



UNIVERSITY OF
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University Council

March 15, 2019

UNIVERSITY CURRICULUM COMMITTEE – 2018-2019

John Maerz, Chair

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Law – Randy Beck

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Social Work – Harold Briggs

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Graduate School – Amy E. Medlock

Ex-Officio – Interim Provost Libby V. Morris

Undergraduate Student Representative – Ali Elyaman

Graduate Student Representative – Chasity Tompkins

Dear Colleagues:

The attached proposal from the School of Social Work for a new undergraduate certificate in Nonprofit Management and Leadership will be an agenda item for the March 22, 2019, Full University Curriculum Committee meeting.

Sincerely,

John Maerz, Chair

University Curriculum Committee

cc: Interim Provost Libby V. Morris
Dr. Rahul Shrivastav

OUTLINE FOR AN INTERDISCIPLINARY CERTIFICATE PROGRAM

I. Basic Information

1. **Institution:** University of Georgia **Date:** March 11, 2019
2. **School/College:** School of Social Work
3. **Department/Division:** Institute for Nonprofit Organizations
4. **Certificate Title:** Undergraduate Certificate in Nonprofit Management and Leadership
5. **Level:** Undergraduate
6. **Proposed starting date for program:** Fall 2019
7. **Abstract of the program:** *Provide a one or two page summary of the proposed program that includes an overview and highlights of the response to the criteria in Section II.*

The mission of the UGA School of Social Work's Institute for Nonprofit Organizations (INPO) is to prepare and train leaders who will strengthen the effectiveness of nonprofit organizations throughout Georgia, the Southeast, the U.S., and globally. We currently offer a Master of Arts in Nonprofit Management and Leadership and a Graduate Certificate in Nonprofit Management and Leadership (offered to degree-seeking students as well as non-degree-seeking, both online and face-to-face). The purpose of this proposed program is to provide undergraduate students across the University the opportunity to develop the knowledge and skills necessary for careers in nonprofit organizations and to demonstrate this via the earning of the certificate. The offering of this certificate aligns directly with the INPO mission as well as the UGA Strategic Goal of *Building on Excellence in Undergraduate Education*. There will be no additional costs to developing and delivering the certificate nor for additional financial support of students earning the certificate.

The nonprofit sector in the United States is growing steadily, with nearly 1.5 million charitable nonprofits currently registered, comprising 5.4 percent of GDP. Leadership in the sector faces unprecedented challenges due to the continued growth in the number of nonprofit organizations, increasing 19.5% from 2003 to 2013, combined with survey findings of nonprofit executives showing that 70% plan to leave their posts within five years. We have experienced increases in the enrollment of undergraduates in our Nonprofit Management and Leadership (MNML) courses over the past two years, along with more requests to earn a certificate. However, currently we only offer the graduate-level certificate and thus we have determined the need to develop a certificate for undergraduate students so that they can graduate with foundational knowledge, skills, and training in nonprofit operations and management with a credential demonstrating this.

The certificate will be housed in the School of Social Work and administered by the Institute for Nonprofit Organizations (INPO), with students from all undergraduate programs and majors at UGA eligible to apply. The INPO is an interdisciplinary entity with partnerships with academic and service units across UGA and in the community. Students currently enrolled in our MA NML, Certificate, and Double Dawgs programs come from more than 20 different disciplines and professional fields. Courses will be delivered by faculty who currently teach MA NML and Graduate NP Certificate courses who represent fields including Social Work, Political Science, Law, and Business.

The curriculum will be modeled on our long-standing and successful Graduate Certificate in Nonprofit Management but with courses designed for students at the undergraduate level. This will include a focus on the following foundational courses in nonprofit management and leadership (these 5000-level courses will be submitted to CAPA for approval):

MNML 5237/7237: Theory and Management of Nonprofit Organizations (3 hours)

MNML 5226/7226: Evaluation of Professional Practice (3 hours)

MNML 5957/7957: Grant Proposal Writing for Nonprofit Organizations (3 hours)

MNML 5320/7320: Managing Volunteers (3 hours)

II. Response to the Criteria for All Programs

The criteria that proposed new programs are expected to meet in order to be approved and implemented within the University of Georgia are listed below. Please provide sufficient explanation as to how the proposed program satisfies each criterion.

1. The purpose and educational objectives of the program must be clearly stated, and must be consistent with the role, scope, and long-range development plan of the institution.

A. State the purpose and educational objectives of the program and explain how the program complements the role, scope, and long-range development plan of the institution.

The mission of the UGA School of Social Work's Institute for Nonprofit Organizations (INPO) is to prepare and train leaders who will strengthen the effectiveness of nonprofit organizations throughout Georgia, the Southeast, the U.S., and globally. We currently offer a Master of Arts in Nonprofit Management and Leadership and a Graduate Certificate in Nonprofit Management and Leadership (offered to degree-seeking students as well as non-degree-seeking, both online and face-to-face). The purpose of this proposed program is to provide undergraduate students across the University the opportunity to develop the knowledge and skills necessary for careers in nonprofit organizations and to demonstrate this via the earning of the certificate. The offering of this certificate aligns directly with the INPO mission as well as the UGA Strategic Goal of *Building on Excellence in Undergraduate Education*.

B. Describe the interdisciplinary nature of the proposed program. Which school(s) or college(s) and department(s) will be involved in the development of the program? Describe the expected stage of development for this program within five years.

The certificate will be housed in the School of Social Work and administered by the Institute for Nonprofit Organizations, with students from all undergraduate programs and majors at UGA eligible to apply. To pursue the certificate, an application process requests certificate applicants to meet minimum academic requirements similar to those required of students applying to the School of Social Work's Double Dawgs pathways. The INPO is an interdisciplinary entity with partnerships with academic and service units across UGA and in the community. Students currently enrolled in our MA NML, Certificate, and Double Dawgs programs come from more than 20 different disciplines and professional fields. Courses will be delivered by faculty who currently teach MA NML and Graduate NP Certificate courses who represent fields including Social Work, Political Science, Law, and Business.

2. There must be a demonstrated and well-documented need for the program.

A. Explain why this program is necessary.

The nonprofit sector in the United States is growing steadily, with nearly 1.5 million charitable nonprofits currently registered, comprising 5.4 percent of GDP. In a 2018 report, the authors found that leadership in the sector faces unprecedented challenges due to the continued growth in the number of nonprofit organizations, increasing 19.5% from 2003 to 2013, combined with survey findings of nonprofit executives showing that 70% plan to leave their posts within five years. Estimates by the Bridgespan Group and the Center for Creative Leadership suggest that the nonprofit sector will need almost 80,000 new manager/leaders annually for the next decade due to growth in the sector and retirements of current mid- to upper-level managers. We have experienced increases in the enrollment of undergraduates in our Nonprofit Management and Leadership (MNML) courses over the past two years, along with more requests to earn a certificate. However, currently we only offer the graduate-level certificate and thus we have determined the need to develop a certificate for undergraduate students so that they can graduate with foundational knowledge, skills, and training in nonprofit operations and management and the credential demonstrating this.

Sargeant, A., & Day, H., (2018). The Wake Up Call: A Study of Nonprofit Leadership in the US and Its Impending Crisis. https://concordleadershipgroup.com/WakeUpCall_Report.pdf

B. In addition, provide the following information:

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| 1. Semester/Year of Program Initiation: | Fall 2019 |
| 2. Semester/Year Full Implementation of Program: | Spring 2020 |
| 3. Semester/Year First Certificates will be awarded: | Spring 2021 |
| 4. Annual Number of Graduates expected (once the program is established): | 12-16 |
| 5. Projected Future Trends for number of students enrolled in the program: | 20 annually |

3. There must be substantial evidence that student demand for the program will be sufficient to sustain reasonable enrollments in the program.

A. Provide documentation of the student interest in the program, and define what a reasonable level of enrollment is for a program of this type. Provide evidence that student demand will be sufficient to sustain reasonable enrollments.

This semester alone, there are seven undergraduate students enrolled in MNML courses, which is nearly twice the number from last year at this time, but they do not have access to the actual certificate. In reviewing e-mail inquiries and face-to-face meetings with students over the past year, we count more than 25 for whom an undergraduate certificate in nonprofit management and leadership would be of interest and benefit to them academically and professionally. While we currently have Double Dawgs agreements with seven different undergraduate majors for students who want to earn the MA NML (and we continue to explore the development of more based on interest from undergraduate departments), we believe that the undergraduate certificate should also be available to students and would be a sought-after credential.

B. In addition, provide the following information:

To what extent will minority student enrollments be greater than, less than, or equivalent to the proportion of minority students in the total student body?

We anticipate minority student enrollment will be at least equivalent to the proportion of minority students in the total student body; however, we will endeavor to proactively engage

students from minority populations to earn the certificate as there is a growing need for nonprofit leaders among organizations serving minority communities.

4. *The design and curriculum of the program must be consistent with appropriate disciplinary standards and accepted practice.*

Provide the following information:

A. Present a detailed curriculum outline of the program listing specific course requirements (to include programs of study, course prefix, number, and title).

The curriculum will be modeled on our long-standing and successful Graduate Certificate in Nonprofit Management but with courses designed for students at the undergraduate level. This will include a focus on the following foundational courses in nonprofit management and leadership (these 5000-level courses will be submitted to CAPA for approval):

MNML 5237/7237: Theory and Management of Nonprofit Organizations (3 hours)

MNML 5226/7226: Evaluation of Professional Practice (3 hours)

MNML 5957/7957: Grant Proposal Writing for Nonprofit Organizations (3 hours)

MNML 5320/7320: Managing Volunteers (3 hours)

B. Identify which aspects of the proposed curriculum already exist and which constitute new courses.

The graduate-level versions of these courses already exist and undergraduate-level versions are currently being created with assignments and expectations adjusted accordingly but covering similar foundational content.

C. Identify model programs, accepted disciplinary standards, and accepted curricular practices against which the proposed program could be judged. Evaluate the extent to which the proposed curriculum is consistent with these external points of reference and provide a rationale for significant inconsistencies and differences that may exist.

Program accreditation is not available for the Certificate in Nonprofit Management and Leadership; however, the INPO participates in the Nonprofit Academic Centers Council (NACC) and uses their "curricular guidelines" as a reference for the development and delivery of curricular offerings. The courses being proposed for this certificate map onto the content recommended by NACC for foundational undergraduate knowledge for the nonprofit sector.

D. If program accreditation is available, provide an analysis of the ability of the program to satisfy the curricular standards of such specialized accreditation.

See 4C. above.

5. *Faculty resources must be adequate to support an effective program.*

A. Define the size, experience, and specializations of the full-time faculty needed to support an effective program. Identify the extent to which such faculty resources currently exist at the institution, and what additions to the faculty will be needed to fully implement the program. Specify how many full-time faculty will provide direct instructional support to this program.

Currently two full-time faculty and three part-time faculty provide instruction for all MA and Graduate Certificate courses in nonprofit management and leadership. These faculty each teach multiple courses and bring both research and direct practice experience to the program. Their degrees are in Social Work (MSW, PhD), Political Science (PhD), Law (JD), and Business (MBA). No additional full-time faculty members will be needed to instruct courses in the undergraduate certificate. However, the SSW is currently recruiting for an additional full-time faculty member to fill the Thomas P. Holland Distinguished Professorship in Nonprofit Management and Leadership, which was approved by the Board of Regents and which will be dedicated solely to instructing MNML courses, including those offered through this proposed certificate, as needed and appropriate.

B. In addition, for each faculty member directly involved in this program, list:

- 1) Name, rank, degrees, academic specialty, educational background**
- 2) Special qualifications related to this program**
- 3) Relevant professional and scholarly activity for past five years**
- 4) Projected responsibility in this program and required adjustments in current assignments**

Dr. Anthony Mallon, PhD, MSW is the Director, Institute for Nonprofit Organizations, and a Clinical Assistant Professor (promoted to Clinical Assoc. as of July 1, 2019). He has 25 years of direct practice, teaching, and research experience in the area of program design and implementation, nonprofit management, grant proposal writing, and board governance. Teaching areas include: Program Design & Evaluation, Grant Proposal Writing, and Management and Leadership of Nonprofit Organizations. His relevant and recent professional activity includes the design and implementation of program evaluation projects and the delivery of nonprofit organizational capacity building workshops in collaboration with community partners such as United Way, Athens Area Community Foundation, and with UGA-based partners, including Campus Kitchen, OSL, The Fanning Institute for Leadership Development, SPIA, Terry College of Business. He is the former Executive Director of the nonprofit Bread for Life, Inc. He will maintain his position as INPO Director and provide oversight of the implementation of the undergraduate certificate in conjunction with duties overseeing the other academic offerings (MA, Graduate Certificate).

Dr. Kristina Jaskyte Bahr, PhD, MSW is Associate Professor with the UGA SSW with expertise in Social Entrepreneurship and Innovation & Change in Nonprofit Organizations. She was awarded a contract (\$101,791) by GA Department of Family and Children's Services (DFCS) to direct the development and evaluation of the newly created DFCS Regional Advisory Boards and was one of four individuals selected from a nationwide pool of applicants by the American Society of Association Executives (ASAE) Foundation to receive its inaugural Scholarly Research in Association Management grant (\$7,500) which supports research on topics relevant to nonprofit associations and supports the efforts of the American Society of Association Executives, a separate organization with more than 22,000 members. Dr. Jaskyte presents her research regularly at the Association for Research on Nonprofit Organizations and Voluntary Action annual conference and was also awarded a "Study in a Second Discipline Fellowship in 2017" and advanced training in entrepreneurship. This experience has been integrated into her current research as well as in a new course she developed for the MA NML program entitled "Design Thinking for Social Change." No adjustments will be needed to her current assignments.

The program benefits from the participation of three part-time faculty members whose names, credentials, and titles are listed below.

Mr. Evan Mills, MSW. Director of Business Development, Advantage Behavioral Health Systems. Specializes in grant proposal preparation, business development/planning, and the design and implementation of programs related to mental health, substance abuse treatment, and homelessness

Ms. Joan Prittie, JD. Executive Director, Project Safe. Specializes in fundraising, grant proposal writing, and the design and implementation of programs related to domestic violence prevention.

Mr. Robert Sleppy, MBA. Executive Director, Nuci's Space Specializes in Theory and Management of Nonprofit Organizations, Social Entrepreneurship, and Leadership Development as well as the design and implementation of programs related to mental health services and youth music education.

B. Where it is deemed necessary to add faculty in order to fully develop the program give the desired qualifications of the persons to be added.

NA

6. *Library, computer, and other instructional resources must be sufficient to adequately support the program.*

A. Describe the available library resources for this program and the degree to which they are adequate to support an effective program. Identify the ways and the extent to which library resources need to be improved to adequately support this program.

Students earning the undergraduate certificate in nonprofit management and leadership will be current UGA undergraduate students, so no additional library resources will be necessary.

B. Likewise, document the extent to which there is sufficient computer equipment, instructional equipment, laboratory equipment, research support resources, etc. available to adequately support this program. Specify improvements needed in these support areas.

Students earning the undergraduate certificate in nonprofit management and leadership will be current UGA undergraduate students, so no additional resources related to computer equipment, instructional equipment, laboratory equipment, research support, etc., will be necessary.

7. *Physical facilities necessary to fully implement the program must be available.*

Describe the building, classroom, laboratory, and office space that will be available for this program and evaluate their adequacy to fully support an effective program. Plans for allocating, remodeling, or acquiring additional space to support the program's full implementation of the program should also be identified.

Current facilities within the SSW as well as in classrooms available across the UGA campus which are currently being used to provide instruction for MNML courses will be adequate.

8. *The expense to the institution (including personnel, operating, equipment, facilities, library, etc.) required to fully implement the program must be identified.*

A. Detailed funding to initiate the program and subsequent annual additions required to fully implement the program are needed below. Estimates should be based upon funding needed to develop an effective and successful program and not upon the minimal investment required to mount and sustain a potentially marginal program.

There will be no additional costs to developing and delivering the certificate. Based on standard course scheduling procedures in the SSW, the Associate Dean determines the number of sections necessary to meet enrollment demands and allocates instructional resources accordingly.

B. Indicate the extent of student support (fellowships, assistantships, scholarships, etc.) available for this program, and evaluate the adequacy of this support. Assistantships funded from institutional (as opposed to sponsored) funds should be included in this funding analysis as well.

There is no need for additional financial support of students earning the certificate.

9. *Commitments of financial support needed to initiate and fully develop the program must be secured.*

A. Identify the sources of additional funds needed to support the program and the probability of their availability.

NA

B. It is particularly important to include in this response the long-range plans for additional or expanded facilities necessary to support an effective program. Evaluate the timing and likelihood of such capital funding.

NA

10. *Provisions must be made for appropriate administration of the program within the institution and for the admission to and retention of students in the program in keeping with accepted practice.*

Describe and evaluate the structure for the administration of the program. Explain the degree to which that structure is in keeping with good practice and accepted standards. Similarly, explain how and by what criteria students will be admitted to and retained in the program, and how these procedures are consistent with accepted standards for effective and successful programs.

The MA NML degree and the existing Graduate Certificate in Nonprofit Management and Leadership as well as Double Dawgs programs between the MA NML program and seven undergraduate majors are currently housed in the School of Social Work's Institute for Nonprofit Organizations, which is where the undergraduate certificate will also reside, so faculty, administrative support, and physical space and technological capacity are already established. We will use existing resources to assist students with advising and registration and with content delivery.

Approvals on File

Proposal: Undergraduate Certificate in Nonprofit Management and Leadership

College: School of Social Work

Department: School of Social Work

Proposed Effective Term: Fall 2019

School/College:

- School of Social Work Associate Dean, Dr. Shari Miller, 3/11/2019
- School of Social Work Dean, Dr. Anna Scheyett, 3/11/2019