Program of Study (38 semester hours):

Students in the Nonprofit Management Master’s Degree focus on one of four areas: Nonprofit Leadership, Education, Education — Intellectual Disabilities or Strategic Communication. In addition to taking core courses in Nonprofit Management, each student also takes three courses in their focus area.

Core Courses (29 hours)

- NPO 5000 | The Nonprofit Sector (3)
- NPO 5040 | Fundraising and Revenue Generation (3)
- NPO 5050 | Tax and Financial Management (3)
- NPO 5210 | HR and Volunteer Administration (3)
- NPO 5230 | Governance and Leadership (3)
- NPO 5220 | Management and Organizational Theory/Behavior for Nonprofits Organizations (3)
- NPO 5100 | Research Methods (3)
- NPO 5120 | Advocacy and Public Policy (3)
- NPO 5250 | Critical Issues in the Nonprofit Sector (3)
- NPO 5900 | Practicum I (3)
- NPO 5910 | Practicum II (3)

Core Courses (29 hours) continue...

Education (9 hours)

- EDU 5070 | Trends and Issues in Education (3)
- EDU 5060 | Developing Leaders in 21st Century Schools (3)
- EDU 5080 | Advanced Educational Psychology (3)

Education – Intellectual Disabilities (9 hours)

- EDU 5080 | Advanced Educational Psychology (3)
- EDU 5143 | Occupational and Transition Planning for Secondary Students with Intellectual Disabilities (3)
- EDU 5144 | Consultation and Collaboration with Families and Community Agencies (3)

Strategic Communication (9 hours)

- COM 5000 | Strategic Communication Theories, Practices, and Ethics (3)
- COM 5002 | Persuasion and Media Effects (3)

One additional course in either the health communication or public relations concentration

Concentration Options:

Nonprofit Leadership (9 hours)

(Select 3 courses from the following offerings)*

- NPO 5110 | Management Information Systems (3)
- NPO 5240 | Understanding Marketing as a Strategic Planning Practice (3)
- NPO 5280 | Sociological Issues and Nonprofits in Appalachia (3)
- NPO 5260 | International NGOs/Study Abroad (3)
- NPO 5270 | Management Issues in Faith-Based Organizations (3)

*Graduate level courses in other disciplines that fit student’s interests, with approval

COURSE DESCRIPTIONS

NPO 5000 | The Nonprofit Sector (3)

Examination of the social and historical context of nonprofit organizations, their origins, development, and contemporary challenges. The diversity of this sector is analyzed to understand the scope, functions, and underlying issues common to all organizations and their relationship to the private and government sectors. The course also introduces students to the evolving body of scholarship and theoretical concerns regarding organization role and functions and examines the issues that will impact the future of this sector.

NPO 5040 | Fundraising and Revenue Generation (3)

Strategies for attracting financial support from foundations, corporations, governments and individuals are examined as well as the types of funding that are available. The central focus is on communication-based and relationship-building strategies with defined constituencies. Emphasis is given to writing proposals; long-range development programs and capitalization campaigns; planning and implementation of financial campaigns and membership drives; charitable trusts; translating organization needs into donor benefits; incorporation of social media and constituency communication and expansion. Organization accountability, use of consultants, donor information management, and the theory and practice of philanthropy are also examined.

NPO 5050 | Tax and Financial Management (3)

Examination of basic principles of financial, funds, and cost accounting. Budgeting techniques; Investment decision making; cost-effectiveness; managing endowments, grants and gifts; capital formation; cash-flow analysis; expenditure control; long range financial planning; audits; and the use of performance standards are analyzed to help managers and administrators of nonprofit organizations with issues of financial planning, accountability, and the most efficient use of funds.

NPO 5100 | Research Methods (3)

Examination of various research designs and strategies that are relevant to nonprofit organizations for investigating community issues and for organizational/program planning and evaluation. Systematic collection of quantitative and...
qualitative information about activities, characteristics and outcomes are stressed with a focus on improving program and organizational effectiveness, as well as decision-making. Techniques of data analysis and statistical concepts will be covered with an emphasis on generating, interpreting and effectively utilizing statistical data and research reports.

NPO 5110 | Management Information Systems (3)
Focus on bridging the gap between business needs and information systems solutions. The student is expected to understand how information technology can be effectively applied to nonprofit strategies and supporting operational processes. Key areas addressed include elements of information architecture, process reengineering, outsourcing, and security issues. Emphasis will be placed on outside reading of nonprofit MIS literature.

NPO 5120 | Advocacy and Public Policy (3)
Examination of the roles of nonprofit organizations and voluntary action in the public policy process. Focus is on key public policies and their past, current, and potential impact on the nonprofit sector, nonprofit organizations, and philanthropy. Analysis of how nonprofit organizations shape public policy through such advocacy strategies and techniques as policy research, public education and awareness, lobbying and litigation. Legal, ethical, and tax issues related to lobbying and advocacy are also examined.

NPO 5210 | Human Resources Management and Volunteer Administration (3)
Broad, comprehensive review of human resources management from the perspective of the manager/supervisor as contrasted with the practicing specialist. As volunteers are a valuable human resource, special care will be taken to examine human resources management from the needs of a volunteer administrator. In the areas of paid and unpaid labor force, topics will include: workforce planning, recruiting, selection, training, and development; wage and salary administration; benefits, performance appraisal, promotion, demotion and severance; attitude surveying; risk management; ethical decision-making. The role of strategic planning as well as regulatory issues will be discussed.

NPO 5220 | Management and Organizational Theory/Behavior for Nonprofit Organizations (3)
Focus on the analysis of creating, maintaining, and sustaining the organization. Management strategies involving external controls, institution building, priorities, decision-making and mobilizing human assets will be covered. Special emphasis will be given to the relationship among organizational structure, organizational culture and organization strategy. The role of nonprofit executives as agents of social change will also be examined.

NPO 5230 | Governance and Leadership (3)
Examination of leadership and governance as it applies to and impacts nonprofit organizations. Leadership study will examine theories as well as strategies, styles, skills, and values. Governance issues such as creating policy, empowering boards, ethics and values, board culture, board/staff relationship, oversight, accountability, and fiduciary responsibilities will be covered.

NPO 5240 | Understanding Marketing as a Strategic Planning Practice (3)
Strategic planning and marketing are dependent on the understanding of organizations’ internal and external environments. This course will examine the relevance and mechanics of assessing environments using a real or simulated nonprofit organization. Assessment data gathered from case studies, demographic and economic data and problem solving will be used by students to develop strategic and marketing plans. This process will include importance of mission; strategic and operational plans; basic marketing principles, theories and practices; and communication to key stakeholders.

NPO 5250 | Critical Issues in the Nonprofit Sector (3)
Leaders within the nonprofit sector are charged with the responsibility to envision the future and move the sector forward with the ultimate goal community impact. A key skill required for this task is the ability to not only examine and understand the external environment but also to interpret the data in relationship to the mission and operation of the organization. This course will examine and discuss current trends and issues, their interdependence and potential impact on the work of nonprofit organizations. While drawing from theoretical perspectives that shape the third sector, the course emphasis will be on practical application.

NPO 5260 | International NGOs/Study Abroad (3)
Examination of the social and historical context of international nongovernmental organizations—their origins, development, and contemporary challenges. Topics considered are: the growing internationalization of the nonprofit sector, scale and revenue of international activities, political culture, management and policy implications, international philanthropy, globalization, and the relationship of these organizations to the private and government sectors. Special consideration is given to the organizational structure, governance, alliances, and operations of international nongovernmental organizations. Focus will also be on the impact of technology, communications, activism, and the mobilization of people on the development and growth on these organizations. The course also introduces students to the evolving body of scholarship and theoretical concerns regarding the organizational role and functions of international nongovernmental organizations and issues that will impact the future of these organizations. This course will include a study abroad component.
“The job market for nonprofit managers, however, is strong and growing. American Express commissioned a survey to determine the nature and dimensions of the evolving nonprofit leadership shortfall...Sixty percent of the 433 respondents believe that there is a paucity of qualified job candidates. Twenty-eight percent of nonprofit organizations plan to make senior management hires. The openings are largely due to a large number of retirements of nonprofit executives.” (Bridgespan, 2009, pg. 15).