing Across Sector
- PUA789D (3 Credits) Social Entrepreneurship
- Any new philanthropy, nonprofit, or NGO management and leadership courses that may be developed and approved by the faculty, subject to approval by the program director.

Expected learning outcomes are as follows:

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

Formal program review is carried out according to the University of Maryland's policy for Periodic Review of Academic Units, which includes a review of the academic programs offered by, and the research and administration of, the academic unit (<http://www.president.umd.edu/policies/2014-i-600a.html>). Program Review is also monitored following the guidelines of the campus-wide cycle of Learning Outcomes Assessment (<https://www.irpa.umd.edu/Assessment/LOA.html>). Faculty within the department are reviewed according to the University's Policy on Periodic Evaluation of Faculty Performance (<http://www.president.umd.edu/policies/2014-ii-120a.html>). Since 2005, the University has

used an online course evaluation instrument that standardizes course evaluations across campus. The course evaluation has standard, university-wide questions and also allows for supplemental, specialized questions from the academic unit offering the course.

D. Faculty Resources

Courses for the program are already offered as elective offerings for the Master of Public Policy program. Consequently, the courses for the certificate program will be taught by faculty from the School of Public Policy faculty. See Appendix B: Faculty.

E. Resources

Courses for the program are already offered as electives for the Master of Public Policy program. Consequently, the proposed program will not require new resources.

Appendix A: Course Descriptions

PUAF798Y Nonprofit and NGO Management and Leadership (3 Credits)

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.

PUAF 688F Nonprofit Financial Management (3 Credits)

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.

PUAF689Y Theory, Practice, and New Paradigms in Nonprofit Fundraising (3 Credits)

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.

PUAF689Z Strategic Management for Nonprofit and Public Organizations (3 Credits)

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.

PUAF689P Strategic Philanthropy (3 Credits)

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.

PUAF 6880 China's Dynamic Philanthropic and Social Sector Landscape (3 Credits)

China's philanthropic and social sectors 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.

PUAF 790 India's Evolving Social Sector and Consulting with its NGOs and Social Enterprises (3 Credits)

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.

PUAF 698W Networks: Leading and Managing Across Sector (3 Credits)

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.

PUAF689D Social Entrepreneurship (3 Credits)

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.

Appendix B: Faculty

Faculty available to teach in this program also teach in the Master of Public Policy program. For information on faculty titles at the University of Maryland, please see UMD's [Policy and Procedures on Appointment, Promotion, and Tenure of Faculty](#).

Kenneth Apfel, Professor of the Practice and Affiliated Faculty, Do Good Institute (PUAF 698W)

Dr. Angela Bies, Endowed Associate Professor of Global Philanthropy and Nonprofit Leadership and Affiliated Faculty, Do Good Institute (PUAF798Y, PUAf 790, PUAf 6880, PUAf 688F)

Dr. Elizabeth Duke, Senior Lecturer and Director, Management, Leadership, and Finance Program & Affiliated Faculty, Do Good Institute (PUAF 698W)

Dr. Toby Egan, Associate Professor and Affiliated Faculty, Do Good Institute (PUAF689D, PUAf 698W)

Dr. Robert Grimm, Levenson Family Chair in Philanthropy and Nonprofit Leadership & Director, Do Good Institute (PUAF798Y, PUAf689Y, PUAf689P, PUAf 790, PUAf689D)

Dr. Jennifer Littlefield, Associate Director of Undergraduate Studies and Affiliated Faculty, Do Good Institute (PUAF798Y)

Dr. Robert Sheehan, Academic Director, Executive MBA, Robert H. Smith School of Business and Affiliated Faculty, Do Good Institute (PUAF689Z, PUAf689Y)

Dr. Travis St. Clair, Assistant Professor and Affiliated Faculty, Do Good Institute (PUAF 688F)

Susannah Washburn, Lecturer, Director of the iGIVE Program, and Affiliated Faculty, Do Good Institute (PUAF689P, PUAf689Y)