



School of Architecture and Allied Arts  
Department of Planning, Public Policy and Management  
Graduate Certificate Program in Nonprofit Management

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**Objective**

The objective of the Graduate Certificate in Nonprofit Management is to prepare students by education, outlook, and commitment for leadership positions in nonprofit organizations. The course of study is designed to develop the skills necessary to manage, lead, and conduct effective organizational change. Not-for-profit is an organizational form that includes such diverse activities as: day-care centers, community development organizations, soup kitchens, foster care facilities, employment and training centers, community-based arts and cultural associations, affordable housing, sports and recreation activities, environmental work, health and hospitals, and other public services.

Opportunities for nonprofit managers with specialized skills have expanded sharply. Currently, approximately 8% of the U.S. total employment is in the nonprofit sector. This was more than the number employed in construction, transportation and communication, finance, insurance, real estate or agriculture.

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**Nonprofit Required Courses**

PPPM has one of the most comprehensive nonprofit curricular programs in the nation. Our faculty has a wealth of experience working with and for nonprofit organizations, and conducting research on the nonprofit sector. We offer a cohesive curriculum in the important facets of nonprofit management, including the following specialized courses:

**Managing Nonprofit Organizations. 4 credits.** This course explores the legal, administrative and organizational issues surrounding nonprofits, and how to manage nonprofit organizations for superior performance in a humane and responsible manner.

**Public and Nonprofit Financial Management. 4 credits.** This course focuses on financial management decision and control processes in public agencies and nonprofit organizations. Topics include expenditures and budgeting, stewardship of resources (taxes, donations, grants), and capital project analysis.

**Resource Development for Nonprofit Organizations. 4 credits.** This course is a comprehensive introduction to fundraising for nonprofit organizations, including annual giving, major gifts, planned giving, and campaigns.

**Grant Proposal Writing. 1 credit.** This class is an introduction to the process of preparing grant applications.

**Professional Practice in Nonprofit Organizations. 1 credit.** This speakers' series showcases leaders of nonprofit organizations and their best practices.

Currently, students in either the MPA or MCRP programs can take these courses to meet their concentration area requirements. In addition, students can choose to complete an internship with a nonprofit organization and write their masters project on a research topic pertaining to nonprofits. PPPM also routinely offers other courses relevant to students interested in nonprofit management, such as Public Policy Analysis, Strategic Planning, Project Management, Nonprofit Board Governance, Program Evaluation, and Planning and Social Change.

UO graduate students from any department may apply to the Nonprofit Management Certificate program to obtain the Certificate as an important add-on to their main graduate degree. The Certificate program is also available as a stand-alone program for students not pursuing another graduate degree.

Required courses in the Certificate program are offered annually, usually once per week, 4:00pm to 6:50pm (with the exception of the one-credit classes), to accommodate professional schedules. 24 credits are required for completion of the Certificate. In addition to the 14 required credits, students wishing to complete the Certificate must complete an internship and four elective credits, OR take ten credits of nonprofit-relevant elective courses, which are described below. Students who have no significant work experience in the nonprofit sector are strongly recommended to complete an internship by enrolling in six credits of PPPM 604 (Internship).

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## Nonprofit Elective Courses

The Department of Planning, Public Policy and Management has a variety of courses available throughout the year that qualify as nonprofit program electives. Examples include Strategic Planning, Graduate Seminar in Philanthropy, Project Management, Board Governance, and many other courses. Students may also receive elective credits for a content-relevant course offered elsewhere on campus, in departments such as Education, Arts and Administration, Historic Preservation, Environmental Studies, International Studies, Museum Studies, Business, Journalism, and others. For authorization to receive Certificate credits for a course taken outside the PPPM Department, or for other information about the Certificate, please contact the program director:

Renee Irvin, Ph.D.

Phone: (541) 346-2155

Email: [rirvin@uoregon.edu](mailto:rirvin@uoregon.edu)

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## Faculty and Staff Nonprofit Expertise

Faculty and staff of the Department of Planning, Public Policy and Management have extensive experience in teaching and research on the nonprofit sector, and are actively involved in regional and national nonprofit organizations. Following is a brief description of our faculty's nonprofit endeavors.

**Robert Choquette** has been involved in grant writing and development and project management for ten years. He teaches PPPM's courses in Grant Proposal Writing, Project Management and Strategic Planning.

**Bob Doppelt** directs Resource Innovations and The Climate Leadership Initiative in the Institute for Sustainable Environment. He founded and directed two nonprofit organizations for a total of 20 years (Pacific Rivers Council and Center for Watershed and Community Health). He also has started three other nonprofits or quasi-governmental organizations (Salmon Safe, McKenzie River Trust, McKenzie Watershed Council) and has sat on the board of numerous non-profits. He has 20 years experience with nonprofit management, fund raising, and program development. His expertise is in organizational change for environmental and social responsibility, and he is the author of two books on sustainability and climate change.

**Maradel Gale, J.D., Professor Emerita**, has worked with nonprofit organizations since 1968 when she co-founded and served as first president of the Oregon Environmental Council. Her experience has included work with a theater organization, founding and directing the development of SelectCare (a health maintenance organization) when it was an emerging nonprofit organization, and she currently is president of the board of Sustainable Bainbridge, a nonprofit she co-founded to serve Bainbridge Island, Washington.

**Judith Hibbard, Ph.D.** has assisted many national nonprofit organizations with health care policy research projects, including the Strategic Framework Board of the National Health Care Quality Forum (Washington, D.C.), the AARP's Public Policy Institute, the NCQA, Portland's Foundation for Accountability, the Pacific Business Group on Health (San Francisco), and the California Health Care Foundation.

**Michael Hibbard, Ph.D.** has long been involved in research and other work with regional and international nonprofit community economic development organizations. He also worked for two years as the assistant director of a community organization that provided services to homeless youth.

**Carl Hosticka, Ph.D., Professor Emeritus**, has served on the Board of Directors of two regional nonprofit organizations, and as Executive Director of a third nonprofit, he was involved with incorporation, instituting by-laws, and securing tax exemption from the IRS.

**Renée Irvin, Ph.D.** has published research on nonprofit regulation, philanthropy, nonprofit competition, and endowment. She is an active member of ARNOVA (Association for Research on Nonprofit Organizations and Voluntary Action) and serves as chair of the National Association for Schools of Public Affairs & Administration Nonprofit Section. Her current research topics include donor motivation and nonprofit financial condition. Her nonprofit voluntary experience includes working for grassroots environmental advocacy organizations and serving as a board member of Mount Pisgah Arboretum. She also serves as faculty advisor for the Oregon Collegiate Chapter of the Association for Fundraising Professionals. She teaches PPPM's Graduate Seminar in Philanthropy and Resource Development for Nonprofit Organizations.

**Laura Leete, Ph.D.**, conducts research in areas related to nonprofit employment and wages and has published articles about the level of pay in the nonprofit sector, as well as on the degree of pay equality there. Most recently she authored a chapter on 'Work in the Nonprofit Sector' in the recently released *Nonprofit Sector Research Handbook* (Yale University Press, 2006). She is a member of ARNOVA (Association for Research on Nonprofit and Voluntary Associations) and teaches Public and Nonprofit Financial Management.

**Rich Margerum, Ph.D.** conducts research focusing on the role and impact of collaborative approaches to natural resource and environmental planning. As part of this work, he has examined the role of nonprofit community groups as participants in and facilitators of these collaborative efforts.

**Cassandra Moseley, Ph.D.** conducts research on the roles that nonprofit organizations play in natural resource governance. She is particularly interested nonprofit intermediary organizations as well as nonprofits who pursue sustainability through economic development, ecological restoration, and collaborative governance. She was a board member of the Flintridge Foundation in Pasadena, CA for 10 years as well as the Applegate Partnership. She currently serves on the board of Wildlands CPR in Missoula MT and plays a leadership role in several coalitions with nonprofit organizations.

**Robert Parker** has served on the board of the McKenzie River Trust for the past eight years, and currently serves as President of the Board. He has assisted many nonprofits including the ARC of Lane County, the Lane Arts Council, and the Convention and Visitors Bureau of Lane County on database development. Parker has also provided services to nonprofits on grant writing, organizational development, and other special projects. Parker serves as Director of the Community Planning Workshop.

**Charlene Phipps** has been a practitioner, advisor, and educator in nonprofit and public management for more than 25 years, specializing in building successful work groups and strengthening collaboration among groups to accomplish shared goals. She has directed a community development organization in California, directed the Lane County VISTA program, and developed a nonprofit program called the Volunteer Connection, which recruited and trained volunteers for local nonprofit organizations (this later merged with United Way and became U.W.'s community development arm). Ms. Phipps advises organizations and agencies statewide, and also teaches PPPM's undergraduate Nonprofit Management course.

**Marc Schlossberg, Ph.D.** has worked and volunteered for a host of nonprofit organizations, including environmental, human rights, school tutoring, and mental illness and substance abuse treatment programs. He has presented nonprofit research at ARNOVA and other professional conferences, and was awarded ARNOVA's Emerging Scholar Award for his work on the use of GIS in community asset and needs mapping. Dr. Schlossberg's dissertation research focused on the role of nonprofit organizations in providing transportation

to disadvantaged populations. This research included an analysis of state and federal policies that impact nonprofits' delivery of transportation services and in the capacity of nonprofits to engage in coordinated approaches to problem solving.

**Sarah-Kate Sharkey** is the Associate Director of Court-Appointed Special Advocates of Lane County. Previously she served as Development Director of HIV Alliance and development associate for ShelterCare in Eugene. She is a board member of Habitat for Humanity of Junction City/Harrisburg/Monroe, and teaches Resource Development for Nonprofit Organizations.

**Megan Smith** has worked with nonprofit organizations since 1988, including two years on the staff of the national Sierra Club and four years on the staff of a regional nonprofit in the Northwest. Her emphasis in these positions was grant writing and project development. Since 1994, Megan has worked with rural nonprofits across Oregon through the Resource Assistance for Rural Environments program, focusing on training of staff and students to assist regional organizations. She is on the board of the Oregon Rural Development Council.

**Jean Stockard, Ph.D., Professor Emerita**, has done extensive sociological research and writing on organizational structure, change, and effectiveness. Her writing deals with general dynamics of organizations as well as specific issues regarding schools, religious groups, and gender relationships.

**Ed Weeks, Ph.D., Associate Professor Emeritus**, has an impressive history of working at and with nonprofit organizations. He started his career as the director of the LAW Fund (a nonprofit legal services advocacy organization in San Diego), then assisted a number of nonprofit human service organizations in evaluation projects. He has served on the Board of Directors of Lane County's United Way for the past ten years, and currently serves on their Executive Board. He also is on the board for several other local and national arts, human service, and professional organizations.

## **Course Requirements and Class Schedule**

<b>Course#</b>	<b>Credits</b>	<b>Course Name</b>	<b>Scheduled Quarter (subject to change)</b>
PPPM 522	1 credit	Grant Proposal Writing	Every quarter, two sessions only
PPPM 524	4 credits	Public and Nonprofit Financial Mgmt.	Spring
PPPM 581	4 credits	Resource Development for Nonprofit Organizations	Winter & Summer
PPPM 680	4 credits	Managing Nonprofit Organizations	Fall & Summer
PPPM 683	1 credit	Professional Practice in Nonprofit Orgs.	Spring (6 sessions)

Required classes are usually held once per week, 4:00pm to 6:50pm (with the exception of the one-credit classes). 24 credits are required for completion of the Certificate. In addition to the 14 required credits listed above, students wishing to complete the Certificate must complete an internship and four elective credits, OR take ten credits of nonprofit-relevant elective courses, which are described below. Students who have no significant work experience in the nonprofit sector are strongly recommended to complete an internship by enrolling in six credits of PPPM 604 (Internship).

Application files for the Certificate program are reviewed for admission on a quarterly basis. Deadlines for application are the first day of August, November, February and May. Application materials can be found online [here](#).



**Department of Planning, Public Policy and Management**  
**GRADUATE CERTIFICATE PROGRAM IN NONPROFIT MANAGEMENT**

**ADMISSION GUIDELINES**

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Useful information about the University of Oregon can be found in the *University of Oregon Catalog* and the *Graduate Admission Supplement*. Copies can be obtained by the information at the website <http://uoregon.edu/~uopubs/bulletin/> or by calling the Office of University Publications, (541) 346-5396. There is a small fee for the catalog. If you do not want to purchase a copy, the reference section of your public library or a nearby college or university library may have a copy. The catalog is also available online; follow the links from the university's website, <http://www.uoregon.edu/>

**Application Procedures**

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To be admitted to the graduate certificate in not-for-profit management program, you must (1) be admitted to the University of Oregon and, (2) have completed a bachelor's degree from an accredited four-year college or university.

*If you have never enrolled before as a University of Oregon graduate student, the following additional documents must be submitted to the Office of Admissions, 1217 University of Oregon, Eugene OR 97403-1217.*

1. University of Oregon Graduate Admission Application available at: [http://gradweb.uoregon.edu/online\\_app/application/guidelines.htm](http://gradweb.uoregon.edu/online_app/application/guidelines.htm) . This online application, along with the \$50 application fee by credit card required to submit it, will be sent directly to the Admissions Office and the department. If you are not able to access the online application, please contact department. When applying to more than one program at the University of Oregon, you must complete one Graduate Admission Application per program. To avoid paying a second application fee, applicants who are applying to multiple departments should send an email to <mailto:gradsch@uoregon.edu> requesting a bypass of the online credit card fee submission. Please include full name, term of application, intended major, and reason for fee waiver. The Graduate School will respond with an assigned login name that will allow you to submit the online application without the fee.
2. Official degree transcripts.

*If you have previously attended graduate school at the University of Oregon, but are not currently enrolled, you are required to complete a Re-registration Permission form available on the UO Graduate School website [http://gradschool.uoregon.edu/gradsch\\_forms.html](http://gradschool.uoregon.edu/gradsch_forms.html) Complete the form and mail it along with your other admission materials.*

*If you are currently enrolled as a University of Oregon graduate student a UO graduate admission application form is not required.*

*The following documents are required for all students seeking admission to the graduate certificate in nonprofit management program. They must be submitted to the Department of Planning, Public Policy and Management, Attn: Administrative Assistant, 1209 University of Oregon, Eugene OR 97403-1209.*

1. A comprehensive employment and educational **resume**.
2. A typed **statement** expressing a clear specification of your professional goals, and an explanation of how completion of the certificate will contribute to the attainment of these goals (two to three pages). The written statement is extremely important. It is evaluated closely to determine the certificate program's relevance to an applicant's education and career goals. The statement is also used to evaluate the applicant's writing ability. For example, can the applicant communicate clearly, concisely, and effectively?
3. Current **transcripts** of all grades in courses taken toward the bachelor's degree and of any other college-level work. An unofficial transcript is acceptable if it shows the awarding of the bachelor degree.
4. Two **letters of recommendation**. These can be from either academic or nonacademic sources using the PDF format at the website [http://gradschool.uoregon.edu/forms/gs\\_620.pdf](http://gradschool.uoregon.edu/forms/gs_620.pdf) or on recommender's business letterhead.
5. The Graduate Record Examination (GRE) is **not required**; however, if you think it will strengthen your file you can submit your GRE score.
6. One copy of the **Graduate Admission Application**, if applicable. Not able to print or retrieve the information above from websites? **E-mail us** and supply your mailing address with your request for written application materials: [pppm@uoregon.edu](mailto:pppm@uoregon.edu)
7. One copy of the **Certificate Application**, on the PPPM website at [http://pppm.uoregon.edu/downloads/doc/cert\\_application.doc](http://pppm.uoregon.edu/downloads/doc/cert_application.doc)
8. *Students who are currently enrolled in graduate degree programs at UO may use transcripts and recommendations from their graduate admissions file as application materials for the Certificate. In these cases, the student is responsible for making sure the PPPM Department receives the copied materials. Currently enrolled UO graduate students must provide a current resume and statement, in addition to the copied materials.*

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## Keep in Mind

**Deadlines:** You are responsible for making sure that all the application materials reach the department prior to the application deadlines. We are unable to consider incomplete files. Please retain a copy of the materials for your records. Once the file is complete, the application will be reviewed for admission. Deadlines for application are the first day of August (Fall), November (Winter), February (Spring) and May (Summer).

The Nonprofit Certificate Admissions Committee meets after each application deadline to evaluate application materials. Each applicant is notified by mail of his or her status as soon as the committee has completed its deliberations. Admission is based on the applicant's nonprofit sector experience or interest, the content of the statements describing professional goals, and the relationship of the program to his or her achievement. A student admitted into the program is expected to maintain a 3.00 grade point average.

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## Student Recruitment

The department strongly encourages applications from individuals regardless of race, age, sex, religion, or physical handicap. We strongly encourage women and minorities to apply. We recognize that affirmative action and equal opportunity begin with the recruitment process of potential professionals. We also recognize the need for students to develop a capacity to function in organizational settings with diverse work forces, clients, and other groups.



**Department of Planning, Public Policy and Management  
GRADUATE CERTIFICATE PROGRAM IN NONPROFIT MANAGEMENT**

**APPLICATION**

Instructions: To navigate the form on-screen, press tab, or shift-tab, or scroll, and left click to select. Complete each box with information requested, most are text response.

**Documents Required for Application**

- Comprehensive employment and educational resume
- Typed statement expressing a clear specification of your professional goals, and an explanation of how completion of the Certificate will contribute to the attainment of those goals (two to three pages).
- Current transcripts
- Two letters of recommendation. For UO graduate students, at least one of the letters needs to be current.
- Graduate Admission Application, unless UO admitted graduate student.
- Internal application (second page of this document).

APPLICATION DEADLINES:

Fall term:	August 1
Winter term:	November 1
Spring term:	February 1
Summer term:	May 1

*FOR INFORMATION ON THE APPLICATION PROCESS:*

Please contact: Linda Dent  
Phone: (541) 346-6018  
Email: [ldent@uoregon.edu](mailto:ldent@uoregon.edu)

*FOR INFORMATION ABOUT NONPROFIT STUDIES AND THE NONPROFIT MANAGEMENT CERTIFICATE:*

Please contact: Professor Renee Irvin  
Phone: (541) 346-2155  
Email: [rirvin@uoregon.edu](mailto:rirvin@uoregon.edu)

**Please send all application materials to:**

**Linda Dent, Administrative Assistant  
Department of Planning, Public Policy & Management  
115 Hendricks Hall, 1209 University of Oregon  
Eugene, OR 97403-1209  
Fax: (541) 346-2040**

**University of Oregon  
Department of Planning, Public Policy & Management**

**APPLICATION for GRADUATE CERTIFICATE PROGRAM  
IN NONPROFIT MANAGEMENT**

NAME: \_\_\_\_\_

STUDENT I.D.: \_\_\_\_\_

ADDRESS: \_\_\_\_\_

EMAIL: \_\_\_\_\_

PHONE: (\_\_\_\_) \_\_\_\_\_

UNDERGRADUATE DEGREE, GRADUATION DATE, AND INSTITUTION:

\_\_\_\_\_

Are you applying for the Certificate while concurrently pursuing a graduate degree at University of Oregon?

Yes: Degree program and Major : \_\_\_\_\_

No: Graduate admission application in progress

One requirement of the Certificate is 6 hours of internship credits if you have not already worked for a nonprofit organization. Please indicate, to the best of your knowledge, whether you will be completing an internship, or taking elective classes instead:

I will complete an internship.

I will seek to waive the internship requirement and take elective classes instead.



*For more information*

School of Architecture & Allied Arts  
Graduate Certificate in Nonprofit Management  
Department of Planning, Public Policy and Management  
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Eugene OR 97403-1209  
Telephone: (541) 346-3635  
FAX: (541) 346-2040  
Renee Irvin, Director (541) 346-2155  
E-mail: [rirvin@uoregon.edu](mailto:rirvin@uoregon.edu); Website Home: <http://pppm.uoregon.edu/>  
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*An equal-opportunity, affirmative-action institution committed to cultural diversity and compliance with the Americans with Disabilities Act. This publication will be made available in accessible formats upon request.*