



UNIVERSITY OF
OREGON

College of Design

School of Planning, Public Policy and Management



ACCELERATED MASTER OF NONPROFIT MANAGEMENT

Program Handbook and Advising Materials

For entering students
Fall 2022 through Summer 2023

Hello incoming class of Fall 2022!

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
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Accelerated Master of Nonprofit Management Program Description

The Accelerated Master of Nonprofit Management is a 5-year Bachelor/Master's degree program for University of Oregon students who graduate with a BA/BS in PPPM or Minor in Nonprofit Administration. Students will add one additional year of coursework to earn a Master of Nonprofit Management degree. Coursework covers practical, hands-on skills including nonprofit financial management, grant writing, fundraising, and management. The curriculum enables students to graduate with specific nonprofit leadership skills that are critical for advancing nonprofit organizations and foundations forward.

The Accelerated Master of Nonprofit Management degree focuses on management and governance skills specific to the nonprofit sector, including:

- fundraising
- financial management
- board governance
- strategies for working with a broad range of community partners and stakeholders

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 AMNM 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 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 AMNM 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.

AMNM Curriculum

This program will begin your senior year and continue through one year of graduate school. You may take up to 15 credits of graduate coursework towards your undergraduate BA/BS and an additional 45 credits of graduate coursework for the AMNM degree.

We encourage you to work closely with both your undergraduate and graduate advisor to ensure that you meet all the academic requirements of both degrees.

AMNM Core Courses

Senior Year, Fall term (your particular schedule may vary with the inclusion of undergraduate coursework)

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.

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

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 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 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.

Master's Year, Fall Term

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

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 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.

Master’s 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 or electives)

Master’s 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.

(Plus internship and/or electives)

Master’s Year, Summer Term

You may need to complete your 45 master’s credits with additional internship or elective credits)

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 AMNM program, a more advanced course in that area or a complementary course approved by the instructor and

the MNM/AMNM 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 AMNM 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 AMNM core course. Finally, for grades below a “B,” the AMNM core course should be taken.

Elective Course Policies

- A maximum of 15 non-PPPM elective courses may be taken in other departments.
- 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. 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.

Elective Courses May Include:

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	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

Internships & Professional Development

There are two components of the AMNM 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 AMNM 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.

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 AMNM faculty to be relevant to the AMNM degree.

Policies for Students with Previous Nonprofit Coursework

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 AMNM program, 2) were taken within seven years of the date of AMNM 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 AMNM degree.

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 AMNM while maintaining continuous enrollment (summers excluded). Any credits taken earlier than seven years from graduation will expire and not be valid towards the AMNM. 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
 Patricia Lambert
 Dyana Mason
 José Meléndez

Consult Dyana Mason, PhD, MNM Director, Hendricks Hall 147C for:

MNM and AMNM 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 – AMNM Progress Sheet for Fall 2022 Cohort Onward

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

To be added when finalized

Appendix II – Independent Research Courses

We do not have an individual thesis/terminal project option for AMNM degree because the professional skillsets required in the nonprofit sector overwhelmingly favors the hands-on projects for actual organizations that students complete in the 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 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 AMNM 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).

