



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 Master of Arts degree in Philanthropy. The demands of changing demographics in an increasingly diverse society support the need for higher education professionals to be equipped with the professional skills and expertise to develop learners and professionals for the ever-increasing needs of philanthropy within higher education and within non-profit organizations. NDMU's proposed MA 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 Master of Arts Degree in Philanthropy will be a 30-credit-hour fully online, non-residence-based program aimed at the working professional. Establishing the MA 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, built primarily from existing courses, 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 MA program uses 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 professional degree that will support their advancement in the workforce meeting the critical need across Maryland. The proposed program will provide a high quality affordable degree 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 program will provide increased professional development opportunities for educators and non-profit leaders, and more fully address the needs of the region.

Institution: Notre Dame of Maryland University
Program: MA Philanthropy
Degree: MA
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,



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.

- New Academic Program
- Substantial Change to a Degree Program
- New Area of Concentration
- Substantial Change to an Area of Concentration
- New Degree Level Approval
- Substantial Change to a Certificate Program
- New Stand-Alone Certificate
- Cooperative Degree Program
- Off Campus Program
- Offer Program at Regional Higher Education Center

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

Department Proposing Program	Business	
Degree Level and Degree Type	Master of Arts	
Title of Proposed Program	Philanthropy	
Total Number of Credits	30	
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: http://catalog.ndm.edu/graduate-catalog	
Preferred Contact for this Proposal	Name: Suzan Harkness, Ph.D.	
	Title: Associate Vice President for Academic Affairs & Assessment	
	Phone: (410) 532-5316	
	Email: sharkness@ndm.edu	
President/Chief Executive	Type Name: Marylou Yam, Ph.D.	
	Signature: <i>Marylou Yam</i>	Date: 06/18/2019
	Date of Approval/Endorsement by Governing Board: N/A	

Revised 6/13/18

MA in Philanthropy Program Proposal

Executive Summary

Pursuant to COMAR 13B.02.03.03D, Notre Dame Maryland University (“NDMU” or “the University”) is proposing to offer a new Master of Arts (MA) Degree in Philanthropy (proposed HEGIS: 0599; proposed CIP: 09.0902). The demands of changing demographics in an increasingly diverse society support the need for philanthropy professionals to be equipped with the professional skills and expertise to address the ever-increasing needs of philanthropy within higher education and within non-profit organizations. At the same time, the economic landscape in Maryland and nationally is undergoing substantial change and innovation. NDMU’s proposed MA 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 Master of Arts Degree in Philanthropy will be a 30-credit-hour fully online, non-residence-based program aimed at the working professional. Establishing the MA 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 MA 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 MA 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 degree 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 degree is a 30-credit program focused on the fundraising side of philanthropy, and will be housed in the SASB’s Business and Economics Department. The Business and Economics department

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undergraduate courses in business were first offered in 1975, 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 complementary Master's degree in Nonprofit Management, established in 1999, was one of the first of its kind in the United States. The nonprofit curriculum focuses on the overall management of nonprofit and philanthropic organizations.

The new MA 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. Due to Notre Dame's strong reputation in both healthcare and education, which are the two largest subsectors of the nonprofit sector (Maryland Nonprofits, 2013), this degree will target those in philanthropy roles in those industries. It will incorporate classes from the MA in Nonprofit Management and MA in Corporate Communications in addition to six new Philanthropy specific courses. 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 21st Century careers. The interdisciplinary courses in the proposed 30-credit Master's program is directly connected to the strategic goal of advancing Transformative Education and more specifically, in the development of innovative degree programs, interdisciplinary centers of excellence, and distinctive leadership and experiential learning opportunities for students.

The new degree 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. This program will pursue program accreditation through the Nonprofit Academic Centers Council and apply to be a continuing education provider through the Association of Fundraising Professionals Certified Fundraising Executive program.

The new degree 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 through psychology, campaign strategy through communications, and strategic planning through the business function. Additionally, the program will examine the science of fundraising through donor statistics and algorithms. This degree will help prepare advancement professionals for leadership roles within their organizations.

This is a specialized degree 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 program will be funded through the SASB in its annual budgetary allocation process. This program will be built upon the MA in Nonprofit Management and will be an efficient use of faculty time. It will require minimum university resources due to availability of FTE faculty members who already teach in the nonprofit and communication programs. Additionally, the program will draw from "masters or above" fundraising professionals as adjuncts to teach classes.

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

Students will be able to complete the 33 credit-hour program efficiently. Some of the courses are drawn from the MA in Nonprofit Management program, as they are foundational in nature. Students can enter the program at any point. Courses are offered every other year so students can reasonably complete the degree in two years by taking one class at a time each term. Terms are 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.

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 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 73,000 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 and professional standards. There are many different types of jobs in philanthropy such as a major gifts officer, annual campaign manager, donor data analysis, 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 degree 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

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of these programs are Master's degrees in Philanthropy (NPO Management Programs, 2019). None of these five degrees are located in Maryland.

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 NDMU's proposed MA in Philanthropy program 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 degree 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.

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

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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 degree to be beneficial.

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

1. Provide data showing the current and projected supply of prospective graduates.

NDMU anticipates enrollment in the Master's program.

	2020-21	2021-22	2022-23	2023-24	2024-25
Enrollment (Master's)	5	10	15	15	15

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 MA in Philanthropy.

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

No Historically Black Institutions (HBIs) 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 HBIs.

F. Relevance to the Support of the Uniqueness and Institutional identities and Missions of Historically Black Institutions (HBIs)

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This program does not duplicate a similar program at a Maryland HBI; therefore, approval of this degree will not have a negative impact on the uniqueness and institutional identity and mission of these HBIs. 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 HBIs.

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.

The 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. Apply the historical, cultural, and philosophical standards of philanthropy and development to advance the mission of organizations.
- ii. Demonstrate knowledge and skills needed for effective ethical and legal philanthropy.
- iii. Employ research skills in the assessment of organizational needs to develop a strategic development plan and assess the effectiveness of the plan.
- iv. Employ effective communications, technological, and interpersonal strategies to cultivate and steward relationships with donors through various philanthropic actions.
- v. Create persuasive written and oral arguments for support evidenced by the ability to generate effective campaigns, plans, and proposals.

The development of the master's degree 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 Master's degree 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).

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 MA 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

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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 Business and Economics department at Notre Dame of Maryland, 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. The Capstone Course, Finance and Strategic Planning in Fundraising, will be the primary internal assessment location. Each learning objective for the program will be aligned to the course objectives, assignments and internal assessments.

Master's Degree Courses: (30 Credit Hours)

NPM 545	Fundraising and Grant writing	(3 credits)
NPM 520	Board Development and Human Resources in Nonprofits	(3 credits)
NPM 510	Leadership in Nonprofit Organizations	(3 credits)
NPM 502	Introduction to Nonprofit Management	(3 credits)
Phil 5XX	Principles of Philanthropic Development	(3 credits)
Phil 5XX	Cultivation and Donor Relations	(3 credits)
Phil 5XX	Planned Gifts and Capital Campaigns	(3 credits)
Phil 5XX	Research and Trends in Philanthropy	(3 credits)
Phil 5XX	Communications and Branding in Philanthropy [cross listed with COM565 Campaign Design]	(3 credits)
Phil 5XX	Finance and Strategic Planning in fundraising [cross-listed with NPM501 Strategic Planning in Nonprofit Organizations]	(3 credits)

Master's Degree Course Descriptions:

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 Planned Gifts and Capital Campaigns

Analyzes and develops a case for support, and demonstrates an understanding the stages of a capital campaign. Articulates various mechanisms for giving including bequests, trusts and other forms of planned gifts. The end project will be a formal giving plan for a nonprofit organization. (3 credits)

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Phil 5XX Research and Trends in Philanthropy

Examines current research in philanthropy including the impact and trends from national organizations such as the Giving Institute. Creates metrics for the evaluation of fundraising strategies. Explores the role of on-line giving, the use of social media and crowdsourcing strategies in fundraising effectiveness. The culminating project students will summarize and complete a research paper on a new trend in philanthropy. (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)

Phil 5XX Finance and Strategic Planning in Fundraising [cross-listed with Strategic Planning in Nonprofit Organizations]

Explores the stages of strategic and operational planning in philanthropy, including campaign feasibility studies. Examines the role of strategic grant making. Analyzes the symbiotic relationship between finance and fundraising. Develops a visionary strategic plan aligned with the organization's budgeting process and funding priorities. Explores the organizational structure of advancement services and operations. (3 credits)

Pre-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)

NPM 520 Board Development and Human Resources for Nonprofits

Applies knowledge of employment laws and practices for nonprofit recruitment and selection, managing employees and volunteers, and monitoring performance, diversity and intercultural competency, compensation and benefits, training and development, labor relations, and health and safety. Students also apply theories and practices of nonprofit governance to effectively manage board members and volunteers. Students complete a talent development plan for a nonprofit organization. (3 credits)

NPM 510 Leadership in Nonprofit Organizations

Develops learners' personal capacities to lead others and manage leadership development. Learners grapple with current leadership issues applying theory and extending lessons provided by cases and ideas of leaders both past and present. Personal leadership and interpersonal skill are developed through guided exercises in group interaction, emotional intelligence, self-awareness, and reflection. (3 credits)

NPM 502 Introduction to Nonprofit Management

This course is designed to provide current and future nonprofit managers and leaders with the competencies needed to run effective nonprofit organizations:

- Legal and Regulatory Contexts

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- Leadership and Governance
- Human Resource Management and Volunteerism
- Fundraising
- Planning and Evaluation
- Information Management
- Advocacy, Public Policy, and Social Change
- Communications, Marketing, and Public Relations
- Financial Management and Social Entrepreneurship

Course projects and discussions expand students' management skills, analytical tools, and knowledge of these competencies. Students take on the perspectives of nonprofit managers, volunteers, board members, policy makers, donors, and clients. (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. In addition, the MA in Philanthropy program plans to apply for accreditation in two years. It also plans to offer CE credits for the Certification for Fundraising Executives.

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.

In order to prepare for accreditation, the MA in Philanthropy will have a nonprofit/philanthropy-first philosophy and perspective and a broader than management nonprofit studies pedagogy. A nonprofit/philanthropy-first approach refers to research centered on the unique role and nature of the nonprofit and philanthropy sector institutions in civil society (NACC, 2018). The criteria for program review and assessment will be full stand-alone degree programs utilizing terminology that synchronizes with the nomenclature and themes found in the NACC Curricular Guidelines.

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 will reside in the School of Arts, Sciences, and Business (SASB). 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 then 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.

H. Adequacy of Articulation

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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).

Notre Dame of Maryland has adequately trained and credentialed full-time faculty to support this new degree program. Existing and any new faculty who teach online for this program will be required to comply with NDMU's online course design and delivery policy, which mandates Quality Matters criteria for all online courses and programs, and requires QM training for online faculty. In the second year of the program, NDMU School of Education will hire one additional faculty member who will teach two courses in the proposed new MA program

Current Faculty Resources for the MA in Philanthropy

Faculty Name & Rank	Terminal Degree	Full or Part-time	Courses Taught
Heather Carpenter, Associate Professor, Chair	Ph.D.	Full-time	NPM 502; Phil 5XX; Phil 5XX; NPM 520
Deborah Calhoun, Professor	Ph.D.	Full-time	NPM 510; elective
Britt Christensen, Assistant Professor	Ph.D.	Full-Time	Phil 5XX
Susie Breaux, Associate Faculty (adjunct)	MA/APR	Part-time	Phil 5XXX; Phil 5XXX; NPM 545; Phil 5XXX

55% 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. New adjunct faculty will include masters and CFRE trained individuals who run annual, major, planned, and capital campaigns. In addition, those that conduct donor research would be highly valuable course speakers or adjunct faculty.

The development of the Master's degree 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 Master's 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

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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 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.

The Loyola/Notre Dame Library is open 7 days a week during the fall, spring, and summer semesters. The Loyola Notre Dame 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 Loyola Notre Library's 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

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- 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.
- 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.lndl.org/ezproxy>) Or by contact the Library Desk at 410-617-6801.
- Students have access to articles by accessing <http://guides.lndl.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.

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

TABLE 1: RESOURCES					
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)	\$43,875	\$147,420	\$205,965	\$246,645	\$251,505
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	5	14	23	27	27
e) Credit Hr. Rate	\$585.00	\$585.00	\$597.00	\$609.00	\$621.00
f) Annual Credit Hr.	15	18	15	15	15
g) Total P/T Revenue (d x e x f)	\$43,875	\$147,420	\$205,965	\$246,645	\$251,505
3. Grants, contacts, & other external sources	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
4. Other Sources (Registration/Technology fee)	\$2,775	\$7,770	\$12,765	\$14,985	\$14,985
TOTAL (add 1-4)	\$46,650	\$155,190	\$218,730	261,630	\$266,490

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 2% increase years 3, 4, and 5.
- f. Retention is calculated at 80%
- g. Other sources: There is a Registration/technology fee of \$185.00 per semester

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TABLE 2: EXPENDITURES					
Expenditure Categories	2019	2020	2021	2022	2023
1. Faculty (b + c below)	\$5,300	\$7,950	\$5,300	\$7,950	\$5,300
a) # FTE	.25	.5	.25	.5	.25
b) Total Salary	\$5,300	\$7,950	\$5,300	\$7,950	\$5,300
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	\$10,600	\$9,275	\$0	\$0	\$0
8. TOTAL (add 1-7)	\$15,900	\$17,225	\$5,600	\$7,950	\$5,300

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. Four new online courses will be developed in year one and two. Faculty are also paid \$1,325 to enhance an online course. In total, seven online courses will undergo enhancement in years one and two.

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 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 MA 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.

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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

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.

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Appendix A. References

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Major: MA in Philanthropy							
Academic Years: 2020-2024							
Curriculum Goal Competency	Education Outcome	Course	Course Outcome	Assessment	Assessment Occurs Where?	Assessment Occurs When?	Who is Responsible?
				Tool Used?			
Goal 1	1. Apply the historical, cultural, and philosophical standards of philanthropy and development to advance the mission of organizations.	Phil 5xx Research Trends in Philanthropy	1A. Analyze a trend in philanthropy and its implications on a nonprofit organization's fundraising activities. 1B. Determine the cultural differences in philanthropic efforts across subsectors and organizations.	Rubric	pick a research trend in philanthropy and paper on applying the historical, cultural and philosophies	2019-20	Instructor
Goal 2	2. Demonstrate knowledge and skills needed for effective ethical and legal philanthropy.	NPM 545 Fundraising and Grant writing	2A Develop fundraising activities and policies to comply with ethical principles and legal standards that reflect the value of the organization. 2B. Demonstrate effective communication of ethical fundraising to stakeholders.	Rubric	paper on ethical fundraising practices	2020-21	Instructor

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<p>Goal 3</p>	<p>3. Employ research skills in the assessment of organizational needs to develop a strategic development plan and assess the effectiveness of the plan.</p>	<p>Phil 5xx Finance and Strategic Planning in Fundraising</p>	<p>3A Design fundraising plans and budgets to support an organization's strategic goals. 3B. Collect and analyze prospective donor information and linkages to particular projects and fundraising programs.</p>	<p>Rubric</p>	<p>Fundraising plan for a nonprofit</p>	<p>2021-22</p>	<p>Instructor</p>
<p>Goal 4</p>	<p>4. Employ effective communications, technological, and interpersonal strategies to cultivate and steward relationships with donors through various philanthropic actions.</p>	<p>Phil 5XX Planned Giving and Capital Campaigns</p>	<p>4A Develop a comprehensive planning giving program to inform constituents about the organization's mission, vision, values, fundraising priorities and gift opportunities. 4b Employ marketing and public relations principles and tools to support and grow fundraising programs.</p>	<p>Rubric</p>	<p>Create a planned giving program</p>	<p>2022-23</p>	<p>Instructor</p>

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Goal 5	5. 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	5A. Prepare donor-focused solicitation communications in order to facilitate informed gift decisions. 5B. Design fundraising plans and budgets to support an organization's strategic goals.	Rubric	Write a grant proposal	2023-24	Instructor
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Addendum

Heather Carpenter, Ph.D. – Nonprofit and Philanthropic Leadership and Management.
<https://www.ndm.edu/directory/heather-carpenter>

Deborah Calhoun, Ph.D. – Business and Marketing
<https://www.ndm.edu/directory/deborah-calhoun>

Brit Christensen, Ph.D. – Media and Public Affairs
<https://www.ndm.edu/directory/britt-christensen>