



UNIVERSITY
OF OREGON

MASTER OF NONPROFIT MANAGEMENT

Program Handbook For the Entering Class of Fall 2015

Program Director: Prof. Renee Irvin

MNM Program Description

The Master of Nonprofit Management is a professional degree providing training for students in administration of nonprofit organizations. Due to the astonishing growth of the nonprofit sector over the past three decades in the U.S. and the equally rapid growth of nongovernmental organizations internationally, the sector has professionalized. Nonprofit employees now seek master's-level training in order to advance their careers and specialize in nonprofit administration.

Fully 9 percent of the U.S. GDP is now produced by nonprofit and philanthropic organizations. The nonprofit sector is no longer a career that people fall into, but an avocation that students prepare for with a rigorous, focused degree program.

This degree is distinct from a Master of Business Administration and a Master of Public Administration due to the nonprofit sector's unique funding and management structures. Unlike businesses, nonprofits gather revenues from a variety of funding streams, each with its own unique development challenges: government and foundation grants, membership revenues, gifts from major donors, broad-based support (small gifts), special events and sponsorships, endowment income, commercial revenue (such as fees for services), bequests, and many other forms of funding peculiar to the nonprofit sector.

Nonprofits also operate in a tax-exempt financial reporting environment, in which financial management issues and accounting challenges differ considerably from those faced by businesses. Nonprofit human resource management shares some features with business and government sectors, but also has unique aspects, such as volunteer recruitment, motivation and management. To illustrate, managing a corps of volunteers without the motivation of salary is a daunting task and its difficulty is often underestimated.

Service to a broader public mission is a feature shared by both the government and nonprofit sectors, so it is not surprising that a majority of the nation's nonprofit administration programs have emerged from schools of public administration or public policy. Yet again, the nonprofit administrative skill base differs from that required in government agencies. Government revenue originates from the tax base and budgets are determined hierarchically. Government entities are constrained in their operation due to legislation, in an effort to ensure that public funding is not misused. The nonprofit sector, in contrast, is comparatively free to experiment and innovate without binding controls on process. Governments contract out to nonprofits, and government management now frequently centers on the ability to create public outcomes via networks of providers, whereas nonprofit management is largely internal.

Despite the differing features of the government, business, and nonprofit sectors, drawing on professional training elements from all three sectors is critical for a Master of Nonprofit Management. We have crafted a strongly skills-focused curriculum, melding best practice elements from the three sectors into all courses.

The Department of Planning, Public Policy & Management is a community that values inclusion. We are committed to equal opportunities for all faculty, staff and students to develop individually, professionally, and academically regardless of ethnicity, heritage, gender, sexual orientation, ability, socio-economic standing, cultural beliefs and traditions. We are dedicated to an environment that is inclusive and fosters awareness, understanding, and respect for diversity. Please get involved in the department-wide Equity Initiative – everyone is welcome to help push PPPM to be a learning organization and an inclusive place for all students. If you ever feel excluded or threatened, please provide, at the very least, some anonymous feedback so that we can learn. Or talk to us -- contact your instructor and/or the MNM program director or PPPM department head. The University Bias Response Team is also a resource that can assist you. Find more information at their [website](#) or by phoning 541-346-2037.

MNM Curriculum

The 72 credit program prepares students to become effective and creative leaders in the nonprofit sector. The program is comprised of four components: 1) core courses, 2) an elective field of interest (concentration), 3) internship and professional development training, and 4) a management capstone project.

MNM Core Courses

The nine core courses (31 credits) provide students with the financial, revenue development, and management skills to be effective leaders in the nonprofit sector.

First Year, Fall term

PPPM 618, Public Sector Theory

4 credits

The context of professional public services includes the history and theoretical foundation for public policy and management in the government and nonprofit sectors.

PPPM 656, Quantitative Methods **5 credits**

Develop skills in using quantitative analysis to evaluate policies and programs. Emphasizes selecting appropriate analysis procedures, interpreting results appropriately, and writing clearly about findings.

PPPM 680, Managing Nonprofit Organizations **4 credits**

Principles of effective management of nonprofit organizations. Focuses on governance, strategy, legal structure and standards, and volunteer administration.

PPPM 623, Professional Development **1 credit**

Students identify career goals and prepare professional materials for the internship and post-graduation. If you are working in a professional position currently and intend to continue in that position after graduation, you may waive PPPM 623 and replace the credit with an elective credit.

First Year, Winter Term

PPPM 581, Fundraising for Nonprofit Organizations **4 credits**

In-depth introduction to fundraising for nonprofit organizations with an emphasis on annual giving, major gifts, planned giving, and campaigns.

PPPM 522, Grant Proposal Writing **1 credit**

An introduction to the process of preparing grant applications and material for funded research.

(Additional credits winter term of the first year are management or elective course credits.)

First Year, Spring Term

PPPM 586, Philanthropy and Grantmaking Seminar **2 credits**

Overview of the history, economics, and practice of philanthropy and grant making in the United States. Students study philanthropy from a multidisciplinary perspective and finish the quarter by awarding a \$15,000 grant to a nonprofit organization of their choice.

PPPM 684, Public and Nonprofit Financial Management **4 credits**

Financial management decision and control processes in public agencies and nonprofit organizations. Financial resources (taxes, donations, grants) stewardship, expenditure systems, and capital project analysis.

(Additional credits spring term of the first year are management, elective, or internship credits.)

Second Year, Full Year (Fall, Winter and Spring)

PPPM 687, Nonprofit Board Governance **1 credit each term**

Students learn the principles of board governance while serving on governing boards of nonprofit organizations for one year. This course continues Winter and Spring terms for a total of 3 credits.

(Additional credits fall, winter, and spring – management, elective, or internship credits.)

Second Year, Fall Term

PPPM 526, Strategic Planning & Management

4 credits

This class focuses on the theory and practice of strategic planning and strategic management in education, and public sector and non-profit agencies, covering various approaches to designing and conducting strategic planning, including specific techniques for conducting environmental scans, SWOT analyses, strategic issue identification, and strategy formulation.

Second Year, Winter Term

(No core courses this term except Board Governance – take electives or management sequence courses).

Second Year, Spring Term

PPPM 688, Nonprofit Management Consultancy

4 credits

In teams, students complete administrative projects on behalf of regional nonprofit organizations. Topics vary according to the nonprofit organizations who apply for assistance each year.

Core Course Policies

- All core classes must be taken for a letter grade.
- Students must earn an average GPA of 3.0 in the nine core courses. The GPA is computed as weighted average based on each course's credit hours.
- If a student has taken a core course (or its equivalent) prior to entering the MNM program, a more advanced course in that area or a complementary course approved by the instructor and the MNM director may be substituted. The course substitution form is available on the department website.
 - For students who graduated from the PPPM undergraduate program, the policy on taking PPPM 656 are as follows: if grade of "A-" or higher was earned in the undergraduate version of the course (typically PPPM 413), a higher level or complementary course should be taken instead of the MNM core course. If a "B-" or higher was earned in the undergraduate course, the student has the option of taking a higher level or complementary course or taking the MNM core course. Finally, for grades below a "B-," the MNM core course should be taken.

MNM Fields of Interest

Students develop a substantive area of expertise by taking a minimum of 20 credits of coursework in a field of interest. The MNM offers flexible but suggested curricula for fields in:

Policy: For students entering fields where public advocacy and influencing government and legislative decision making is critical.

Planning and Community Development: For students pursuing careers in philanthropy (grant making), and urban and rural economic development.

Environmental Sustainability: For students pursuing careers in the environmental nonprofit/NGO sector.

International Development: For students seeking or continuing careers with INGOs, humanitarian organizations, and aid to developing countries.

Social Entrepreneurship: For students seeking closer links to social enterprise and social good businesses, or focused on developing fee-based commercial enterprise within nonprofit organizations.

Marketing and Development: For students wanting to work in development (fundraising) or advancement. (Career options in this field are excellent and well remunerated.)

Arts Management: For students specifically interested in a career in administration of arts and cultural organizations.

Education or Social Services: For students interested in private educational institutions, health-related nonprofit agencies, or any social service organization including those devoted to children, teens, substance abuse, housing, and so on.

Public Relations & Advocacy: For students headed for careers in organizations that seek to inform, persuade, and change behaviors of the public.

University of Oregon has a wealth of graduate-level courses across campus for MNM students to design an interdisciplinary concentration to meet your needs. The availability of courses for your field of interest depends on the host department, so you should inquire about access to certain courses if they are offered outside the PPPM department. Students develop their own field of interest in consultation with a PPPM faculty advisor, and you are encouraged to craft a field of interest that suits your career goals.

Field of Interest Elective Course Policies

- Field of interest elective courses may be taken either for a grade or pass/fail. A grade of “B-” or better is required of graduate students to pass a course under the pass/fail option.
- There are many courses outside of the department that are relevant to nonprofit management. There is no limit on how many can be taken for the field of interest. See the UO listing of classes (“class schedule”) for a list of courses routinely offered in other departments. In addition, it is useful to look at the websites of specific departments to see what new classes are offered.
- Finding courses in other departments ahead of time may seem daunting, because you don’t know what term a course will be offered. Here is how to obtain an advance preview of other departments’ draft class schedules: go to <http://classes.uoregon.edu> and select the current term. In the URL at the top of the screen, change the last number to the next digit. If it says “02”, change it to “03”, for example. You’ll see the courses planned (but still in draft stage) for that next term.
- If you are unable to register for a course in another department (it might be closed to non-majors), email the instructor to inquire about taking it. If that instructor says no, there might be

an important reason – you don't have the prerequisites, for example. If not, email your faculty advisor in PPPM to see if he or she might lend a hand in advocating on your behalf. Usually other faculty members accommodate our students out of professional courtesy, because so many external graduate students from outside PPPM take PPPM courses.

- In addition to being able to take classes in other departments, UO students may take classes at other schools in the Oregon University System (OSU, PSU) and transfer those credits to UO. Information is available at the Office of the Registrar.

Internships & Professional Development

There are two components of the MNM internship requirement. The first is enrollment in an Internship and Professional Development course (1 credit, PPPM 623). Students begin the course starting orientation week and continuing through fall term of their first year. Through this course students identify their career goals and develop a plan to prepare themselves to meet the goals. Students identify summer internship and post-graduation fellowship opportunities, and develop polished resume and cover letters.

The second component is completion of an internship. Internships offer students opportunities to explore and clarify career goals, apply academic learning, enhance and learn new skills, gain experience, and network with professionals. Unlike jobs, internships are supervised training experiences with the explicit intent of developing skills. Internships are highly recommended for all MNM students, and required for those with fewer than two years of relevant professional experience.

Students are required to enroll in 4 pass/fail credits of PPPM 604 Internship. In collaboration with the internship site supervisor and the Internship Director, students identify learning goals and outline specific tasks and responsibilities that support these goals. By achieving their learning goals, students acquire a set of transferable skills and real-world experiences that prepare them for professional positions, fellowships, or further academic study. Gaining relevant professional experience beyond the 4 credits is **highly** recommended. Students may do so either for credit or not for credit. For more information on the Internship Program see the PPPM department website.

Internship Policies

- Four credits of internship is the equivalent of 120 hours in an internship placement.
- A maximum of 10 internship credits may be taken. Credits beyond the required 4 will count as elective credits.
- If a student has two or more years of related professional experience, the internship requirement may be waived. In lieu of the internship, 4 additional credits of elective courses should be taken (24 credit hours total).

Management Sequence and Capstone Project:

MNM students complete the **Management Sequence**, which involves specialized coursework in management topics. For the Capstone project, students complete the Nonprofit Management Consultancy course. Courses listed below may be used as electives for your field of interest, but cannot double count.

Management Sequence (16 credits)

12 credits from the following*:

| | |
|--|-----------------|
| PPPM 565 Program Evaluation | 4 credits |
| PPPM 507 Volunteer Management | 2 credits |
| PPPM 507 Communications Mgmt Public Sector Orgs. | 4 credits |
| PPPM 525 Project Management | 4 credits |
| PPPM 633 Public Management | 4 credits |
| PPPM 548 Collaborative Planning and Management | 4 credits |
| PPPM 552 Public Participation Diverse Communities | 4 credits |
| CRES 610 Nonprofit Clinic | 4 credits total |
| AAD 610 Arts Marketing, Media & Communications I & II | 8 credits total |
| AAD 520 Event Management | 4 credits |
| AAD 612 Cultural Administration | 4 credits |
| J 580 Fundraising Communications (tentative) | 4 credits |
| J 617 Nonprofit Public Relations Theory | 4 credits |
| MGMT 625 New Venture Planning | 3 credits |
| Other course from different departments – get advisor approval | |

Plus:

| | |
|--|-----------|
| PPPM 688 Nonprofit Management Consultancy (required) | 4 credits |
|--|-----------|

*Other courses may be approved for Management Sequence credit on an individual basis – there are many options, too numerous to list here. If you find a course elsewhere on campus through another department, check with your MNM advisor to determine if that course will count as a management sequence course. Generally, any course with contents that directly relate to the administration of nonprofit organizations will be approved for the MNM management sequence.

Capstone (Nonprofit Management Consultancy) Policies

- The Nonprofit Management Consultancy course provides a culminating experience for the program. Prior to participation in the Nonprofit Management Consultancy, a majority of the required core course credits and Management Sequence course credits must be completed.
- Concurrent (dual) degree students may substitute a required thesis in their other department in lieu of the Nonprofit Management Consultancy course. In this case, the student’s thesis committee should include at least one member from the tenure-related PPPM faculty.

Concurrent Degrees

MNM students may complete concurrent degrees with another graduate program in PPPM or elsewhere on campus. Programs of interest may include (but are not limited to) Law, Business, Conflict and Dispute Resolution, Arts Administration, International Studies, Environmental Studies, Sociology and Political Science.

A concurrent MNM/Master of Public Administration (MPA) degree may be of interest to some students. The MNM and MPA curricula are closely related but still distinct. Pursuing both degrees can provide an extremely strong background for work in both the nonprofit and public sectors. Because of the close relationship between the MNM and the MPA, the curriculum for this

concurrent degree combination is carefully prescribed. It is detailed in the Appendix in the last page of this MNM Policy Handbook.

Concurrent Policies

- Students interested in a concurrent degree program must 1) apply to and be accepted in both programs separately, and 2) meet with faculty advisors in both programs to develop an academic plan. Usually concurrent degrees decrease the time it takes to complete two separate degrees by at least a year.
- An official [Declaration of Concurrent Degree](#) form must be completed, approved by both program directors and the graduate school.
- During the first week of your final term at UO, submit a [Concurrent Program Plan](#) form.
- The MNM program will accept the core courses of the second graduate degree as field of interest credits.
- You may complete your internship via another department, as long as you meet the PPPM degree credits minimum threshold for the MNM.
- Students must be “in residence”, paying tuition to PPPM for a minimum of one full year.
- Concurrent degrees are only possible within the UO, and are not possible across other OUS campuses.

Policies for Students with Previous Nonprofit Coursework

If you join the MNM program while you are already a student in the UO Graduate Certificate in Nonprofit Management program:

All existing Certificate requirements that you have taken in the PPPM department so far can be credited towards your MNM degree. In addition, elective credits towards the Certificate that you have taken outside the department will be considered on a case-by-base basis as to whether they can apply towards the MNM degree. Meet with your MNM advisor to create an individualized degree program. However, keep in mind that you cannot earn both the Certificate and the MNM.

If you received the Graduate Certificate in Nonprofit Management from the UO at some time in the past:

The 15 credits of required core classes you completed for the Certificate, as well as any internship credits you completed, will count towards the MNM degree. In addition, elective courses you completed will be considered for inclusion in your MNM degree on a case-by-case basis. Meet with your MNM advisor to create an individualized degree program.

If you received training equivalent to the UO Graduate Certificate in Nonprofit Management from another university:

You may be able to waive up to 25 credits of MNM degree requirements if you have completed equivalent coursework elsewhere. Meet with your MNM advisor to create an individualized degree program.

Transferring Credits

Students may petition PPPM and the Graduate School to transfer up to 15 graduate credits from another graduate program if the credits: 1) are relevant to the MNM program, 2) were taken within seven years of the date of MNM graduation, 3) were not used towards a prior graduate degree, 4) were taken at an accredited university, and 5) earned a “B” or higher (or a Pass in a Pass/Fail course). The credit transfer form is available at the UO Graduate School Forms website. Please return the form to Nick Phillips.

Students should meet with their advisor to discuss how the credits will count towards the MNM degree (core or field of interest).

Student Advising

- When students start the program, they are each assigned a faculty advisor. Students are strongly encouraged to meet with their advisor in the first term of study and as needed throughout the year for answering questions related to program requirements, for advice on elective course selection, and to answer other curriculum matters.
- Students have the option of changing their academic advisor if another faculty member is a better fit. There is a form on the departmental webpage to officially change advisors.
- In the fall of the second year, students are required to meet with their advisor for a mid-program review. The advisor reviews and discusses with the student what degree requirements must be fulfilled prior to graduation.

Academic Calendar

- The academic calendar, with add and drop deadlines, can be found on the Registrar’s website.

Academic Standing

- Students have seven years to complete their MNM while maintaining continuous enrollment (summers excluded). Any credits taken earlier than seven years from graduation will expire and not be valid towards the MNM. Exceptions are made exclusively for military service and serious health conditions.
- Graduate students must convert a grade of Incomplete (“I”) into a passing grade within one calendar year of the term the course was taken. If there are extenuating circumstances, there is a process to petition the [Graduate School](#) for a removal of an incomplete that is longer lasting than one year.
- Grades below “C-” are not accepted for graduate credit but are computed in the grade point average (GPA). For pass/fail classes, a grade of pass must be equal to or better than a “B-.” A student may retake a class if a very low grade is earned, and the grades will be averaged.
- Students must maintain a 3.0 GPA to be in good standing and to graduate from a PPPM graduate program. At the end of the first year of classes (for full time students) or after completion of 36 credits (for part time students), a 3.0 cumulative GPA is required in order to continue in the graduate program. If in subsequent terms a student’s cumulative GPA drops below a 3.0, he or she is given one term to raise the cumulative GPA to at least the 3.0 level.

- Failing five credits (“F” in a graded class or “N” in a pass/fail class) is grounds for expulsion from the program.

Miscellaneous

PPPM Questions

Nick Phillips and Zudegi Giordano are indispensable resources when you have questions about curriculum and departmental matters. Here is the breakdown of their responsibilities, so that you will know what type of questions to ask to whom.

Zudegi Giordano

Faculty/GTF Office Hours
 Keys and Computer Lab Access
 General Questions/Directions
 Event/Room/Equipment Reservations
 Workstudy Hiring, Ordering Supplies
 Website & Listserves Manager
 State car/Van Reservations/Drivers Clearance
 Pre-authorization to add internship, indep study
 Events & Field Trip Cost Estimates

Nick Phillips

Student Records
 Grad School & University Requirements
 Department & Program Requirements
 Petitions/Waivers
 Admissions
 Graduation Clearance
 Classroom Scheduling
 GTF Payroll

Graduate Teaching Fellowships

- In the winter or spring of each academic year the PPPM department advertises its GTF positions for the following year. On occasion, additional departmental GTF positions will become available at other times of the year, and notices will be emailed and posted.
- Students have been very successful obtaining administrative GTF positions throughout the university. Current listings are available throughout the school year on the Graduate School’s webpage.

Graduation

- Students must apply for their degree by the second Friday of the term; see the Graduate School’s website. **The UO Graduate School requires students to be registered for 3 credits or more (in any department) during the term in which they graduate.**

Appendix – The Concurrent MNM / MPA Program

The concurrent Master of Public Administration (MPA) / Master of Nonprofit Management (MNM) degree program requires 94 credits to complete. The concurrent program requires that students complete the following requirements:

(1) The required core of the MNM program and a 4-credit internship with a nonprofit organization. (35 credits)

- PPPM 522 Grant Proposal Writing
- PPPM 581 Fundraising for Nonprofit Organizations
- PPPM 586 Philanthropy and Grant Making
- PPPM 618 Public Sector Theory
- PPPM 623 Professional Development
- PPPM 526 Strategic Planning & Management
- PPPM 656 Quantitative Methods
- PPPM 680 Managing Nonprofits
- PPPM 684 Public and Nonprofit Financial Management
- PPPM 687 Nonprofit Board Governance
- Internship (Nonprofit Sector) – 4 credits

(2) The required core of the MPA program (with three substitutions to the regular MPA core), and a 3-credit internship with a public sector organization. (37 credits)

- PPPM 525 Project Management (replaces PPPM 684)
- PPPM 518 Intro to Public Law (replaces PPPM 618)
- PPPM 534 Urban GIS (replaces PPPM 656)
- PPPM 623 Professional Development
- PPPM 628 Public Sector Economy
- PPPM 629 Public Budget Administration
- PPPM 633 Public Management
- PPPM 636 Public Policy Analysis
- PPPM 637 48-Hour Policy Project
- PPPM 657 Research Methods
- Internship (Public Sector) – 3 credits

And, complete the capstone for each degree program.

MPA Capstone Requirement (10 credits)
PPPM 638 and PPPM 639,-MPA Capstone

MNM Capstone Requirement (12 credits)

Management elective (4 credits)*
Management elective (4 credits)*
PPPM 688 Nonprofit Management Consultancy (4 credits)

* Management electives to be selected from the list provided for the MNM degree, excluding PPPM 633 Public Management and other courses required for either the MPA core or the MNM core above.