

Brothers, Sheila

From: Schroeder, Margaret <m.mohr@uky.edu>
Sent: Friday, January 26, 2018 1:00 PM
To: McCormick, Katherine; Brothers, Sheila
Cc: Toma, E
Subject: Proposed New Graduate Certificate in Non-Profit Management
Attachments: GC Non-Profit Management_Complete12018.pdf

Proposed New Graduate Certificate: Non-Profit Management

This is a recommendation that the University Senate approve the establishment of a new Graduate Certificate: Non-Profit Management, in The Martin School of Public Policy and Administration within The Graduate School.

The proposed 12-credit hour graduate certificate provides the academic knowledge and practical skills to prepare students for leadership position in the non-profit sector. The curriculum is designed to augment an appropriate master's degree and/or work experience. The certificate is designed to provide skills to support graduate students and professionals in leading, directing, and managing organizations in the nonprofit sector. The certificate promotes academic scholarship combined with skills of practice. The certificate will benefit students seeking careers in the non-profit sector, professionals currently working in the non-profit sector, and government employees transitioning to the non-profit sector. In Kentucky alone there are 16,785 private foundations and other 501(c) nonprofit organizations as of 2013. Traditionally, the professionals in the nonprofit setting came through MPA or occasionally MBA programs, but with the growth of the sector, there is demand for competent leaders with credentialed skills and understanding of the nonprofit sector specifically who can lead.

The program anticipates approximately 5 students per year entering into the program.

The revised proposal is attached.

Thanks!
Margaret

[Margaret J. Mohr-Schroeder, PhD](#) | Associate Professor of STEM Education - Mathematics | [SAPC University Senate Committee Chair](#) | [University Senator/Senate Council Member](#) | [STEM PLUS Program Co-Chair](#) | [Department of STEM Education](#) | [University of Kentucky](#) | www.margaretmohrschroeder.com | [Schedule a Meeting with Me](#)

NEW GRADUATE CERTIFICATE

A graduate certificate shall have a clear and focused academic topic or competency as its subject, meet a clearly defined educational need of a constituency group, such as required continuing-education or accreditation for a particular profession, respond to a specific state mandate or provide a basic competency in an emerging (preferably interdisciplinary) topic. Certificates are minimally nine graduate credit hours but typically no more than 15. Completed forms must receive appropriate department/school approval and sent to the college for review.

Once approved at the college level, your college will send the proposal to the Graduate Council for review. Once approved at the Graduate Council, the Graduate Council will send the proposal to the Senate Council office for additional review via a committee and then to the Senate Council. Once the Senate Council has approved the proposal, it is moved to the University Senate. Once approved by that body, the University Senate will send the proposal to the Registrar to be included in the Bulletin. The contact person listed on the form will be informed throughout this process.

By default, graduate certificates shall be approved for a period of six (6) years. Re-approvals are also for six years.

1. GENERAL INFORMATION			
1a	Date of contact with Institutional Effectiveness ¹ :	2/2/2017	
	<input type="checkbox"/> Appended to the end of this form is a PDF of the reply from Institutional Effectiveness.		
1b	Home college: <i>The Graduate School</i>		
1c	Home educational unit (department, school, college ²): <i>The Martin School of Public Policy and Administration</i>		
1d	Proposed certificate name: <i>Non-Profit Management</i>		
1e	CIP Code (provided by Institutional Effectiveness):	52.0206	
1f	Requested effective date:	<input checked="" type="checkbox"/> Fall semester following approval.	OR <input type="checkbox"/> Specific Date ³ : <i>Fall 20</i>
1g	Contact person name: <i>Dwight Denison</i>	Email: <i>Dwight.Denison@uky.edu</i>	Phone: <i>257-5742</i>
2. OVERVIEW			
2a	Provide a brief description of the proposed new graduate certificate. (300 word limit)		
	<i>This certificate provides the academic knowledge and practical skills to prepare students for leadership positions in the non-profit sector. The curriculum is designed to augment an appropriate master's degree and/or work experience.</i>		
2b	This proposed graduate certificate (check all that apply):		
	<input type="checkbox"/> Has a clear and focused academic competency as its subject.		

¹ You can reach Institutional Effectiveness by phone or email (257-2873 or institutionaleffectiveness@uky.edu).

² Only cross-disciplinary graduate certificates may be homed at the college level.

³ Certificates are typically made effective for the semester following approval. No program will be made effective unless all approvals, up through and including University Senate approval, are received.

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	<input checked="" type="checkbox"/> Meets a clearly defined educational need of a constituency group (e.g. continuing education or licensing)
	<input type="checkbox"/> Responds to a specific state mandate.
	<input checked="" type="checkbox"/> Provides a basic competency in an emerging, preferably interdisciplinary, topic.
2c	Affiliation. Is the graduate certificate affiliated with a degree program? (<i>related to 3c</i>) Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
	If "yes," include a brief statement of how it will complement the program. If "no," incorporate a statement as to how it will provide an opportunity for a student to gain knowledge or skills not already available at UK. (300 word limit)
	<i>In the Master of Public Administration Program, non-profit management is one of the most popular areas of specialization. The certificate will show on the student's transcript that they have a specific focus in Nonprofit Management when they have completed coursework to gain greater exposure to the skills and knowledge in the field. Both degree and non-degree certificate students will strengthen the same leadership competencies but those students in the MPA degree benefit from academic depth in quantitative methods of research, the policy process, and government financial management.</i>
2d	Duplication. Are there similar regional or national offerings? Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
	If "Yes," explain how the proposed certificate will or will not compete with similar regional or national offerings.
	<i>Yes, Murray St., Western KY University and Northern KY University offer similar programs. There are also many national programs with an on-line and/or on-site format. Despite this duplication it is unlikely that there would be much competition among these propograms since the target population is primarily current UK stiudents or people living in the Lexington region.</i>
2e	Rationale and Demand. State the rationale for the new graduate certificate and explain the need for it (e.g. market demand, student requests, state mandate, interdisciplinary topic). (400 word limit)
	<i>The nonprofit sector contributed an estimated \$905.9 billion to the US economy in 2013, composing 5.4 percent of the country's gross domestic product (GDP). The registered nonprofit organizations identified \$2.26 trillion in revenue and \$5.17 trillion in assets. Between 2003 and 2013, revenues grew 30.7 percent and assets grew 32.7 percent, which is faster growth than 14.7 percent growth for GDP (after adjusting for inflation) (McKeever, 2015)) In Kentucky alone there are 16,785 private foundations and other 501(c) nonprofit organizations as of 2013. Traditionally, the professionals in the nonprofit setting came through MPA or occasionally MBA programs, but with the growth of the sector, there is demand for competent leaders with credentialed skills and understanding of the nonprofit sector specifically who can lead.</i>
	<i>Source: McKeever, B. (2015). The Nonprofit Sector in Brief 2015. Retrieved from Urban Institute: http://www.urban.org/sites/default/files/alfresco/publication-pdfs/2000497-The-Nonprofit-Sector-in-Brief-2015-Public-Charities-Giving-and-Volunteering.pdf</i>
2f	Target student population. Check the box(es) that apply to the target student population.
	<input checked="" type="checkbox"/> Currently enrolled graduate students.
	<input checked="" type="checkbox"/> Post-baccalaureate students.
2g	Describe the demographics of the intended audience. (150 word limit)
	<i>The certificate will be open to graduate students in the MPA and MPP programs as well as other master's degree programs approved by the Director. Post bac students will be admitted based on relevant experience. Our experience is that women and minority students are especially drawn to this field. Our MPA program is about 1/3 non-traditional and 2/3 traditional students.</i>

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2h	Projected enrollment. What are the enrollment projections for the first three years?			
		<i>Year 1</i>	<i>Year 2 (Yr. 1 continuing + new entering)</i>	<i>Year 3 (Yrs. 1 and 2 continuing + new entering)</i>
	<i>Number of Students</i>	5	10	12
2i	Distance learning (DL). Initially, will any portion of the graduate certificate be offered via DL?			Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
	If "Yes," please indicate below the percentage of the certificate that will be offered via DL.			
	1% - 24% <input type="checkbox"/>	25% - 49% <input type="checkbox"/>	50% - 74% <input type="checkbox"/>	75 - 99% <input type="checkbox"/> 100% <input type="checkbox"/>
	If "Yes," describe the DL course(s) in detail, including the number of required DL courses. (300 word limit)			
3. ADMINISTRATION AND RESOURCES				
3a	Administration. Describe how the proposed graduate certificate will be administered, including admissions, student advising, retention, etc. (150 word limit)			
	<i>The director will be appointed from the Graduate faculty who will supervise the current Student Affairs Officer, a professional staff member (Jackie McCuddy) who currently handles the MPP, MPA and Ph.D. program administration including admissions and student records. Advising will be handled by the director and staff. A part-time faculty member may assist with recruitment.</i>			
3b	Faculty of Record and Certificate Director. (related to 2c) The faculty of record consists of the graduate certificate director and other faculty who will be responsible for planning and participating in the certificate program. The director must be a member of the Graduate Faculty of the University and is appointed by the dean of the Graduate School. The faculty of record must be comprised of three or more faculty. At least three members of the graduate certificate's faculty of record must be members of the Graduate Faculty.			
	The graduate certificate is affiliated with a degree program.			Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
	If "Yes," list the name of the affiliated degree program below. If "No," describe below the process for identifying the faculty of record and the certificate director, including selection criteria, term of service, and method for adding and removing members. (150 word limit)			
	The Master of Public Administration, which currently offers an area of specialization in non-profit Management consisting of two traditional courses, an internship and the final project course.			
3c	Course utilization. Will this graduate certificate include courses from another unit(s)?			Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>
	If "Yes," two pieces of supporting documentation are required.			
	<input type="checkbox"/> Check to confirm that appended to the end of this form is a letter of support from the other units' chair/director ⁴ from which individual courses will be used. The letter must include demonstration of true collaboration between multiple units ⁵ and impact on the course's use on the home educational unit.			

⁴ A dean may submit a letter only when there is no educational unit below the college level, i.e. there is no department/school.

⁵ Show evidence of detailed collaborative consultation with such units early in the process.

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	<input type="checkbox"/> Check to confirm that appended to the end of this form is verification that the chair/director of the other unit has consent from the faculty members of the unit. This typically takes the form of meeting minutes.		
3d	Financial Resources. What are the (non-course) resource implications for the proposed graduate certificate, including any projected budget needs? (300 word limit)		
	<i>Ideally, increased enrollment will result in increased revenue. Recruitment will be combined with that of our current degrees (MPA, MPP and MPFM) and existing certificate program in Public Financial Management.</i>		
3e	Other Resources. Will the proposed certificate utilize resources (e.g. departmentally controlled equipment or lab space) from additional units/programs?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
	If "Yes," identify the other resources that will be shared. (150 word limit)		
	Students may share the Martin School computer lab with those in existing programs.		
	If "Yes," two pieces of supporting documentation are required.		
	<input type="checkbox"/> Check to confirm that appended to the end of this form is a letter of support from the appropriate chair/director ⁴ of the unit whose "other resources" will be used.		
	<input type="checkbox"/> Check to confirm that appended to the end of this form is verification that the chair/director of the other unit has consent from the faculty members of the unit. This typically takes the form of meeting minutes.		
4. IMPACT			
4a	Other related programs. Are there any related UK programs and certificates?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
	If "Yes," describe how the new certificate will complement these existing UK offerings. (250 word limit)		
	<i>The College of Agriculture offers an undergraduate certified non-profit Professional program which may serve as a "feeder" program for those who wish to pursue higher education in the field.</i>		
	If "Yes," two pieces of supporting documentation are required.		
	<input type="checkbox"/> Check to confirm that appended to the end of this form is a letter of support from each potentially-affected academic unit administrators.		
	<input type="checkbox"/> Check to confirm that appended to the end of this form is verification that the chair/director has input from the faculty members of the unit. This typically takes the form of meeting minutes.		
5. ADMISSIONS CRITERIA AND CURRICULUM STRUCTURE			
5a	Admissions criteria. List the admissions criteria for the proposed graduate certificate. (150 word limit)		
	<i>Admission and Other Requirements: The Non-Profit Management Graduate Certificate Program will maintain high standards of admission to assure UK's admission and recruitment policies and decisions are less rigorous than UK's admission and recruitment standards for traditional degree programs since applicants will not be required to take the GRE or GMAT. Students who have already been admitted to our MPA program will automatically be admitted to the Certificate program. Students entering the program directly are expected to provide transcripts showing at least a 3.0 grade point average (on a 4.0 scale, and a resume showing the student's interest, previous accomplishments, and potential in the field. (Letters of recommendation?)</i>		
	<i>Applicants to the Graduate Certificate in Non-Profit Management must be approved for admission by the Certificate Director, who shall notify the Graduate School of the student's admission.</i>		

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5b Core courses. List the required core courses below.			
Prefix & Number	Course Title	Credit Hrs	Course Status ⁶
PA 602	<i>Strategic Planning for Public and Non-profit Organizations</i>	3	No Change
PA 661	<i>Financial Management for Non-Profit organizations</i>	3	No Change
PA 642	<i>Public and Nonprofit Organizational Theory and Behavior</i>	3	No Change
			Select one....
	<i>Students are required to take three core courses and one of the elective courses for a total of 12 credits..</i>		Select one....
	<i>Total Credit Hours of Core Courses:</i>		
5c Elective courses. List the electives below.			
Prefix & Number	Course Title	Credit Hrs	Course Status ⁷
PA 795	<i>Special Topics in Public Administration *: Grant Writing</i>	3	No Change
PA 711	<i>Internship in Public Administration *</i>	3	No Change
PA681	<i>Capstone *</i>	3	No Change
	<i>* must be nonprofit based topic approved by director</i>		Select one....
PA662	<i>Non-Profit Management</i>	3	No Change
			Select one....
5d	Are there any other requirements for the graduate certificate? If "Yes," note below. (150 word limit)	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
	<i>Student will submit to the director a final project that demonstrates obtainment of the competencies of the nonprofit management certificate</i>		
5e	Is there any other narrative about the graduate certificate that should be included in the Bulletin? If "Yes," please note below. (300 word limit)	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
	<i>The certificate in Nonprofit management is designed to provide skills to support graduate students and professionals in leading, directing, and managing organizations in the nonprofit sector. The certificate promotes academic scholarship combined with skills of practice. The certificate will benefit students seeking careers in the nonprofit sector, professionals currently working in the nonprofit sector, and government employees transitioning to the nonprofit sector.</i>		
6. ASSESSMENT			
6a	Student learning outcomes. Please provide the student learning outcomes for the graduate certificate. List the knowledge, competencies, and skills (learning outcomes) students will be able to do upon completion. (Use action verbs, not simply "understand.") (250 word limit)		

⁶ Use the drop-down list to indicate if the course is a new course ("new"), an existing course that will change ("change"), or if the course is an existing course that will not change ("no change").

⁷ Use the drop-down list to indicate if the course is a new course ("new"), an existing course that will change ("change"), or if the course is an existing course that will not change ("no change").

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There are three primary learning objectives associated with the Certificate of Nonprofit Management. 1.) Student will be able to analyze salient issues in the nonprofit sector. Examples of salient issues include: Government-nonprofit relations, financial management during recession, revenue generation, balancing the ethical and financial goals, and social entrepreneurship.

2.) Student will be able to apply the concepts and skills of non-profit management and financial management. Examples of these skills and concepts when applied to the nonprofit sector include fundraising, reporting requirements, management of volunteers, the strategic management and financial planning. A student's basic skill set should also include Identification of a problem, framing a research question, and research design.

3.) Student will be able to communicate at a professional level of writing. Evidence of a professional level of writing is demonstrated by the organization of written reports of research or analysis and clarity of the writing.

6b Student learning outcome (SLO) assessment. How and when will student learning outcomes be assessed? Please map proposed measures to the SLOs they are intended to assess. Do not use grades or indirect measures (e.g. focus groups, surveys) as the sole method. Measures likely include artifacts such as course-embedded assessment (e.g., portfolios, research papers or oral presentations); and course-embedded test items (embedded test questions, licensure/certification testing, nationally or state-normed exams). *(300 word limit)*

See attached evaluation form

6c Certificate outcome assessment⁸. Describe evaluation procedures for the proposed graduate certificate. Include how the faculty of record will determine whether the program is a success or a failure. List the benchmarks, the assessment tools, and the plan of action if the program does not meet its objectives. *(250 word limit)*

Data relating to the quality of students' final projects will be reviewed annually. Completion rates and job placements will be benchmarked against similar programs at Indiana University, Georgia State, and the University of Georgia as well as other graduate certificate programs on campus. The certificate director will report the status of the certificate program to the entire Martin School. Identified deficiencies that require modifications and improvements will be made by the director with support from the faculty. The Martin School holds an annual program review retreat and review of this program will be part of the regular agenda.

7. OTHER INFORMATION

7a Is there any other information about the graduate certificate to add? *(150 word limit)*

8. APPROVALS/REVIEWS

Information below does not supersede the requirement for individual letters of support from educational unit administrators and verification of faculty support (typically takes the form of meeting minutes).

	Reviewing Group Name	Date Approved	Contact Person Name/Phone/Email
8a	<i>(Within College) In addition to the information below, attach documentation of department and college approval. This typically takes the form of meeting minutes but may also be an email from the unit head reporting department- and college-level votes.</i>		
			/ /
			/ /

⁸ This is a plan of how the certificate will be assessed, which is different from assessing student learning outcomes.

7a Is there any other information about the graduate certificate to add? (150 word limit)

Information below does not supersede the requirement for individual letters of support from educational unit administrators and verification of faculty support (typically takes the form of meeting minutes).

Reviewing Group Name	Date Approved	Contact Person Name/Phone/Email
8a	<p>(Within College) <i>In addition to the information below, attach documentation of department and college approval. This typically takes the form of meeting minutes but may also be an email from the unit head reporting department- and college-level votes.</i></p>	
<i>Martin School Core Faculty</i>	9-13-16	<p><i>Katie Sanders / 3-1937 / katie.sanders@uky.edu</i></p> <p><i>12 / 08 / 2017</i></p> <p><i>/ /</i></p> <p><i>/ /</i></p>

⁸ This is a plan of how the certificate will be assessed, which is different from assessing student learning outcomes.



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Dr. Ron Zimmer
Director
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To Whom It May Concern:

I am writing in support of a new Graduate Certificate in Nonprofit Management to be offered by the Martin School of Public Policy & Administration. The immense growth seen by the nonprofit sector over the last decade has led to a greater demand for competent and skilled leadership within nonprofit organizations. The Martin School faculty has many years of experience in training nonprofit professionals, and no department is better suited to offer this certificate.

While the Martin School has prepared leaders in nonprofit organizations through its Master of Public Administration (MPA) program for many years, it has become evident that there is a greater demand for this particular competency than just those interested in pursuing a MPA. The certificate will utilize existing courses and faculty to offer specialized training in Nonprofit Management to anyone with a bachelor's degree interested in acquiring this credential. We anticipate a lot of interest from students in other masters programs here at the University as well as professionals currently working in the field.

The certificate in Nonprofit Management will serve to advance the Martin School's commitment to preparing exceptional leaders in the public and nonprofit sectors. The certificate will also strengthen the University of Kentucky's mission to improve people's lives through excellence in education and service.

Due to the demand for credentialed and skilled professionals in the nonprofit sector and the Martin School's history of preparing successful leaders in nonprofit organizations, I strongly support the Graduate Certificate in Nonprofit Management. I look forward to moving forward with this process. Please contact me with any questions or concerns.

Sincerely,

A handwritten signature in black ink, appearing to read "Ron Zimmer", with a long horizontal flourish extending to the right.

Ron Zimmer, Ph.D.

Director, Martin School of Public Policy & Administration



Certificate in Nonprofit Management Final Project Assessment

Evaluator: _____ Student: _____

Project Title: _____

Criteria for Evaluating Final Project

Project describes an issue relevant to the nonprofit sector ____ Yes ____ No

Project demonstrates management skills ____ Yes ____ No

Project demonstrates financial management skills ____ Yes ____ No

Criterion	Excellent	Very Good	Good	Weak	Inadequate
Clarity of writing					
Paper organization					
Problem identification					
Framing of thesis or research question					
Research design					

What is your overall assessment of the quality of the student's final project (circle one)?

1 2 3 4 5 6 7 8 9 10

Poor

Outstanding

Written Comments: