THE NONPROFIT MANAGEMENT CERTIFICATE PROGRAM

The Post Baccalaureate Certificate in Nonprofit Management is designed to serve employees and managers by preparing them for the challenging work in the nonprofit sector. The certificate provides training in nonprofit management skills within the broader context of public service knowledge. Courses are offered in the evenings, on Saturdays, and online, with preference given to online students who live outside the area. Students who complete the program face to face may complete the program at their own pace. However, those students who choose to complete the program exclusively online should follow the prescribed schedule to ensure timely completion. The program is appropriate for those with a Master's degree in another field as well as those holding a bachelor's degree. NOTE: The program is designed as a part-time program, with students usually enrolling for 3-6 hours each semester.

The certificate in nonprofit management offers numerous opportunities for professional development to those with varying nonprofit sector experience, those in need of further education to handle increased responsibilities, those holding a Master's degree in another field but need additional knowledge and skills in nonprofit management, or those not yet ready to commit to a more lengthy degree program. The certificate program also addresses the needs of those who are looking for challenging graduate courses to develop their skills and knowledge or in need of a part-time evening or online schedule that does not interfere with work or family responsibilities.

I. ADMISSION

To be considered for admission to graduate study for the Post Baccalaureate Certificate in Nonprofit Management, the following should be sent to the Graduate School by July 1 for fall admission; November 1 for spring admission; or April 1 for summer admission.

- An application form (see Graduate School website: http://grs.uncg.edu/)
- An official transcript (bachelor's and/or master's degree) from a regionally accredited college or university
- A personal statement about your career and educational goals (see form at www.uncg.edu/psc/mpa/nonprofitcert.html)
- Three letters of recommendation
- A current resume

Space is limited in the certificate program; therefore, applicants should have all their materials in by the deadlines mentioned above. Applications completed after these deadlines will be processed as quickly as possible, but we cannot guarantee a decision before the start of the semester.

The program seeks a student body with diverse backgrounds, work experience, undergraduate majors, graduate programs, and career aspirations, although preference will be given to applications submitted on time and to applicants already employed in the nonprofit sector.
that their computer systems are able to support online instruction. Faculty are not responsible for troubleshooting technological difficulties; thus students are asked to call (336)256-TECH (8324) (Information Technology Help Desk) to receive assistance regarding their email, Blackboard accounts, and general technological support.

**Portfolio Requirement (See Appendix B)**

The Nonprofit Management Certificate requires the completion of a portfolio during the program. Certificate students should include assignments and project work from all Nonprofit Management coursework completed during the program in a portfolio. In the semester that Nonprofit Management Certificate students apply to graduate from the certificate program, they should provide their portfolio to the Nonprofit Management Certificate Coordinator by the required deadline along with the listing of contents, resume, and a brief narrative discussing the portfolio contents and the knowledge, skills and abilities demonstrated by assignments and project work included in the portfolio. The portfolio will be approved by a committee composed of faculty members before final clearance for graduation from the certificate program.

**IV. ONLINE PROGRAM**

The online program began during the 2011-12 academic years, though these courses have been taught for several years face to face. Students enrolled in the face-to-face or the online programs are eligible to enroll in courses offered in both programs; however, **preference for online courses will be given to those students who are completing the program exclusively online.** Also note that the cost of the on-campus courses is slightly higher, but it allows students to access other campus programs and activities as well. Students who choose to complete the program exclusively online should follow the prescribed schedule to ensure timely completion.

**V. RELATIONSHIP TO THE MPA PROGRAM**

The Political Science Department at UNCG offers the Master of Public Affairs (MPA) degree for persons interested in professional positions in public service. This program offers advanced training for work in:

1) local, state and federal agencies;
2) private nonprofit agencies and voluntary organizations;
3) public affairs offices in private businesses; and
4) legislative staff positions.

The MPA Program provides professional training designed both to meet current demands in public sector positions and also to provide the foundation for long-term development and advancement in a public service career. The MPA program was originally accredited by the National Association of Schools of Public Affairs and Administration in 1993, and most recently reaccredited in 2014.

The Program provides a foundation in the major substantive areas of public affairs: policymaking and policy analysis; administration, management and organizational behavior; quantitative analysis and evaluation; and the political context of public administration. Beyond these areas covered in the core and required courses in the
Graduation

Students must apply through the Graduate School to receive their Certificate in the final semester of coursework. If you do not apply, you will not receive your Certificate. There is no charge to apply for graduation. You have 5 years from your original admission date to complete the Certificate.

VII. COURSE OFFERINGS AND DESCRIPTIONS FOR THE NPM CERTIFICATE

511  Topics in Public Affairs. (one credit hour)
     Special course or workshop on a management problem. May be repeated for up to six hours credit.

512  Federalism and Intergovernmental Relations.
     Historical development of federalism. Analysis of changing relationships among local/state/federal agencies, expanding role of states and regionalism, and developments in inter-local cooperation. (3 cr)

520  The Urban Political System.
     Examination of major topics in the study of urban government and politics, including citizen participation, interest groups, parties, types of elections, forms of government, community power and racial politics. (3 cr)

540  Nonprofit Management and Leadership.
     Overview of major concepts and concerns of nonprofit organizations, including tax exempt status, incorporation, nonprofit/government relations, board/director/staff relations, volunteers, service and program planning, implementation, resource development. (3 cr)

604  Public Personnel Management.
     Employment practices as applied in the public sector including: merit and merit systems; position management; equal employment opportunity and affirmative action; unionization; collective bargaining; employee rights; and representative bureaucracy. (3 cr)

     Public and nonprofit employee performance evaluation and development: theories of motivation, workforce trends, training techniques and trends, career development, employee performance and evaluation techniques. Workshop format with group exercises. (3 cr)

620  Urban Development Policy.
     Examines nature and evolution of U.S. urban development policy, including urban renewal, the war on poverty, and empowerment zones. (3 cr)

630  Community Economic Development: Theory and Practice
     This course will focus on a critical analysis of community and economic development theory and practice and its historical and theoretical roots, methods, strategies and tactics. (3 cr)
official on 4 July 1776 is probably common knowledge, but a reference to Brown v. Board of Education needs a citation. Remember the Golden Rule of Citations: when in doubt, cite.

3. Power Point presentations, tables, charts and diagrams don't need citations.
   FALSE. They are data and their design is creative. CITE!
VIII. MPA PROGRAM FACULTY

Allison Bramwell, Assistant Professor; BA, MA University of Western Ontario; PhD, University of Toronto
- urban politics, governance & political economy, comparative public administration

Ruth H. DeHoog, Professor and Director of the Graduate Program; BA, Calvin College; MA, PhD, Michigan State University
- urban administration, organizational theory and behavior and nonprofit management.

Kenneth A. Klase, Associate Professor and Certificate Coordinator; BA, Ohio State University; MBA, Auburn University; DPA, University of Georgia
- public budgeting and financial management, public personnel management.

Gregory McAvoy, Associate Professor; BA, Pomona College; PhD, University of Minnesota;
- public policy, program evaluation, interest groups and research methods.

Tamaki Onishi, Assistant Professor, BA, Tokyo National University of Fine Arts and Music; MA, Aichi Prefectural University of Fine Arts and Music; MA, Columbia University, Teachers College; PhD, Indiana University
- nonprofit management, philanthropy and resource development, public administration.

Charles L. Prysbey, Professor; BS, Illinois Institute of Technology; PhD, Michigan State University;
- quantitative methods, policy analysis and voting behavior.

In addition to these faculty, the program employs adjunct or part-time faculty to teach courses in their areas of expertise.

Jeron Hollis, MPA, Communications Officer, City of High Point
- Media Relations (PSC 511M)

Nancy Hunter, MPA, Consultant
- Grantwriting (PSC 511G)

Marshall Hurley, JD, Attorney
- Legislative Relations (PSC 511E)
- Legal Issues in Public Administration (PSC 511J)

Tony LeTrent-Jones, PhD., Consultant
- Strategic Planning (PSC 511D)
- Human Resource Development in Performance Management (PSC 615)
- Program Evaluation (PSC 511P)

Fred Newman, MPA, Consultant
- Grant Writing (PSC 511G)
IX. NONPROFIT MANAGEMENT ADVISORY BOARD

A distinguished board of nonprofit managers and others involved in nonprofit work has been formed to advise the Graduate Director on trends and curriculum for both the nonprofit management concentration and the certificate program. The advisory board includes:

Tom Campbell, President & CEO
Family Services of the Piedmont

Lee Covington, Executive Director
ADTS of Rockingham County

Chip Cromartie, Executive Director
Adult Center for Enrichment

Margaret Elliott, Executive Director
Crisis Control Ministry, Winston-Salem

Steven Hayes, Director
Guilford Nonprofit Consortium

Antonia Monk Reaves, Vice President of Operations
Moses Cone Health Foundation

Shanna Reece, Executive Director
The Servant Center

Susan Schwartz, President/CEO
CEMALA Foundation
APPENDIX A
UNCG MPA Program
NONPROFIT CERTIFICATE PROGRAM

PLAN OF STUDY FOR: ________________________ ID ________________________

Advisor's Signature: ________________________ Date: ________________________

PROGRAM REQUIREMENTS (9 hours) SEMESTER & YEAR: CREDIT HRS:
*PSC 540 - NONPROFIT MGT & LEADERSHIP ___Fall_________ 3
*PSC 650 - PHILANTHROPY & RESOURCE DEV. ___Spring_________ 3 (PSC 540 Prerequisite)
*PSC 645 – NONPROFIT FINANCIAL MGT
** AND BUDGETING ___Spring/Summer_________ 3

THREE OF THESE: (3 hours)
*PSC 511B - MKTING FOR PUBLIC & NP MGT ___Spring/Summer_________ 1
*PSC 511D - STRATEGIC PLANNING ___Fall/Spring_________ 1
*PSC 511G - GRANTWRITING ___Spring/Fall/Summer_________ 1
PSC 511N - NONPROFIT LAW ___Fall_________ 1
*PSC 511V – VOLUNTEER MANAGEMENT ___Spring ____________ 1

ELECTIVES (3 hours- Can include 2 hrs from the above list. Some courses are not offered every year)

PSC 511A - ORAL COMMUNICATION SKILLS ___Fall_________ 1
PSC 511E - LEGISLATIVE RELATIONS ___Summer_________ 1
PSC 511M - MEDIA RELATIONS ___Summer_________ 1
*PSC 511R – DIVERSITY & CULTURE ___Fall_________ 1
*PSC 511S – SOCIAL ENTREPRENEURSHIP ___Summer_________ 1
PSC 520 - URBAN POLITICAL SYSTEMS ___Fall_________ 3
PSC 604 - PUBLIC PERSONNEL MGT. ___Fall_________ 3
**PSC 615 – HUMAN RESOURCE & PERF. MGT ___Summer_________ 3

Others: ________________________

PORTFOLIO REQUIRED ________________________
(Required to be completed final semester – see Handbook)

*ONLINE
**BLENDED COURSES

TOTAL CORE HOURS: 12
ELECTIVE HOURS: 3
TOTAL REQUIRED: 15

<table>
<thead>
<tr>
<th>FALL</th>
<th>SPRING</th>
<th>SUMMER</th>
<th>FALL</th>
<th>SPRING</th>
<th>SUMMER</th>
<th>FALL</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Student Signature: ________________________

Revised 4/6/15
## APPENDIX B – Course Offerings

<table>
<thead>
<tr>
<th>Number</th>
<th>Name</th>
<th>Fall</th>
<th>Spring</th>
<th>Summer</th>
<th>1 Hour</th>
<th>3 Hour</th>
</tr>
</thead>
<tbody>
<tr>
<td>PSC 511A</td>
<td>Oral Communication Skills</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSC 511B</td>
<td>Marketing for Public and Nonprofit Agencies+</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSC 511C</td>
<td>Geographic Information Systems *</td>
<td>X*</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSC 511D</td>
<td>Strategic Planning+</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSC 511E</td>
<td>Legislative Relations and Advocacy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSC 511G</td>
<td>Grantwriting+</td>
<td></td>
<td></td>
<td>X*</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSC 511M</td>
<td>Media Relations</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSC 511N</td>
<td>Nonprofit Law</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSC 511P</td>
<td>Program Evaluation *</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSC 511R</td>
<td>Diversity &amp; Culture+</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSC 511S</td>
<td>Social Entrepreneurship+ *</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSC 511V</td>
<td>Volunteer Management+</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSC 520</td>
<td>The Urban Political System</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSC 540</td>
<td>Nonprofit Management and Leadership+</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSC 615</td>
<td>Human Resource Development &amp; Performance Management +</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSC 604</td>
<td>Public Personnel Management</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSC 620</td>
<td>Urban Development Policy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSC 630</td>
<td>Community &amp; Economic Development: Theory &amp; Practice</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSC 645</td>
<td>Nonprofit Financial Management &amp; Budgeting+</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PSC 650</td>
<td>Philanthropy and Resource Development+</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

NOTE: Courses are marked here at their usual or expected semester. Low enrollments or budget cuts may occasionally mean a course is not offered in the semester or year provided above.

* These Courses are offered once every three or four semesters (not including summer sessions), according to student interest, program needs and availability of faculty.

+ Online or blended option
APPENDIX C: NONPROFIT MANAGEMENT CERTIFICATE PROGRAM PORTFOLIO

Portfolio Guidelines

To complete the certificate program, students must adhere to the following professional portfolio guidelines for the Nonprofit Management Certificate Program. The portfolio will normally be completed during the student’s final semester of coursework. Students are encouraged to begin work on the portfolio upon entry to the program, however. An approved portfolio must be on file in the MPA Director’s office prior to graduation.

Portfolio Purpose

One of the major purposes of a professional portfolio is to showcase in a single document the skills, knowledge and competencies developed by a student over time. The portfolio should reflect professional work experience, academic learning, and any volunteer experience appropriate to the student’s career field. Completing a portfolio provides the student with an opportunity to take stock of her/his professional development, assess where they currently stand professionally, and plan for their future development. Another major purpose of a professional portfolio is for a graduate of the Certificate program to demonstrate their skills, knowledge, and abilities to a prospective employer.

Process

Key components of this effort are:

- **Time:** Start early. It takes time to reflect on one’s professional development, organize the artifacts, present each item, summarize them, organize them, and write it to CD-ROM. Recent graduates note that the effort has taken them more time than they initially expected it to.
- **Skill:** The technical aspects of presentation are important.
- **Thought:** A portfolio involves self-assessment and reflection. It is a good idea to seek input from colleagues and peers. Have people you trust review your document.
- **Care:** A portfolio must be clear, complete, consistent, concise, and accurate. It must demonstrate all the conventions of excellent composition and presentation.
- **Adherence to the guidelines:** Something expected of each graduate is the ability to follow instructions.

Portfolio Requirements

Two basic types of material are included in the portfolio. First, each student will include a number of tangible deliverables: documents prepared specifically for this portfolio. Examples include the student’s professional goals statement and professional summary. Second are the artifacts: documents produced during normal coursework, in the course of one’s job, or while engaged in relevant volunteer work. The following guidelines should be followed:

- The portfolio shall include clearly captioned artifacts that demonstrate competency in all areas designated for the certificate. Artifacts should be selected to reflect a cross-section of both professional and academic experience.
- It is recognized that a pre-service student may have few or no non-academic professional artifacts to include in her/his portfolio. In that instance, the student must make extra effort to relate the artifacts to professional career goals.
II. Current resume
The resume must conform to an acceptable format (1-2 pgs.), and include all academic experience, with the anticipated date of award of the Nonprofit Management Certificate. The University of North Carolina at Greensboro’s Office of Career Services can provide assistance in preparing an acceptable resume.

III. Captioned Artifacts (10-15 recommended)
A detailed list of artifacts should be provided for each portfolio. See below for some examples and descriptions of general artifacts and their captioning. (Details given below.)

IV. Summary Statement
Provide a summary statement, no more than one page, that ties your portfolio together. Indicate why the collection of artifacts provides a good representative overview of your current professional development.

Presenting Portfolio Artifacts
Artifacts (Tangible Deliverables)
Portfolio artifacts are papers, reports, documentation of presentations, projects, instructional materials, in print or other media forms, reflecting examples of course projects or tangible deliverables, work experience, or other professional activities. These artifacts may have been designed, developed, or conducted either by the student as an individual or as a member of a team; in either case the material should be clearly captioned. You should aim to have at least one artifact from each course taken in the program to demonstrate mastery of the content, hence the recommendation to have 10-15 artifacts because it reflects the coursework required to complete the program.

Captions
A caption is a standardized attachment to the artifact. Captions should be concise, no more than half a page, and should include:

- Artifact number and descriptor(s)
- Title of artifact,
- The job (name/address) or professional experience during which the product originated,
- The course (name/number) in which the artifact was created or which course(s) the professional experience artifact relates to,
- Approximate date when the product was completed,
- A rationale statement that briefly describes the artifact, whether it was developed individually or as a member of a team, and any significant facts associated with it (e.g., grant proposal funding).

A few guidelines for captions follow:
- Be consistent in format—all captions, where possible, should follow the same format.
- A caption appears on a sheet/page prior to the artifact it introduces.
- A reasonable way to present the captions is:
  - Artifact #