UNIVERSITY OF GEORGIA

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University Council

October 6, 2017

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Dear Colleagues:

The attached proposal from the School of Social Work to offer the existing Graduate Certificate in Nonprofit Management and Leadership as an online program will be an agenda item for the October 13, 2017, Full University Curriculum Committee meeting.

Sincerely,

Alison F. Alexander, Chair
University Curriculum Committee

cc: Provost Pamela S. Whitten
           Dr. Rahul Shrivastav

Institution: University of Georgia   **Date:** September 20, 2017

College/School/Division: School of Social Work

Department: Institute for Nonprofit Organizations

Program: Certificate in Nonprofit Management and Leadership – Online

CIP Code: 52020601

Proposed Start Date: Summer 2018

1.   Assessment

The UGA School of Social Work-Institute for Nonprofit Organizations (INPO) has a well-established Certificate in Nonprofit Management and Leadership, approved in 2001, that has been offered face-to-face to degree-seeking students for the past 16 years. In December 2016, the INPO was granted permission from the UGA Graduate School to allow non-degree seeking students to apply for the certificate (beginning in summer 2017). In the fall of 2016, the INPO collaborated with the UGA Office of Online Learning and Hanover Associates to conduct a feasibility study regarding the offering of online curricular offerings in Nonprofit Management and Leadership. This study concluded with the recommendation to offer the Certificate in Nonprofit Management and Leadership online (see relevant excerpts below in *italics*). This finding was consistent with anecdotal information we have been obtaining from employees of numerous nonprofit organizations regarding their need and interest in improving their management and leadership skills as well as strengthening their credentials via access to INPO courses. Given limitations many of them face as far as being able to enroll in a face-to-face M.A. or Certificate program, the online option is seen to be an attractive option.

Executive Summary and Key Findings: *To determine the viability of a proposed program, Hanover uses a scale based on the three metrics: degree conferral trends, competitive saturation, and labor market outlook. The labor market for nonprofit managers appears strong, as the nonprofit sector of the economy remains dynamic, and employment for social and community services managers is projected to grow at faster than average rates in Georgia and the United States through 2024.There would be minimal competitors for this type of online program, with fewer institutions reporting either online or in person conferrals in the Southeast and in Georgia specifically.*

General Considerations: *The nonprofit sector in the United States is growing steadily, with 1.41 million nonprofit organizations registered in 2013. The sector comprises 5.4 percent of the GDP and one quarter of the adult population volunteered with a nonprofit in 2014. As the sector continues to grow, managers with diverse experiences and skillsets will be in demand.*

Recommendations for Program Launch: ***Any proposed online program in nonprofit management at UGA should work to accommodate the needs of current working nonprofit professionals.*** *Based on a scan of job postings and high-level industry trends, it is clear that the field of nonprofit management requires significant work experience. Mid-career professionals may be interested in*

further academic credentials to pursue career advancement, but will likely look to programs that provide flexible scheduling, online networking, and career support.

2.   Admission Requirements

Program administration will reside in the INPO; students interested in pursuing the online version of the Certificate in Nonprofit Management and Leadership can apply as non-degree seeking graduate students through the Graduate School if they are not currently in a UGA graduate program. The Graduate School's admissions standards will be used for non-degree students.

3.   Program Content

The E-version will follow the same 12-credit course requirement already established for the existing face- to-face Certificate in Nonprofit Management and Leadership. While content, material, and assignments will be adapted to better fit the online environment, we have already begun this work by offering one course (Grant Proposal Writing) in an online format and have been working with colleagues at the Center for Teaching and Learning – Office of Online Learning, to outline the plan for developing online versions of other certificate courses. Proposals for certificate E-courses have been submitted to CAPA.

4.   Student Advising

Dr. Anthony Mallon, Director of the INPO, will be the coordinator for the online certificate program and will supervise clearance of students for registration and any ongoing advising issues while students are taking coursework. He will be assisted by Administrative Specialist Ms. Katherine Farlowe, who has been working in a support role with the INPO for several years and has extensive experience in program administration with the current INPO offerings as well as with the more general University policies and procedures regarding application, advisement, and registration. Individual advisement will be conducted with students via relevant communication applications (e.g., video meetings, phone, E-mail). All online certificate students will be part of the INPO student listserv as well as a listserv specifically for online certificate students.

5.   Resident Requirements

This is a certificate program, not a degree program, so there are no residency requirements.

6.   Program Management

The Certificate in Nonprofit Management and Leadership is housed in the School of Social Work's Institute for Nonprofit Organizations, which is where the online version will reside, so faculty, administrative support, and physical space and technological capacity are already established. We will use existing resources to deliver content, with one or two courses being offered each semester with the following recommended sequence for students *(This is a tentative schedule and may be modified to better meet the needs of the students, who would need to take 4 courses/12 credits, to earn the certificate.):*

> Fall:
> MNML 7237E, Theory and Management of Nonprofit
> Organizations MNML 7226E, Evaluation of Professional
>   Practice

Spring:
MNML 7320E, Managing Volunteers
MNML 7060E, Fundraising and Development for Nonprofit Organizations

Summer:
MNML 7957E, Grant Proposal Writing for Nonprofit Organizations

Semester/Year of Program Initiation: summer 2018

First Certificates will be awarded spring 2019.

Annual number of Certificates awarded (once the program is established): 22-26.

Projected future trends for number of students enrolled in the program: The existing Certificate in Nonprofit Management processes on average more than 20 certificates a year. We expect the online version of the non-degree to add visibility and access with a steady increase of certificates awarded each year, based on the feasibility study referred to earlier.

7.   Library and Laboratory Resources

Online access to some library resources will be required, but no additional library resources will be necessary to offer the E-version of the certificate. We will use the current UGA online Learning Management System known as eLC (E Learning Commons, supported by Desire2Learn) to offer these courses. We have been working with colleagues from the UGA Office of Online Learning to outline the process of developing the online versions of the Certificate courses and to ensure that instructional faculty are trained in the delivery of this content to ensure the ongoing quality of the program.

8.   Budget

The program will rely on existing resources in the SSW and the INPO – administrative support staff and faculty instructors. Start-up costs may entail some investment of time on the part of faculty in order to convert the current face-to-face courses to online format, but this will not require an extensive degree of "from the ground-up" development of new courses, since these are courses that have been delivered consistently with established learning outcomes and assessment mechanisms.

We have been working with colleagues at the UGA Office of Online Learning (Flint Buchanan, James Castle, and Steve Balfour) over the past several months to develop our internal capacity at online course development and, in consultation with the OOL, we will access external support as needed (see budget narrative regarding this below). We have also been working with Nancy Byron, Marketing and Communications Manager with the OOL, to develop a marketing plan for the Certificate.

• Initial instructional design consultation/course conversion from face–to-face to online: We have been working with the UGA Office of Online Learning to develop estimates of these costs (which may include consultation from an external instructional design consultant working in tandem with the INPO and the Office of Online Learning. We have designated up to approximately $50,000 currently available in the SSW in lapsed faculty salary to support these one-time start-up costs, which will result in the development of a Certificate program that can be delivered with a high level of quality in terms of content and student engagement and accessibility. This investment will also result in building a sustainable capacity among INPO staff and faculty to deliver the program long- term and to develop additional course offerings as needed without the need for ongoing external consultation.

- Anticipated revenue generated by the Online Certificate in Nonprofit Management and Leadership are as follows:*

  First Cycle of Students: $91,872 = E-rate + Std. MA tuition ($275 +363) * 12 Credit hours * 12

  Students Future Cycles: $183,744 = E-rate + Std. MA tuition (275 + 363) * 12 Credit Hours * 24

  Students

  *(we make a conservative estimate of 12 students in the first year with anticipated averages of 24 per annual cohort with a range of 22-26 as stated earlier)

9. Program Costs Assessed to Students

There are no additional anticipated costs beyond those that students would normally incur in the current face-to-face certificate pogrom except for an additional tuition E-rate of $275.

10. Accreditation

Program accreditation is not available for the Certificate in Nonprofit Management and Leadership. 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.

Approvals on File

Proposal: Offer Existing Graduate Certificate in Nonprofit Management and Leadership Online

Department: Institute for Nonprofit Organizations

College: School of Social Work

Proposed Effective Term: Summer 2018

Department:

- Institute for Nonprofit Organizations Director, Dr. Anthony Mallon, 8/17/2017

School/College:

- School of Social Work Dean, Dr. Anna Sheyett, 8/17/2017

Graduate School:

- Graduate School Dean, Dr. Suzanne Barbour, 9/18/2017