

MASTER OF NONPROFIT MANAGEMENT

UNIVERSITY OF OREGON



Program Handbook For the Entering Class of Fall 2018

Program Director: Prof. Renee Irvin
rirvin@uoregon.edu

Master of Nonprofit Management 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, ticket sales and subscriptions), 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. As long as you take advantage of the opportunities we've built into the program to network with other professionals in the nonprofit/philanthropy sector, you'll find that the MNM degree provides the right foundation for a career in nonprofit/NGO or foundation leadership.

University of Oregon is highly engaged in helping shape our growing academic field. Faculty are prominent researchers in their areas of expertise, and our curriculum reflects our nonprofit/NGO-first approach to the degree. Along with a handful of other universities, we are in the very first cohort of programs to gain accreditation – a process we are undergoing this year.

A welcoming environment depends on all of us. The School 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 PPPM-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 School head. You can also call the university's 24-hour hotline, 541-346-SAFE, to be connected to a confidential counselor to discuss your options. If you are experiencing hate or discrimination, you can obtain resources on: RESPECT.uoregon.edu, or phone 541-346-5555.

MNM Curriculum

The 70-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) the management sequence and management consultancy course. The UO Graduate School requires you to be enrolled in at least 3 credits per term, including your last term in the program. The exception is summer term, when you may take zero credits. If you need to drop down to fewer than 3 credits per term or take a leave of absence during the academic year, see the section on UO Graduate School Policies later in this handbook.

MNM Core Courses

The eleven core courses (31 credits) provide students with the leadership, management, and financial 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 610/681, Nonprofit Financial Management **4 credits**

Analyzing the financial health of an organization, budgeting, maintaining steady financing throughout the year, financing special projects, and safeguarding the assets of an organization.

(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 \$20,000 grant to a nonprofit organization of their choice.

PPPM 522, Grant Proposal Writing (this course is offered every term) **1 credit**

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

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

Summer Term between First and Second Year

Complete 3-credit internship (can be completed during the academic year). A few nonprofit courses are available during the summer as well. Note that tuition is cheaper Summer term.

Second Year, Fall Term

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

Students learn the principles of board governance in class (2 to three sessions per term) while serving on governing boards of nonprofit organizations for one year. This course continues Winter and Spring terms for a total of 3 credits.

PPPM 686 Nonprofit 48-Hour Charrette**1 credit**

Held at the end of “zero week” just prior to the start of Fall term, students engage in a 48-hour policy or management charrette on a problem that faces nonprofit professionals. This project is intended to simulate the real-world environment where nonprofit executives are given short time frames to research and respond appropriately to a topic that is new to them. Over 48 hours, students, working in groups, will read relevant documents, write a memo detailing the evidence base and key issues, and give an oral presentation. Incoming first year students will have the opportunity to view the presentations as part of their orientation to the program. This component of the curriculum is a signature event and rite of passage each fall.

Also take internship, electives, or management sequence credits.

Second Year, Winter Term

Continue taking **Board Governance**

PPPM 610, Research Skills**2 credits**

This class introduces research methods that you’ll be utilizing for the Nonprofit Management Consultancy.

Also take internship, electives, or management sequence credits.

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.

Continue taking **Board Governance**, and take electives or management sequence courses.

Core Course Policies

- All core classes must be taken for a letter grade, with the exception of Grant Proposal Writing.
- 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 581, 586, and 681 are as follows: if grade of “A-” or higher was earned in the undergraduate version of the course, 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 such as those listed below. **You may design your own field of interest (most students do)**, or choose from one of the following options, but the final list must be in consultation with your faculty advisor. See the “MNM Fields of Interest” list in Appendix V for sample courses within each topic area.

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

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.

Equity/Social Justice: For students pursuing careers specifically in advocacy organizations with a social change focus.

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

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

Arts & Cultural Leadership: For students specifically interested in a career in administration of arts and cultural organizations. This is undergoing university approval to become a formal graduate certificate, allowing you to obtain both the MNM and the Graduate Certificate in Arts Management degrees without extra coursework added to your two years of study.

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

Education and 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.

Food Studies: Complete the Graduate Specialization in Food Studies, which offers an interdisciplinary slate of courses on local and global food systems and food justice.

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

University of Oregon has a wealth of graduate-level courses across campus for MNM students to design an interdisciplinary concentration. 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; we encourage you to craft a field of interest that suits your particular 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 PPPM School 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.
- 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 number to the next digit. If it says “201902”, change it to “201903”, 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 universities in Oregon (OSU, PSU) and transfer those credits to UO. Information on how to transfer those credits is available at the UO Office of the Registrar.

Internships & Professional Development

There are two components of the MNM internship requirement. The first is enrollment in the Professional Development course (1 credit, PPPM 623). Students begin the course starting orientation week and continue 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 enroll in 3 or more 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 3 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 School website.

Internship Policies

- Three credits of internship is equivalent to 90 hours of work in an internship placement.
- A maximum of 10 internship credits may be taken. Credits beyond the required 3 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, 3 additional credits of elective courses should be taken.

Management Sequence and Nonprofit Consultancy Project:

MNM students complete the **Management Sequence**, which involves specialized coursework in management topics. Students also 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 Advocacy/Lobbying Seminar	2 credits
PPPM 507 Public Sector Leadership	2 credits
PPPM 507 Volunteer Management	2 credits
PPPM 507 Strategic Communications	4 credits
PPPM 587 Impact Philanthropy	4 credits
PPPM 525 Project Management	4 credits
PPPM 633 Public Management	4 credits
PPPM 548 Collaboration	4 credits
PPPM 552 Public Participation Diverse Communities	4 credits
PPPM 685 Social Enterprise	4 credits
PPPM 625 and 626 Community Planning Workshop	10 credits total
CRES 610 Nonprofit Law/Management Clinic	4 credits total
CRES 631 Managing Conflict in Organizations	4 credits
AAD 510 Museum Practice (Fall 2018 only)	4 credits
AAD 520 Event Management	4 credits
AAD 551 Community Cultural Development/Creative Placemaking	4 credits
AAD 572 Performing Arts Management	4 credits
AAD 612 Cultural Administration	4 credits
MGMT 623 Negotiation	3 credits
MGMT 625 New Venture Planning	3 credits

Plus:

PPPM 688 Nonprofit Management Consultancy (required)	4 credits
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*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 faculty 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. For example, Community Planning Workshop (PPPM 625+626) will work if your team is completing a project on behalf of a nonprofit agency, or a government project that has a substantive impact on the nonprofit sector.

PPPM 688 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 must be approved by the MNM faculty to be relevant to the MNM degree.

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, 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 Appendix III 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 your field of interest credits for the MNM.
- You may complete your internship via another department, as long as you meet the minimum credit total threshold for the MNM degree.
- Students must be “in residence”, meaning that you are enrolled as an MNM major for at least one academic year.
- Concurrent degrees are only possible within the UO, and are not possible across other universities.

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 13 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 completed 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 your faculty advisor.

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.

- You are welcome to change your faculty advisor if another faculty member is a better fit. Please inform your new faculty advisor.
- In the spring of the first year, you are required to meet with your advisor for a mid-program review. Bring a copy of your Professional Development Plan (the one you completed in the Professional Development course) to your mid-program review. Your advisor reviews and discusses with you 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 (sometimes) 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 UO 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

Where to Go When You Have Questions

See **your assigned faculty advisor** (in Hendricks Hall) if you have a question about a course, your planned curriculum, and so on. Your faculty advisor serves as your academic advisor.

Renee Irvin, PhD, MNM Director, Hendricks Hall 147A

MNM curriculum oversight, exceptions, etc.

Bob Choquette, Graduate Admissions Coordinator, Hendricks Hall 119

Admissions process

Online admissions portal access

Fall orientation/retreat

Finding housing

GE applications

Julie Voelker-Morris, Career Services Director, Hendricks Hall 121A

All questions regarding completing or not completing an internship or PPPM 623 Professional Development.

Tiffany Benefiel, Lawrence Hall 105

Pre-authorization to add internship or independent study course

PPPM email listserv management

PPPM Current Students blog site

Martine Wigham, Lawrence Hall 105

Classroom scheduling

GE appointments and GE/student worker payroll

Campus room scheduling requests

Event/catering requests

Megan Coning (pronounced “MEE-gan CON-ning”), **Lawrence Hall 105**

PPPM and DSGN room scheduling requests

Motor pool requests

Hearth/mailroom questions

Supply order requests (should be pre-approved by a faculty member)

Shaun Haskins, Lawrence Hall 105

Event & trip cost estimates

Keys and building access (including Hendricks Hall computer lab)

Purchasing and contracts

Scholarships and tuition remissions

Facilities Office, Lawrence Hall 124

Equipment reservation

Output Room, Lawrence Hall 280

Printing huge posters

Graduate Employment (GE) Positions

- In the winter or spring of each academic year PPPM advertises its very limited number of GE positions for the following year. On occasion, additional PPPM GE positions will become available at other times of the year and notices will be emailed to all PPPM graduate students regarding these openings.
- Students have been very successful obtaining administrative GE positions elsewhere at the university. Current listings are available throughout the school year on the Graduate School's webpage.

UO Graduate School Policies

The Graduate School is in Campbell Hall, located right across the Pioneer Mother pathway from Hendricks Hall.

- **Waiver of Graduate School policies:** petition forms can be found on the Graduate School website.
- **Leave of absence:** If you need to take a term or more off (during the academic year), apply with the Graduate School for a leave of absence. After your absence, you must then obtain permission from the Graduate School to re-register.

Graduation

- Students must apply for their degree by the second Friday of the term; see the UO 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!**
- The PPPM **graduation ceremony** is quite formal, and is approximately one hour in length. It is held the day before the College of Design/University of Oregon commencement ceremonies, which are held the Monday following finals week in June.

Appendix I – MNM Progress Sheet for Fall 2018 Cohort Onward

Use this form to track your progress through the MNM degree.

CORE COURSES: 31 credits	Term/Year	Credits	Grade
PPPM 686, Nonprofit 48-Hour Charrette	Fall/2 nd	1	_____
PPPM 522, Grant Proposal Writing (any quarter)	_____	1	_____
PPPM 618, Public Sector Theory	Fall/1 st	4	_____
PPPM 623, Professional Development	Fall/1 st	1	_____
PPPM 656, Quantitative Methods	Fall/1 st (or 2 nd for A&CL)	5	_____
PPPM 680, Managing Nonprofit Organizations	Fall or Sum/1 st	4	_____
PPPM 581, Fund Raising for Nonprofit Organizations	Win or Sum/1 st	4	_____
PPPM 586, Philanthropy and Grant Making	Spr/1 st	2	_____
PPPM 610/681, Nonprofit Financial Management	Win/ 1 st	4	_____
PPPM 610, Research Skills	Win/2 nd	2	_____
PPPM 687, Nonprofit Board Governance	Fall+Win+Spr/2 nd	1+1+1 = 3	_____

FIELD of INTEREST ELECTIVES + NONPROFIT INTERNSHIP: 23 credits total

PPPM 604, Internship (any term), minimum 3 credits	_____	_____	_____
<small>(Internship can be up to 10 credits, allowing up to 7 credits to replace elective credits.)</small>			

Electives:

Department	Course #	Course Title	Term/Year	Credits	Grade
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

MANAGEMENT SEQUENCE: 16 credits total

PPPM 688, Nonprofit Management Consultancy (required)	Spr/2 nd	4	_____
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Plus 12 credits from the following (these courses can also serve as electives, but cannot double-count toward both your field of interest and the management sequence):

PPPM 507/583, Volunteer Resource Management	Sum/	2	_____
PPPM 507, Strategic Communications	Spr/	4	_____
PPPM 507, Public Sector Leadership	Spr/	2	_____
PPPM 507, Visual Communications	Win/	4	_____
PPPM 507/588, Nonprofit Legal Issues	Fall/	4	_____
PPPM 587, Impact Philanthropy	Spr/	4	_____
PPPM 518, Intro to Public Law	Fall/	4	_____
PPPM 525, Project Management	Win/	4	_____

PPPM 526, Strategic Planning for Management	Spring	4	_____
PPPM 532, Justice & Urban Revitalization	Spr/	4	_____
PPPM 548, Collaboration	Win/	4	_____
PPPM 552, Public Participation Diverse Comm (prereq: 532)	Spr/	4	_____
PPPM 565, Program Evaluation	Fall/	4	_____
PPPM 685, Social Enterprise	Win/	4	_____
PPPM 625 and 626, Community Planning Workshop I & II	Win + Spr/	10 total	_____
PPPM 633, Public Management	Spr/	4	_____
INTL 522, Aid to Developing Countries	Spr/	4	_____
AAD 510, Arts, Health, and Well-Being	Spr/2 nd	4	_____
AAD 510, Museum Practice	Fall/1 st	4	_____
AAD 510, Access, Lifelong Learning in Arts	Fall/2 nd	4	_____
AAD 520, Event Management	Win/	4	_____
AAD 521, Cultural Programming	Spr/2 nd	4	_____
AAD 527, Planning Interpretive Exhibits	Spr/1 st	4	_____
AAD 529, Museum Education	Spr/2 nd	4	_____
AAD 550, Art in Society	Spr/1 st	4	_____
AAD 551, Community Cultural Dev/Creative Placemaking	Spr/1 st	4	_____
AAD 571, Performing Arts Management	Win/1 st	4	_____
AAD 612, Cultural Administration	Fall/	4	_____
CRES 610, Nonprofit Law/Mgmt Clinic	Winter & Spring/	3 + 1 = 4	_____
CRES 631, Managing Conflict in Organizations	Fall/		_____
MGMT 625, New Venture Planning	Fall/	3	_____
MGMT 623, Negotiation	Winter/		_____
Law , Nonprofit Organizations (semester starts August)	Fall semester/	3	_____
Other course (with MNM faculty advisor approval)	_____	_____	_____

Appendix II – The MNM with a field of interest in Arts & Cultural Leadership

Courses recommended for the field of interest in Arts & Cultural Leadership are listed in **bold font**. The field of interest in Arts & Cultural Leadership is under university review (Fall 2018) to become a formal Graduate Certificate in Arts Management. Below is a schedule for you to complete the MNM with this field of interest – talk with Prof. Patricia Dewey if you intend to do so.

Year 1 (2018-2019)

Fall Term

Public Sector Theory

Cultural Policy

Managing Nonprofit Organizations
Professional Development (1 credit)

Winter Term

Fundraising for Nonprofits (or Summer term)
Nonprofit Financial Management
Elective* (see list) or Internship

Spring Term

Philanthropy and Grantmaking Seminar (2 credits)
Grant Proposal Writing (1 credit)
Art in Society
Creative Placemaking
Elective* (see list) or Internship

Summer 2019

Internship or other UO courses offered in summer. The Internship may be completed during the school year as well (usually year 2).

Year 2 (2019-2020)

Fall Term

Nonprofit 48-Hour Charrette (1 credit)
Board Governance (1 credit)
Quantitative Methods
Cultural Administration (or Winter 2019)
Elective* (see list) or Internship

Winter Term

Board Governance (1 credit)
Research Skills (2 credits)
Electives* (see list) or Internship

Spring Term

Board Governance (1 credit)
Nonprofit Management Consultancy
Elective* (see list) or Internship

Arts & Cultural Leadership Field of Interest Graduate-Level Course List*, 2018-2020

PPPM 4/507 Visual Communications (winter 2019)
AAD 4/510 Arts, Health, and Well-Being (in 2019-20)
AAD 4/510 Museum Practice (fall 2018)
AAD 4/510 Access, Lifelong Learning in Arts (in 2019-20)
AAD 4/520 Event Management (winter 2019)
AAD 4/521 Cultural Programming (fall 2018)
AAD 4/527 Planning Interpretive Exhibits (spring 2019)
AAD 4/529 Museum Education (in 2019-20)
AAD 4/550 Art in Society (spring 2019)
AAD 4/551 Community Cultural Development/Creative Placemaking (spring 2019)
AAD 4/562 Cultural Policy (fall 2018)
AAD 4/572 Performing Arts Management (winter 2019)
AAD 612 Cultural Administration (winter 2019)
ARH 4/510 Museology (winter 2019)

* All elective courses listed here will satisfy requirements for the MNM management sequence course requirements.

Appendix III – The Concurrent MNM / MPA Program

The concurrent Master of Public Administration (MPA) / Master of Nonprofit Management (MNM) degree program requires 90 credits to complete. The MPA program is more prescribed in terms of timing of the courses (many courses have prerequisites), so plan early if you want to complete both degrees. The concurrent program requires that students complete the following requirements:

<u>MNM-SPECIFIC CORE COURSES: 17 credits</u>	<u>Term/Year</u>	<u>Credits</u>	<u>Grade</u>
PPPM 522, Grant Proposal Writing (any term)	_____	1	_____
PPPM 581, Fundraising for Nonprofits (W, Su)	_____	4	_____
PPPM 586, Philanthropy & Grant Making Seminar (Spring)	_____	2	_____
PPPM 610, Research Skills (W, 2 nd year)	_____	2	_____
PPPM 610/686, Nonprofit 48-Hour Charrette (Fall 2 nd yr)	_____	1	_____
PPPM 680, Managing Nonprofit Organizations (Fall, 2 nd yr)	_____	4	_____
PPPM 687, Nonprofit Board Governance (F/W/Sp 2 nd yr)	_____	3	_____

<u>MPA-SPECIFIC CORE COURSES: 21 credits</u>	<u>Term/Year</u>	<u>Credits</u>	<u>Grade</u>
PPPM 628, Public Sector Economics (Fall, 1 st yr)	_____	4	_____
PPPM 629, Public Budget Administration (Fall, 2 nd yr)	_____	4	_____
PPPM 633, Public Management (Spring, 1 st yr)	_____	4	_____
PPPM 636, Public Policy Analysis (Winter, 1 st yr)	_____	4	_____
PPPM 637, MPA 48-Hour Project (Fall, zero week, 2 nd yr)	_____	1	_____
PPPM 657, Research Methods (Winter, 1 st yr)	_____	4	_____

<u>OVERLAPPING CORE COURSES: 13 credits</u>	<u>Term/Year</u>	<u>Credits</u>	<u>Grade</u>
PPPM 618, Public Sector Theory (Fall, 1 st yr)	_____	4	_____
PPPM 656, Quantitative Methods (Fall, 1 st yr)	_____	5	_____
PPPM 684, Public & NP Financial Mgmt. (Spring, 1 st yr)	_____	4	_____

Plus 10 credits of graded coursework from PPPM. (Select from PPPM electives. Courses completed in this section cannot be the same as the courses used for the 8 credits of MNM Management Sequence courses.):

PPPM _____, _____	_____	—	_____
PPPM _____, _____	_____	—	_____
PPPM _____, _____	_____	—	_____

<u>INTERNSHIP (7 credits)</u>	<u>Term/Year</u>	<u>Credits</u>	<u>Grade</u>
PPPM 623, Professional Development (Fall, 1 st yr)	_____	1	_____
PPPM 604, Internship-Nonprofit (any term)	_____	3	_____
PPPM 604, Internship-Public Sector (any term)	_____	3	_____

And...MNM/MPA Synthesizing Experience Requirement:

Complete the MPA Capstone and the MNM Management sequence (22 credits)

<u>MPA CAPSTONE: 10 credits</u>	<u>Term/Year</u>	<u>Credits</u>	<u>Grade</u>
PPPM 638, MPA Capstone I (Winter, 2 nd yr)	_____	5	_____
PPPM 639, MPA Capstone II (Spring, 2 nd yr)	_____	5	_____

MNM Management Sequence: 12 credits

PPPM 688, Nonprofit Mgmt. Consultancy (Spr, 2 nd yr)	_____	4	_____
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Plus 8 credits from the following Management Sequence electives:

PPPM 507, Community Organizing (Winter)	_____	4	_____
PPPM 507, Public Sector Leadership (Spring)	_____	2	_____
PPPM 507, Visual Communications (Winter)	_____	4	_____
PPPM 507/583, Volunteer Management (Summer)	_____	2	_____
PPPM 507/588, Nonprofit Legal Issues (Fall)	_____	4	_____
PPPM 507, Strategic Communications (Spring)	_____	4	_____
PPPM 587, Impact Philanthropy (Spring)	_____	4	_____
PPPM 518, Introduction to Public Law (Fall)	_____	4	_____
PPPM 525, Project Management (Winter)	_____	4	_____
PPPM 526, Strategic Planning (Spring)	_____	4	_____
PPPM 532, Justice & Urban Revitalization (Winter)	_____	4	_____
PPPM 548, Collaboration (Winter)	_____	4	_____
PPPM 552, Public Partic. Diverse Comm (Spr, prereq 532)	_____	4	_____
PPPM 565, Program Evaluation (Fall)	_____	4	_____
PPPM 685, Social Enterprise (Winter)	_____	4	_____
AAD 520, Event Management (Winter)	_____	4	_____
AAD 612, Cultural Administration (Winter)	_____	4	_____
CRES 610, Nonprofit Clinic (Winter & Spring)	_____	3 + 1	_____
MGMT 625, New Venture Planning (Fall)	_____	4	_____
Other course (with MNM director approval)	_____	_____	_____

Appendix IV – Independent Research Courses

We do not have an individual thesis/terminal project option for MNM degree because the professional skillsets required in the nonprofit sector overwhelmingly favors the hands-on projects for actual organizations that students complete in the MNM Nonprofit Management Consultancy course. Still, you might be drawn to a particular topic that is not already covered in an existing course on campus, so an individual project of a manageable scope – while not a thesis – may be preferred, given your particular career goals. Following are two routes by which a student might pursue an individual project.

Route 1: You are familiar with a PPPM faculty member who has an interesting research project and might use some help with it. In that case, express your interest in the topic to the faculty member. If they are interested in working with you, you can work together to design a project that is sensible for both the faculty member's research and for your skills and timing. You may or may not want to get academic credit for it.

Route 2 (rare): No faculty member in PPPM is doing research in your topic of interest. Inquire among the faculty (it helps to bring a 1-page summary with a list of readings that you'd like to do on your own). If you want academic credit for this work, you can ask a faculty member to supervise your independent research or readings course. It is up to the discretion of each faculty member whether they agree to supervise your project. Factors that will influence whether a faculty member agrees to oversee your project include the overlap of the topic with the faculty member's area of expertise, the faculty member's schedule, and the extent to which you can justify the project as an important part of your education (see more on this in "cautions" below).

Getting Elective Credit: If a faculty member has agreed to oversee your project, decide on an appropriate number of credits for your project and give it a short title. Fill out the PPPM Independent Study Authorization Form (ask your faculty advisor for it) and return the form to Tiffany Benefiel, who will then lift the registration barrier, allowing you to register for X credits of PPPM 601 Research or PPPM 605 Readings and Conference in (your short title).

For an independent study course, the list of readings is up to you; you design the syllabus (which means you design the research project), with the faculty member's approval. Generally, a long paper is due at the end of the term. Faculty members will differ on the amount of supervision they will provide for an individual project. Some will want to meet frequently and others will not. Faculty will also differ on grading requirements.

Cautions:

1. There has to be a good epistemological reason why you are developing your own individual study project. It is not an option to get out of a scheduling difficulty.
2. The topic must be something not covered already in any course (any term) at UO.
3. Faculty are working very hard behind the scenes, do not have the capacity to supervise more than one or two individual projects, and may not be available to supervise your project.
4. An individual study project is never a replacement for the MPA Capstone or Nonprofit Management Consultancy courses.

The PPPM faculty has discussed this and would like to close with this thought: Bear in mind that an individual study or research project is never as good as a class – a class pushes you in unexpected directions which can widen your experience, and the verbal exchange of ideas in a class format enhances understanding (more so than just reading on your own).

Appendix V – MNM Field of Interest Sample Course Lists

MNM students complete a minimum of 20 elective credits in a field of interest. **You may design your own field of interest** (most students do, in consultation with your faculty advisor), or choose from the options below. Other departments' courses change rapidly, so this list may not include courses of interest to you, or may include courses that are unavailable in the coming year. In case a non-PPPM course is closed, inquire with the course instructor to see if it is possible to join the course (contact your MNM faculty advisor if the instructor's answer is no). Tips for finding courses in other departments are provided at the end of this document.

MARKETING AND DEVELOPMENT

PPPM 507 Seminar Strategic Communication

PPPM 507 Visual Communications

AAD 520 Event Management

J 548 Advertising Campaigns*

J 549 Advanced Advertising Campaigns*

J 552 Strategic Public Relations Communication*

J 580 Topics Strat. Social Media

J 624 Topics Finance Strat Communication, PDX*

Allied academic units with possible electives: Business, Journalism

SOCIAL ENTERPRISE

PPPM 525 Project Management

PPPM 526 Strategic Planning

PPPM 548 Collaboration

PPPM 565 Program Evaluation

PPPM 587 Impact Philanthropy

PPPM 685 Social Enterprise

ACTG 620 Entrepreneurial Accounting*

MGMT 623 Negotiation

MGMT 625 New Venture Planning

ACTG 662 Strategic Cost Management*

Allied academic units with possible electives: Business

ARTS & CULTURAL LEADERSHIP

For students seeking careers in managing arts and culture organizations in the performing arts, community arts, arts in healthcare, and museums. For detailed information about this field of interest, see:

<https://blogs.uoregon.edu/artsandculturalleadership/>, which includes the Curricular Plan for the MNM degree with a Field of Interest in Arts & Cultural Leadership.

AAD 510 Museum Practice

AAD 510 Arts, Health, & Well-Being (not offered 2018-19)

AAD 510 Access, Lifelong Learning in the Arts (not offered 2018-19)

PPPM 507 Visual Communications

AAD 520 Event Management

AAD 527 Planning Interpretive Exhibits

AAD 550 Art in Society*

AAD 551 Community Cultural Devt/Creative Placemaking

AAD 562 Cultural Policy

AAD 571 Performing Arts Management

AAD 612 Cultural Administration

Allied academic units with possible electives: Music and Dance, Theater Arts, History of Art & Architecture, Historic Preservation, Anthropology, Folklore, and the [Graduate Certificate in Museum Studies](#).
The Arts & Cultural Leadership field of interest is under University review to become a Graduate Certificate in Arts Management.

EQUITY/SOCIAL JUSTICE

PPPM 507 Difference & Power in the Public Sector

PPPM 507 Community Organizing

PPPM 507 Inequality Policy Solutions (not offered 2018-19)

PPPM 532 Justice & Urban Revitalization

PPPM 552 Public Participation in Diverse Communities (prerequisite: PPPM 532)

ES 507 Seminar Native Americans & Latinx

CRES 515 Conflict & Gender

ANTH 538 Race & Gender Latin America

CRES 540 Dialogue Across Differences*

PS 549 Racial Politics US*

ENVS 550 Political Ecology

SOC 551 Social Stratification*

EDLD 610 Leading for Equity*

EDLD 621 Equity and Achievement*

EDLD 623 Evidence Based Cultural Adaptation

CRES 625 Psychology of Conflict*

Allied academic units with possible electives: Ethnic Studies, Women's and Gender Studies, Anthropology. Students may also obtain the **Women's and Gender Studies Graduate Certificate** or the **Disability Studies Graduate Certificate**.

POLICY

PPPM 507 Advocacy Seminar

PPPM 507 Policy Simulation

PPPM 507 Seminar Public Health

PPPM 507 Inequality Policy Solutions (not offered 2018-19)

PPPM 518 Introduction to Public Law

PPPM 543 Natural Resource Policy

PPPM 544 Environmental Policy

PPPM 546 Socioeconomic Development Planning

PPPM 560 Health Policy

PPPM 588 Nonprofit Legal Issues

PPPM 565 Program Evaluation

PPPM 628 Public Sector Economics

PPPM 636 Public Policy Analysis

PPPM 637 48-hour MPA Policy Analysis (prereq: 657, 636)*

PPPM 657 Research Methods

PS 545 Methods for Politics and Policy Analysis I

PS 546 Methods for Politics and Policy Analysis II

AAD 562 Cultural Policy

EDLD 632 Education Policy Analysis*

Allied academic units with possible electives: Law, Political Science, Environmental Studies, International Studies. Many students interested in policy complete both the MNM and MPA degrees concurrently.

ENVIRONMENTAL SUSTAINABILITY

PPPM 507 Seminar Hazard Mitigation
PPPM 507 Seminar International Sustainability
PPPM 507 Seminar Public Health
PPPM 508 Workshop Environmental Impact Assessment
PPPM 542 Sustainable Urban Development
PPPM 543 Natural Resource Policy
PPPM 544 Environmental Policy
SOC 516 Environmental Sociology
WGS 532 Gender, Environment, & Development
ENVS 550 Political Ecology
ENVS 567 Sustainable Agriculture
PS 577 International Environmental Politics
MGMT 607 Seminar Sustainable Business Practices*
CRES 660 Environmental Conflict Resolution

Allied academic units with possible electives: Environmental Studies, Business, Architecture, Landscape Architecture, and Geography. **Students may also obtain the Graduate Certificate in Ecological Design.**

INTERNATIONAL DEVELOPMENT

PPPM 507 Nonprofits and Social Change in Argentina (study abroad summer 2018)
PPPM 507 Seminar International Sustainability
PPPM 542 Sustainable Urban Development (international focus)
CRES 510 Working Abroad
INTL 521 Gender and International Development
INTL 522 Aid to Developing Countries
INTL 523 Development and the Muslim World (not offered 2018-19)
INTL 531 Cross-Cultural Communication
INTL 546 Development and Social Change in Latin America
INTL 542 South Asia: Development and Social Change
INTL 544 Development and Social Change in Southeast Asia

Allied academic units with possible electives: International Studies, Geography

EDUCATION AND SOCIAL SERVICES

PPPM 507 Seminar Public Health
PPPM 560 Health Policy
SPED 511 Foundations of Disability I*
SPED 512 Foundations of Disability II*
LING 544 Second Language Acquisition
FHS 583 Preventing Interpersonal Violence
EDLD 620 Educational Leadership*
EDLD 626 Social & Cultural Foundations in Education
SPSY 674 Educational Assessment
EDLD 683 State and Local Policy Development in Education*

Allied academic units with possible electives: Education

PUBLIC RELATIONS AND ADVOCACY

PPPM 507 Advocacy Seminar
PPPM 507 Seminar Strategic Communication
PPPM 507 Seminar Community Organizing

PPPM 518 Introduction to Public Law
 PPPM 532 Justice & Urban Revitalization
 PPPM 548 Collaborative Planning and Management
 PPPM 552 Public Participation in Diverse Communities (prerequisite: PPPM 532)
 PPPM 588 Nonprofit Legal Issues
 J 548 Advertising Campaigns*
 J 549 Advanced Advertising Campaigns*
 J 580 Topics Nonprofit Crowdfunding
 J 624 Topics Finance Strategic Communication, PDX*
Allied academic units with possible electives: Journalism, Education

FOOD STUDIES

LA 510 Civic Agriculture
 LA 606 Urban Farm
 FLR 515 Folklore Foodways
 INTL 525 Global Food Security
 ENVS 567 Sustainable Agriculture
 ENG 569 Sense of Place
 ENVS 601 Research: Food Talks
 ENVS 607 Food Matters: Interdisciplinary Perspectives in Food Studies
Students may obtain the 18-credit Graduate Specialization in Food Studies

COMMUNITY DEVELOPMENT PLANNING

PPPM 518 Intro to Public Law
 PPPM 525 Project Management
 PPPM 526 Strategic Planning for Management
 PPPM 534 Urban Geographic Information Systems
 PPPM 538 Transportation Issues in Planning
 PPPM 546 Socioeconomic Development Planning
 PPPM 548 Collaboration
 PPPM 587 Impact Philanthropy
 PPPM 611 Intro Planning Practice
 PPPM 613 Planning Analysis
 PPPM 617 Human Settlements
 PPPM 625/626 Community Planning Workshop
 INTL 520 Global Community Development
 AAD 551 Community Cultural Devt/Creative Placemaking
Allied academic unit with possible electives: International Studies, Geography.

To find courses in other departments in future academic terms: Go to the University class schedule. Choose the current academic term. Choose the targeted department. In the URL, change the last digit to a later quarter. If it says “201902” for example, change it to “201903.” The farther you go out, the more “drafty” and unreliable the class schedule, as departments make changes before the schedule goes live during registration.

This list is continually updated with STUDENT INPUT: Did you find a course that is unavailable, or did you find a great course that is not already on the list? Let me know: Prof. Renee Irvin, rirvin@uoregon.edu.