



TOPIC: University of Baltimore: Master of Science in Nonprofit Management and Social Entrepreneurship

COMMITTEE: Education Policy and Student Life

DATE OF COMMITTEE MEETING: March 13, 2013

SUMMARY: The nonprofit sector in the U.S. employs a steadily increasing segment of the nation's working population. Recent research conducted at the Johns Hopkins University found that U.S. nonprofit establishments employed nearly 10.7 million paid workers and accounted for over 10 percent of non-governmental employment. Among non-governmental employers, the nonprofit sector ranks third behind retail trade and manufacturing. In Maryland, and specifically Baltimore, the nonprofit sector is a vital part of the economy. In a 2011 study, 11% of the Maryland state workforce was employed by nonprofits, and wages paid to nonprofit workers constituted 10% of the State wages. In Baltimore City, 27% of the workforce was employed by nonprofit organizations.

At present, UB students interested in nonprofit management must adapt skills and knowledge from management courses in either the business or public administration programs. However, nonprofit organizations face unique challenges due to their legal status, governance, and funding needs. Through development of a program targeted specifically at developing the skills needed by the nonprofit manager, the University can ensure a more highly qualified workforce to address the unique needs of this organizational sector.

Unlike other programs in Maryland, the M.S. in Nonprofit Management and Social Entrepreneurship emphasizes social enterprise as a part of its core curriculum. The specializations proposed allow students the opportunity to: focus on the role of Nongovernmental Organizations in addressing global problems, understand the role of nonprofits in health care provision, or take advantage of the University's resources in management skills and techniques through both the Public and Business Administration programs.

ALTERNATIVE(S): The Regents may not approve the program or may request further information.

FISCAL IMPACT: No additional funding is necessary. The program will be supported through tuition and reallocation of funds.

CHANCELLOR'S RECOMMENDATION: That the Committee on Education Policy and Student Life recommend that the Board of Regents approve the proposal from the University of Baltimore to offer the Master of Science in Nonprofit Management and Social Entrepreneurship.

COMMITTEE RECOMMENDATION: Approval

DATE: March 13, 2013

BOARD ACTION:

DATE:

SUBMITTED BY: Joann A. Boughman

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Mission

The University of Baltimore's mission includes goals of:

- mak(ing) excellence accessible to traditional and nontraditional students motivated by professional advancement and civic awareness; and
- combin(ing) theory and practice to create meaningful, real-world solutions to 21st-century urban challenges.

The proposed Master of Science in Nonprofit Management and Social Entrepreneurship will further the University's mission by training the next generation of nonprofit managers. As nonprofit organizations fill an ever-increasing need by providing services in a variety of areas from health care, education, and services to disadvantaged populations, there is a compelling need to offer specialized education to capture unique challenges faced by nonprofit organizations. This program will be offered jointly by the Merrick School of Business (MSB) and the College of Public Affairs (CPA).

Characteristics of the Proposed Program

The curriculum for the Master of Science in Nonprofit Management and Social Entrepreneurship was developed after review of the Graduate Curricula Guidelines of the Nonprofit Academic Centers Council¹ (NACC), a group of major nonprofit research, teaching, and service centers in the United States. The guidelines issued by the National Association of Schools of Public Affairs and Administration (NASPAA) for nonprofit education also served as a source of information on key elements that were consequently included in this program.²

Program Requirements: The Masters of Science in Nonprofit Management and Social Entrepreneurship program will consist of 36 to 39 credits including a core of 27 credits and 9 elective credits in one of three specialization tracks (Global Affairs, Health Management and General Management). If students have not had extensive management/leadership experience in the nonprofit sector, a three-credit-hour internship will be required. Materials related to the core courses and specialization courses may be found in Tables 1 and 2, found on pages 4 and 5 of this document. The course Concepts and Practices of Nonprofit Management will serve as a cornerstone course with students taking it within their first two semesters at the University. ENTR 760 (Social Enterprise and Entrepreneurship) will be taken by students after completion of PUAD 700 and four other core courses.

Students will have the option to select one of three specializations in the program. The Global Affairs track will use classes offered through the Global Affairs and Human Security Program in the College of Public Affairs and the Global Leadership program in MSB. As nearly 60 percent of all nonprofit employment is in the Health Sector (Salamon, Sokolowski and Geller, 2011), selected courses from the Health Systems Management Program at University of Baltimore will be used for the Health Track. Finally, the General Management Track will provide students the opportunity to take courses offered

¹ Nonprofit Academic Centers Council. 2007. Curricula Guidelines for Graduate Study in Nonprofit Leadership, the Nonprofit Sector, and Philanthropy. 2nd Revised Edition.

² National Association of Schools of Public Affairs and Administration. 2006. Guidelines for Graduate Professional Education in Nonprofit Organizations, Management and Leadership, revised.

through the Master of Public Administration or the Master of Business Administration programs for topics such as performance measurement, marketing, and advanced human resource management issues.

Program Administration and Admissions:

The program will be administered by a committee of six faculty members appointed by the Deans of CPA and MSB. The program committee will be drawn equally from each academic unit and will set policy, review applications for admission, and conduct ongoing assessments of the program.

Acceptance to the program will be competitive. Students will be eligible for admission to the program if they hold a Bachelor's degree from a regionally accredited university with a minimum grade point average of 3.00. Students wishing to transfer from other graduate programs are expected to have maintained a 3.00 in their prior coursework. Students whose GPA fails to meet the articulated standards may be admitted to the program on a conditional basis, at the program director's discretion, provided that other aspects of the applicant's application and experience reflect an ability to successfully complete graduate studies.

Applicants should submit transcripts from all universities attended, a personal statement, a resume and at least one letter of recommendation in addition to the completed application.

Educational objectives and intended student learning outcomes

Both the NACC and NASPAA guidelines show a great deal of commonality in the curricula components that should be covered in a nonprofit management program. From these guidelines, a set of student learning outcomes was derived. Graduates of the program will be able to:

- Understand the role of the non-profit sector, its scope, economics, significance and history. Students will be able to compare and contrast the nonprofit sector from the for-profit and governmental sectors;
- Analyze issues related to the unique legal, ethical and governance structures of the non-profit sector. When posed with problems and cases involving these types of issues, students should be able to apply their knowledge to develop solutions to these problems;
- Develop financial models to ensure sustainability of non-profits. These models include different types of revenue streams, fund-raising, philanthropic gifts, and use of social enterprise mechanisms. Students will be able to compare and evaluate the use of various models under different scenarios; and
- Identify the different types of accountability under which nonprofit organizations must operate. Among the types of accountability are financial accountability and accountability to multiple stakeholders for organizational mission.

For program level student outcomes, an annual assessment will be conducted at the beginning of the program in PUAD 600, the cornerstone course for one of the student learning outcomes listed above. Students will then be tested on the same student learning outcome in ENTR 760, the capstone course for the program. In addition, course level assessments will be conducted in each of the core classes for the program. Finally, indirect measures gathered through student satisfaction surveys and focus groups will be used to help continually refine program offerings. The course level assessments and indirect

measures will be particularly critical in the early years of the program, until a full program cycle has been offered.