

Course Descriptions for MS in Nonprofit Management, MS in Strategic Fundraising, MS in Higher Education Administration and Graduate Certificates

HIGHER EDUCATION ADMINISTRATION

MHE 600 (3 credits)

Introduction to Higher Education Administration

This course provides a basic introduction to the administration of colleges and universities in modern-day America, including the role and purpose of various functions and departments and major organizational participants (e.g., faculty, students, administration/staff, and board). Current topics affecting college and university operation are reviewed and the impact of state and federal policy on institutions is explored.

MHE 605 (3 credits)

Organization and Governance of Higher Education

This course provides an overview of the organizational characteristics and processes of colleges and universities with an emphasis upon the governance structure, i.e., the process for making major policy decisions. Additionally, students will be introduced to the sources of power and influence typically found in academic organizations, along with the primary issues related to organization and governance of higher education.

MHE 610 (3 credits)

Higher Education Curriculum Development

This course provides a comprehensive understanding of curricula found in higher education. The course will briefly examine the historical and philosophical foundations from which current curricular models developed. Also included will be coverage of current practices in curriculum development in colleges and universities. Specific attention will be given to the role and impact of assessment and accreditation as related to curriculum development.

MHE 620 (3 credits)

The Contemporary College Student

This course provides an overview of the diverse groups (traditional and otherwise) who currently comprise the student population of colleges and universities, campus environments and their varied impact on student learning and identity formation, and the various cultural contexts which shape and influence student life and identity. Specific attention will be given to the implications for various areas of administrative practice within colleges and universities, e.g. student affairs, development and alumni relations, enrollment management, academic affairs, and marketing.

MHE 625 (3 credits)

Women in Higher Education

This course is designed to introduce students to the issues that are central to women students, faculty, and staff in higher education. Students will also become familiar with feminist theory and scholarship, as it relates to women in higher education.

MHE 626 (3 credits)

Introduction to Institutional Advancement

This course provides an overview of the functional areas within higher education institutional advancement, including development and fundraising, marketing and communications, alumni relations, and government and community relations. Particular attention will be given to how each of these functions operates, how they are integrated, and how they are managed and led.

MHE 627 (3 credits)**Enrollment Management Principles and Practices**

This course provides an introduction to enrollment management theory and practice in higher education. Specifically, this course examines research and theory focusing on student demand for higher education, college choice, recruitment and marketing, public aid policy, retention and student success, and best practices related to enrollment management. Students will demonstrate factors influencing both demand for higher education and student choice of institutions, with focus on the role of public financial aid policy in access and choice.

MHE 630 (3 credits)**Law and Ethics in Higher Education**

This course is designed to assist students in becoming knowledgeable about the fundamentals of American law that directly and indirectly impinge on the teaching, learning, and administrative environments of higher education institutions in the both the public as well as the private sectors. There are diverse sources of law that impact American higher education in numerous ways and this course is designed to enhance student understanding and appreciation for this complexity as well as for the ethical issues which surround the application of law in the university or college setting.

MHE 635 (3 credits)**Student Personnel Services in Higher Education**

This course provides students with an introduction to student affairs practice in higher education. The course will examine the historical, philosophical, and theoretical roots of the profession as well as the nature of the work student affairs professionals perform, the skills and competencies underlying the work of student affairs and the professional standards of the profession. Specifically, students will be introduced to the student affairs profession, the roles and functions of professionals in the field, the populations served, the college and university settings where the profession is practiced, the skills and competencies necessary to be a professional in the field. They will also gain awareness of current issues regarding students and student affairs in higher education.

MHE 640 (3 credits)**History and Economics of Higher Education**

This course is designed to provide a conceptual overview of the history of higher education and the forces which shaped it. Specific attention will be given to the broader political, social, cultural, and economic context within which higher education was established and continues to develop today.

MHE 645 (3 credits)**Higher Education Marketing and Communications**

This course examines the ways colleges and universities market themselves and communicate with their various constituencies. Topics include marketing research, branding and positioning, alumni and development communications, the integration of marketing efforts across campus, and the role of institutional leaders in the creation and execution of marketing and communication strategies.

MHE 650 (3 credits)**Leading Change in Higher Education**

This course is designed to give students the opportunity to apply management theory to authentic problem-solving situations. Students will review and be introduced to contemporary methods of leading change in organizations by providing students with opportunities to apply management theory on both a micro and macro level. On the macro level this course is designed to integrate the concepts studied throughout the masters' program and those learned in this class, to engage students in informed discussion and assignments of how these concepts are applied to various management and leadership scenarios. At a micro level, students will use this course to plan out specific methodology and frameworks for analysis to use in preparation of the research required for their individual capstone project. The overarching goals of this course are two-fold: 1. ensure that students are prepared with instruments of practical problem solving and knowledge to apply what they have learned in their program to real-life situations in management and 2. allow students to hone and refresh research strategies and skills to prepare them to carry out a masters' level management-issue research problem in the Capstone course.

MHE 670 (3 credits)

Capstone: Advanced Management Seminar

This course is designed to provide students with the opportunity to apply and demonstrate their mastery of new skills and knowledge. Each student will complete and publicly present the results of a significant project (applied or independent research) pertaining to a higher education management issue or problem. Students will begin their project design while enrolled in MHE 650. Students will also complete a learning outcomes portfolio as part of the Management Application Project course.

NONPROFIT MANAGEMENT, STRATEGIC FUNDRAISING AND PHILANTHROPY

NMP 600 (3 credits)

Foundations of Nonprofit Management

This course examines the theoretical, philosophical, practical and ethical perspectives related to the effective management and leadership of nonprofit organizations in the twenty-first century. Upon completion of the course, the student will possess an understanding of 1) the historical development of the nonprofit sector, 2) the multiple rationales for the existence of the nonprofit sector, 3) the distinctive characteristics of nonprofit organizations, 4) the structures, processes and complexities of organizational governance shared by volunteer board members and professional staff, 5) the dynamic environment of the contemporary nonprofit organization, and 6) the current issues of importance to nonprofit decision makers.

NMP 605 (3 credits)

Financial Decision Making for Nonprofits

This course provides a foundation for effective financial nonprofit decision making to promote the financial sustainability of nonprofit organizations in these challenging times. Upon completion of the course the student will: possess an understanding of financial systems as they apply to nonprofit organization ; be able to analyze and evaluate the financial health of a nonprofit organization and determine its financial strengths and weaknesses; and use a variety of strategies to improve the financial condition of a nonprofit organization including “quick analysis”, budgeting and cost controls, understanding the nonprofit’s “economic engine,” and developing “unrestricted” funding streams.

NMP 606 (3 credits)

Workforce and Affordable Housing Programs and Players

This course is designed to provide the learner with a basic understanding of workforce and affordable housing programs, participants, and terminology. The course will examine the origins of workforce and affordable housing programs in the United States and Europe; present an analysis of the economics of housing markets; examine the social and economic drivers for workforce and affordable housing programs; and provide learners an opportunity to analyze and discuss current programs and the social and economic issues that affect these programs. The course will also examine the current and historical roles non-profit organizations have played in the housing process and how these roles have developed over time.

NMP 607 (3 credits)

Poverty, Affluence, and Housing Policy

The role of this course is to provide the learner with an understanding of the role housing policy plays in American society. Specifically, the course will focus on housing and poverty alleviation strategies employed in the inner city and contrast these with suburban and regional development policies utilized outside the city. The course will discuss why solving poverty in-place may not be an optimal strategy; will discuss the effectiveness of existing poverty reduction and community revitalization efforts; and will examine the roles that federal, state and local policies have on housing development and on housing costs, and how these policies affect the affordability of existing homes and the supply of new affordable housing units. At the completion of the course, the learner will understand how where you live effects your economic status, how land use and zoning policies affect housing; will understand the principals of smart growth development including density, transit oriented development, and green building, and how these principals impact affordability; and will understand the various programs that communities have used to address housing affordability and community stability.

NMP 608 (3 credits)**Creating and Preserving Housing**

This course will examine the processes used to create new workforce and affordable housing units and on the processes used by communities to preserve existing affordable units. This course will focus on how housing gets done. A key emphasis of the course will be on the economics of development and preservation, including foreclosure prevention and community stabilization. The learner will develop an understanding of the types of subsidies required to create or preserve affordable units, and how these subsidies integrate with the overall development budget and financing process. The learner will also develop an understanding of the role of each player in the development process and how each of these players and processes must be managed and controlled. Emphasis will be on understanding the roles from the perspective of the non-profit organization. Additionally, the learner will be introduced to the current techniques for preserving existing affordable units (such as community land-trusts and equity sharing) and for assisting families in obtaining housing using market mechanisms.

NMP 609 (3 credits)**Organizations and Applied Leadership**

This course will focus on the application of leadership within the organization. To get things done in today's world, it is critical that a leader be able to translate his or her ideas into actions and results. Through readings and case studies, students will explore why some leaders have been effective in moving organizations toward their goals while others have not. The students will also explore how these skills and traits can be applied in non-profit and community settings. Students will learn to distinguish between routine technical problems which require routine expertise and adaptive problems which require innovative approaches; the importance of understanding and focusing on values; and how to involve all stakeholders in the process. Specific topics to be explored include: keeping the organization focused on its mission and goals; adapting the organization as the world changes; developing and utilizing political, social and economic partnerships; and strategies used to overcome objections and get to yes.

NMP 610 (3 credits)**Diversity Management for Today's Nonprofit**

This course will provide nonprofit leaders with the background, knowledge and strategic management skills to not only embrace and communicate with a diverse community and supporters but also to capitalize and strengthen the organizational effectiveness of a nonprofit. Focus of the class will be on population trends, recruitment and management of a diverse staff and board, effective fund raising strategies for diverse communities, communicating and public relations and future strategies.

NMP 615 (3 credits)**Development and Management of Faith-based Organizations**

This course explores the history and changing roles of faith-based organizations in the United States as the religious, cultural and economic landscape of the United States has shifted. The course also analyzes the unique challenges and opportunities that leaders of faith-based organizations face and examines some of the best practices that have helped faith-based organizations and other nonprofits thrive. These include: (1) mission-based management, (2) systems thinking, (3) legal and ethical issues, (4) religious faith as a guiding and empowering force.

NMP 616 (3 credits)**Advanced Management Principles and Practices for Faith-Based Organizations**

This course builds on NMP 615 and equips leaders of faith-based organizations with the skills for planning, organizing, leading and coordinating the efforts and resources of their organization to achieve their stated mission and goals. Topics such as understanding the shift from leadership to management competencies in faith based organizations; the importance of strategic planning; fiscal responsibility and transparency; human resource management; working with and developing faith based governance structures; dealing with organizational conflict; the importance of safety and risk management planning and the development of community collaborations and partnerships will be explored.

NMP 620 (3 credits) Consulting in Nonprofits: Theory and Practicum

An advanced placement, 3-credit course will be conducted over a 16-week Fall Semester starting in October 2010. Course content includes theory about the business and practice of providing consulting services to nonprofit organizations. It will also include a practicum during which students will do field work at participating nonprofit organizations in the Greater Springfield area to investigate the presenting problems identified by the nonprofit organization, to conduct a broader organizational assessment, and to develop corrective action plans based upon the findings of the investigation and assessment. Enrollment requires the prior approval of the professor and successful completion of NMP 600, NMP 605, NMP 625 and NMP 635. Registration will be capped at 8 students forming a maximum of two teams to work with

NMP 621 (3 credits)**Introduction to Philanthropy and Fundraising Fundamentals**

This course provides an overview of America's tradition of philanthropy and its relevance for today's fundraisers. Attention is given to changing expectations for ethical behavior and accountability along with changes in donor markets which impact the practice of philanthropy in the 21st century. This course also examines the theoretical basis and goals of fundraising activities, how to apply the theory to develop a comprehensive development program and a personal fundraising philosophy and framework.

NMP 622 (3 credits)**Donor Behavior and Giving Methodologies**

This course exposes students to the theoretical framework for giving. Students will learn how to assess the various motivational factors which influence giving to a particular cause. In addition, this course provides students with the opportunity to explore and understand the principles and mechanics of the wide variety of giving options available to donors. Students will learn to facilitate a process that defines donor needs, assesses appropriate giving methods, develops sound proposals, and closes gifts.

NMP 623 (3 credits)**Resource Development Management**

As the field of development becomes more complex and demanding, the role of resource management (time, people, and money) takes on increasing importance for the development professional. This course will explore and integrate these issues, and provide resources and tools to build management effectiveness within development. Specifically, students will learn how to apply best practices and sound management principles to the process of securing resources within the nonprofit context.

NMP 625 (3 credits)**Strategic Management of Nonprofit Organizations**

The primary goal of this course is have the student develop and understanding of the executive leader's job and responsibilities from a conceptual and operating perspective. The student who completes this course will be able to accomplish strategic analysis and develop specific strategies enabling the nonprofit to thrive and maximize mission particularly when faced with adversity. The student will also understand contemporary issues of nonprofit governance and their impact on implementation strategy, will be able to evaluate accomplishment and take appropriate strategic action, and will be able to create and execute a strategic plan for a nonprofit organization.

NMP 631 (3 credits)**Grant Writing for Corporations and Foundations**

This course will focus on methods of identifying corporate and private foundation funding prospects and applying for grants from these funders. Students will conduct research on foundations and corporations using the Internet and printed materials. They will polish their written communication skills while crafting letters of inquiry, grant proposals, cover letters, and stewardship letters. Students will develop a basic knowledge of the theory, motivations, and methods of corporate and foundation giving programs. Students who register for this class are required to have access to a 501 (c) 3 nonprofit organization (as an employee or volunteer) that they can use as a topic of class discussions and written assignments.

NMP 635 (3 credits)**Board Governance and Volunteer Management**

This course examines the elements, processes and dynamics of board governance and volunteer management of nonprofit organizations. The course includes analysis of the respective roles of the board, executive director, staff and volunteers to maximize organizational effectiveness. Students will learn how to assess and improve the effectiveness of a board, the senior leadership, volunteers and the overall governance of the nonprofit organization.

NMP 641 (3 credits)**Capital Campaign and Major Giving Management**

This course covers the basics of how to prepare, plan, manage and implement a capital campaign in the nonprofit context. Special topics will include financing the campaign, case statements, campaign structure and volunteer networks. Students will understand the capital campaign process from a theoretical and applied orientation. In addition, students will learn about major gift fundraising dynamics including key marketing concepts and donor perspectives, organizational prerequisites for an effective major gifts fundraising program, the Moves Management model and process, major gift solicitation techniques and strategies, and important issues with relevance to major gifts fundraising, e.g. gift agreements, proposals, gift clubs, prospect reporting and tracking and ethics.

NMP 645 (3 credits)**Marketing Principles and Techniques for Nonprofits**

This course examines practical strategies and trends in marketing for nonprofit organizations. Topics include the role of marketing in nonprofits, marketing research and planning, marketing's impact on organizational revenue, relationship between marketing and fund development, types of marketing tools and strategies, audience identification and development, and role of staff and board of directors in nonprofit marketing.

NMP 646 (3 credits)**Healthy Solutions for Non-Profits in Challenging Times**

In these challenging times, non-profits face significant risk for declining health and effectiveness. The reasons for gradual or even sudden decline are often easy to recognize, but frequently, very difficult to solve. The recent upswing of non-profit failures speaks urgently to the need for healthy solutions for struggling or even failing agencies. The U.S. Chamber of Commerce suggests that most non-profits that fail do so because of internal mechanics, not external ones. This course examines how and why non-profits get into trouble, or, why they fail completely and what tools the executive director or president has to reverse negative trends or avert failure.

NMP 647 (3 credits)**Quality Principles and Practices**

Quality Principles and Practices is a foundation course designed to provide a basic introduction to quality planning principles and implementation processes and practices. Students will gain an understanding of the value of using a quality framework to support continuous improvement within nonprofit organizations. Concepts such as: change management, system thinking, continuous improvement, customer/client satisfaction, and cost savings will be discussed. Students will learn how to apply quality theory to real-world situations by developing a quality plan for a nonprofit organization.

NMP 650 (3 credits)**Leading Change in Nonprofit Organizations**

This course is designed to give students the opportunity to apply management theory to authentic problem-solving situations. Students will review and be introduced to contemporary methods of leading change in organizations by providing students with opportunities to apply management theory on both a micro and macro level. On the macro level this course is designed to integrate the concepts studied throughout the masters' program and those learned in this class, to engage students in informed discussion and assignments of how these concepts are applied to various management and leadership scenarios. At a micro level, students will use this course to plan out specific methodology and frameworks for analysis to use in preparation of the research required for their individual capstone project. The overarching goals of this course are two-fold: 1 ensure that students are prepared with instruments of practical problem solving and knowledge to apply what they have learned in their program to real-life

situations in management and 2 allow students to hone and refresh research strategies and skills to prepare them to carry out a masters' level management-issue research problem in the Capstone course.

NMP 651 (3 credits)

Annual Giving and Donor Relations

By the completion of this course, students will have a comprehensive understanding of the programs and processes which comprise the annual fundraising program. In particular, students will increase their understanding of: the role of fund development generally and annual giving fundraising specifically, how to define and articulate the case for raising annual support, how to develop an annual giving plan and goals, an annual calendar of activities, and other important foundational considerations, the purpose and elements of an annual giving plan including the methods and programs used for raising annual support, and how to effectively manage a comprehensive annual giving program. Additionally, students will learn about the role of donor relations in a comprehensive development program and will be exposed to cutting edge strategies for building and maintaining an effective donor relations effort.

NMP 652 (3 credits)

Evaluation: Lessons Learned Through Planned Assessment

Most nonprofit managers and program staff dread the thought of conducting an evaluation of programs and services. They generally seem to be too costly, take too much time and require more skills than what exists on staff. This course will provide a practical understanding and application of useful assessment methods that can yield benefits to the organization and its stakeholders. Students will learn how to effectively plan for evaluation through the use of logic models, development and use of survey instruments and methodology (e.g. mail, online, focus groups) and data collection and analysis.

NMP 655 (3 credits)

Leadership & Personal Effectiveness

The focus of this course is learning the components & styles of dynamic leadership and how they can be adapted in your personal effectiveness as a nonprofit leader. Students will examine several leadership models through assigned texts, contemporary case models, reading and internet research. In addition to readings and associated papers, students will be required to interview a non-profit leader in the local environment and prepare an oral presentation of their interview findings and associated research.

NMP 656 (3 credits)

Relationships, Communication and Philanthropy

Building long-term relationships with others is one of the most important and powerful concepts behind philanthropy and fund development. Effective organizations depend upon healthy relationships, and so do effective communities. Genuine relationships do not trespass on personal and professional relationships, creating a bank of favors bartered away through self-interested transactions. This course focuses on relationships at both the individual and group level, within and outside of the nonprofit. The course will review theories about human and group interaction, and strategies to build long term, mutually beneficial relationships. Students will learn key communications concepts to support relationship building.

NMP 661 (3 credits)

Planned Giving Principles and Techniques

This course helps students understand the role of planned giving within a nonprofit organization's overall fundraising efforts. Students will be introduced to the various instruments of planned giving as they learn about the financial and personal considerations driving donor decisions. Through an examination of the legal, financial, and individual personal factors, the course exposes students to the full range of constraints and opportunities involved in planned giving. Students learn to design proposals sensitive to both donor and institutional needs.

NMP 665 (3 credits)

Law, Policy, and Government Relations in Nonprofit Organizations

This course introduces students to the complex and dynamic relationship between government and the nonprofit sector. Topics include the legal constraints within which all nonprofits must operate, the traditional role nonprofits play in public policy advocacy, and the growing role non-profits play as government funded service

providers. Students will also learn effective means of legally lobbying legislators and grapple with the possible benefits and negatives of doing so.

NMP 670 (3 credits)

Capstone: Advanced Management Seminar

This class is designed to provide students with the opportunity to apply and demonstrate their mastery of new skills and knowledge. Each student will complete and publicly present the results of a significant project (applied or independent research) pertaining to an issue or management problem. Students will select their topic and complete the initial literature review and project prospectus during NMP/MHE 650 as part of NMP/MHE 650.

NOTE: NMP 650/MHE 650 is a prerequisite for NMP 670.

NMP 675 (3 credits)

Capstone: Advanced Fundraising Seminar

A highlight of the Master of Science in Strategic Fundraising and Philanthropy is the Advanced Fundraising Seminar, which gives students the opportunity to work on an industry-related project of substantive quality. Students exercise, enhance, and refine the fundraising skills they have gained during the program within a nonprofit organization that is in need of fundraising assistance, such as designing a capital campaign or analyzing the effectiveness of its fundraising programs. This seminar also provides students a format in which to analyze and examine the larger theoretical issues and industry trends that affect fundraisers and their efforts. While specific topics and emphases vary from term to term, the seminar seeks to impart the analytical, interpretative, and planning skills required of senior managers. Students will present the results of their fundraising project and will also complete the portfolio which is a final requirement for the M.S. in Strategic Fundraising and Philanthropy degree.

NMP 690 (3 credits)

Field Experience I

The field experience consists of a minimum of 80 hours (per 3 credits earned) of applied management experience in a nonprofit organizational context. The field experience is designed to provide individuals with exposure to the field of nonprofit management in addition to direct experience in a specific department and nonprofit sector type. A seminar under faculty direction and supervision will accompany each field experience. The setting will be chosen in consultation with the graduate program director and the director of cooperative education. The experience may or may not be a paid position. Field Experience is strongly recommended for individuals who enter the graduate program with minimal experience in a nonprofit setting. Up to six credits of Field Experience may be applied as elective credit toward fulfillment of the M.S. in Nonprofit Management and Philanthropy degree requirements. Students are responsible for their own transportation to and from their field experience.

NMP 691 (3 credits)

Field Experience II

Field Experience II is a continuation of Field Experience I and may be completed at the same or a different nonprofit setting than the first assignment. A seminar under faculty direction and supervision will accompany each field experience. The setting will be chosen in consultation with the graduate program director and the director of cooperative education. The experience may or may not be a paid position. Field Experience is strongly recommended for individuals who enter the graduate program with minimal experience in a nonprofit setting. Up to six credits of Field Experience may be applied as elective credits toward fulfillment of the M.S. in Nonprofit Management and Philanthropy degree requirements. Students are responsible for their own transportation to and from their field experience.