

Master of Nonprofit Management

Department of Planning, Public Policy and Management



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Admissions deadline: February 1

pppm.uoregon.edu

**Department of Planning,
Public Policy and Management**

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Cover photos:

Left: Upper Tumalo reservoir, Deschutes County, Oregon. Middle: Hendricks Hall, University of Oregon. Right: Silver Falls State Park near Salem, Oregon; White Stag Block, Portland; youth soccer team; Portland Saturday Market, Hult Center for the Performing Arts, Eugene.

Welcome!



Hendricks Hall, University of Oregon campus

Fully 9 percent of the US gross domestic product (GDP) is now produced by nonprofit organizations. Eight percent of employment in the US is in nonprofit 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.

OUR SKILLS-FOCUSED CURRICULUM

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

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 (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 and management. 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 all three sectors into all courses.

The University of Oregon is an institutional member of the Nonprofit Academic Centers Council (NACC) and the Network of Schools of Public Policy, Affairs, and Administration (NASPAA). Based on both NACC and NASPAA guidelines for nonprofit curricula, the University of Oregon's Department of Planning, Public Policy and Management has one of the strongest university nonprofit programs in the nation, with a breadth of nonprofit-specific courses, tenure-track or tenured faculty members specializing in nonprofit research, nonprofit career development services, and nonprofit research advising.



*Left: Claire Catania, MNM '14, is Seattle Audubon Society's development director.
Right: Razan Alkhayyat, MNM '14, is the fundraising and external relations officer
for the Organization for Agricultural Development, Palestine.*

Graduates of our nonprofit program have obtained positions as program directors at foundations, prospect researchers, events managers, development associates, development directors, finance directors, and executive directors.

FIELDS OF INTEREST

arts
community development
development
environment
equity and social justice
food studies
grant making
historic preservation
housing
human services
international development
museum studies
public advocacy
social policy
women's and gender studies
and many others



Lookout Point reservoir, Lane County, Oregon



Youth soccer

FACULTY MEMBERS

Robert Choquette, MUP, has been involved in grant writing, development, and project management for more than 20 years. He regularly consults with local and regional nonprofits, and has served on several nonprofit boards. In addition to serving as the department's graduate coordinator, he teaches courses in grant proposal writing, strategic planning, professional development, and project management.

Renee Irvin, PhD, has published research on nonprofit regulation, philanthropy, nonprofit competition, and endowment funds. She is a member of the Association for Research on Nonprofit Organizations and Voluntary Action and serves on the executive board of the Nonprofit Academic Centers Council. Her current research topics include nonprofit fiscal health diagnosis and private foundation grant making change over time.

Irvin serves as faculty advisor for the Oregon Collegiate Chapter of the Association for Fundraising Professionals, is a member of the Foundations for a Better Oregon steering committee, and, from 2009 to 2015, served as a Leadership Council member for the Oregon Community Foundation. She teaches courses in philanthropy and grant making, fundraising for nonprofit organizations, and public and nonprofit financial management.

Grant Jacobsen, PhD, specializes in research focusing on various environmental issues, with a particular emphasis on proenvironment consumer behavior. He has examined how changes in public awareness affect the willingness of consumers to donate to nonprofit environmental organizations. He worked at the National Rural Support Program, a nonprofit rural development organization based in Islamabad, Pakistan. Jacobsen teaches Quantitative Methods and Environmental Policy.

Diane Lang, JD, served for more than 14 years as executive director of HIV Alliance Inc, and also served as chair of United Way of Lane County Agency Directors Organization. She is principal consultant of Lang Leadership. She teaches courses in nonprofit board governance and nonprofit legal issues.

Laura Leete, PhD, conducts research in areas related to nonprofit employment and wages, and has published articles about the level of pay and degree of pay equality in the nonprofit sector. Most recently she authored a chapter on the valuation of volunteer efforts in the nonprofit sector in the *Handbook of Research on Nonprofit Economics and Management* (Edward Elgar Press, 2010). She teaches courses in social policy and policy analysis.



2000 California AIDS Ride 6 Closing Ceremonies, Los Angeles



With three master's degree programs and one graduate certificate program in the department, about 120 graduate students call PPPM home.

FACULTY MEMBERS

Dyana Mason, PhD, conducts research on nonprofit management, governance, leadership and the role of nonprofits in policymaking. She also conducts research in philanthropy and charitable giving. She was the recipient of the 2013 Emerging Scholar Award by the Association for Research on Nonprofit Organizations and Voluntary Action, and her research has appeared in the *Nonprofit and Voluntary Sector Quarterly*, *Nonprofit Policy Forum*, and *International Journal of Cultural Policy*.

She has more than a decade of experience working in the nonprofit sector in various capacities including as a development officer, field organizer, communications specialist, and as an executive director. She teaches courses in managing nonprofit organizations, public management, NGOs of Southeast Asia, and the nonprofit management consultancy capstone course.

Rich Margerum, PhD, conducts research on collaborative governance and management. He has published a book, *Beyond Consensus* (2011, MIT Press), and is coediting another, *The Challenges of Collaborative Governance* (2016, Edward Elgar). As part of his work, he has examined the role of NGOs and nonprofit organizations in collaborative approaches to water resources management, natural hazards, substance abuse prevention, and local and regional government. He has served as a board member and board chair of a watershed nonprofit.

Gerardo Sandoval, PhD, has published extensive research on community economic development and government interventions in immigrant communities. His articles and book chapters include topics such as immigrants' roles in community revitalization, governments' responses to their presence, and how transnational relationships shape immigrants' spaces. His book provides an in-depth understanding of how a low-income Latino immigrant community in Los Angeles, California, was able to take advantage of a large-scale urban redevelopment project and revitalize the community. He teaches courses in public participation in diverse communities and justice and urban revitalization.

Marc Schlossberg, PhD, 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 the Association for Research on Nonprofit and Voluntary Associations (ARNOVA) and other professional conferences, and was awarded ARNOVA's Emerging Scholar Award for his work on the use of geographic information systems (GIS) technology in community asset and needs mapping, and the role of nonprofit organizations in providing transportation to disadvantaged populations.

Rhonda Smith, MA (public affairs), brings her background in career development and human resources to the master of nonprofit management program. She works individually with students to chart a path of skill-building experiences that may involve internships, volunteer opportunities, fellowships, and memberships on boards or commissions. She serves as director of the department's Graduate Internship Program.

Yizhao Yang, PhD, researches residential location choice as it relates to urban form and active transportation. In particular, she has been focusing on children's active school commuting and the factors that influence family housing choices. More recently, her work has been examining sustainable urban development, urban form changes, and housing satisfaction in China. For the past several years, Yang has been organizing joint conferences and forums with researchers at the UO and in China. She teaches courses in urban geographic information systems, sustainable urban development, and urban development in China.

CORE CURRICULUM (33 CREDITS)

PPPM 507	Seminar: Nonprofit 48-Hour Charrette (1)
PPPM 522	Grant Proposal Writing (1)
PPPM 581	Fundraising for Nonprofit Organizations (4)
PPPM 586	Philanthropy and Grant Making (2)
PPPM 618	Public Sector Theory (4)
PPPM 623	Internship and Professional Development (1)
PPPM 634	Strategic Planning (4)
PPPM 656	Quantitative Methods (5)
PPPM 680	Managing Nonprofit Organizations (4)
PPPM 684	Public and Nonprofit Financial Management (4)
PPPM 687	Nonprofit Board Governance (3)

INTERNSHIP (3 CREDITS, REQUIRED IN MOST CASES)

PPPM 604	Internship (4)
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The internship requires students to complete a substantive administrative project under the supervision of the on-site mentor as well as the department's internship director.

SAMPLE FIELDS OF INTEREST (CHOOSE 20 ELECTIVE CREDITS)

The master of nonprofit management degree program offers flexible but suggested curricula for fields of interest in areas such as social justice, policy, planning and community development, environmental sustainability, international development, arts management, and several other fields. Students may design a field of interest to fit their career needs, and may take courses outside the PPPM department.

MANAGEMENT SEQUENCE (CHOOSE 12 CREDITS)

PPPM 507	Seminar: Volunteer Management Administration (2)
PPPM 507	Seminar: Communications Management (4)
PPPM 507	Seminar: Nonprofit Legal Issues (4)
PPPM 507	Seminar: Public Sector Leadership (2)
PPPM 525	Project Management (4)
PPPM 548	Collaborative Planning and Management (4)
PPPM 552	Public Participation in Diverse Communities (4)
PPPM 565	Program Evaluation (4)
PPPM 633	Public Management (4)
AAD 520	Event Management (4)
AAD 610	Experimental Courses: Marketing, Media, and Communications I and II (4 each)
AAD 612	Cultural Administration (4)

In addition, possible courses in management from the Charles H. Lundquist College of Business and the School of Law's Conflict and Dispute Resolution Program.

MNM CAPSTONE (4 CREDITS)

PPPM 688	Nonprofit Consultancy (4)
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TOTAL: 72 QUARTER CREDITS (COMPARABLE TO 48 SEMESTER CREDITS)

CONCURRENT DEGREE OPTIONS

Students in the master of nonprofit management program frequently pursue concurrent degrees in complementary fields, adding further focus to their professional preparation. With a well-planned schedule, dual master's degrees can be completed in little more than two years. Common concurrent degree plans include pairing the master of nonprofit management with master's degrees in public administration, community and regional planning, conflict resolution, business administration, arts management, international studies, or environmental studies, among others. If you are interested in pursuing a concurrent degree option, master of nonprofit management advisors can help you plan the best schedule for doing so.



Lane County Farmers Market, Eugene, Oregon

Photo: Marshall Reynolds-Stein



In the fall of the first year, MNM students gather in Portland at the historic White Stag Block to hear talks by Portland-area nonprofit executives.

The nonprofit sector attracts leaders from a variety of backgrounds. Therefore, we welcome high-achieving applicants with any undergraduate major, at various stages in their professional careers. Some applicants have completed other graduate degrees or are completing a concurrent graduate degree at the UO.

A core value in our program is respect for individuality and diversity. We encourage applicants who will contribute to an educational experience that is inclusive of race, culture, disability, gender, sexuality, religion, age, or other aspects of human diversity.

ADMISSIONS

Applications for admission are due February 1 for students entering the program in the following fall term. In exceptional cases, students may be admitted at other times of the year.

If you have questions about the application process, please feel free to e-mail the graduate coordinator, Bob Choquette, at choquett@uoregon.edu. For questions about the curriculum and other aspects of the program, contact the program director, Associate Professor Renee Irvin, at rirvin@uoregon.edu.

Please visit our website for complete admissions information:

pppm.uoregon.edu/grad/nonprofit_master

LIBRARY RESOURCES

The University of Oregon Libraries current collections in nonprofit management and philanthropy are outstanding. Along with other important resources, The UO's Knight Library houses the Foundation Directory Online, which is an electronic repository of information on all grant making foundations in the US. The Foundation Directory Online enables scholarly research on US foundations and their grant making, and serves as a key resource for community nonprofit professionals seeking funds for their organizations.



Assistant Professor Dyana Mason (second from right) with students and staff members from the nonprofit organization Oregon Wild.

Join Us!

Now that you've read about the master of nonprofit management program, we would like to encourage you to contact us regarding any further questions you might have. We also welcome visits from prospective students throughout the year. You will find our program to be rich in experiential learning with a number of unique features, including:

- **Board governance course**, where students serve on a board of directors for the academic year, participating fully in their chosen organization's governance.
- **Philanthropy seminar**, where students learn grant making by awarding \$15,000 to a regional nonprofit organization of their choice.

- **Career development and internship services**, specifically tailored for master of nonprofit management students.
- **Nonprofit management consultancy**, the capstone experience for the master of nonprofit management. Students work in teams to complete management projects for regional nonprofit organizations.

We wish you all the best in your graduate studies and look forward to hearing from you.

Best regards,

Associate Professor Renee Irvin, MNM Program Director
Robert Choquette, Graduate Coordinator

“UO’s MNM program prepares you for reality in the nonprofit working world. I find myself doing projects that I’ve already done; I can pull out grad school files and find notes on exactly what I’m working on.”

—Kayla Bowcutt Rotunno, MNM '13, MPA '13

“The MNM program’s rigorous classes, hands-on opportunities to work with local nonprofits, a diverse peer community, and professional development support all equipped me with the skills and confidence to land my dream job right out of school!”

—Amanda Kaler, MS '12 (arts management), MNM '13

“The MNM program strikes a great balance between theory and practice. It is academically rigorous while providing plenty of opportunities to work on tangible projects for nonprofits throughout the community. The broader understanding of the nonprofit sector and management best practices that this program provided helps me in my job on a daily basis.”

—Michael Knackstedt, MNM '13

“Nearly every class ends with a project presented to an actual nonprofit organization. More than just teaching you the fundamentals of nonprofit management, UO’s MNM program tests your abilities in the nonprofit sector before you ever graduate. I cannot think of a better way to prepare for a successful career.”

—Kala Haley, MNM '13, MPA '13



From left to right: Recent MNM graduates Kayla Bowcutt Rotunno, Amanda Kaler, Michael Knackstedt, and Kala Haley.



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