MASTER OF NONPROFIT MANAGEMENT

Program Handbook
For the Entering Class of Fall 2017

Program Director: Prof. Renee Irvin
rirvin@uoregon.edu

Master of Nonprofit Management Program Description

The Master of Nonprofit Management is a professional degree providing training for students in administration of nonprofit organizations. Due to the astonishing growth of the nonprofit sector over the past three decades in the U.S. and the equally rapid growth of nongovernmental organizations internationally, the sector has professionalized. Nonprofit employees now seek master's-level training in order to advance their careers and specialize in nonprofit administration.

Fully 9 percent of the U.S. GDP is now produced by nonprofit and philanthropic organizations. The nonprofit sector is no longer a career that people fall into, but an avocation that students prepare for with a rigorous, focused degree program.

This degree is distinct from a Master of Business Administration and a Master of Public Administration due to the nonprofit sector's unique funding and management structures. Unlike businesses, nonprofits gather revenues from a variety of funding streams, each with its own unique development challenges: government and foundation grants, membership revenues, gifts from major donors, broad-based support (small gifts), special events and sponsorships, endowment income, commercial revenue (such as fees for services), bequests, and many other forms of funding peculiar to the nonprofit sector.

Nonprofits also operate in a tax-exempt financial reporting environment, in which financial management issues and accounting challenges differ considerably from those faced by businesses. Nonprofit human resource management shares some features with business and government sectors, but also has unique aspects, such as volunteer recruitment, motivation and management. To

illustrate, managing a corps of volunteers without the motivation of salary is a daunting task and its difficulty is often underestimated.

Service to a broader public mission is a feature shared by both the government and nonprofit sectors, so it is not surprising that a majority of the nation's nonprofit administration programs have emerged from schools of public administration or public policy. Yet again, the nonprofit administrative skill base differs from that required in government agencies. Government revenue originates from the tax base and budgets are determined hierarchically. Government entities are constrained in their operation due to legislation, in an effort to ensure that public funding is not misused. The nonprofit sector, in contrast, is comparatively free to experiment and innovate without binding controls on process. Governments contract out to nonprofits, and government management now frequently centers on the ability to create public outcomes via networks of providers, whereas nonprofit management is largely internal.

Despite the differing features of the government, business, and nonprofit sectors, drawing on professional training elements from all three sectors is critical for a Master of Nonprofit Management. We have crafted a strongly skills-focused curriculum, melding best practice elements from the three sectors into all courses. As long as you take advantage of the opportunities we've built into the program to network with other professionals in the nonprofit/philanthropy sector, you'll find that the MNM degree provides the right foundation for a career in nonprofit/NGO or foundation leadership.

University of Oregon is highly engaged in helping shape our growing academic field. Faculty are prominent researchers in their areas of expertise, and our curriculum reflects our nonprofit/NGO-first approach to the degree. Along with other universities, one of the projects we are working on this year is launching an accreditation process for MNM programs in the US and internationally.

The School of Planning, Public Policy & Management is a community that values inclusion. We are a committed to equal opportunities for all faculty, staff and students to develop individually, professionally, and academically regardless of ethnicity, heritage, gender, sexual orientation, ability, socio-economic standing, cultural beliefs and traditions. We are dedicated to an environment that is inclusive and fosters awareness, understanding, and respect for diversity. Please get involved in the department-wide Equity Initiative – everyone is welcome to help push PPPM to be a learning organization and an inclusive place for all students. If you ever feel excluded or threatened, please provide, at the very least, some anonymous feedback so that we can learn. Or talk to us -- contact your instructor and/or the MNM program director or PPPM School head. The University Bias Response Team is also a resource that can assist you. Find more information at their [website](#) or by phoning 541-346-2037.

MNM Curriculum

The 72 credit program prepares students to become effective and creative leaders in the nonprofit sector. The program is comprised of four components: 1) core courses, 2) an elective field of interest (concentration), 3) internship and professional development training, and 4) the management sequence and management consultancy course.

MNM Core Courses

The nine core courses (33 credits) provide students with the financial, revenue development, and management skills to be effective leaders in the nonprofit sector.

First Year, Fall term

PPPM 618, Public Sector Theory   **4 credits**
The context of professional public services includes the history and theoretical foundation for public policy and management in the government and nonprofit sectors.

PPPM 656, Quantitative Methods   **5 credits**
Develop skills in using quantitative analysis to evaluate policies and programs. Emphasizes selecting appropriate analysis procedures, interpreting results appropriately, and writing clearly about findings.

PPPM 680, Managing Nonprofit Organizations   **4 credits**
Principles of effective management of nonprofit organizations. Focuses on governance, strategy, legal structure and standards, and volunteer administration.

PPPM 623, Professional Development   **1 credit**
Students identify career goals and prepare professional materials for the internship and post-graduation. If you are working in a professional position currently and intend to continue in that position after graduation, you may waive PPPM 623 and replace the credit with an elective credit.

First Year, Winter Term

PPPM 581, Fundraising for Nonprofit Organizations   **4 credits**
In-depth introduction to fundraising for nonprofit organizations with an emphasis on annual giving, major gifts, planned giving, and campaigns.

PPPM 507, Nonprofit Financial Management   **4 credits**
Analyzing the financial health of an organization, budgeting, maintaining steady financing throughout the year, financing special projects, and safeguarding the assets of an organization.

(Additional credits winter term of the first year are management or elective course credits.)

First Year, Spring Term

PPPM 586, Philanthropy and Grantmaking Seminar   **2 credits**
Overview of the history, economics, and practice of philanthropy and grant making in the United States. Students study philanthropy from a multidisciplinary perspective and finish the quarter by awarding a $15,000 grant to a nonprofit organization of their choice.

PPPM 526, Strategic Planning & Management   **4 credits**
This class focuses on the theory and practice of strategic planning and strategic management in education, and public sector and nonprofit agencies, covering various approaches to designing

and conducting strategic planning, including specific techniques for conducting environmental scans, SWOT analyses, strategic issue identification, and strategy formulation.

(Additional credits spring term of the first year are management, elective, or internship credits.)

Summer Term between First and Second Year

Complete 3-credit internship (can be completed during the academic year). A few nonprofit courses are available during the summer as well, including the study abroad program to Argentina. Note that tuition is cheaper Summer term.

Second Year, Fall Term

PPPM 687, Nonprofit Board Governance   **1 credit each term**
Students learn the principles of board governance while serving on governing boards of nonprofit organizations for one year. This course continues Winter and Spring terms for a total of 3 credits.

PPPM 686 Nonprofit 48-Hour Charrette   **1 credit**
Held at the end of "zero week" just prior to the start of Fall term, students engage in a 48-hour policy or management charrette on a problem that faces nonprofit professionals. This project is intended to simulate the real-world environment where nonprofit executives are given short time frames to research and respond appropriately to a topic that they know little or nothing about. Over 48 hours, students, working in groups, will read relevant documents, write a memo detailing the evidence base and key issues, and give an oral presentation. Incoming first year students will have the opportunity to view the presentations as part of their orientation to the program. This component of the curriculum is a signature event and rite of passage each fall.

Also take internship, electives, or management sequence credits.

Second Year, Winter Term

Continue taking **Board Governance**

PPPM 522, Grant Proposal Writing (this course is offered every term)   **1 credit**
An introduction to the process of preparing grant applications and material for funded research.

Also take internship, electives, or management sequence credits.

Second Year, Spring Term

PPPM 688, Nonprofit Management Consultancy   **4 credits**
In teams, students complete administrative projects on behalf of regional nonprofit organizations. Topics vary according to the nonprofit organizations who apply for assistance each year.

Continue taking **Board Governance**, and take electives or management sequence courses.

Core Course Policies
- All core classes must be taken for a letter grade, with the exception of Grant Proposal Writing.
- Students must earn an average GPA of 3.0 in the nine core courses. The GPA is computed as weighted average based on each course's credit hours.
- If a student has taken a core course (or its equivalent) prior to entering the MNM program, a more advanced course in that area or a complementary course approved by the instructor and the MNM director may be substituted. The course substitution form is available on the department website.
    - For students who graduated from the PPPM undergraduate program, the policy on taking PPPM 581, 586, and 684 are as follows: if grade of "A-" or higher was earned in the undergraduate version of the course, a higher level or complementary course should be taken instead of the MNM core course. If a "B-" or higher was earned in the undergraduate course, the student has the option of taking a higher level or complementary course or taking the MNM core course. Finally, for grades below a "B-," the MNM core course should be taken.

MNM Fields of Interest
Students develop a substantive area of expertise by taking a minimum of 20 credits of coursework in a field of interest. The MNM offers flexible but suggested curricula for fields such as those listed below. **You may design your own field of interest (most students do)**, or choose from one of the following options, but the final list must be in consultation with your faculty advisor. See the "MNM Fields of Interest" list for sample courses within each topic area.

Marketing and Development: For students wanting to work in development (fundraising) or advancement. (Career options in this field are excellent and well remunerated.)

Social Entrepreneurship: For students seeking closer links to social enterprise and social good businesses, or focused on developing fee-based commercial enterprise within nonprofit organizations.

Equity/Social Justice: For students pursuing careers specifically in advocacy organizations with a social change focus.

Policy: For students entering fields where public advocacy and influencing government and legislative decision making is critical.

Environmental Sustainability: For students pursuing careers in the environmental nonprofit/NGO sector.

Arts & Cultural Leadership: For students specifically interested in a career in administration of arts and cultural organizations. This is undergoing approval to become a formal graduate specialization.

International Development: For students seeking or continuing careers with INGOs, humanitarian organizations, and aid to developing countries.

Education and Social Services: For students interested in private educational institutions, health-related nonprofit agencies, or any social service organization including those devoted to children, teens, substance abuse, housing, and so on.

Public Relations & Advocacy: For students headed for careers in organizations that seek to inform, persuade, and change behaviors of the public.

Food Studies: Complete the Graduate Specialization in Food Studies, which offers an interdisciplinary slate of courses on local and global food systems and food justice.

Planning and Community Development: For students pursuing careers in philanthropy (grant making), and urban and rural economic development.

University of Oregon has a wealth of graduate-level courses across campus for MNM students to design an interdisciplinary concentration. The availability of courses for your field of interest depends on the host department, so you should inquire about access to certain courses if they are offered outside the PPPM department. Students develop their own field of interest in consultation with a PPPM faculty advisor; we encourage you to craft a field of interest that suits your particular career goals.

Field of Interest Elective Course Policies
- Field of interest elective courses may be taken either for a grade or pass/fail. A grade of "B-" or better is required of graduate students to pass a course under the pass/fail option.
- There are many courses outside of the PPPM School that are relevant to nonprofit management. There is no limit on how many can be taken for the field of interest. See the UO listing of classes ("class schedule") for a list of courses routinely offered in other departments.
- Finding courses in other departments ahead of time may seem daunting, because you don't know what term a course will be offered. Here is how to obtain an advance preview of other departments' draft class schedules: go to http://classes.uoregon.edu and select the current term. In the URL at the top of the screen, change the number to the next digit. If it says "201702", change it to "201703", for example. You'll see the courses planned (but still in draft stage) for that next term.
- If you are unable to register for a course in another department (it might be closed to non-majors), email the instructor to inquire about taking it. If that instructor says no, there might be an important reason – you don't have the prerequisites, for example. If not, email your faculty advisor in PPPM to see if he or she might lend a hand in advocating on your behalf. Usually other faculty members accommodate our students out of professional courtesy, because so many external graduate students from outside PPPM take PPPM courses.
- In addition to being able to take classes in other departments, UO students may take classes at other universities in Oregon (OSU, PSU) and transfer those credits to UO. Information on how to transfer those credits is available at the UO Office of the Registrar.

Internships & Professional Development

There are two components of the MNM internship requirement. The first is enrollment in an Internship and Professional Development course (1 credit, PPPM 623). Students begin the course starting orientation week and continuing through fall term of their first year. Through this course students identify their career goals and develop a plan to prepare themselves to meet the goals. Students identify summer internship and post-graduation fellowship opportunities, and develop polished resume and cover letters.

The second component is completion of an internship. Internships offer students opportunities to explore and clarify career goals, apply academic learning, enhance and learn new skills, gain experience, and network with professionals. Unlike jobs, internships are supervised training experiences with the explicit intent of developing skills. Internships are highly recommended for all MNM students, and required for those with fewer than two years of relevant professional experience.

Students are required to enroll in 3 pass/fail credits of PPPM 604 Internship. In collaboration with the internship site supervisor and the Internship Director, students identify learning goals and outline specific tasks and responsibilities that support these goals. By achieving their learning goals, students acquire a set of transferable skills and real-world experiences that prepare them for professional positions, fellowships, or further academic study. Gaining relevant professional experience beyond the 3 credits is **highly** recommended. Students may do so either for credit or not for credit. For more information on the Internship Program see the PPPM School website.

Internship Policies

- Three credits of internship is the equivalent of 90 hours in an internship placement.
- A maximum of 10 internship credits may be taken. Credits beyond the required 3 will count as elective credits.
- If a student has two or more years of related professional experience, the internship requirement may be waived. In lieu of the internship, 3 additional credits of elective courses should be taken.

Management Sequence and Nonprofit Consultancy Project:

MNM students complete the **Management Sequence**, which involves specialized coursework in management topics. Students also complete the Nonprofit Management Consultancy course. Courses listed below may be used as electives for your field of interest, but cannot double count.

Management Sequence (16 credits)
12 credits from the following*:

PPPM 565 Program Evaluation	4 credits
PPPM 507 Advocacy Seminar	2 credits
PPPM 507 Public Sector Leadership	2 credits
PPPM 507 Volunteer Management	2 credits
PPPM 507 Strategic Communications	4 credits
PPPM 587 Impact Philanthropy	4 credits
PPPM 525 Project Management	4 credits

PPPM 633 Public Management	4 credits
PPPM 548 Collaborative Planning and Management	4 credits
PPPM 552 Public Participation Diverse Communities	4 credits
PPPM 685 Social Enterprise	4 credits
PPPM 625 and 626 Community Planning Workshop	10 credits total
CRES 610 Nonprofit Law/Management Clinic	4 credits total
CRES 631 Managing Conflict in Organizations	4 credits
AAD 616 & 617 Arts Marketing, Media & Communications I & II	8 credits total
AAD 520 Event Management	4 credits
AAD 612 Cultural Administration	4 credits
MGMT 623 Negotiation	3 credits
MGMT 625 New Venture Planning	3 credits

Plus:

PPPM 688 Nonprofit Management Consultancy (required)	4 credits

*Other courses may be approved for Management Sequence credit on an individual basis – there are many options, too numerous to list here. If you find a course elsewhere on campus through another department, check with your MNM faculty advisor to determine if that course will count as a management sequence course. Generally, any course with contents that directly relate to the administration of nonprofit organizations will be approved for the MNM management sequence. For example, Community Planning Workshop (PPPM 625+626) will work if your team is completing a project on behalf of a nonprofit agency, or a government project that has a substantive impact on the nonprofit sector.

PPPM 688 Nonprofit Management Consultancy Policies

- The Nonprofit Management Consultancy course provides a culminating experience for the program. Prior to participation in the Nonprofit Management Consultancy, a majority of the required core course credits and Management Sequence course credits must be completed.
- Concurrent (dual) degree students may substitute a required thesis in their other department in lieu of the Nonprofit Management Consultancy course. In this case, the student's thesis must be approved by the MNM faculty to be relevant to the MNM degree.

Concurrent Degrees

MNM students may complete concurrent degrees with another graduate program in PPPM or elsewhere on campus. Programs of interest may include (but are not limited to) Law, Business, Conflict and Dispute Resolution, International Studies, Environmental Studies, Sociology and Political Science.

A concurrent MNM/Master of Public Administration (MPA) degree may be of interest to some students. The MNM and MPA curricula are closely related but still distinct. Pursuing both degrees can provide an extremely strong background for work in both the nonprofit and public sectors. Because of the close relationship between the MNM and the MPA, the curriculum for this

concurrent degree combination is carefully prescribed. It is detailed in the Appendix in the last page of this MNM Policy Handbook.

Concurrent Policies

- Students interested in a concurrent degree program must 1) apply to and be accepted in both programs separately, and 2) meet with faculty advisors in both programs to develop an academic plan. Usually concurrent degrees decrease the time it takes to complete two separate degrees by at least a year.
- An official **Declaration of Concurrent Degree** form must be completed, approved by both program directors and the graduate school.
- During the first week of your final term at UO, submit a **Concurrent Program Plan** form.
- The MNM program will accept the core courses of the second graduate degree as field of interest credits.
- You may complete your internship via another department, as long as you meet the minimum credit total threshold for the MNM degree.
- Students must be "in residence", paying tuition to PPPM for a minimum of one full year.
- Concurrent degrees are only possible within the UO, and are not possible across other universities.

Policies for Students with Previous Nonprofit Coursework

If you join the MNM program while you are already a student in the UO Graduate Certificate in Nonprofit Management program:

> All existing Certificate requirements that you have taken in the PPPM department so far can be credited towards your MNM degree. In addition, elective credits towards the Certificate that you have taken outside the department will be considered on a case-by-base basis as to whether they can apply towards the MNM degree. Meet with your MNM advisor to create an individualized degree program. However, keep in mind that you cannot earn both the Certificate and the MNM.

If you received the Graduate Certificate in Nonprofit Management from the UO at some time in the past:

> The 15 credits of required core classes you completed for the Certificate, as well as any internship credits you completed, will count towards the MNM degree. In addition, elective courses you completed will be considered for inclusion in your MNM degree on a case-by-case basis. Meet with your MNM advisor to create an individualized degree program.

If you received training equivalent to the UO Graduate Certificate in Nonprofit Management from another university:

You may be able to waive up to 25 credits of MNM degree requirements if you have completed equivalent coursework elsewhere. Meet with your MNM advisor to create an individualized degree program.

Transferring Credits

Students may petition PPPM and the Graduate School to transfer up to 15 graduate credits from another graduate program if the credits: 1) are relevant to the MNM program, 2) were taken within seven years of the date of MNM graduation, 3) were not used towards a prior completed graduate degree, 4) were taken at an accredited university, and 5) earned a "B" or higher (or a Pass in a Pass/Fail course). The credit transfer form is available at the UO Graduate School Forms website. Please return the form to your faculty advisor.

Students should meet with their advisor to discuss how the credits will count towards the MNM degree (core or field of interest).

Student Advising

- When students start the program, they are each assigned a faculty advisor. Students are strongly encouraged to meet with their advisor in the first term of study and as needed throughout the year for answering questions related to program requirements, for advice on elective course selection, and to answer other curriculum matters.
- You are welcome to change your faculty advisor if another faculty member is a better fit. Please inform Heather Mutony and your new faculty advisor.
- In the fall of the second year, you are required to meet with your advisor for a mid-program review. Bring a copy of your Professional Development Plan (the one you completed in the Professional Development course) to your mid-program review. Your advisor reviews and discusses with you what degree requirements must be fulfilled prior to graduation.

Academic Calendar
- The academic calendar, with add and drop deadlines, can be found on the Registrar's website.

Academic Standing

- Students have seven years to complete their MNM while maintaining continuous enrollment (summers excluded). Any credits taken earlier than seven years from graduation will expire and not be valid towards the MNM. Exceptions are (sometimes) made exclusively for military service and serious health conditions.

- Graduate students must convert a grade of Incomplete ("I") into a passing grade within one calendar year of the term the course was taken. If there are extenuating circumstances, there is a process to petition the UO Graduate School for a removal of an incomplete that is longer lasting than one year.

- Grades below "C-" are not accepted for graduate credit but are computed in the grade point average (GPA). For pass/fail classes, a grade of pass must be equal to or better than a "B-." A student may retake a class if a very low grade is earned, and the grades will be averaged.

- Students must maintain a 3.0 GPA to be in good standing and to graduate from a PPPM graduate program. At the end of the first year of classes (for full time students) or after completion of 36 credits (for part time students), a 3.0 cumulative GPA is required in order to continue in the graduate program. If in subsequent terms a student's cumulative GPA drops below a 3.0, he or she is given one term to raise the cumulative GPA to at least the 3.0 level.

- Failing five credits ("F" in a graded class or "N" in a pass/fail class) is grounds for expulsion from the program.

Miscellaneous

Where to Go When You Have Questions

See **your** a**ssigned faculty advisor** (in Hendricks Hall) if you have a question about a course, your planned curriculum, and so on. Your faculty advisor serves as your academic advisor.

Bob Choquette, Graduate Admissions Coordinator, Hendricks Hall 119
Admissions process
Online admissions portal access
Fall orientation/retreat
Finding housing
GE applications

Internship Director (TBA), Hendricks Hall 121A
All questions regarding completing or not completing an internship or PPPM 623 Professional Development.

Heather Mutony, Lawrence Hall 105A
Pre-authorization to add internship or independent study course
Student records, graduation clearance
Graduate School & University requirements
Department program requirements
Graduation clearance
Petitions and waivers
GE (GTF) and student worker payroll
Classroom scheduling

Tiffany Benefiel, Lawrence Hall 105A
PPPM listservs manager

Faculty office hours
Keys and computer lab access
Events/rooms/catering reservations

Shaun Haskins, Lawrence Hall 105A
Event & trip cost estimates
Invoices and reimbursement for approved expenses

Facilities Office, Lawrence Hall 124
Equipment reservation

Output Room, Lawrence Hall 280
Printing huge posters

Graduate Teaching Fellowships/Graduate Employment Positions

- In the winter or spring of each academic year the PPPM department advertises its GE positions for the following year. On occasion, additional departmental GE positions will become available at other times of the year, and notices will be emailed and posted.
- Students have been very successful obtaining administrative GE positions throughout the university. Current listings are available throughout the school year on the Graduate School's webpage.

Graduation

- Students must apply for their degree by the second Friday of the term; see the UO Graduate School's website. **The UO Graduate School requires students to be registered for 3 credits or more (in any department) during the term in which they graduate!**

Appendix – The Concurrent MNM / MPA Program

The concurrent Master of Public Administration (MPA) / Master of Nonprofit Management (MNM) degree program requires 94 credits to complete. The MPA program is more prescribed in terms of timing of the courses (certain courses have prerequisites), so plan early if you want to complete both degrees. The concurrent program requires that students complete the following requirements:

MNM-SPECIFIC CORE COURSES: 23 credits	Term/Year	Credits	Grade
PPPM 522, Grant Proposal Writing (any term)		1	
PPPM 526, Strategic Planning for Management (Spring)		4	
PPPM 581, Fundraising for Nonprofits (W, Su)		4	
PPPM 586, Philanthropy and Grant Making (Spring)		2	
PPPM 686, Nonprofit 48-Hour Charrette (Fall)		1	
PPPM 680, Managing Nonprofit Organizations (Fall)		4	
PPPM 687, Nonprofit Board Governance (F, W, S)		3	
PPPM 507, Nonprofit Financial Management (W)		4	

MPA-SPECIFIC CORE COURSES: 25 credits	Term/Year	Credits	Grade
PPPM 628, Public Sector Economics (Fall)		4	
PPPM 629, Public Budget Administration (Fall)		4	
PPPM 633, Public Management (Spring)		4	
PPPM 636, Public Policy Analysis (Winter)		4	
PPPM 637, MPA 48-Hour Project (Fall, zero week)		1	
PPPM 657, Research Methods (Winter)		4	
PPPM 684, Public Financial Management (Spring)		4	

OVERLAPPING CORE COURSES: 9 credits	Term/Year	Credits	Grade
PPPM 618, Public Sector Theory (Fall)		4	
PPPM 656, Quantitative Methods (Fall)		5	

Plus 8 credits of graded coursework from PPPM. (Select from PPPM electives. Courses completed in this section cannot be the same as the courses used for the 8 credits of MNM Management Sequence courses.):

PPPM ____, _____ – _____

PPPM ____, _____ – _____

PPPM ____, _____ – _____

INTERNSHIP (7 credits)	**Term/Year**	**Credits**	**Grade**
PPPM 623, Professional Development (Fall)	_____	1	_____
PPPM 604, Internship-Nonprofit (any term)	_____	3	_____
PPPM 604, Internship-Public Sector (any term)	_____	3	_____

MNM/MPA SYNTHESIZING EXPERIENCE

Complete the MPA Capstone and the MNM Management sequence (22 credits)

MPA CAPSTONE: 10 credits	Term/Year	Credits	Grade
PPPM 638, MPA Capstone I (Winter)	_____	5	_____
PPPM 639, MPA Capstone II (Spring)	_____	5	_____

MNM Management Sequence: 12 credits

PPPM 688, Nonprofit Mgmt Consultancy (Spring)	_____	4	_____

Plus 8 credits from the following Management Sequence electives:

PPPM 507, Volunteer Management (Summer)	_____	2	_____
PPPM 507, Nonprofit Legal Issues (Fall)	_____	4	_____
PPPM 507, Strategic Communications (Spring)	_____	4	_____
PPPM 587, Impact Philanthropy (Spring)	_____	4	_____
PPPM 548, Collab. Planning & Mgmt (Spring)	_____	4	_____
PPPM 552, Public Particip Diverse Comm (Winter)	_____	4	_____
PPPM 565, Program Evaluation (Fall)	_____	4	_____
PPPM 685, Social Enterprise (Winter)	_____	4	_____
AAD 520, Event Management (Spring)	_____	4	_____
AAD 612, Cultural Administration (Fall)	_____	4	_____
MGMT 625, New Venture Planning (Fall)	_____	4	_____
Other course (with MNM director approval)	_____	_____	_____