

## Master of Science in Nonprofit Management (MSNM)



### Faculty

Stephen Grill, Ed.D., Director

Bari Courts, Ph.D.

Allyn Decker, Ph.D.

Andrew Flamm, M.A.

Lee Harman, Ed.D.

Michael Harstine, Ph.D.

## **Master of Science in Nonprofit Management Program Description**

### **Program Distinctives**

The Master of Science in Nonprofit Management program will be introduced to valuable concepts, practical information and expertise in every class session. Coursework and application projects will help students answer, “What will help me do a better job of serving others now?”

Nonprofit management is about developing employees and protecting your clients. Students will develop the knowledge and skills to be confident that the organization is doing just that. Instructors will emphasize the application of technology for the best results, how to effectively raise funds, how to create and train staff, and how to improve efficiency within the organization.

Throughout the MSNM program, the latest technology and techniques on the web, in the world of nonprofit organizations, teaching donor management software, and how to use social media effectively will be highlighted. In addition, classes in the ethics of fundraising, advocacy, and strategic planning will give the student a broad range of knowledge for leading and managing a nonprofit.

The Master of Science in Nonprofit Management degree is offered fully online, allowing students to maintain professional responsibilities and keep family commitments while earning their Master’s degree. Upon completion of the MSNM degree, students will graduate with the ability to take newly acquired knowledge and skills, combined with the innate compassion for something greater than the individual, to effectively manage a nonprofit organization.

### **Program Purpose**

The Grace College MSNM program provides a curriculum and an environment where current and future nonprofit managers are transformed through the study of nonprofit management from a distinctly Christian world view.

This program is constructed and its courses are designed with an intentional applied emphasis. Consistent with "learning-by-doing," course assignments allow students to use course content in their current employment or collegiate setting.

### **Program Goals**

1. Grace College MSNM program graduates will evidence the capacity to understand nonprofit management from a Christian world view and to act consistently with that understanding.
2. Grace College MSNM program graduates will evidence mastery of discipline specific concepts in the areas of ethics, governance, policy and financial management.
3. Grace College MSNM program graduates will evidence the capacity to effectively select, utilize, and apply nonprofit discipline concepts in a variety of settings.

### **Schedule**

The program is 24 months in length, with students taking one course at a time. New cohorts begin every fall semester.

Please view the institution’s [Campus Calendar](#) for more information.

### **Delivery Formats**

The MSNM is an online program. The Department of Online Education can provide further details about the program.

Information regarding the technology and user-skill requirements for the online MSNM program is available on the Office of Information Technology page of the institution's Web site.

<http://www.grace.edu/resources/technology-support>

## **MSNM Program Admission and Completion Requirements**

### **Admission Requirements**

1. A completed baccalaureate degree.
2. A minimum undergraduate GPA of 2.75.
3. Submit one personal reference letter.
4. Submit completed MSNM Application, official transcripts of all previous academic coursework, current resume, and current photograph.

To be considered for a given cohort, all application materials must be received by August 1.

### **Admission Requirements (Blended Degree Candidates Only)**

This program is eligible for the blended program option under the three year Reimagine Campaign. The content in this catalog will apply to blended students as well as traditional adult students. For specific questions regarding the blended program, please contact the Department of Online Education.

1. A minimum of sixty (60) undergraduate credit hours.
2. A minimum undergraduate GPA of 3.00.
3. A written essay.
4. Undergraduate Advisor Recommendation.
5. Submit completed MSNM Application and official transcripts of all previous academic coursework.

To be considered for a given cohort, all application materials must be received by August 1.

### **Application Expiration Date**

Applications will expire one year from the date the application was received for admission. If applicants do not enroll in the program within that time period, they will be required to complete a new application.

### **Degree Requirements**

1. Students will complete 6 courses during each 12 month period, resulting in 12 courses in total.
2. Each course is 3 credit hours, resulting in 36 hours for the program.
3. A maximum of 9 credit hours may be transferred into the program from graduate programs at other institutions. For transfer credit to be granted, the course or courses must be substantially equivalent to a course or courses in the Grace College MSNM program.

### **Tuition Costs and Refunds**

For information about tuition costs and refunds please view the [tuition pricing sheet](#).

### **Grading Procedures**

For information about grading policies and procedures, please view the institution's [Academic Policy Manual](#).

### **Community Lifestyle Pledge**

Students agree to show respect for the faith commitment that Grace practices and agree to abide by certain of the institution's community guidelines (avoidance of disrespecting others, sexual misconduct, illegal drugs, gambling, coarse or obscene language, tobacco, alcoholic beverages, and such conduct) while on campus or engaged in Grace activities. The student understands that this extends to any advocacy initiatives in which the individual might participate while a Grace student.

## **Notice of Nondiscrimination**

Grace College and Seminary is a private, not-for-profit, faith-based exempt organization as described in Section 501 (c) 3 of the Internal Revenue code. In compliance with applicable federal and state laws, Grace College and Seminary does not discriminate on the basis of race, color, national origin, age, sex, or disability in its administration of its educational policies, admissions policies, scholarship and loan programs, and athletic and other school-administered programs and activities, or in employment.

The following person has been designated to handle inquiries regarding the Notice of Nondiscrimination:

Carrie Yocum, Title IX Coordinator and VP of Administration and Compliance  
Grace College and Seminary  
McClain 102  
200 Seminary Drive  
Winona Lake, IN 46590  
[yocumca@grace.edu](mailto:yocumca@grace.edu)  
574-372-5100 x6491

Inquiries may also be addressed to the U.S. Department of Education's Office for Civil Rights at 400 Maryland Avenue, SW, Washington, DC 20202-1100.

## **Classification of Graduate Students**

**Full-time Students:** Full-time students are those enrolled in a degree, diploma, or certificate program for at least 6 semester hours of credit during a regular semester.

**Part-time Students:** Part-time students are those enrolled in a degree, diploma, or certificate program for at least 3 hours of credit during a regular semester.

**Auditors:** Students who desire to hear the lectures in a course without undertaking the coursework for credit may be admitted as auditors to selected courses by making proper application with the Online Admissions Office. Though no credits or grade points are involved, auditors are required to pay the appropriate fees and to meet class attendance requirements. Those who do not meet attendance requirements will receive the "grade" of "W," whether or not they have officially withdrawn.

Auditing is not permitted for some courses. (This policy is at the discretion of the department or professor involved.) For some courses, auditing is permitted only if the student completes the course assignments as specified by the professor. An auditor may enroll for only one semester as a "full-time" auditor.

## **HLC Criteria as Applied to the School of Professional and Online Education**

Faculty teaching in the School of Professional and Online Education should have completed a program of study in the discipline or subfield in which they teach, and/or for which they develop curricula, with the coursework at least one level above that of the courses being taught or developed/or a current teaching or administrator license in the field. The School of Professional and Online Education can determine that a faculty member is qualified based on experience that the institution determines is equivalent to the degree it would otherwise require for a faculty position.

- Faculty teaching in the School of Professional and Online Education GRADUATE programs should hold a terminal degree in the program in which they are teaching. If a faculty member holds a master's degree or higher in a discipline or subfield other than that in which he or she is teaching, that faculty member should have completed a minimum of 18 graduate hours in the discipline or subfield in which they teach. See the SPOE Process for Exceptions.

## **School of Professional and Online Education Process for Exceptions**

*HLC Assumed Practice B.2 allows an institution to determine that a faculty member is qualified based on experience that the institution determines is equivalent to the degree it would otherwise require for a faculty position. This experience should be tested experience in that it includes a breadth and depth of experience outside of the classroom in real-world situations relevant to the discipline in which the faculty member would be teaching. An institution that intends to use tested experience as a basis for hiring faculty must have a well-defined policy and procedure for determining when such experience is sufficient to determine that the faculty member has the expertise necessary to teach students in that discipline.*

Deans and faculty leaders assess faculty members' qualifications. Endorsements are considered when potential instructors do not have the academic credentials required by the Higher Learning Commission. These endorsements are dependent on the relevancy of the experience both to the degree level and to the specific content of the course for which the faculty member is responsible. These endorsements come in two forms: Endorsement by Equivalency and Endorsement by Exception. These endorsements are used when credentialing part-time instructors.

ENDORSEMENT BY EQUIVALENCY is used when it is evident that an instructor has credentials that are "equivalent to" the degree required of our faculty in that content area. This endorsement is in line with HLC guidelines that allow an individual's knowledge and expertise to be determined by his or her tested experiences outside of the classroom in real-world situations relevant to the discipline in which the faculty member would be teaching. For example, an instructor can be credentialed to teach if that instructor has a minimum of ten years of industry-specific experience. Such life experience can qualify as an equivalent to academic credentials for the purpose of teaching, based on the judgment of knowledgeable faculty in the discipline. This endorsement is used when in faculty judgment it is not necessary for an instructor to pursue further studies to teach at the college in the approved area.

ENDORSEMENT BY EXCEPTION is used when an instructor has demonstrated adequate knowledge and experience but has not met our standard for credentials. An example of such a situation would be the instructor who has a bachelor's/master's degree in a different teaching field, but has some certifications, professional affiliations, and a minimum of five years industry-specific or teaching experience.

### **Note about the Catalog**

Each program at the institution maintains a catalog in which basic academic information related to the program's goals, expectations, admission, policies, accreditation, and other pertinent information is described. This applies to undergraduate, non-traditional (e.g., online, adult degree completion), graduate, and seminary programs.

Grace makes every attempt to provide information that, at the time of publication, most accurately describes the policies, procedures, and requirements of the institution and its individual programs.

The provisions of the academic catalogs are, therefore, to be considered a guide and not to be regarded as a contract between any student and the institution. Course content and institutional policies governing admissions, tuition, and campus life are under constant review and revision.

Grace reserves the right to change any statement contained within the catalog at any time and without prior notice including academic provisions, policies, or requirements (e.g., modifications to classes, fees, personnel, academic policies, and programs) and the right to withdraw or amend the content of any courses described in the catalogs as may be required or desirable by circumstances. Grace will, however, make every attempt to give students reasonable prior notice to changes in policies and other catalog content when possible and rarely implements policy changes during an academic year.

Courses of study for non-traditional, graduate, and seminary programs and check sheets for undergraduate students may undergo revisions; however, these are typically implemented in the fall of the new academic year.

All students are expected to be familiar with the catalog(s) associated with their selected program(s) of study with the understanding that policies and procedures of their selected program(s) may change from year-to-year. The current year's catalog should, in most situations, be considered the catalog applicable to the student.

In some programs, students are asked to acknowledge in writing their receipt of the program's catalog.

Changes to an academic catalog that are necessary following the start of the fall semester will be noted as an addendum to the original catalog.

Archived catalogs are maintained on the institution's Web site.

It is each student's responsibility to schedule regular meetings with his or her academic advisor and to be knowledgeable about institutional requirements, academic regulations, and calendar deadlines specified in the catalogs and academic program publications. Students should read the catalog carefully and consult with an advisor to determine how these policies relate to their individual circumstances.

### **Contact**

For additional information about admission requirements or course enrollment and completion, please contact the Department of Online Education, Grace College, 200 Seminary Drive, Winona Lake, IN 46590 (telephone: 888.249.0533) or email [online@grace.edu](mailto:online@grace.edu). For more information, visit: <http://online.grace.edu/>.

## **COURSES\***

### **UPDATED MSNM Course list**

#### **First Year Courses:**

NPM 5010 Foundations of Nonprofit Management  
NPM 5020 Governing & Leading Nonprofit Organizations  
NPM 5030 Obtaining & Managing Resources for Nonprofit Organizations  
NPM 5065 Nonprofit Management Analysis I  
NPM 5090 Grant Writing for Foundations & Organizations

#### **Second Year Courses:**

NPM 5040 Managing the Nonprofit Organization  
NPM 5080 Finances for Nonprofit Organizations  
NPM 5050 Marketing, Communication & Special Topics for Nonprofit Organizations  
NPM 5100 Philanthropy & Fundraising Fundamentals  
NPM 5070 Nonprofit Management Analysis II

\*In addition to the courses listed above, students must take three (3) electives during the two years. Eligible courses may be selected from specific programs offered at Grace College. Please contact the School of Professional and Online Education for more information regarding electives.

## **COURSE DESCRIPTIONS**

### **NPM 5010 Foundations of Nonprofit Management**

This course will provide an orientation to the nonprofit sector and a theoretical foundation for the more applied topics that will be covered later in MSNM Program. Students will begin to develop their personal philosophies of management as it applies to the unique environment of the nonprofits. This course seeks to engender an overview of nonprofit management that is both conceptual and practical in nature. Three hours.

### **NPM 5020 Governing and Leading Nonprofit Organizations**

This course provides learners with the opportunity to learn the many dynamics involved in leading an organization under the auspices of a governing board. Best practice strategies and activities will be utilized regarding effective and ethical leadership, managing an organization, and recruiting, developing, evaluating and retaining human capital within the organization. Three hours.

### **NPM 5030 Obtaining and Managing Resources for Nonprofit Organizations**

Introduces students to the major financial management concepts and techniques required for effective management of nonprofit organizations. Offers students an opportunity to learn about nonprofit accounting, budget management, cash flow management, financial statements and reports.

### **NPM 5040 Managing the Nonprofit Organization**

Nonprofit organizations can thrive only when there is a clear understanding of the internal and external realities that impact a company's present status and potential for growth. This course will examine various ways to ensure accountability to external stakeholders and effectively measure performance. The strategic planning process will also be examined in depth, and students will learn how to utilize planning skills in a practical exercise with a company of their choice. Students will also examine ways to help nonprofit companies build capacity and explore opportunities for collaboration. Three hours.

### **NPM 5050 Marketing, Communication and Special Topics for Nonprofit Organizations**

This course is a guide through four topics that can easily be confusing or too new for nonprofit leaders to handle without help. 1) Leaders, must know the values and pitfalls of marketing so that the mission remains the primary focus. 2) Advocacy includes education of the public in addition to the challenging topic of lobbying that few nonprofits engage in with confidence. 3) Globalization affects many local nonprofits as there may be chapters abroad. Leaders must be aware of the management and board 'best practices' that come from globalized nonprofits. 4) Social entrepreneurship is a newer topic that covers innovation to provide new income streams for a target population, social impact or both. Business for missions, community development, and micro finance are related topics. Three hours.

### **NPM 5060 Integrative Application Project 1**

This course allows the learner to demonstrate their capacity for understanding and applying the first year of the nonprofit management course work. Learners will examine and contrast a current and relevant nonprofit management issue, then compose and construct a strategic, viable, credible, and synergistic solution to such an issue. Three hours. Prerequisites: NPM 5010, NPM 5020, and two (2) graduate elective courses in year one. Corequisite: NPM 5030.

### **NPM 5070 Integrative Application Project 2**

This course allows the learner to demonstrate their capacity for understanding and applying the second year of the nonprofit management course work. Learners will examine and contrast a current and relevant nonprofit management issue, then compose and construct a strategic, viable, credible, and synergistic solution to such an issue. Three hours. Prerequisites: NPM 5040, NPM 5050, and two (2) graduate elective courses in year two. Corequisite: One (1) graduate elective.

**NPM 5090 Grant Writing for Foundations and Corporations**

This course will focus on identifying private foundations and corporations whose philanthropic mission aligns with the vision a non-profit organization chosen by the student. Students will conduct research on foundations and corporations and craft letters of inquiry and grant proposals. Students will develop a basic knowledge of grant writing process and display understanding of the content through the development of a grant proposal. (cross listed as MHE 5100)

**NPM 5100 Philanthropy & Fundraising Fundamentals**

This course provides an overview of the history and theories influencing philanthropy. Students will develop their own theoretical framework for fundraising . The culminating project will be the creation and presentation of a case statement for a non-profit organization of student's choice. (cross listed as MHE 5120)