

# Master of Science



GRACE COLLEGE & GRACE THEOLOGICAL  
SEMINARY CATALOG 2025-2026

# Master of Science

**Master of Science in Higher Education (MSHE):** Tim Ziebarth, MBA, Ed.D., Exec. Dean, School of Professional & Online Education

**Master of Science in Nonprofit Management (MSNM):** Stephen Grill, Ed.D., Program Director

**Master of Science in Athletic Administration (MSAA):** Darrell L. Johnson, Ed.D., Program Director

## Faculty

Stephen Grill, Ed.D.  
Andrew Flamm, Ph.D.  
Michael Harstine, Ph.D.  
Trent Lambert, D. Min.  
James Swanson, Ph.D.  
Timothy Ziebarth, Ed.D.  
Kelsi Roth, M.S.  
Matthew Metzger, M.B.A.  
David Stanton, IV Ed.D.  
James Adams, Ed.D.  
Mark Pohl, Ph.D.  
Darrell L. Johnson, Ed.D.

## 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.

## Contact

For additional information about admission requirements or course enrollment and completion, please contact the School of Professional and Online Education, Grace College, 1 Lancer Way, Winona Lake, IN 46590 (telephone: 888.249.0533) or email [onlineadmissions@grace.edu](mailto:onlineadmissions@grace.edu). For more information, visit: <https://online.grace.edu/programs/master-of-science-in-higher-education/>

## **Master of Science in Athletic Administration (MSAA)**

### **Program Descriptions**

Grace College is pleased to partner with the National Interscholastic Athletic Administrators Association (NIAAA) and the Canadian Interscholastic Athletic Administrators Association (CIAAA) to provide a master's degree in Athletic Administration that is convenient, practical and affordable for their members. The NIAAA and the CIAAA strive to develop current and future athletic administrators who can lead wholesome, value-added athletic programs. Grace College joins with the NIAAA and CIAAA to utilize the content of their Leadership Training Courses (LTCs) as part of its graduate offerings for athletic administrators. This master's degree will a) extend the content of the LTC modules through higher-level thinking and learning activities, and b) enable athletic administrators to receive degree credit for their mastery of the content and their application of that learning in practical ways through their current employment.

### **Purpose**

Grace College is partnering with the NIAAA and the CIAAA to provide an outstanding Master of Science in Athletic Administration degree program incorporating the courses from both associations at a reasonable cost to the student.

### **Program Learning Outcomes**

1. To provide education for professional athletic administrators to enhance the daily operations of athletics departments and deliver athletic programs that best serve students, schools, and communities.
2. To prepare responsible athletic administrators to consider all aspects of liability related to athletic performance and maintain a strategic plan for managing risk and maintaining safety, equity, and integrity in the context of interscholastic athletic programs,
3. To prepare the student to use proper & ethical business practices and marketing procedures.
4. To partner with the NIAAA and CIAAA to provide a Master's program that recognizes and incorporates their courses and provides a value-added dimension at a very reasonable cost to the practicing athletic director as well as convenience.
5. To help the student develop proper research skills and techniques.

### **Schedule (MSAA)**

The MSAA program is an open enrollment program with all courses offered each semester and summer session.

### **Delivery Formats**

The MSAA is an online program. The School of Professional and Online Education can provide further details about the program.

Information regarding the technology and user-skill requirements for the online MSAA program is available on the Office of Information Technology page of the institution's Web site. <https://online.grace.edu/admissions/technology-requirements/>

## MSAA Program Admission and Completion Requirements

### Admission Requirements

1. A completed baccalaureate degree.
2. A minimum undergraduate GPA of 2.75.
3. Submit completed MSAA Application, official transcripts of all previous academic coursework, current resume.'
4. Be a member of the NIAAA or the CIAAA
5. Have completed at least two LTCs
6. Be actively involved in an interscholastic athletic program

### Degree Requirements

1. Each course is 3 credit hours, resulting in 36 hours for the program.
2. 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 MSAA program.
3. Minimum GPA for graduation 2.5

### Degree Completion Policy

Students enrolled in graduate programs are allowed seven (7) years from the beginning of their coursework to complete all degree requirements. Students may be asked to repeat courses that were taken more than five years prior to completing the program curriculum at the discretion of the Department Chair. To be eligible to graduate, each student must complete all requirements and have a cumulative GPA of 2.5.

## COURSES

Grace College Courses	NIAAA/CIAAA LT Courses	Grace College Requirement
*AAD 6010 Foundations of Athletic Admin	LTC 501 and any other LTC	Project
*AAD 6020 Risk Management & Ethical Issues	LTC 504 and any other LTC	Project
*AAD 6030 Athletic Finance & Marketing Mgt.	Any Two LTC's	Project
AAD 6035 Athletic Program Assessment	Any Two LTC's	Project
AAD 6040 Team Cohesion and Character Dev	Any Two LTC's	Project
AAD 6050 Facility Planning & Management	Any Two LTC's	Project
AAD 6060 Facility & Event Management	Any Two LTC's	Project
*AAD 6070 Athletic Organization & Admin	Any Two LTCs	Project
AAD 6080 Sport Med & Strength Training Prog	Any Two LTC's	Project
AAD 6090 Educational Athletics	Any Two LTC's	Project
*AAD 6100 Athletic Decision-Making	Any Two LTC's	Project
AAD 6110 Current Issues & Trends	Any Two LTC's	Project
*AAD 6120 Practical Application	Work Experience	Project
*AAD 6130 Capstone	Work Experience	Project

\*Denotes a Core required course

## **COURSE DESCRIPTIONS**

### **AAD 6010 Foundations of Athletic Administration**

This course will present a philosophy of the leadership and organization of interscholastic athletic programs, principles, strategies and methods of athletic administration, frameworks to identify and unify the athletic community through character-based standards, and best practices in fundraising, marketing, and promotion of athletic programs and events. Three hours.

*Incorporates NIAAA LT Courses: LTC 501, 502, 608 [LTC 502 recommended if available]*

### **AAD 6020 Risk Management and Ethical Issues**

This course will guide students in utilizing institutional and established legal guidelines to consider all aspects of liability related to athletic performance, and creating and maintaining a strategic plan for managing risk and maintaining safety, equity, and integrity in the context of interscholastic athletic programs. Three hours.

*Incorporates NIAAA LT Courses: LTC 504, 506, 508 [LTC 506 recommended if available]*

### **AAD 6030 Athletic Finance and Marketing Management**

This course will assist students in understanding athletic finance and budgeting. It will also guide students in the development of an athletic marketing plan. Three hours.

*Incorporates NIAAA LT Courses: 511, 611, 618*

### **AAD 6035 Athletic Program Assessment and Enhanced Leadership**

This course has two main objectives-to assist the student in developing and implementing a program assessment for an interscholastic athletic program including policies related to program assessment, procedures for implementing program assessment, and forms to support program assessment, and to review and discuss various concepts related to enhanced leadership. Three hours.

*Incorporates NIAAA LTC Courses 707, 719*

### **AAD 6040 Team Cohesion and Athletic Character Development**

This course has two main objectives-to review and discuss the various ways to build a cohesive athletic team, and to develop successful strategies to build character within the student-athletes. Three hours.

*Incorporates NIAAA Courses 720, 721*

### **AAD 6050 Facility Planning and Management**

This course will guide students in the development of an athletic facility master plan. Further, it assists students in understanding the role the athletic director plays in management of the athletic physical plant. Three hours.

*Incorporates NIAAA LT Courses: LTC 615, 616, 619 [LTC 615 and 616 recommended if available]*

### **AAD 6060 Facility and Event Management**

This course presents opportunities for students to analyze best practices and challenges to securing, maintaining, and managing safe, resilient, and attractive indoor and outdoor athletic facilities and equipment that is readily available to students for athletic preparation and interscholastic competitive events. Three hours.

*Incorporates NIAAA LT Courses: LTC 621, 622, 707 [LTC 621 and 630 recommended if available]*

### **AAD 6070 Athletic Organization and Administration**

This course will assist the athletic leader in developing an athletic operational manual. Further, this course will guide the athletic leader through the organizational and administrative policies and procedures of a typical interscholastic athletic department. Three hours.

*Incorporates NIAAA LTC Courses: LTC 625, 630, 700, 701, 719 [LTC 625 and 700 recommended if available]*

### **AAD 6080 Sport Medicine and Strength Training Administration**

This course outlines the policies and procedures in operating and administering sport medicine and strength training programs. Further, the course will guide the athletic leader through the development of policy and procedural manuals for each area. Three hours.

*Incorporates NIAAA LTC Courses: LTC 617, 620, 627 [LTC 617 and 620 if available]*

### **AAD 6090 Educational Athletics**

This course guides the athletic leader through the development of policies and procedures related to the educational aspects of sport programs. Three hours.

*Incorporates NIAAA LTC Courses: LTC 703, 705, 720, 721 [LTC 703 and 705 if available]*

### **AAD 6100 Athletic Decision Making**

A review of methods used to collect information to support business decisions, such as surveys, focus groups, competitive studies, and benchmarking. Topics include designing procedures to obtain unbiased data, scaling methods, and analysis and interpretation of data to produce credible results and recommendations. Emphasis is placed on intelligence necessary to support strategic planning activities and initiatives. Upon successful completion of this course, a student will be able to discern when to use qualitative techniques and the limitations of qualitative studies, design a study around research questions, choose appropriate samples from the population, and prepare the research instruments, prepare to conduct in-depth interviews and focus groups, analyze data and correlate results of qualitative studies. Three hours.

*Incorporates NIAAA LT Courses: LTC 709, 714, 719,*

### **AAD 6110 Current Issues and Trends**

This course involves research on a current topic in athletic administration focusing on solutions and remedies to the issues addressed. Three hours athletic need or issue. Three hours.

*Incorporates NIAAA LT Courses: LTC 710A, 710B, 723 [LTC 610 and 710 if available]*

**AAD 6120 Practical Experience I, and AAD 6130 Practical Experience II**

This course requires the student to complete a project that is applicable and practical to the athletic department in which they are involved. Three hours. *No LTCs required for this course.*

**AAD 6130 Capstone**

This course is the capstone course for all students in the Athletic Administration Concentration. The capstone is a special project conducted within an existing athletic setting. It may be arranged within the organization in which the student is employed or in another organization which agrees to work with the student on a project of mutual interest. The capstone experience affords each student an opportunity to apply the skills, knowledge, and abilities gained through the leadership core and concentration-area content courses in a process that will generate a solution(s) to or facilitate substantive consideration of a current interscholastic athletic need or issue. Three hours. *No LTCs required for this course.*

Notes:

**\*The LTC courses listed are recommendations only, any two LTCs may be used if these courses are not readily available.**

## **Master of Science in Higher Education (MSHE)**

### **Program Description**

The Master of Science in Higher Education is designed for students interested in careers in a college or university setting. The Master of Science in Higher Education will stress the practical knowledge, critical thinking, applied research, and writing needed to excel in a professional field within Higher Education. This program will enjoy the convenience and flexibility of online learning, while benefiting from the exceptionally close ties that develop from a cohort-based model.

Students who complete this degree will be qualified for careers in areas such as residence life, academic advising, career services, learning support services, financial aid, intramurals, student activities, and judicial affairs. Students will learn from talented and enthusiastic peers as well as a broad team of professional faculty with life experiences in and outside the classroom in the higher education profession. The Master of Science in Higher Education is designed to produce outstanding, faith-informed practitioners who are prepared to engage in and impact the lives of this generation.

These program distinctives are reflected in the program purpose statement and goals that follow.

### **Purpose**

The Grace College MSHE program provides a curriculum and environment where current and future higher education professionals are transformed through the study of the field of higher education from a distinctly biblical perspective.

### **Program Goals**

1. Demonstrate adherence to the American College Personnel Association (ACPA) accrediting body's standards.
2. Prepare students to serve as effective staff and administrators in student affairs, with combined strengths in collaborative management, fiscal organization, and student life in higher education.
3. Investigate the importance of various contexts on students' academic and co-curricular experience, legal, economic, ethnic, gender, religious, and historical influences that affect the college and university in the twenty-first century.
4. Emphasize an empirical approach to organizational assessment and research.
5. Provide internship/practicum opportunities to apply and integrate with course content.
6. Provide a solid foundation for doctoral work in higher education.

### **Program Learning Outcomes**

1. A student of the Higher Education program will investigate the importance of various contexts on students' academic and co-curricular experience, legal, economic, ethnic, gender, religious, and historical influences that affect the college and university in the twenty-first century.



2. A student of the Higher Education program will synthesize and demonstrate/present course content.
3. A student of the Higher Education program will illustrate preparedness for doctoral work through assemblage and composition in higher education.
4. A student of the Higher Education program will display competency to serve as effective staff and administration in higher education, utilizing collaborative management, fiscal organization, and student development theories.

### **Schedule (MSHE)**

The program is 24 months in length, and includes courses taught over both summers. Students will take one course at a time. New cohorts begin every fall and spring semester.

Please view the institution's [calendar](#) for more information

### **Delivery Formats**

The MSHE 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 MSHE program is available on the Office of Information Technology page of the institution's Web site.

<https://online.grace.edu/admissions/technology-requirements/>

## **MSHE 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 MSHE 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.

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

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 MSHE 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.

### **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 MSHE program.

### **Degree Completion Policy**

Students enrolled in graduate programs are allowed seven (7) years from the beginning of their coursework to complete all degree requirements. Students may be asked to repeat courses that were taken more than five years prior to completing the program curriculum at the discretion of the Department Chair. To be eligible to graduate, each student must complete all requirements and have a cumulative GPA of 2.5.

## **COURSES**

### **First Year Courses:**

MHE 5010 History and Foundations of Higher Education  
MHE 5080 Research Methods  
MHE 5090 Leadership in Higher Education  
MHE 5030 Organization, Government & Finance  
MHE 5060 Integrative Application Project I  
MHE 5100 Grant Writing for Foundations & Organizations

### **Second Year Courses:**

MHE 5040 The College Student  
MHE 5020 Student Affairs in Higher Education  
MHE 5110 Finances for Nonprofit Organizations  
MHE 5050 Legal Issues in Higher Education  
MHE 5120 Philanthropy & Fundraising Fundamentals  
MHE 5070 Integrative Application Project II

## **COURSE DESCRIPTIONS**

### **MHE 5010 History and Foundations of Higher Education**

This course is designed to introduce students to how the institution of higher education has been shaped by major trends in American society. It will examine the historic development, structure, roles, and diverse characteristics of both private and public sectors of higher education, how they have contributed to the development of our country, and what might be expected of higher education in the future. Additional focus will be given to Christian heritage and its centrality in the development of higher education. Three hours.

### **MHE 5020 Student Affairs in Higher Education**

This course is an in-depth study of theory and developmental patterns which are necessary in guiding the student affairs professional. Content is designed to increase the understanding of how student services, activities, health and wellness, and all areas of student affairs are organized, administered, and assessed. Three hours.

### **MHE 5030 Organization, Governance and Finance**

This course examines key administrative and financing structures used within higher educational institutions. This will include budgeting processes, sources of revenue, types of expenditures, and analyzing social, political, economic, and technological environments. Additional focus will be given to factors influencing strategic level decision making, structure, governance model, human resources, change management and leadership culture. Three hours.

### **MHE 5040 The College Student**

This course examines the different ways students view, encounter, and react to the college or university environment. MSHE students taking this course will learn distinctives and differences in several different areas that affect the college student, including generational cohorts, ethnic backgrounds, sexual orientation, and religious belief. Three hours.

### **MHE 5050 Legal Issues in Higher Education**

This course focuses on persistent legal and ethical issues which confront today's leaders in higher education. You will learn to recognize concerns while processing and analyzing law in areas such as student rights and privacy laws, sexual harassment, tort liability, federal, and judicial reputations, distinction between public and private sectors, all the while learning and understanding the need for clear judicial affairs policy. Three hours.

### **MHE 5060 Integrative Application Project 1**

This course provides learners with the opportunity to further develop the capacity to properly and effectively use concepts from courses completed during the first year of the MSHE program in realistic problem-solving settings. Students will demonstrate mastery of first year material by using that material to analyze and address an existing problem or question. Proper and effective use of these concepts includes: 1) use of individual concepts and 2) use of multiple concepts in an interdisciplinary manner. Properly addressing realistic problems includes: 1) specifying the problem, 2) analyzing the problem, and 3) formulating a solution to the problem. Three hours.

### **MHE 5070 Integrative Application Project 2**

This course provides learners with the opportunity to further develop the capacity to properly and effectively use concepts from courses completed during the first year of the MSHE program in realistic problem-solving settings. Students will demonstrate mastery of second year material by using that material to analyze and address an existing problem or question. Proper and effective use of these concepts includes: 1) use of individual concepts and 2) use of multiple concepts in an interdisciplinary manner. Properly addressing realistic problems includes: 1) specifying the problem, 2) analyzing the problem, and 3) formulating a solution to the problem. Three hours.

### **MHE 5080 Research Methods**

This course offers an introductory study of the principles and techniques of investigation and data collection in the field of higher education. The course will deal with techniques of organizing, conducting, analyzing, and presenting such data, with a focus on how such activities apply within the realm of a higher education professional. Three hours.

### **MHE 5090 Leadership in Higher Education**

Students will engage a variety of leadership theories, models and organizational frameworks and then apply those theories, models, and structure to leading within the field of higher

education. Because leadership in higher education is inherently organizational and undergoing tremendous change, a large portion of the course will be devoted to navigating change within organizational structures and utilizing the strengths of institutions. Three hours.

**MHE 5100 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 NPM 5090) Three hours.

**MHE 5120 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 NPM 5100) Three hours.

## **Master of Science in Nonprofit Management (MSNM)**

### **Program Description**

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.

### **Program Learning Outcomes**

1. Students of the Nonprofit Management program will integrate a biblical worldview in analyzing course content.
2. Students of the Nonprofit Management program will display competency of discipline-specific content.

3. Students of the Nonprofit Management program will integrate and apply discipline-specific concepts in a variety of nonprofit settings.

### **Schedule (MSNM)**

The program is 24 months in length, and includes courses taught over both summers. Students will take one course at a time.

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

### **Delivery Formats**

The MSNM is an online program. The School of Professional and 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.

<https://online.grace.edu/admissions/technology-requirements/>

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

### **Admission Requirements**

1. A completed baccalaureate degree.
2. A minimum undergraduate GPA of 2.75.
3. Submit a resume
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.

### **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.

### **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 2.75
3. A written essay.
4. Undergraduate Advisor Recommendation.

5. Submit completed MSNM Application and official transcripts of all previous academic coursework

### **Degree Completion Policy**

Students enrolled in graduate programs are allowed seven (7) years from the beginning of their coursework to complete all degree requirements. Students may be asked to repeat courses that were taken more than five (5) years prior to completing the program curriculum at the discretion of the Department Chair. To be eligible to graduate, each student must complete all requirements and have a cumulative GPA of 2.5.

## **COURSES\***

NPM 5015 Nonprofit Management as a Career  
NPM 5020 Governing & Leading Nonprofit Organizations  
NPM 5030 Obtaining & Managing Resources for Nonprofit Organizations  
NPM 5040 Managing the Nonprofit Organization  
NPM 5050 Marketing, Communication & Special Topics for Nonprofit Organizations  
NPM 5065 Nonprofit Management Analysis I  
NPM 5075 Nonprofit Management Analysis II  
NPM 5080 Finances for Nonprofit Organizations  
NPM 5090 Grant Writing for Foundations & Organizations  
NPM 5100 Philanthropy & Fundraising Fundamentals

\*In addition to the courses listed above, students must take two (2) 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 5015 Nonprofit Management as a Career**

People view nonprofits from different perspectives, some considering them to be social institutions and others considering them to be more like business firms with a social purpose. This course attempts to blend these perspectives and to provide a balanced overview of the field. Although some people portray nonprofits as less well-managed than businesses, that perspective is often inaccurate. This course will encourage students preparing for careers in nonprofit management to proceed with pride and confidence that their field is as distinguished as management in business or government. Together we will thoroughly pursue an understanding of how a nonprofit management career brings challenges but also rewards. Three hours.

### **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**

This course will introduce learners to the role of resource management found within nonprofit environments. Learners will interact with philanthropy, earned income strategies, governmental support, and financial management of such resources. Three hours.

### **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 5065 Nonprofit Management Analysis I**

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.

### **NPM 5075 Nonprofit Management Analysis II**

This course will emphasize commitment to analytic inquiry, active learning, real-world nonprofit analysis and practical information development. Real-world analysis may be demonstrated through traditional and non-traditional (individual oral interview) assignments and this course will include both types of work. The course will link practical knowledge acquired in nonprofit settings with academic knowledge acquired in the Nonprofit Management Program. Three hours. Prerequisites: NPM 5040, NPM 5050, and two (2) graduate elective courses in year two.

### **NPM 5080 Finances for Nonprofit Organizations**

Nonprofit management is becoming a recognized specialty, and there is a growing number of individuals and entities specializing in nonprofit financial management as well. With this growth



in numbers comes a comparable growth in the demand for sophisticated management. No longer is it enough just for one's financial records to be in order; one must be able to demonstrate good financial systems to meet all the other rising demands on today's nonprofit. That will be our main focus. Three hours. (cross listed as MHE 5110)

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

This course is a guide through grantmaking process from researching potential funding sources, building and developing a relationship with a grant maker, devising a proposal, and ultimately securing funding through a grant proposal. Three hours. (cross listed as MHE 5100)

**NPM 5100 Philanthropy & Fundraising Fundamentals**

Fundraising is an essential element to sustain and grow most nonprofit organizations. This course will provide an overview of fundraising, exploring the various functions and opportunities within the realm of fundraising. The ultimate purpose of this course is to prepare nonprofit leaders to deliver effective “asks” for their organization. Individual fundraising is the most effective method of gaining financial support and understanding the process for securing a gift is an important skill for nonprofit leaders. Three hours. (cross listed as MHE 5120)