

# A Master of Arts Degree in Non-Profit Administration

A Proposal to

The Committee on Academic Policies

John Carroll University

October 18, 2005

## **I. Overview and Purpose**

The mission of John Carroll University, the Jesuit University in Cleveland, is “*To develop women and men with the knowledge and character to lead and serve.*” This mission is further articulated in the Mission Statement of The Graduate School:

“The Mission of The Graduate School is to support excellence in graduate education and to promote the teaching, research, and community activities associated with academic life. In keeping with the Jesuit tradition of the university, The Graduate School prepares advanced students to develop into intellectual and professional leaders capable of making positive contributions to their disciplines and to society as a whole. It seeks to offer focused professional and academic education to students who have limited resources or mobility to achieve personal or social goals. Degree programs educate students to grow as analytical thinkers, effective communicators who are knowledgeable in their areas of expertise, and creative and responsible participants in a dynamic world.”

Approved by the University Committee on Graduate Studies, May 2005

The purpose of the proposed professional Master of Arts Degree program in non-profit administration speaks to the heart of the University’s mission and to the specifics articulated in the Mission Statement of The Graduate School. The proposed degree program in non-profit administration will prepare people interested in serving their community by teaching them leadership models, team-building skills, ethical values and practices, and research methodologies, and will improve their ability to address issues related to the increasingly pluralistic environment in which we live. The non-profit administration degree program will have strong ties to the Greater Cleveland Community, building on existing affiliations, and it will fill a stated need within the non-profit arena of Northeastern Ohio.

As shown in this proposal, the new graduate program in non-profit administration will stand on four very solid points.

1. **Enrollment.** With a Ford Foundation Grant from the Council of Graduate Schools John Carroll University conducted a feasibility study for this proposed program in 2004. The results of this study were exceptionally positive; the data indicate solid markets for this program among employers, employees, students, and alumni. The Graduate School's commitment to this program includes recruitment and advertising which should enhance enrollments. At least initially, The Graduate School is providing cohort-based tuition scholarships to help encourage initial enrollments. Furthermore, the program is designed so that it is possible to academically link enrollments in the graduate program to undergraduate enrollments in the social sciences through the development of a five-year bachelor's to master's program.
2. **Fiscal Stability.** Based on strong feasibility study data, John Carroll University submitted to the Council of Graduate Schools a request for an implementation grant in 2005. We were recently informed that we are among a handful of colleges and universities in the United States to receive funding to implement a new interdisciplinary Master of Arts degree program in non-profit administration. The implementation grant will absorb the start-up costs of the program. Because the program draws upon the faculty resources and (for one-third of the curriculum) existing courses of several departments, there will not be a need to hire new faculty to support this program. Program costs are minimized by the following three factors: the use of a cohort model that insures adequate enrollment, the use of part-time faculty to compliment curricular needs and cover departmental courses normally taught by participating full-time faculty, and the expectation that at least some electives will be drawn from existing sections of courses. Thus, as illustrated in section VI. c of this proposal, it is expected that the annual income from the program will exceed program costs. Note: approximately one third of the program curriculum consists of courses that are already part of the university schedule at this time.
3. **Quality of the Program.** This program has been developed as a complete learning experience for the students who are enrolled in it. By its very nature it requires exposure to the field, practical instruction, case-based learning, and a gamut of intensive pedagogical techniques that are necessary to link theoretical instruction to applied settings. Since the intended outcome is to train leaders for community organizations, the curricular components of this program include mentorship, team-building, crisis-management, and strategic planning. This program is an exemplar of holistic learning.
4. **Impact on the Future.** The success of this program will be marked by its ability to shape the leaders of the future; we believe that the community leaders of tomorrow are the administrators of the proliferating non-profit organizations of today. In an increasingly diverse society comprised of individuals with expanding needs and sometimes decreasing ability to address them, non-profit organizations play an ever increasingly critical role in our lives. The administrators who run these organizations

must have the necessary leadership skills that this program will provide. In this way, this program is dedicated to making a positive difference in society.

We are now engaged in the formal approval process at John Carroll University that, if successful, will result in the next new graduate program in the university. This program will be scheduled to begin in the fall semester of 2006.

## **II. Institutional Mission and Program Goals**

### **II.a Institutional Mission**

In addition to meeting the mission of John Carroll University “*To develop women and men with the knowledge and character to lead and serve.*” the master’s degree program in non-profit administration also meets four of the six strategic planning goals of the university:

1. to strengthen academic excellence,
2. to enhance the university's sense of community both internally and externally,
3. to attract and support a more diverse university community, and
4. to increase the university's visibility and recognition.

Academic excellence will be an integral part of the standards and curriculum development of this master’s degree program in non-profit administration. This new interdisciplinary graduate program brings university departments together to work in partnership with community organizations toward a shared goal of excellence and service to all members of our diverse society. Ultimately, this graduate program can only help to increase the university’s visibility and recognition as a leader in Northeastern Ohio.

### **II.b Program Goals**

1. To provide an interdisciplinary educational environment with the most current administrative techniques pertaining to non-profit administration.
2. To stimulate awareness of ethical issues in non-profit administration and provide practical and usable tools for addressing these issues in non-profit organizations.
3. To identify leadership traits and develop leadership skills and abilities in current and future non-profit administrators.
4. To provide practical, hands-on exposure to non-profit administration.
5. To provide in-depth analysis of non-profit administration procedures through case-study techniques.
6. To emphasize throughout the curriculum the importance of multi-cultural considerations in the administration of non-profit organizations and to provide practical tools to do so.
7. To focus on the development of important strategic planning and team-building skills in non-profit administrators.

### **III. Documentation of Need: the Feasibility Study**

#### **III.a Employment Needs in the Community**

John Carroll University conducted a feasibility study during the spring and summer of 2004 to assess the need for a Master of Arts Degree program in non-profit administration in Northeastern Ohio. This research project was conducted with the assistance of a planning grant from the Council of Graduate Schools. Data were collected from three different samples using two different methods: focus groups and self-administered mail surveys. The three samples were human service employers from the Cleveland area, John Carroll alumni, and current John Carroll students.

The employer survey was sent to a database of 417 human service agencies, which was obtained from the John Carroll University Career Center, and the Departments of Sociology, Psychology, and Political Science. The employer survey was completed and returned by 111 employers, which was a response rate of 27%. There was strong agreement (65% of the respondents) that John Carroll University should offer the proposed master's degree program in non-profit administration; 74% were willing to hire new employees from the program; and 73% were willing to take interns.

Three focus groups with employers (N=20), a sub-sample from the survey, were also conducted to assess their interest and gain their perspective. Representatives of leading non-profit organizations in Northeastern Ohio, such as the American Red Cross, the American Cancer Society, United Way Services, and the County Board of Mental Retardation and Developmental Disabilities participated in this program.

The employers stated that the development of such a master's degree program in non-profit administration could help meet community and employment needs. Some of the narrative data from the focus group sessions that support this observation are noted here:

- *“Many people are leaving the for-profit world. Some of it has to do with the 9/11 experience. People are looking at what they want to be doing in their lives to have meaning. They want to work hard AND make a difference, and are willing to make less money. This would be the type of person perfect for this kind of program.”*
- *“Program evaluation, process measures, outcome, and policy skills need to be included. You have to link it all to real life impact, not just the statistical significance. It goes beyond number crunching and has to do with meaningful outcomes. People have to have a combination of skills and knowledge. No programs exist that addresses all areas.”*
- *“We need to have very strong relationships between academic and community organizations.”*

The survey and the focus group sessions both identified the desired job skills the employers believed are needed. The skills and knowledge centered around four main areas:

1. Research Skills: qualitative/quantitative analysis, grant writing, program evaluation, and oral presentation,
2. Organizational and Managerial Skills: leadership development, relationship building, group dynamics, budgeting and finance, and entrepreneurial skills,
3. Diversity Awareness and Ethics Training, and
4. Social Policy and Advocacy.

The employers who participated in the three focus groups were very engaged in the discussions, and a number of them offered to continue to work with the proposed program in any capacity that would be helpful. As mentioned above, a strong partnership with community organizations is the centerpiece of this master's degree program in non-profit administration. There are four major ways that we are pursuing this affiliation:

1. Employers are an integral part of the newly formed Community Advisory Board. This group is composed of two faculty members from the participating departments, and the Director of Multi-cultural Affairs, who have been part of the program's steering committee; five employers (non-profit organizations) who were part of the focus group sessions; a representative from the Commission on Catholic Community Action of Catholic Diocese (The Cleveland Diocese has been very active in serving the poor of this community); a well known community philanthropist and retired business executive; the retired dean of The Graduate School, who is a recognized community volunteer and active on many community boards, an additional leader from the business community, a prominent political leader, and a student representative.
2. Adjunct faculty from the community provide hands-on knowledge, which could add depth to the program. Courses such as grant writing and non-profit administration would be two key courses that could be taught either by an adjunct faculty member or by using a team teaching approach with an academic faculty member. Other professional master's programs at John Carroll University (the MBA program, M.Ed. program, and MA in Community Counseling program) use adjunct faculty as an important part of their curriculum, so this model of education is well accepted at the university.
3. A capstone practicum will be a requirement of the master's degree program in non-profit administration. All three groups sampled, employers, alumni, and students, stressed the importance of hands-on experience. And as stated above, 73% of the employer respondents were willing to act as placement sites for such courses in the program.
4. Mentoring is an important part of any professional socialization process. Thus a mentoring network with employers, again using our focus group participants as the core group, will be offered to entering students. Students' professional interests

will be matched as closely as possible with employer mentors. The John Carroll University Career Center, which has been an active member of our program's steering committee, has a strong alumni network, which can also be an important source for mentors.

### **III.b Student Demand and Interest**

To assess student interest, surveys and focus groups were conducted with current students and alumni. The student survey was distributed to sociology, psychology, political science, and economics majors and 159 surveys were completed, a 95% response rate. In addition, 10 students participated in a student focus group. Student interest in the program was very high, 79% of the respondents thought John Carroll University should offer the proposed program, and 45% would be interested in applying to it.

The student focus group data provided information on the type of program the students wanted, and criteria for applying, as evidenced by the excerpts below:

- *“I have the theoretical knowledge, but I need the managerial and financial management skills. I need the hard skills such as board management, development, community relations, how to cultivate a staff and volunteers, and how to create and implement a mission and a vision.”*
- *“The focus should be on practical implementation skills and mandatory internships.”*
- *“A five year program would be phenomenal. You are here for one more year, but you are walking out with a master's in a year's less time.”*

Criteria students would use to make the decision to attend the program at John Carroll University include:

- *Opportunity for a 5 year program.*
- *Classes strictly for graduate students as opposed to cross-listed between the undergraduate and graduate level.*
- *Financial incentives [scholarships and graduate assistantships].*
- *Career connections and job opportunities.*
- *Small and interactive classes.*
- *Time flexibility: night and weekend course offerings.*

### **III.c John Carroll University Alumni Response**

The alumni survey was sent to 523 alumni, all of who were sociology, psychology, political science, or economics majors who had graduated within the past sixteen years and who were living within a one-hour drive of John Carroll. Alumni completed 110 surveys, a response rate of 21%, and eleven alumni participated in two focus groups. Again there was strong support, 77% of the respondents thought the program should be offered and 20%

would be interested in applying. Of the alumni respondents, 65% had already completed or were in the process of completing a graduate degree.

Narrative data from the two alumni focus groups provided additional information about the types of skills/knowledge they believed would be important in such a program.

- *“Leadership skills: Skills that will make me an effective manager or director, and that will allow me to supervise people who will work with clients.”*
- *“A Multidisciplinary degree that includes public management, problem solving, and group collaboration skills.”*
- *“Grant writing.”*
- *“Community organizing and diversity training.”*
- *“Hands on management and human behavior skills.”*
- *“A career focused program, not a theoretical program.”*
- *“Graduate assistantships that would allow students to go to school full-time”*

A number of other focus group members agreed with the alumni who said, *“There are other social science type programs in the Cleveland area, but John Carroll could have a significant place in that market.”*

## **IV. The Proposed Graduate Program in Non-Profit Administration**

### **IV.a Admission Requirements**

The Admissions Committee of the graduate program will be comprised of one faculty representative from each of the academic departments participating in the program with representation on the Steering Committee. Working in conjunction with the Admissions Committee, the director will make recommendations about admissions decisions to the Dean of The Graduate School who will communicate all decisions to applicants in writing. In addition to the admissions criteria and procedures specified in the Graduate Bulletin, the following requirements are further specified:

A complete application consists of: official transcripts from all academic institutions attended; three letters of recommendation, at least one of which is preferably from a professional in a non-profit organization and one of which is preferably from a professor with whom the applicant has had coursework; and a written statement that addresses their interest in the program and career goals. For unconditional acceptance, the undergraduate GPA must be at least a 3.0 with a 3.2 in the major and complete a personal interview with the members of the Admissions Committee.

Undergraduate major is not a defining criterion for admission, but applicants must have successfully completed at least 15 hours of undergraduate coursework in the social sciences. Applications will be reviewed for relevance of coursework already completed and for the completion of course prerequisites.

## **IV.b Course Requirements**

It is estimated that it will take a full time student two years and a part time student up to four years to complete the program.

Throughout the Master of Arts degree program in non-profit administration the emphasis will be on knowledge development, skill building, problem solving, teamwork, and practical experience in the non-profit sector. Students with insufficient background in non-profit organizations will be advised to take one semester of an internship in addition to the Capstone Course. Internships have been part of the undergraduate major in the social sciences at John Carroll University. Over 75 internship sites have been developed in the areas of human service, health care, criminology, the environment, and governmental service. So there is a strong track record with close ties to the Cleveland community. The internship course will include: a weekly seminar; face-to-face evaluations with the student, employer, and faculty supervisor meeting together at the mid-term and the final; and a final performance project.

One of the concerns that emerged from the student and alumni focus groups was the necessity to be as flexible as possible in the course format. Many of the students will be working full-time. Thus a mix of formats is being considered: intensive weekend courses, night courses, and distance learning courses. There are university faculty development fellowships available for designing distance learning courses.

The following curriculum is proposed for a 36-hour Master of Arts degree in Non-Profit Administration. This graduate degree in non-profit administration is a terminal professional master's degree. This is reflected in the structure of the degree, the curriculum and curriculum content. Degree requirements include 27 hours of core courses required of all students and 9 hours of elective courses. This structure utilizes core requirements to deliver the central educational features necessary for all students in the area. The use of elective courses provides program flexibility that meets students' needs and interests. A real strength of this program is its interdisciplinary composition, which is reflected through the curriculum.

### **Core Requirements (27 Hours - with Proposed Course Numbers)\***

- Overview of Non-Profit Administration (NP-501) <sup>1</sup>
- Ethics and Business Environmental Issues: Section on Non-Profits (MN 591)
- Advocacy for Nonprofit Organizations (NP-520) <sup>1</sup>
- Quantitative and Qualitative Analysis for Non-Profit Administrators (NP-560) <sup>1</sup>
- Managerial Economics (EC 551) <sup>2</sup>
- Professional Communications for Nonprofit Administrators (NP-530) <sup>1</sup>
- Leadership & Managerial Skills (MN 550) <sup>3</sup>
- Integrative Capstone Project (NP-595) <sup>1</sup>
- Accounting for Non-Profit Organizations (AC-???) <sup>1</sup> \*



### **Electives (9 Hours - with Proposed Course Numbers)\***

- Contemporary Issues in Human Resource Management (MN-589)
- Principles of Marketing (MK-521)<sup>2</sup>
- Organizational Assessment, Evaluation and Design (NP-570)<sup>1</sup>
- Grant Writing and Fund Raising for Non-Profits (NP-540)<sup>1</sup>
- Policy Analysis for Nonprofits (NP-550)<sup>1</sup>
- Strategic Planning for Nonprofit Organizations (NP-590)<sup>1</sup>
- Internship in Nonprofit Administration (NP-510)<sup>1,4</sup>

\* Developed and added based on the recommendations of the Graduate Studies Committee Meeting, October 2005

<sup>1</sup> Proposed course currently in development

<sup>2</sup> Pre-requisite: EC 521 or previous micro/macro economics courses

<sup>3</sup> Pre-requisite: one undergraduate course in organizational behavior, organizational psychology or social psychology

<sup>4</sup> Not required, but strongly encouraged for students with little experience working in non-profit organizations

(See Appendix A: Curriculum Overview for a more complete description of courses.)

### **IV.c Graduation Requirements**

At the time of acceptance each student will be assigned an Academic Advisor in the program. The Academic Advisors will be drawn from the faculty representatives provided by the participating departments represented on the Program Steering Committee. All advisement will be conducted in consultation with the Director to assure that all degree requirements are met. Completion of special requirements of the graduate program, including the Internship and Capstone Project will be coordinated by the Director.

### **V. Support and Participation**

#### **V.a The Participating Departments**

Four departments of the College of Arts and Sciences that do not have graduate programs in their disciplines, the departments of sociology, political science, economics, and psychology, collaborated to create the initial design of this proposal. Each department contributed two faculty members to the Steering Committee that met to draft the initial design for the program. The sociology department committee membership was established as three. Its members took the lead in the planning process and managed all meeting coordination,

graduate school liaison, and written funding proposals. Additional participants from relevant units of the university were included as shown on Appendix B, Table B.1.

The steering committee members were integrally involved in the design of the feasibility study, which was funded through the Council of Graduate Schools/Ford Foundation Planning Grant. Once the feasibility study results were compiled, distributed, and discussed, the chairs were asked to again assess their department's interest in the master's degree program in non-profit administration. The Academic Vice President, after seeing the results, expressed his strong interest and commitment to the program, as did the Deans of the College of Arts and Science, The Graduate School, and the Boler School of Business. Three of the four departments voted to continue their involvement in the program. Because of other faculty commitments the Psychology Department decided it could not participate at this time.

The withdrawal of the Psychology Department from the program, although disappointing, was not viewed by the Planning Committee as a barrier to moving forward with the program. Rather, with the feasibility study results in hand, it was an opportunity to re-assess the curriculum and discover that The Department of Communications and Theater Arts in the College of Arts and Sciences and the Department of Management, Marketing, and Logistics in the Boler School of Business have courses that fit the needs outlined in the feasibility study. These departments were contacted and expressed strong interest in participating. The currently proposed curriculum reflects their expressed interest, with the exact details to be worked out during the implementation phase. In addition, in October 2005, based upon the recommendations made at the Graduate Studies Committee, the Department of Accountancy volunteered to develop a course on Accounting for Non-profit Organizations, specifically for this program. Thus, with six departments involved in the master's degree program in non-profit administration, no single department will have to shoulder the economic brunt of the program, as courses will be dispersed among all the departments.

Since February 2004, the interdisciplinary steering committee has met monthly. This group formed the research teams for the feasibility study, and has guided the development of the Master of Arts Degree program in non-profit administration. The feasibility study results were completed in early August. Changes in university personnel and departmental participation in the first year of planning necessitated, however, changes in the Planning Committee, which are reflected below. This committee has had the most substantive input in the development of the curriculum submitted here for approval. And, this committee is presented as the Program Steering Committee if the master's degree program in non-profit administration should be approved for John Carroll University. (See Appendix B, Table B.2)

All courses in this program will be offered by the academic departments that are cooperating to design and implement the program. Some courses are already part of departmental course offerings. (See Appendix A, Table A.2) Most faculty required to teach the courses in this program will be drawn from the full-time faculty in the participating departments. Faculty who teach in the Master of Arts degree program in non-profit administration will do so as part of their normal teaching load, not as an overload on top of their other responsibilities. It will be considered for recognition in promotion, tenure, and salary increases. The sociology department will provide office space to house the director, part-time secretary, and office materials necessary to administer the program.

## **V.b Community Commitment**

The Council of Graduate Schools has considered one of the real strengths of the program development here at John Carroll University to be the early involvement of members of the non-profit agencies in the community. To that end, we have brought a number of agencies, agency directors and agency employees into the process that has resulted in the program proposal presented here. Some have been included via a formal research procedure, while others have been engaged through formal and informal consultation that extends beyond the structure of a research protocol.

Perhaps most importantly, we have convened a number of agency directors and senior agency managers as a special Board of Advisors. These individuals have graciously agreed to provide their time and advice to us in the on-going development of this program. They have served as a base for validating the curriculum choices that we have made, and promise to serve as a base for oversight in our operation. (See Appendix B: Table B.3)

## **V.c Institutional Commitment**

**Senior University Administration.** The results of the feasibility study were presented to the Academic Vice President and Deans of the College of Arts and Science and The Graduate School at an hour - long meeting in August 2004. (The results were presented to the Dean of the Boler School of Business at a later meeting.) The Academic Vice President and the deans are very supportive of this new Master of Arts degree program in non-profit administration. There was much discussion at this August meeting with the final decision and approval given to move forward with the program. This Master of Arts degree program in non-profit administration serves as a model for the rest of the university for developing new interdisciplinary programs. Since the August meeting, meetings have also been held with the Associate Dean of the School of Business, and the department of communications, who also support the idea.

**Departmental Approval.** During the fall of 2005, each of the involved departments discussed their participation in the program, reviewed the proposed curriculum

**The Faculty Forum.** Besides the administration's support, the approval process for new programs at the university requires a vote by the Faculty Forum. The Chair of the Faculty Forum is a member of the program's steering committee. As such, he has offered to guide the master's degree program in non-profit administration through the faculty review process.

**The Graduate School.** The Graduate School will offer a 40% tuition scholarship to those who participate in an organized cohort. The Graduate School will provide at least one graduate assistantship in the first year and if possible two graduate assistantships in the second year. The Graduate School also will support the program by providing personnel to do the marketing, recruiting, and admissions work.

**The Center for Career Services.** Career development, job search skills, assistance with placement, and tracking of graduates has to be an essential component of this program. Since the inception of the idea for this professional Master of Arts degree program in non-profit administration, the John Carroll University Center for Career Services has been an active member of the steering committee. The Center provides a full range of career development services to students and faculty: resume writing, mock interviews, job placement, on-line job and internship searches, career fairs, internship funding, guest lectures, and alumni networking opportunities. Also both the Center and Graduate School Office keep data on John Carroll University graduates, so data will be available for tracking students who graduate from the program.

**The Office of Minority Affairs.** Although personnel changes in this office are now under way, we anticipate that the future administration of the Office of Minority Affairs will continue the commitment that has been strong and valuable to the development of the graduate program in non-profit administration. With a goal to provide multi-cultural awareness to administrators and managers in non-profit and human service organizations, we are mindful of the need to continually monitor our own efforts. The Office of Minority Affairs has been valuable in the design of this graduate program and will continue to be valuable in maintaining its currency.

## **VI. Implementation Plan**

### **VI.a A Start-up Plan**

Beginning in the spring of 2006, The Graduate School, in co-operation with the participating departments, will distribute application material, together with a letter of invitation to local organizations that announces and encourages applications to the new master's program in non-profit administration. In addition to direct mailing and radio and newspaper advertising, The Graduate School will sponsor at least one information session on campus and one session at a non-profit organization. Special emphasis will be placed on the recruitment of non-traditional and underrepresented students. We have and will continue to develop liaisons with key persons at nearby non-profit institutions in order to facilitate our recruitment efforts. We also will have a special information session for our undergraduate students.

Many of the core and required courses exist at the university in some variation. Thus there are full-time faculty already at John Carroll University with the training and knowledge to teach these classes. Since the students entering the program will for the most part be social science graduates, most prerequisites will have been met. However, the exact nature of all these courses will be decided during the implementation period, with input from the advisory committee.

## **VI. b Program Evaluation**

There are multiple levels of evaluation for this Master of Arts degree program. First, at the end of each term, students will evaluate their courses following the procedure established for all graduate courses at the university. Students anonymously fill out evaluation forms the last day of class, and the results are tabulated and shared with the instructors. For individual courses, evaluations also are built into the internship experience for students and employers.

Second, on the program level, The Graduate School has in place for all of its master's programs a third year review. The review consists of an analysis of: the relationship among the mission and vision statements and the program goals, curriculum review, faculty resources, non-faculty resources, and student and alumni evaluations of the program. In addition, there will be annual exit interviews as students graduate from the program. The program review is submitted to the Graduate Studies Committee. The Committee may accept the review, may request additional information, or make recommendations. If accepted, a new program will next be reviewed in its seventh year.

Last, and in some ways most importantly, we intend to "fine-tune" the program as it progresses by the use of evaluation data. "Fine-tuning" the program will be undertaken in three ways: 1) annual surveys sent to internship sites for suggestions for improving the student's learning experience, 2) a focus group will be held in the spring with current students to assess if the program is meeting their needs, and 3) an annual report to the advisory committee to keep them updated on the program's progress and for in-put in keeping the program relevant.

## **VI. c Program Revenue and Expenses**

Annual net tuition revenue (assumes 2005-2006 tuition; 40% cohort scholarship; 18 credits per student per year) is \$104,500 for a cohort of 15 and \$83,500 for a cohort of 12.

Annual cost of part-time instructors replacing those full-time instructors who teach classes in the program (assumes: 5 courses each year to be covered, students on average enroll in one section that contains other students, \$4000 per 3-credit course for part-time faculty) is \$20,000.

The cost of secretarial support and office space for the director and GA are being absorbed by the Department of Sociology as mentioned above. Initial marketing and recruiting costs are covered by the Ford Foundation Implementation grant. Subsequent costs will be covered by The Graduate School.

## **VI. d Sustainability**

Based on the results of our surveys of current students, alumni and non-profit organizations in the Cleveland area, we are confident that the interest and the undertaking of strong recruitment efforts will result in projected enrollments that will parallel the enrollment profile that we have experienced for the two most recently inaugurated master's degree programs begun at John Carroll University in fall 2004. The recent hiring of a recruiter exclusively for our graduate programs is an important aspect of sustaining enrollment. In addition, we have found that financial aid in the form of scholarships is a critical element for graduate students to complete their advanced degrees.

Our findings indicate that the two main groups of potential students for the master's degree in non-profit administration are John Carroll University alumni and current students, who would have the option of a five-year BA/MA program. The projected likely enrollment for the first year of the program, which would start in fall 2006, is 15 students. This would be the expected yearly enrollment for the first five years. In addition, because of licensure laws in Ohio for human service professionals, there is a third potential group of students. These human service professionals must take continuing education courses annually to maintain their licenses. Some of the proposed curriculum could be developed to also meet this need.

## Appendix A: Curriculum Overview

**TABLE A.1: COURSES SPECIFIC TO THE MASTER OF ARTS DEGREE PROGRAM IN NON-PROFIT ADMINISTRATION**  
**(with Proposed Course Numbers)**

- **OVERVIEW OF NON-PROFIT ADMINISTRATION** (NP-501) The introductory course to the program includes theoretical and case-based discussions of: setting organizational direction, increasing productivity, enhancing organizational survivability, and interacting effectively both within and across organizations.
- **INTERNSHIP IN NON PROFIT ADMINISTRATION** (NP-510) Field placement in a mentored administrative-related position in an appropriate nonprofit organization. Learning goals include learning about nonprofit management issues and the importance of leadership in administrative action. This placement is intended for students with limited career experience in nonprofit organizations. Placement is by prior permission only.
- **ACCOUNTING FOR NON-PROFIT ORGANIZATIONS** (AC-???) (Course description to be provided by the Department of Accountancy.)
- **ADVOCACY AND NON-PROFIT ADMINISTRATION** (NP-520) (Course description to be provided by the Department of Political Science.)
- **PROFESSIONAL COMMUNICATIONS FOR NONPROFIT ADMINISTRATORS** (NP-530) (Course description to be provide by the Department of Communications.)
- **GRANT WRITING AND FUND RAISING FOR NON-PROFITS** (NP-540) Identifying nonprofit program goals and needs for fund-raising. How to identify and contact appropriate funding sources. General guidelines for preparing grant applications for private and public funding sources.
- **POLICY ANALYSIS FOR NONPROFITS** (NP-550) (Course description to be provided by the Department of Political Science.)
- **QUANTITATIVE AND QUALITATIVE ANALYSIS FOR NON-PROFIT ADMINISTRATORS** (NP-560) Basic methodological skills and tools applied to data collection and analysis in nonprofit organizations. Research procedures used in identifying target population needs and response. Introduction to tools for assessing program effectiveness.
- **ORGANIZATIONAL ASSESSMENT, EVALUATION AND DESIGN** (NP-570) Research methodology applied to the specific needs to assess and evaluate progress regarding the goals of nonprofit organizations. Setting goals and objectives of organizations. Using data to design and redesign organizational direction.

- **STRATEGIC PLANNING FOR NONPROFIT ORGANIZATIONS** (NP-590) This course provides the tools to help an administrator of a nonprofit organization decide upon the direction that organization should take over a 3-5 year period. As part of the strategic planning process, students will learn how to develop a vision for the organization, identify a mission statement, set objectives, outline strategies to meet the objectives, and identify programs to implement the strategies.
- **INTEGRATIVE CAPSTONE PROJECT** (NP-595) A one-semester case-study in a field setting requiring the student participants to identify analyze and address an issue, problem or objective in a client non-profit organization. The students will address the project with a team approach and present their findings and recommendations to both the client and a review board of faculty.

**TABLE A.2: COURSES CURRENTLY OFFERED THROUGH  
THE BOLER SCHOOL OF BUSINESS**

- **MANAGERIAL ECONOMICS** (EC-551) Application of the analytical constructs of economic theory to practical problems faced by a firm and its representatives. Topics include demand analysis, production and cost analysis, market and pricing analysis, capital budgeting, and government policy. (prereq: EC 521)
- **PRINCIPLES OF MARKETING** (MK-521) Study of the various phases of marketing on which sound marketing programs are based. Product planning, distribution policies, promotional policies, and pricing. Marketing planning and control. Related marketing problems of concern to business management.
- **LEADERSHIP & MANAGERIAL SKILLS** (MN-550) A comprehensive assessment of the student's leadership and managerial skills followed by a classroom discussion of leadership and managerial skills, exercises, and an individual skills analysis review session. Develops skills awareness and career management strategy. (prereq: one undergraduate course in organizational behavior, organizational psychology or social psychology)
- **CONTEMPORARY ISSUES IN HUMAN RESOURCE MANAGEMENT** (MN-589) Focus on a select number of human resource issues confronting managers in today's workplace. Issues may include topics related to selection, performance appraisal, labor-management relations, compensation, safety, or training.
- **ETHICS AND BUSINESS ENVIRONMENTAL ISSUES** (MN-591: Special Section on Non-profits) A consideration of the social, political, legal, and ethical constraints on business policies and managerial decision-making.



TABLE A.3: Cohort Model – Proposed Course Offerings Rotation  
*Draft: Rev 11/17/05*

| <b>STUDENT PROPOSED SCHEDULE: FIRST YEAR ('06-'07)</b> |                    |   |                 |                 |
|--|--------------------|---|-----------------|-----------------|
|  | <b>Fall</b>        | <b>Spring</b>                                     | <b>Summer A</b> | <b>Summer B</b> |
| <b>Recommended</b>                                     | NP-501*<br>MN-591* | AC ???*<br>NP 530*                                | MN-550*         | EC-551*         |
| <b>Also Available</b>                                  | MK-521             | NP-510<br>EC-551*<br>MK-521<br>MN-550*<br>MN-591* | MN-591*         |                 |

\* *REQUIRED COURSE*

| <b>STUDENT PROPOSED SCHEDULE: SECOND YEAR ('07-'08)</b> |                                    |                                    |                         |                 |
|---|------------------------------------|------------------------------------|-------------------------|-----------------|
|   | <b>Fall</b>                        | <b>Spring</b>                      | <b>Summer A</b>         | <b>Summer B</b> |
| <b>Recommended</b>                                      | NP-560*<br>MK-521 - or -<br>NP-590 | NP-520*<br>NP-570 - or -<br>MN 589 | NP-540 - or -<br>NP-550 | NP-595*         |
| <b>Also Available</b>                                   | MN-591*                            | EC-551*<br>MK-521<br>MN-591*       | MN-591*                 | EC-551*         |

\* *REQUIRED COURSE*

| <b>FULL COURSE OFFERINGS: (BEGINNING FALL '07)</b>           |  |  |                    |
|--|--|--|--------------------|
| <b>Fall</b>  | <b>Spring</b>  | <b>Summer A</b>                        | <b>Summer B</b>    |
| MK-521<br>MN-550*<br>MN-591*<br>NP-501*<br>NP-560*<br>NP-590 | AC ???*<br>EC-551*<br>MK-521<br>MN-550*<br>MN 589<br>MN-591*<br>NP-510<br>NP-520*<br>NP 530*<br>NP-570 | MN-550*<br>MN-591*<br>NP-540<br>NP-550 | EC-551*<br>NP-595* |

- In the first year, four new courses are proposed for the regular semesters.
- In the second year, seven new courses will be added, including the two summer sessions.

Course development for all new courses lies with existing departments, their existing full time faculty and some part time faculty representing the specific expertise of the non-profit administrative fields represented in the respective courses as follows ...

- **OVERVIEW OF NON-PROFIT ADMINISTRATION** (NP-501) – Dr. Dukes, Sociology
- **INTERNSHIP IN NON PROFIT ADMINISTRATION** (NP-510) – Dr. Harris, Sociology
- **ACCOUNTING FOR NON-PROFIT ORGANIZATIONS** (AC-???) – Dr. Cenker, Accountancy
- **ADVOCACY AND NON-PROFIT ADMINISTRATION** (NP-520) – Dr. Stiles, Political Science
- **PROFESSIONAL COMMUNICATIONS FOR NONPROFIT ADMINISTRATORS** (NP-530) – Dr. Brossman, Communications
- **GRANT WRITING AND FUND RAISING FOR NON-PROFITS** (NP-540) Staff, Political Science
- **POLICY ANALYSIS FOR NONPROFITS** (NP-550) - Staff, Political Science
- **QUANTITATIVE AND QUALITATIVE ANALYSIS FOR NON-PROFIT ADMINISTRATORS** (NP-560) Dr. Dukes - Sociology
- **ORGANIZATIONAL ASSESSMENT, EVALUATION AND DESIGN** (NP-570) Dr. Santilli, Psychology
- **STRATEGIC PLANNING FOR NONPROFIT ORGANIZATIONS** (NP-590) Staff, Sociology
- **INTEGRATIVE CAPSTONE PROJECT** (NP-595) Dr. Harris, Sociology

## **Appendix B: Committees formed to Plan, Develop, and Implement the Graduate Program in Non-Profit Administration**

### **Table B.1: The Original Planning Committee**

Coordinator: Penny Braudy Harris, Ph.D

- **Sociology:** Duane Dukes, Ph.D.; Ernie DeZolt, Ph.D.
- **Psychology:** Beth Martin, Ph.D.; Jan Larsen, Ph.D.
- **Economics:** David Schirm, Ph.D.; Simran Kahai, Ph.D.
- **Political Science:** Lauren Bowen, Ph.D.; Elizabeth Stiles, Ph.D.
- **Office of Multi-Cultural Affairs:** Juliana Mosley-Anderson, Ph.D.
- **Center for Career Services:** Judith Aungst, MA
- **The Graduate School:** Mary E. Beadle, Ph.D. (Dean)
- **Research Assistant:** Meredith Block (Student Representative)

### **Table B.2: The Revised Program Steering Committee**

Director: Duane Dukes, Ph.D.

- **Judith Aungst, MA,** Center for Career Services
- **Mary E. Beadle, Ph.D.,** Dean, The Graduate School
- **Dean Birch, Ph.D.,** Chair, Political Science Department
- **Meredith Block, BA,** Student Representative and Research Assistant
- **Brent Brossman, Ph.D.,** Communications Department
- **Ernie DeZolt, Ph.D.,** Sociology Department
- **Mary Ann Flannery, Ph.D.,** Chair, Communications Department
- **Penny Braudy Harris, Ph.D.,** Chair, Sociology Department
- **Simran Kahai, Ph.D.** Economics Department
- **Diana Campbell,** Office of Multi-Cultural Affairs
- **Edward Peck, Ph.D.,** Assistant Dean, The Graduate School
- **David Schirm, Ph.D.,** Chair, Economics Department
- **Karen Schuele, Ph. D.,** Associate Dean, School of Business
- **Elizabeth Stiles, Ph.D.,** Political Science Department

### **Table B.3: The Community Advisory Board**

Facilitator: Penny Harris (2004-2005)  
Duane Dukes (2005-2006)

- **Leonard M. Calabrese**, Executive Director, Commission on Catholic Community Action, Diocese of Cleveland
- **Joe Cimperman**, Councilman, Ward # 13, Cleveland City Council
- **Robert M. Ginn**, Executive-In-Residence, Boler School of Business
- **Anne Goodman**, Executive Director, Cleveland Food Bank
- **Mark K. Hauserman**, Director, Entrepreneur's Association, Muldoon Center for Entrepreneurship
- **Tony Marjenin**, Executive Director, The Lake County Council on Aging
- **Eileen Saffran**, Executive Director, The Gathering Place
- **Melanie A. Shakarian**, Esq., Director of Development, The Legal Aid Society of Cleveland
- **Elise Tompkins**, Coordinator, Cuyahoga County Juvenile Drug Court
- **Sally Wertheim**, John Carroll University
  
- **Diana Campbell, Director, Office of Multi-Cultural Affairs**
- **Two Faculty Representatives to be named**
- **Meredith Block**, Student Representative and Research Assistant