## School of Planning, Public Policy and Management

# MASTER OF NONPROFIT MANAGEMENT

## Program Handbook and Advising Materials

For entering students
Fall 2021 through Summer 2022

Hello incoming class of Fall 2021!

**Keep this program handbook!**  The materials in this handbook will help guide you through your entire degree program, and **you will need to refer back to it repeatedly**.  We want to make sure that you sail smoothly through the bureaucratic waters of your master's degree program.

At any time during your studies here at University of Oregon, if you have any questions, always feel free to ask your faculty advisor or ask me. As PPPM faculty members, we want you to make the most of your opportunity to learn and grow professionally while you are here.

Sincerely,
Dyana Mason, PhD
Master of Nonprofit Management Program Director
dmason@uoregon.edu
541-346-2324

# 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 5.4% 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, ticket sales and subscriptions), 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 have 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 a handful of other universities, we are in the first ever cohort of programs to gain accreditation from the Nonprofit Academic Centers Council.

**A welcoming environment depends on all of us.** 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 race, 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 PPPM-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. You can also call the university's 24-hour hotline, 541-346-SAFE, to be connected to a confidential counselor to discuss your options. If you are experiencing hate or discrimination, you can obtain resources here: RESPECT.uoregon.edu, or phone 541-346-5555.

# MNM Curriculum

The 70-credit program prepares students to become effective and creative leaders in the nonprofit sector. The program consists 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. The UO Graduate School requires you to be enrolled in at least 3 credits per term, including your last term in the program. The exception is summer term, when you may take zero credits. If you need to drop down to fewer than 3 credits per term or take a leave of absence during the academic year, see the section on UO Graduate School Policies later in this handbook.

## *MNM Core Courses*
The eleven core courses (31 credits) provide students with the leadership, management, and financial skills to be effective leaders in the nonprofit sector.

**First Year, Fall term** (your particular schedule may vary)

**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 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.

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

## First Year, Spring 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 586, Philanthropy and Grantmaking Seminar**                               **2 credits**
Overview of the practice of philanthropy and grant making in the United States. Students study philanthropy from a multidisciplinary perspective and finish the quarter by awarding a $20,000 grant to a nonprofit organization of their choice.

**PPPM 684, Public & 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 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. Note that tuition is less expensive Summer term.

## Second Year, Fall Term

**PPPM 687, Nonprofit Board Governance**                                    **1 credit each term**
Students learn the principles of board governance in class (2 to three sessions per term) 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 is new to them.  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 620, Research Skills**                                                                          **2 credits**
This class introduces research methods that you'll be utilizing for the Nonprofit Management Consultancy.

Also take internship, electives, or management sequence credits.

## Second Year, Spring Term
Continue taking **Board Governance**

**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 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 681 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 23 credits of coursework in a field of interest (including an internship).  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 in Appendix V 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 policy analysis and influencing government and legislative decision-making are critical.

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

**Arts & Cultural Leadership**:  For students specifically interested in a career in administration of arts and cultural organizations.  You can obtain both the MNM and the Graduate Certificate in Arts Management degrees without extra coursework added to your two years of study. See Appendix II, and the Arts & Cultural Leadership blog site: https://blogs.uoregon.edu/artsandculturalleadership/

**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.

**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/no pass. A grade of "B-" or better is required of graduate students to pass a course under the pass/no pass 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 "202102", change it to "202103", 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 they 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 the Professional Development course (1 credit, PPPM 623). Students begin the course starting orientation week and continue 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 enroll in 3 or more (you may take up to 10) pass/no pass 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. Gaining relevant professional experience beyond the 3 credits is **highly** recommended. For more information on the Internship Program see the PPPM School Internship website.

## Internship Policies

- Three credits of internship is equivalent to 90 hours of work 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. <u>Courses listed below may be used as electives for your field of interest, but cannot double count</u>.

## Management Sequence (16 credits)

| | |
|---|---|
| PPPM 688 Nonprofit Management Consultancy (required) | 4 credits |

### AND

<u>12 credits from the following*</u>:

| | |
|---|---|
| PPPM 565 Program Evaluation | 4 credits |
| PPPM 507 Community Organizing | 4 credits |
| PPPM 507 Advocacy/Lobbying Seminar | 2 credits |
| PPPM 507 Leading Nonprofits Seminar | 2 credits |
| PPPM 507 Public Sector Leadership | 2 credits |
| PPPM 583 Volunteer Management | 2 credits |
| PPPM 507 Strategic Communications | 4 credits |
| PPPM 507 Visual Communications | 4 credits |
| PPPM 587 Impact Philanthropy | 4 credits |
| PPPM 525 Project Management | 4 credits |
| PPPM 532 Justice & Urban Revitalization | 4 credits |
| PPPM 633 Public Management | 4 credits |
| PPPM 548 Collaboration | 4 credits |
| PPPM 552 Public Participation Diverse Communities | 4 credits |
| PPPM 574 Event Management | 4 credits |
| PPPM 572 Creative Placemaking | 4 credits |
| PPPM 575 Performing Arts Management | 4 credits |
| PPPM 685 Social Enterprise, tentatively offered Winter 2023 | 4 credits |
| PPPM 625 and 626 Community Planning Workshop | 10 credits total |
| PPPM 607/670 Cultural Administration | 4 credits |
| LAW 707 Nonprofit Law/Management Clinic | 6 credits total |
| CRES 631 Managing Conflict in Organizations | 4 credits |
| MGMT 623 Negotiation | 3 credits |
| MGMT 625 New Venture Planning | 3 credits |

<u>Plus:</u>

*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 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 Appendix III at the end 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 your field of interest credits for the MNM.
- 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", meaning that you are enrolled as an MNM major for at least one academic 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 13 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.

**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. See below for the list of advisors.
- You are welcome to change your faculty advisor if another faculty member is a better fit. Please inform your new faculty advisor.
- In the spring of the first 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

PPPM 623 Professional Development course fall term) 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: https://registrar.uoregon.edu/calendars/academic/five-year

# 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/no pass 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/no pass class) is grounds for expulsion from the program.

# Miscellaneous

## Where to Go When You Have Questions

See **your assigned 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. A list of advisors and their advisees is provided at the fall orientation.

**Faculty advisors include:**
Renee Irvin

Doug Blandy
Saurabh Lall
Patricia Lambert
Dyana Mason
José Meléndez
Eleonora Redaelli

**Consult Dyana Mason, PhD, MNM Director, Hendricks Hall 147C for:**
MNM curriculum oversight, exceptions, etc.
dmason@uoregon.edu

**Bob Choquette, Graduate Admissions Coordinator, Hendricks 119**,
choquett@uoregon.edu
Admissions process
Online admissions portal access
Fall orientation/retreat
Finding housing
GE applications, GE assignments

**Julie Voelker-Morris, Career Services Director, Hendricks 121A**, jvoelker@uoregon.edu
All questions regarding completing or not completing an internship or PPPM 623 Professional
Development.

**Martine Wigham, Lawrence Hall 119B,** mkwigham@uoregon.edu
Pre-authorization to add internship or independent study course
Campus room scheduling requests
Event/catering requests
Classroom scheduling

**Tash O'Brien, Hendricks Hall 105,** nar@uoregon.edu
Keys and Hendricks building access (including Hendricks computer lab)
Scholarship and tuition remissions
Event & trip cost estimates
Purchasing and contracts
GE appointments and GE/student worker payroll
Student records, commencement clearance

**Facilities Office, Lawrence Hall 124**
Equipment reservation

**Output Room, Lawrence Hall 280**
Printing large posters

## Graduate Employment (GE) Positions

- In the winter or spring of each academic year PPPM advertises its very limited number of
  GE positions for the following year. On occasion, additional PPPM GE positions will

become available at other times of the year and notices will be emailed to all PPPM graduate students regarding these openings. The faculty members associated with the particular GE review the applications and select the student they feel is best equipped to perform the duties of the position.  Approximately 10% of PPPM graduate students have a GE appointment from PPPM in any given term.

- PPPM students have been very successful obtaining administrative GE positions elsewhere at the university, outside of PPPM.  Current listings are available throughout the school year on the Graduate School's webpage.  Positions sometimes open up at the very last minute (as late as week 1 of an academic term). Another 10 to 20% of PPPM graduate students have a GE in a department outside of PPPM in any given term.

## UO Graduate School Policies
The Graduate School is in Campbell Hall, located right across the Pioneer Mother pathway from Hendricks Hall.

- **Waiver of Graduate School policies:** petition forms can be found on the Graduate School website.
- **Leave of absence:** If you need to take a term or more off (during the academic year), apply with the Graduate School for a leave of absence. After your absence, you must then obtain permission from the Graduate School to re-register.

## 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!**  This is the UO Graduate School's rule, and they do not permit exceptions.
- The **PPPM graduation ceremony** is quite formal, and is approximately one hour in length.  It is held the day before the College of Design/University of Oregon commencement ceremonies, which are usually held the Monday following finals week in June.  Please include this in your graduation plans so we can honor you personally.

# Appendix I – MNM Progress Sheet for Fall 2021 Cohort Onward

Use this form to track your progress through the MNM degree.

| CORE COURSES: 31 credits | Term/Year | Credits | Grade |
|---|---|---|---|
| PPPM 686, Nonprofit 48-Hour Charrette | Fall/2nd | 1 | _____ |
| PPPM 522, Grant Proposal Writing (any quarter) | _____ | 1 | _____ |
| PPPM 618, Public Sector Theory | Fall/1st | 4 | _____ |
| PPPM 623, Professional Development | Fall/1st | 1 | _____ |
| PPPM 656, Quantitative Methods | Fall/1st (or 2nd for A&CL) | 5 | _____ |
| PPPM 680, Managing Nonprofit Organizations | Fall or Sum/1st | 4 | _____ |
| PPPM 581, Fund Raising for Nonprofit Organizations | Spring or Sum/1st | 4 | _____ |
| PPPM 586, Philanthropy and Grant Making | Spr/1st | 2 | _____ |
| PPPM 684, Public & Nonprofit Financial Mgt | Spr/ 1st | 4 | _____ |
| PPPM 620, Research Skills | Win/2nd | 2 | _____ |
| PPPM 687, Nonprofit Board Governance | Fall+Win+Spr/2nd  1+1+1 = 3 | | _____ |

## FIELD of INTEREST ELECTIVES + NONPROFIT INTERNSHIP: 23 credits total

| | | | |
|---|---|---|---|
| PPPM 604, Internship (any term), minimum 3 credits | _____ | _____ | _____ |

(Internship can be up to 10 credits, allowing up to 7 credits to replace elective credits.)

Electives:

| Department | Course # | Course Title | Term/Year | Credits | Grade |
|---|---|---|---|---|---|
| | | | _____ | _____ | _____ |
| | | | _____ | _____ | _____ |
| | | | _____ | _____ | _____ |
| | | | _____ | _____ | _____ |
| | | | _____ | _____ | _____ |

## MANAGEMENT SEQUENCE: 16 credits total

| | | | |
|---|---|---|---|
| PPPM 688, Nonprofit Management Consultancy (required) | Spr/2nd | 4 | _____ |

**Plus 12 credits from the following** (these courses can also serve as electives, but cannot double-count toward both your field of interest and the management sequence)**:**

| | | | |
|---|---|---|---|
| PPPM 507, Strategic Communications | Spr/ | 4 | _____ |
| PPPM 507, Public Sector Leadership | Spr/ | 2 | _____ |
| PPPM 507, Advocacy/Lobbying Seminar | Spr/ | 2 | _____ |
| PPPM 510, Community Organizing | Win/ | 4 | _____ |
| PPPM 518, Intro to Public Law | Fall/ | 4 | _____ |
| PPPM 525, Project Management | Win/ | 4 | _____ |
| PPPM 526, Strategic Planning for Management | Spring | 4 | _____ |
| PPPM 532, Justice & Urban Revitalization | Spr/ | 4 | _____ |
| PPPM 548, Collaboration | Win/ | 4 | _____ |
| PPPM 552, Public Participation Diverse Comm (prereq: 532) | Spr/ | 4 | _____ |
| PPPM 565, Program Evaluation | Fall/ | 4 | _____ |

| Course | Term | Credits | |
|---|---|---|---|
| PPPM 510/576, Museum Practice | Fall/1st | 4 | _____ |
| PPPM 510/574, Event Management | Win/ | 4 | _____ |
| PPPM 573, Cultural Programming | Spr/2nd | 4 | _____ |
| PPPM 577, Museum Education | Spr/2nd | 4 | _____ |
| PPPM 570, The Arts in Society | Spr/1st | 4 | _____ |
| PPPM 572, Creative Placemaking | Spr/1st | 4 | _____ |
| PPPM 575, Performing Arts Management | Win/1st | 4 | _____ |
| PPPM 583, Volunteer Resource Management | Sum/ | 2 | _____ |
| PPPM 587, Impact Philanthropy | Spr/ | 4 | _____ |
| PPPM 588, Nonprofit Legal Issues | Fall/ | 4 | _____ |
| PPPM 607, Issues in Arts and Cultural Leadership | Fall/ | 4 | _____ |
| PPPM 610, Visual Communications | Fall/ | 4 | _____ |
| PPPM 625 and 626, Community Planning Workshop I & II | Win + Spr/ | 10 total | _____ |
| PPPM 633, Public Management | Spr/ | 4 | _____ |
| PPPM 670, Cultural Administration | Fall/ | 4 | _____ |
| PPPM 685, Social Enterprise | Win/ | 4 | _____ |
| CRES 610, Nonprofit Law/Mgmt Clinic | Winter & Spring/ | 4 + 2 = 6 | _____ |
| CRES 631, Managing Conflict in Organizations | Fall/ | 3 | |
| GLBL 522, Aid to Developing Countries | Spr/ | 4 | _____ |
| MGMT 623, Negotiation | Win/ | 3 | _____ |
| MGMT 625, New Venture Planning | Fall/ | 3 | _____ |
| MGMT 635, Opportunity Recognition | Spr/ | 3 | _____ |
| Other course (with MNM faculty advisor approval) | ____ | _____ | _____ |

## Appendix II – The MNM with a Graduate Certificate in Arts Management

### Year 1 (2021-2022)

**Fall Term**
Public Sector Theory
**The Arts in Society**
Managing Nonprofit Organizations
Professional Development  (1 credit)

**Winter Term**
Cultural Policy
Grant Proposal Writing (1 credit)

**Spring Term**
Philanthropy and Grantmaking Seminar (2 credits)
**Creative Placemaking**
Public and Nonprofit Financial Mgt
Fundraising for Nonprofits (or Summer term)

**Summer**
Internship or other UO courses offered in summer.  The Internship may be completed during the school year (usually year 2).

### Year 2 (2022-2023)

**Fall Term**
Nonprofit 48-Hour Charrette (1 credit)
Board Governance (1 credit)
Quantitative Methods
**Cultural Administration**
Elective course* (see list) or Internship

**Winter Term**
Board Governance (1 credit)
Research Skills (2 credits)
Elective course* (see list) or Internship

**Spring Term**
Board Governance (1 credit)
Nonprofit Management Consultancy
Elective courses* (see list) or Internship
Elective courses* (see list) or Internship

## Arts & Cultural Leadership Graduate Courses, 2021-2023

PPPM 570 The Arts in Society, Fall 2021 and Fall 2022
PPPM 571 Cultural Policy, Winter 2022 and Winter 2023
PPPM 572 Creative Placemaking, Spring 2022 and Spring 2023
PPPM 573 Cultural Programming, Spring 2022 and Spring 2023
PPPM 510 or 574* Event Management, Winter 2022 and Winter 2023
PPPM 575* Performing Arts Management, Winter 2022
PPPM 510 or 577* Museum Education, Spring 2022
PPPM 510 or 576* Museum Practice, Spring 2023
PPPM 610* Visual Communications, Fall 2021 and Fall 2022
PPPM 670 Cultural Administration, Fall 2021 and Fall 2022
ARH 540* Museology, Fall 2021 (check HA&A Department)

* All elective courses listed here will satisfy requirements for the MNM management sequence course requirements. AAD course numbers and prefixes may change during the academic year – refer to the course title.

**Questions?  Contact us!**
**Prof. Patricia Lambert,  [pdewey@uoregon.edu](mailto:pdewey@uoregon.edu), Director, Certificate in Arts Management**
**Prof. Dyana Mason, dmason@uoregon.edu, Director, Master of Nonprofit Management**

# Appendix III – The Concurrent MNM / MPA Program

**The concurrent Master of Public Administration (MPA) / Master of Nonprofit Management (MNM) degree program requires 90 credits to complete.  The MPA program is more prescribed in terms of timing of the courses (many 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: 17 credits | Term/Year | Credits | Grade |
|---|---|---|---|
| PPPM 522, Grant Proposal Writing (any term) | | 1 | |
| PPPM 581, Fundraising for Nonprofits (W, Su) | | 4 | |
| PPPM 586, Philanthropy & Grant Making Seminar (Spring) | | 2 | |
| PPPM 610, Research Skills (W, 2nd year) | | 2 | |
| PPPM 610/686, Nonprofit 48-Hour Charrette (Fall 2nd yr) | | 1 | |
| PPPM 680, Managing Nonprofit Organizations (Fall, 2nd yr) | | 4 | |
| PPPM 687, Nonprofit Board Governance (F/W/Sp 2nd yr) | | 3 | |

| MPA-SPECIFIC CORE COURSES: 21 credits | Term/Year | Credits | Grade |
|---|---|---|---|
| PPPM 628, Public Sector Economics (Fall, 1st yr) | | 4 | |
| PPPM 629, Public Budget Administration (Fall, 2nd yr) | | 4 | |
| PPPM 633, Public Management (Spring, 1st yr) | | 4 | |
| PPPM 636, Public Policy Analysis (Winter, 1st yr) | | 4 | |

PPPM 637, MPA 48-Hour Project (Fall, zero week, 2nd yr)_____  1  _____

PPPM 657, Research Methods (Winter, 1st yr)  _____  4  _____

| **OVERLAPPING CORE COURSES: 13 credits** | **Term/Year** | **Credits** | **Grade** |
|---|---|---|---|
| PPPM 618, Public Sector Theory (Fall, 1st yr) | _____ | 4 | _____ |
| PPPM 656, Quantitative Methods (Fall, 1st yr) | _____ | 5 | _____ |
| PPPM 684, Public & NP Financial Mgmt. (Spring, 1st yr)_____ | | 4 | _____ |

**Plus 10 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, 1st yr) | _____ | 1 | _____ |
| PPPM 604, Internship-Nonprofit (any term) | _____ | 3 | _____ |
| PPPM 604, Internship-Public Sector (any term) | _____ | 3 | _____ |

And…MNM/MPA Synthesizing Experience Requirement:

**Complete the MPA Capstone <u>and</u> the MNM Management sequence (22 credits)**

| **MPA CAPSTONE: 10 credits** | Term/Year | Credits | Grade |
|---|---|---|---|
| PPPM 638, MPA Capstone I (Winter, 2nd yr) | _____ | 5 | _____ |
| PPPM 639, MPA Capstone II (Spring, 2nd yr) | _____ | 5 | _____ |

**MNM Management Sequence: 12 credits**

| | | | |
|---|---|---|---|
| PPPM 688, Nonprofit Mgmt. Consultancy (Spr, 2nd yr) | _____ | 4 | _____ |

**Plus 8 credits from the following Management Sequence electives:**

| | Term/Year | Credits | Grade |
|---|---|---|---|
| PPPM 507, Community Organizing (Winter) | _____ | 4 | _____ |
| PPPM 507, Public Sector Leadership (Spring) | _____ | 2 | _____ |
| PPPM 507, Visual Communications (Winter) | _____ | 4 | _____ |
| PPPM 507, Leading Nonprofits Seminar (Winter) | _____ | 2 | _____ |
| PPPM 507/583, Volunteer Management (Summer) | _____ | 2 | _____ |
| PPPM 507, Advocacy/Lobbying Seminar (Fall) | _____ | 2 | _____ |
| PPPM 507/588, Nonprofit Legal Issues (Fall) | _____ | 4 | _____ |
| PPPM 507, Strategic Communications (Spring) | _____ | 4 | _____ |
| PPPM 587, Impact Philanthropy (Spring) | _____ | 4 | _____ |
| PPPM 518, Introduction to Public Law (Fall) | _____ | 4 | _____ |

| Course | | Credits | |
|---|---|---|---|
| PPPM 525, Project Management (Winter) | _____ | 4 | _____ |
| PPPM 526, Strategic Planning (Spring) | _____ | 4 | _____ |
| PPPM 532, Justice & Urban Revitalization (Winter) | _____ | 4 | _____ |
| PPPM 548, Collaboration (Winter) | _____ | 4 | _____ |
| PPPM 552, Public Partic. Diverse Comm (Spr, prereq 532) | _____ | 4 | _____ |
| PPPM 565, Program Evaluation (Fall) | _____ | 4 | _____ |
| PPPM 607, Issues in Arts and Cultural Leadership (Fall) | _____ | 4 | _____ |
| PPPM 685, Social Enterprise (Winter) | _____ | 4 | _____ |
| PPPM 574, Event Management (Winter) | _____ | 4 | _____ |
| PPPM 670, Cultural Administration (Winter) | _____ | 4 | _____ |
| CRES 610, Nonprofit Clinic (Winter & Spring) | _____ | 4+ 2 | _____ |
| MGMT 625, New Venture Planning (Fall) | _____ | 4 | _____ |
| CRES 631, Managing Conflict in Organizations (Fall) | _____ | 3 | _____ |
| GLBL 522, Aid to Developing Countries (Spring) | _____ | 4 | _____ |
| MGMT 828, Negotiation (Winter) | _____ | 3 | _____ |
| Other course (with MNM director approval) | _____ | _____ | _____ |

# Appendix IV – Independent Research Courses

We do not have an individual thesis/terminal project option for MNM degree because the professional skillsets required in the nonprofit sector overwhelmingly favors the hands-on projects for actual organizations that students complete in the MNM Nonprofit Management Consultancy course. Still, you might be drawn to a particular topic that is not already covered in an existing course on campus, so an individual project of a manageable scope – while not a thesis – may be preferred, given your particular career goals. Following are a two routes by which a student might pursue an individual project.

**Route 1: You are familiar with a PPPM faculty member who has an interesting research project** and might use some help with it. In that case, express your interest in the topic to the faculty member. If they are interested in working with you, you can work together to design a project that is sensible for both the faculty member's research and for your skills and timing. You may or may not want to get academic credit for it.

**Route 2 (rare): No faculty member in PPPM is doing research in your topic of interest. Inquire among the faculty** (it helps to bring a 1-page summary with a list of readings that you'd like to do on your own). If you want academic credit for this work, you can ask a faculty member to supervise your independent research or readings course (PPPM 601 or 605). It is up to the discretion of each faculty member whether they agree to supervise your project. Factors that will influence whether a faculty member agrees to oversee your project include the overlap of the topic with the faculty member's area of expertise, the faculty member's schedule, and the extent to which you can justify the project as an important part of your education (see more on this in "cautions" below).

**Route 3: Consider enrolling in PPPM 607 Issues in Nonprofit and Arts Leadership. This course** is taught in two tracks and is structured in a way that every MNM student will have the opportunity to identify and develop a specific research topic and career pathway of interest to them. Course readings, lectures, and seminar content will vary between the two tracks, but the workload and assignments are very similar.

**Getting Elective Credit**: If a faculty member has agreed to oversee your project, decide on an appropriate number of credits for your project and give it a short title. Fill out the PPPM Independent Study Authorization Form (ask your faculty advisor for it) and return the form to Martine Wigham in Hendricks 119B, who will then lift the registration barrier, allowing you to register for X credits of PPPM 601 Research or PPPM 605 Readings and Conference in (your short title).

For an independent study course, the list of readings is up to you; you design the syllabus (which means you design the research project), with the faculty member's approval. Generally, a long paper is due at the end of the term. Faculty members will differ on the amount of supervision they will provide for an individual project. Some will want to meet frequently and others will not. Faculty will also differ on grading requirements.

**Cautions**:
1. There has to be a good epistemological reason why you are developing your own individual study project. It is not an option to get out of a scheduling difficulty.
2. The topic must be something not covered already in any course (any term) at UO.
3. Faculty are working very hard behind the scenes, do not have the capacity to supervise more than one or two individual projects, and may not be available to supervise your project.
4. An individual study project is never a replacement for the MPA Capstone or Nonprofit Management Consultancy courses.

The PPPM faculty has discussed this and would like to close with this thought: Bear in mind that an individual study or research project is never as good as a class – a class pushes you in unexpected directions which can widen your experience, and the verbal exchange of ideas in a class format enhances understanding (more so than just reading on your own).

# Appendix V – MNM Field of Interest Sample Course Lists

MNM students complete a minimum of 20 elective credits in a field of interest. **You may design your own field of interest** (most students do, in consultation with your faculty advisor), or choose from the options below. Other departments' courses change rapidly, so this list may not include courses of interest to you, or may include courses that are unavailable in the coming year. In case a non-PPPM course is closed, inquire with the course instructor to see if it is possible to join the course (contact your MNM faculty advisor if the instructor's answer is no). Tips for finding courses in other departments are provided at the end of this document. Note that course numbers may occasionally change; make sure you have the right course name.

**MARKETING AND DEVELOPMENT**
PPPM 507 Seminar Strategic Communication
PPPM 507 Seminar Visual Communications
AAD 520 Event Management
J 552 Strategic Public Relations Communication*
J 580 Topics Strat. Social Media
**Allied academic units with possible electives:** Business, Journalism

**SOCIAL ENTERPRISE**
PPPM 525 Project Management
PPPM 526 Strategic Planning
PPPM 548 Collaboration
PPPM 565 Program Evaluation
PPPM 587 Impact Philanthropy
PPPM 685 Social Enterprise
ACTG 620 Entrepreneurial Accounting*
MGMT 623 Negotiation
MGMT 625 New Venture Planning
ACTG 662 Strategic Cost Management*
**Allied academic units with possible electives:** Business

**ARTS & CULTURAL LEADERSHIP**
For students seeking careers in managing arts and culture organizations in the performing arts, community arts, arts in healthcare, and museums. Students completing this field of interest can easily fulfill the requirements for the **Graduate Certificate in Arts Management**. For detailed information about this field of interest, see: https://blogs.uoregon.edu/artsandculturalleadership/.

PPPM 570 The Arts in Society
PPPM 571 Cultural Policy
PPPM 572 Creative Placemaking
PPPM 573 Cultural Programming
PPPM 510/574 Event Management
PPPM 575 Performing Arts Management
PPPM 510 Museum Practice
PPPM 510 Museum Education
ARH 540 Museology
PPPM 607 Issues in Arts & Cultural Leadership
PPPM 607/ 670 Cultural Administration
**Allied academic units with possible electives**: Music and Dance, Theater Arts, History of Art & Architecture, Historic Preservation, Anthropology, Folklore, and the Graduate Certificate in Museum Studies.

**EQUITY/SOCIAL JUSTICE**
PPPM 507 Difference & Power in the Public Sector
PPPM 507 Community Organizing
PPPM 507 Inequality Policy Solutions (not offered 2019-20)
PPPM 532 Justice & Urban Revitalization
PPPM 552 Public Participation in Diverse Communities (prerequisite: PPPM 532)
ES 507 Seminar Native Americans & Latinx
CRES 515 Conflict & Gender
ANTH 538 Race & Gender Latin America
CRES 540 Dialogue Across Differences*
PS 549 Racial Politics US*
ENVS 550 Political Ecology
SOC 551 Social Stratification*
EDLD 610 Leading for Equity*
EDLD 621 Equity and Achievement*
EDLD 623 Evidence Based Cultural Adaptation
CRES 625 Psychology of Conflict*
**Allied academic units with possible electives:** Ethnic Studies, Women's and Gender Studies, Anthropology. Students may also obtain the **Women's and Gender Studies Graduate Certificate** or the **Disability Studies Graduate Certificate.**

**POLICY**
PPPM 507 Advocacy/Lobbying Seminar
PPPM 507 Policy Simulation
PPPM 507 Seminar Public Health
PPPM 507 Inequality Policy Solutions (not offered 2019-20)
PPPM 518 Introduction to Public Law
PPPM 543 Natural Resource Policy
PPPM 544 Environmental Policy
PPPM 546 Socioeconomic Development Planning
PPPM 560 Health Policy
PPPM 588 Nonprofit Legal Issues
PPPM 565 Program Evaluation
PPPM 628 Public Sector Economics
PPPM 636 Public Policy Analysis
PPPM 637 48-hour MPA Policy Analysis (prereq: 657, 636)*
PPPM 657 Research Methods
PS 545 Methods for Politics and Policy Analysis I
PS 546 Methods for Politics and Policy Analysis II
AAD 562 Cultural Policy
EDLD 632 Education Policy Analysis*
**Allied academic units with possible electives:** Law, Political Science, Environmental Studies, International Studies. Many students interested in policy complete both the MNM and MPA degrees concurrently.

**ENVIRONMENTAL SUSTAINABILITY**
PPPM 507 Seminar Hazard Mitigation
PPPM 507 Seminar International Sustainability
PPPM 507 Seminar Public Health
PPPM 508 Workshop Environmental Impact Assessment
PPPM 542 Sustainable Urban Development

PPPM 543 Natural Resource Policy
PPPM 544 Environmental Policy
SOC 516 Environmental Sociology
WGS 532 Gender, Environment, & Development
ENVS 550 Political Ecology
ENVS 567 Sustainable Agriculture
PS 577 International Environmental Politics
MGMT 607 Seminar Sustainable Business Practices*
CRES 660 Environmental Conflict Resolution
**Allied academic units with possible electives:** Environmental Studies, Business, Architecture, Landscape Architecture, and Geography. **Students may also obtain the Graduate Certificate in Ecological Design.**

### INTERNATIONAL DEVELOPMENT
PPPM 507 Seminar International Sustainability
PPPM 542 Sustainable Urban Development (international focus)
CRES 510 Working Abroad
INTL 521 Gender and International Development
INTL 522 Aid to Developing Countries
INTL 523 Development and the Muslim World
INTL 531 Cross-Cultural Communication
INTL 546 Development and Social Change in Latin America
INTL 542 South Asia: Development and Social Change
INTL 544 Development and Social Change in Southeast Asia
**Allied academic units with possible electives:** International Studies, Geography

### EDUCATION AND SOCIAL SERVICES
PPPM 507 Seminar Public Health
PPPM 560 Health Policy
SPED 511 Foundations of Disability I*
SPED 512 Foundations of Disability II*
LING 544 Second Language Acquisition
FHS 583 Preventing Interpersonal Violence
EDLD 620 Educational Leadership*
EDLD 626 Social & Cultural Foundations in Education
SPSY 674 Educational Assessment
EDLD 683 State and Local Policy Development in Education*
**Allied academic units with possible electives:** Education

### PUBLIC RELATIONS AND ADVOCACY
PPPM 507 Advocacy/Lobbying Seminar
PPPM 507 Seminar Strategic Communication
PPPM 507 Seminar Community Organizing
PPPM 518 Introduction to Public Law
PPPM 532 Justice & Urban Revitalization
PPPM 548 Collaborative Planning and Management
PPPM 552 Public Participation in Diverse Communities (prerequisite: PPPM 532)
PPPM 588 Nonprofit Legal Issues
J 580 Topics Nonprofit Crowdfunding
**Allied academic units with possible electives:** Journalism, Education

**COMMUNITY DEVELOPMENT PLANNING**
PPPM 518 Intro to Public Law
PPPM 525 Project Management
PPPM 526 Strategic Planning for Management
PPPM 534 Urban Geographic Information Systems
PPPM 538 Transportation Issues in Planning
PPPM 546 Socioeconomic Development Planning
PPPM 548 Collaboration
PPPM 587 Impact Philanthropy
PPPM 611 Intro Planning Practice
PPPM 613 Planning Analysis
PPPM 617 Human Settlements
PPPM 625/626 Community Planning Workshop
INTL 520 Global Community Development
AAD 551 Community Cultural Devt/Creative Placemaking
**Allied academic unit with possible electives:** International Studies, Geography.

\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*

**To find courses in other departments in future academic terms**: Go to the University class schedule. Choose the current academic term. Choose the targeted department. In the URL, change the last digit to a later quarter. If it says "201902" for example, change it to "201903." The farther you go out, the more "drafty" and unreliable the class schedule, as departments make changes before the schedule goes live during registration.

\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*\*

This list is continually updated with STUDENT INPUT: Did you find a course that is unavailable, or did you find a great course that is not already on the list? Let me know: Prof. Renee Irvin, rirvin@uoregon.edu.