Document N: Course and Program Development:

IMPACT AND APPROVAL SIGNATURES

See Course and Program Development Policy and Procedures (www.ubalt.edu/provost) for instructions.

SCHOOL:  O LAW    O MSB    O CAS    O CPA

CONTACT NAME: Laura Wilson-Gentry  PHONE: 6102

DEPARTMENT/DIVISION: College of Public Affairs/Merrick School of Business  DATE PREPARED: 1/10/13

PROPOSED SEMESTER OF IMPLEMENTATION:  O fall  O spring  YEAR: 2014

TYPE OF ACTION:  O add (new)    O deactivate    O modify    O other

LEVEL OF ACTION:  O noncredit    O undergraduate    O graduate    O other

ACTION BEING REQUESTED (select one category, either Course Actions or Program Actions):

O COURSE ACTIONS

Original Subject Code/Course Number:

Original Course Title:

PROGRAM ACTIONS

Original Program Title:

Master of Science in Nonprofit Management and Social Entrepreneurship

Select one or multiple actions from one of the lists below (review the list of necessary documents and signatures):

<table>
<thead>
<tr>
<th>COURSE ACTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Experimental Course</td>
</tr>
<tr>
<td>2. Course Title</td>
</tr>
<tr>
<td>3. Course Credits</td>
</tr>
<tr>
<td>4. Course Number</td>
</tr>
<tr>
<td>5. Course Level</td>
</tr>
<tr>
<td>6. Pre- and Co-Requisite</td>
</tr>
<tr>
<td>7. Course Description</td>
</tr>
<tr>
<td>8. New Course</td>
</tr>
<tr>
<td>9. Deactivate Course</td>
</tr>
<tr>
<td>22. Other</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PROGRAM ACTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>10. Program Requirements</td>
</tr>
<tr>
<td>11a. Undergraduate Specialization (24 credits or fewer)</td>
</tr>
<tr>
<td>11b. Master's Specialization (12 credits or fewer)</td>
</tr>
<tr>
<td>11c. Doctoral Specialization (18 credits or fewer)</td>
</tr>
<tr>
<td>12. Minor (add or delete)</td>
</tr>
<tr>
<td>13. Closed Site Program</td>
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<tr>
<td>14. Program Suspension</td>
</tr>
<tr>
<td>15. Program Reactivation</td>
</tr>
<tr>
<td>16a. Certificate Program (UG/G) exclusively within existing degree program</td>
</tr>
<tr>
<td>16b. Certificate Program (UG/G) outside of or across degree programs (12 or more credits)</td>
</tr>
<tr>
<td>17. Off-Campus Delivery of Existing Programs</td>
</tr>
<tr>
<td>18a. Undergraduate Concentration (exceeds 24 credits)</td>
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<tr>
<td>18b. Master's Concentration (exceeds 12 credits)</td>
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<tr>
<td>18c. Doctoral Concentration (exceeds 18 credits)</td>
</tr>
<tr>
<td>19. Program Title Change</td>
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<tr>
<td>20. Program Termination</td>
</tr>
<tr>
<td>✔ 21. New Degree Program</td>
</tr>
<tr>
<td>22. Other</td>
</tr>
</tbody>
</table>

ADDITIONAL DOCUMENTATION (check all appropriate boxes of documents included; review the list of necessary documents):

☑ summary proposal (O)  ☑ course definition document (P)  ☑ full five-page MHEC proposal (Q)

☑ financial tables (MHEC) (R)  ☐ other documents as may be required by MHEC/USM (S)  ☐ other (T)

Summer 2010
**IMPACT REVIEW** (review the list of necessary signatures):

<table>
<thead>
<tr>
<th>Impacted Entity</th>
<th>Signature</th>
<th>Date</th>
</tr>
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<tbody>
<tr>
<td>a. Library</td>
<td>Jeffrey Hunter</td>
<td>1/24/13</td>
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<tr>
<td>☑ no impact</td>
<td></td>
<td></td>
</tr>
<tr>
<td>☑ impact statement attached</td>
<td></td>
<td></td>
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<tr>
<td>b. OTS</td>
<td></td>
<td>1/24/13</td>
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<tr>
<td>☑ no impact</td>
<td></td>
<td></td>
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<tr>
<td>☑ impact statement attached</td>
<td></td>
<td></td>
</tr>
<tr>
<td>c. University Relations</td>
<td></td>
<td>1/24/13</td>
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<td>☑ no impact</td>
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<td></td>
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<tr>
<td>☑ impact statement attached</td>
<td></td>
<td></td>
</tr>
<tr>
<td>d. Admissions</td>
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<td>1/24/13</td>
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<tr>
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<tr>
<td>☑ impact statement attached</td>
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<td>e. Records</td>
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<td>☑ impact statement attached</td>
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</tr>
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</table>

**APPROVAL SEQUENCE** (review the list of necessary signatures):

<table>
<thead>
<tr>
<th>Approval Level</th>
<th>Signature</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>A. Department/Division (Chair)</td>
<td>Laura C. Wilson-Paiger</td>
<td>1/24/13</td>
</tr>
<tr>
<td>B. General Education (for No. 7, 8)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C. Final Faculty Review Body Within Each School (Chair)</td>
<td>John C. Smith</td>
<td>1/29/13</td>
</tr>
<tr>
<td>D. Dean</td>
<td>James W. Brown</td>
<td>1/29/13</td>
</tr>
<tr>
<td>E. University Faculty Senate (Chair)</td>
<td>Ted C. Davis</td>
<td>1/29/13</td>
</tr>
<tr>
<td>F. University Council (Chair)¹</td>
<td></td>
<td></td>
</tr>
<tr>
<td>G. Provost and Senior Vice President for Academic Affairs</td>
<td>Beverly Schnell</td>
<td>2/01/2013</td>
</tr>
<tr>
<td>H. President</td>
<td></td>
<td>3/18/13</td>
</tr>
<tr>
<td>I. Board of Regents (notification only)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>J. Board of Regents (approval)</td>
<td></td>
<td>4/18/13</td>
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<tr>
<td>K. MHEC (notification only)</td>
<td></td>
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<tr>
<td>L. MHEC (approval)</td>
<td></td>
<td>5/31/13</td>
</tr>
<tr>
<td>M. Middle States Association notification</td>
<td>Required only if the University's mission is changed by the action</td>
<td></td>
</tr>
</tbody>
</table>

¹ University Council review (for recommendation to the president or back to the provost) shall be limited to curricular or academic policy issues that may potentially affect the University's mission and strategic planning, or have a significant impact on the generation or allocation of its financial resources.
Document O: Course and Program Development: SUMMARt PROPOSAL

See Course and Program Development Policy and Procedures (www.ubalt.edu/provost) for instructions.

SCHOOL: ○ LAW ○ MSB ○ CAS ○ CPA

CONTACT NAME: Laura Wilson-Gentry PHONE: 6102

DEPARTMENT/DIVISION: College of Public Affairs DATE PREPARED: 1/10/13

PROPOSED SEMESTER OF IMPLEMENTATION: ○ fall ○ spring

YEAR: 2014

ACTION BEING REQUESTED (select one category, either Course Actions or Program Actions):

○ COURSE ACTIONS

Original Subject Code/Course Number:

Original Course Title:

PROGRAM ACTIONS

Original Program Title:
Master of Science in Nonprofit Management and Social Entrepreneurship

Select one or multiple actions from one of the lists below (review the list of necessary documents and signatures):

COURSE ACTIONS
1. Experimental Course
2. Course Title
3. Course Credits
4. Course Number
5. Course Level
6. Pre- and Co-Requisite
7. Course Description
8. New Course
9. Deactivate Course
10. Other

PROGRAM ACTIONS
10. Program Requirements
11a. Undergraduate Specialization (24 credits or fewer)
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18b. Master's Concentration (exceeds 12 credits)
18c. Doctoral Concentration (exceeds 18 credits)
19. Program Title Change
20. Program Termination
21. New Degree Program
22. Other

For changes to existing courses:

OLD TITLE

SUBJECT CODE/COURSE NO. CREDITS

NEW TITLE

SUBJECT CODE/COURSE NO. CREDITS
Creation of a new Master of Science Program in Nonprofit Management and Social Entrepreneurship to be offered jointly by the College of Public Affairs and the Merrick School of Business.

The Masters of Science in Nonprofit Management and Social Entrepreneurship program will consist of 36 to 39 credits including a core of 27 credits and 9 elective credits in one of three specialization tracks (Global Affairs, Health Management and General Management). If students have not had extensive management/leadership experience in the nonprofit sector, a 3 credit hour internship will be required. Materials related to the core courses and specialization courses may be found in Tables 1 and 2. The course Concepts and Practices of Nonprofit Management will serve as a Cornerstone course with students taking it within their first two semesters at the University. Enr760 (Social Enterprise and Entrepreneurship) will be taken by students after completion of PUAD 600 and four other core courses.

Of the 9 core courses in the program, 4 will be new courses: PUAD 600 Concepts and Practices of Non-Profits; HSER 600 Fundraising and Grant Writing; ACCT 600 Introductory Accounting for NonProfits; and a course on legal issues facing nonprofits. We are collaborating with the Law School on the creation of the legal issues course. The other five core courses are existing courses in either the MBA or MPA programs. All the specialization courses are currently being offered through either the College of Public Affairs or the Merrick School of Business.

SET FORTH THE RATIONALE FOR THIS PROPOSAL:

Creating this new master's level program at the University of Baltimore is supported by strong elements at the university that will substantially contribute to formation and operation of this degree program. These elements include:

• As part of the College of Public Affairs, the Master of Public Administration Program (MPA) offers courses in nonprofit management, leadership and skills needed by nonprofit managers (Performance Measurement, Strategic Planning). The MPA has a long recognized mission to provide nonprofit as well as public sector management education. A new program in Global Affairs and Human Security (GAHS) focuses on offering programs devoted to the role of NonGovernmental Organizations in solving problems in the International arena. Finally the Health Systems Management and Human Services Administration programs focus the unique policy issues in these areas. Over 35 students in the Human Services Administration program work with directors of nonprofit agencies in an extensive internship program.

• The Schaefer Center for Public Policy conducts research about and for nonprofit organizations as well as organizing the Weinberg Fellows Program (http://weinbergfellows.org). This Fellows Program is a leadership development initiative for executive directors of agencies serving disadvantaged residents of Maryland. The Schaefer Center has also created a Certified Public Manager Program with a track specifically targeted towards nonprofits.

• Merrick School of Business has a legacy of serving the social enterprise in Baltimore and beyond. The Entrepreneurship Center offers seminars targeted to the nonprofit community. The MBA Program has a series of existing graduate courses designed to give professionals the opportunity to develop their leadership skills and to better serve the nonprofit sector. Over sixty nonprofit organizations have already participated in Social Entrepreneurship classes through MSB.

• The Jacob France Center of the Merrick School of Business is the home of the Baltimore Neighborhood Indicators Alliance (BNAI-JFI). The goal and mission of the BNAI-JFI is to provide accurate data and objective research to a wide range of groups, organizations, and agencies that result in positive policy change. BNAI-JFI strengthens the principle and practice of well informed decision making to support stronger neighborhoods, an improved quality of life, and a thriving city. This is accomplished through providing accurate, reliable, and accessible and actionable data, indicators, and research that describe the social economic and quality of life issues impacting the City and its neighborhoods.
Impact Statement From the Office of University Relations Regarding the Proposed M.S. in Nonprofit Management and Social Entrepreneurship Program

General Impact:
Please be advised that any programmatic changes are likely to affect recruitment and other publications as well as Web content produced and/or managed by the Office of University Relations that contain this type of specific academic information.

Please inform Catherine Leidemer (cleidemer@ubalt.edu or 410.837.6164) of any proposed changes that receive final approval and of any planned implementation timelines.

The timing of the final approval for these changes will be a determining factor in our ability to incorporate the new information in a timely fashion in any relevant materials that are on our production schedule. As a general guideline, the Office of University Relations should be notified of any programmatic changes to a scheduled recruitment publication at least two months prior to printing.

Specific Feedback:

- We have noted that the program is to be implemented in spring 2014. While we very much appreciate the year of lead time, it is always more challenging and less effective to promote the start of a new program halfway through the academic year, when prospective students may already have made decisions (in time for the fall semester) about where they’ll be attending grad school based on availability of a program. That being said, there are no obstacles to producing materials in time for a spring launch.

- Of greater concern is ownership of this “shared” program, which will be offered jointly by the Merrick School of Business and the College of Public Affairs but is not a dual-degree program. On which website will the program’s pages live? Who will be responsible for content development and approval and for communication-related tools such as a programmatic distribution list? The Office of University Relations would like to request that a single point person be named, with whom we will coordinate and communicate regarding all initiatives related to the program.

- Please remember to factor in time for the Office of University Relations to edit any new, approved course descriptions for grammar and style.
Offices of Admission - Impact Statement
January 17, 2013

MS Nonprofit Management and Social Entrepreneurship
Proposed Semester of Implementation Spring 2014

The new program outlined in the attached will have impact on the Offices of Admission as follows:

I. Enrollment Targets
   • As a result of competition from other degree programs and, in particular, the emergence of competition from profit driven institutions, sources for a large number of suspects must be identified that might be interested in the program and related programs; the ratio of suspects to enrolled is ~ 500:1 and the yield from prospect to enrolled student has been determined to be 10:1; i.e. 500 suspects are needed to yield 50 identified prospective students that have potential to result in enrollment of 5 new students.
   • Future targets for annual enrollment numbers should result from agreement between EMSA Division and MSB and CPA and be approved by the Executive Committee at UB.

II. Recruitment
   • Minimize costs and impact on limited recruitment staff by bundling recruitment activities for this program with those serving other graduate programs in MSB and CPA.
   • Contact, cultivate, recruit and evaluate prospective students and applicants, in conjunction with program director and staff.
   • Notify and cross-train admission, EMSA operations and recruitment staff to develop understanding of the new program.
   • Establish admission standards for the new program.

III. Marketing and Collateral
   • Develop promotional strategy and language that distinguishes the program from competitors.
   • Write, approve, and print new marketing materials
   • Create messages for prospect communication flow
   • Update all recruitment materials that include comprehensive program lists
   • Develop and approve email campaigns for program

IV. Prospect Management
   • Create web page for program; website changes will require approximately 30-40 hours of effort.
   • Add links on general graduate pages for program specific web pages
   • Post announcement on UB landing page
   • Update UB RFI to include new program
   • Update IDS forms to include new program
   • Update PeopleSoft recruitment tables to include new program
   • Create communication flow prospect checklist
   • Create messages for prospect communication flow

V. Application Processing
   • Update PeopleSoft admission tables to include new program
   • Add application requirements checklist to PeopleSoft checklist tables
   • Assign trigger for requirements checklist
   • Assign security for requirements checklist
   • Update electronic application
   • Update paper and PDF copies of application
   • Update ImageNow properties for routing rules in workflow
   • Update iStrategy with new plan code
   • Update decision letters
Langsdale Library Impact Statement for new M.S. in Nonprofit Management and Social Entrepreneurship

Although Langsdale has existing resources in the areas of management and entrepreneurship and has databases that index research in most areas articulated in courses, the new masters program may require additional library resources, particularly subscriptions to leading journals in the field.

Langsdale would request additional funding to support collection development for this new program.
UNIVERSITY SYSTEM OF MARYLAND INSTITUTION PROPOSAL FOR

XX New Instructional Program

Substantial Expansion/Major Modification

Cooperative Degree Program

Within Existing Resources, or

Requiring New Resources

University of Baltimore
Institution Submitting Proposal

Master of Science in Nonprofit Management and Social Entrepreneurship
Title of Proposed Program

Master of Science in Nonprofit Management and Social Entrepreneurship
Award to be Offered

Spring 2014
Projected Implementation Date

21.021
Proposed HEGIS Code

44.0401 Public Administration
Proposed CIP Code

College of Public Affairs/Merrick School of Business
Department in which program will be located

Laura Wilson-Gentry
Department Contact

(410) 837-6102
Contact Phone Number

Iwgentry@ubalt.edu
Contact E-Mail Address

Date

2-18-13
Mission

The University of Baltimore’s mission includes goals of:

- mak(ing) excellence accessible to traditional and nontraditional students motivated by professional advancement and civic awareness; and
- comb(in)g theory and practice to create meaningful, real-world solutions to 21st-century urban challenges.

The proposed Master of Science in Nonprofit Management and Social Entrepreneurship will further the University’s mission by training the next generation of nonprofit managers. As nonprofit organizations fill an ever-increasing need by providing services in a variety of areas from health care, education, and services to disadvantaged populations, there is a compelling need to offer specialized education to capture unique challenges faced by nonprofit organizations. This program will be offered jointly by the Merrick School of Business (MSB) and the College of Public Affairs (CPA).

Characteristics of the Proposed Program

The curriculum for the Master of Science in Nonprofit Management and Social Entrepreneurship was developed after review of the Graduate Curricula Guidelines of the Nonprofit Academic Centers Council\(^1\) (NACC), a group of major nonprofit research, teaching, and service centers in the United States. The guidelines issued by the National Association of Schools of Public Affairs and Administration (NASPAA) for nonprofit education also served as a source of information on key elements that were consequently included in this program.\(^2\)

**Program Requirements:** The Masters of Science in Nonprofit Management and Social Entrepreneurship program will consist of 36 to 39 credits including a core of 27 credits and 9 elective credits in one of three specialization tracks (Global Affairs, Health Management and General Management). If students have not had extensive management/leadership experience in the nonprofit sector, a three-credit-hour internship will be required. Materials related to the core courses and specialization courses may be found in Tables 1 and 2, found on pages 4 and 5 of this document. The course Concepts and Practices of Nonprofit Management will serve as a cornerstone course with students taking it within their first two semesters at the University. ENTR 760 (Social Enterprise and Entrepreneurship) will be taken by students after completion of PUAD 700 and four other core courses.

Students will have the option to select one of three specializations in the program. The Global Affairs track will use classes offered through the Global Affairs and Human Security Program in the College of Public Affairs and the Global Leadership program in MSB. As nearly 60 percent of all nonprofit employment is in the Health Sector (Salamon, Sokolowski and Geller, 2011), selected courses from the Health Systems Management Program at University of Baltimore will be used for the Health Track. Finally, the General Management Track will provide students the opportunity to take courses offered through the Master of

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Public Administration or the Master of Business Administration programs for topics such as performance measurement, marketing, and advanced human resource management issues.

**Program Administration and Admissions:**

The program will be administered by a committee of six faculty members appointed by the Deans of CPA and MSB. The program committee will be drawn equally from each academic unit and will set policy, review applications for admission, and conduct ongoing assessments of the program.

Acceptance to the program will be competitive. Students will be eligible for admission to the program if they hold a Bachelor’s degree from a regionally accredited university with a minimum grade point average of 3.00. Students wishing to transfer from other graduate programs are expected to have maintained a 3.00 in their prior coursework. Students whose GPA fails to meet the articulated standards may be admitted to the program on a conditional basis, at the program director’s discretion, provided that other aspects of the applicant’s application and experience reflect an ability to successfully complete graduate studies.

Applicants should submit transcripts from all universities attended, a personal statement, a resume and at least one letter of recommendation in addition to the completed application.

**Educational objectives and intended student learning outcomes**

Both the NACC and NASPAA guidelines show a great deal of commonality in the curricula components that should be covered in a nonprofit management program. From these guidelines, a set of student learning outcomes was derived. Graduates of the program will be able to:

- Understand the role of the non-profit sector, its scope, economics, significance and history. Students will be able to compare and contrast the nonprofit sector from the for-profit and governmental sectors;
- Analyze issues related to the unique legal, ethical and governance structures of the non-profit sector. When posed with problems and cases involving these types of issues, students should be able to apply their knowledge to develop solutions to these problems;
- Develop financial models to ensure sustainability of non-profits. These models include different types of revenue streams, fund-raising, philanthropic gifts, and use of social enterprise mechanisms. Students will be able to compare and evaluate the use of various models under different scenarios; and
- Identify the different types of accountability under which nonprofit organizations must operate. Among the types of accountability are financial accountability and accountability to multiple stakeholders for organizational mission.

For program level student outcomes, an annual assessment will be conducted at the beginning of the program in PUAD 600, the cornerstone course for one of the student learning outcomes listed above. Students will then be tested on the same student learning outcome in ENTR 760, the capstone course for the program. In addition, course level assessments will be conducted in each of the core classes for the program. Finally, indirect measures gathered through student satisfaction surveys and focus groups will be used to help continually refine program offerings. The course level assessments and indirect measures will be particularly critical in the early years of the program, until a full program cycle has been offered.
<table>
<thead>
<tr>
<th>Core Curriculum (27 credits)</th>
<th>Credits</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>PUAD 700 Concepts and Practice of Nonprofits (new course)</td>
<td>3</td>
<td>Nonprofit organizations serve as the foundation for the Third Sector of the Economy. This course explores the history, foundations, and types of nonprofit organizations, as well as the diverse political, social, and economic contexts within which they exist.</td>
</tr>
<tr>
<td>HSER 600: Fundraising and Grant Writing (new course)</td>
<td>3</td>
<td>The course will provide students with a thorough grounding in the principles and practices of fundraising and grant proposal development. The course is structured to mirror the process of fundraising management, and by the end of the program participants will have developed: 1) a fundraising plan or a grant proposal for their own nonprofit, or 2) a case study of the organization. The course will then conclude with an examination of the critical managerial and sectoral issues impacting the fundraising function, such as campaign integration, benchmarking of performance and public trust and confidence.</td>
</tr>
<tr>
<td>PUAD 629: Public Program Evaluation (existing course)</td>
<td>3</td>
<td>Systematic application of quantitative and qualitative research methods to the assessment of public policy interventions. Covers topics within formative and summative evaluation contexts, including needs assessments, impact evaluation and process evaluation.</td>
</tr>
<tr>
<td>MGMT 600: Leading and Managing People (existing course)</td>
<td>3</td>
<td>The course will help develop key competencies in areas such as: managing human resources; working with individuals and groups inside or outside the organization; leading and managing change; and learning to lead.</td>
</tr>
<tr>
<td>ACCT 600: Accounting Fundamentals for Non-profit Organizations (new course)</td>
<td>3</td>
<td>This course will cover basic accounting and financial management principles for non-accountants. Included in this course will be an introduction to financial reporting, fund accounting.</td>
</tr>
<tr>
<td>PUAD 734: Strategic Management (existing course)</td>
<td>3</td>
<td>Covers the steps involved in developing a strategic plan for public and nonprofit organizations. Students learn how to perform a stakeholder analysis, conduct a situation analysis, develop appropriate mission statements, design effective performance measures, and implement a strategic plan.</td>
</tr>
<tr>
<td>PUAD 621: Public and Nonprofit Personnel Management (revised course)</td>
<td>3</td>
<td>Study the roles of the personnel functions and the application of problem-solving techniques, and the development of relevant personnel laws and regulations.</td>
</tr>
<tr>
<td>Legal Issues in Nonprofit Administration (new course)</td>
<td>3</td>
<td>This course will focus on the unique legal issues confronting nonprofit organizations from 501 (c) 3 status to limitations on lobbying and legal accountability requirements. New legal organizational forms for nonprofits will also be reviewed.</td>
</tr>
<tr>
<td>ENTR 760 Social Enterprise and Entrepreneurship (existing course)</td>
<td>3</td>
<td>Studies how successful nonprofit organizations respond to the challenges of expanding their impact, being socially responsible and fiscally accountable, and finding new sources of revenue. Investigates innovative ways to generate both financial and social returns on their investments. Students will engage with social entrepreneurs to evaluate and respond to market opportunities to develop and grow social enterprises.</td>
</tr>
</tbody>
</table>
Table 2. Elective Courses for the Specializations in Global Affairs, Health, and General Management

<table>
<thead>
<tr>
<th>Global Affairs Specialization</th>
<th>Health Specialization</th>
<th>General Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>GAHS 504 Seminar in Globalization and Social Change</td>
<td>HSMG 630 Legal Environment of Health-Care Management</td>
<td>PUAD 785 Public Sector Performance Measurement</td>
</tr>
<tr>
<td>GAHS 508 International Organizations</td>
<td>HSMG 697 Health Insurance and Pre-paid Health care</td>
<td>MGMT 745 Sustainability Management</td>
</tr>
<tr>
<td>GAHS 600 Managing NGOs</td>
<td>PUAD 755 Health Administration</td>
<td>MKT 742 Social, Non-profit and Public Sector Marketing</td>
</tr>
<tr>
<td>MGMT 780 Leading Across Cultures</td>
<td>PUAD 756 Managed Care Administration</td>
<td>HSAD 610 Strategies for Human Services Planning</td>
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<tr>
<td>PUAD 704 Managing Diversity</td>
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<td>MGMT 730 Leading, Learning and Change</td>
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<td></td>
<td></td>
<td>PUAD 797 Nonprofit Management: Applied Skills Seminar</td>
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<td></td>
<td></td>
<td>PUAD 704 Managing Diversity</td>
</tr>
<tr>
<td></td>
<td></td>
<td>ENTR 771 The Design/Business Link</td>
</tr>
</tbody>
</table>

Identify any specialized accreditation or graduate certification requirements for this program and its students.

When the program has MHEC and USM approval, CPA will seek membership in the Nonprofit Academic Centers Council. Although this is not a formal accreditation process, membership in NACC is considered an important attribute for nonprofit teaching and research centers.

Adequacy of provisions for evaluation of program (as outlined in COMAR 13B.02.03.15).

In addition to the assessment of student learning outcomes outlined above, the program will be evaluated in conformity with the NACC Indicators of Quality in Nonprofit Academic Centers. NACC sets five standards for educational programs in nonprofit management with each of these areas having measurable objectives.

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4 The objectives related to each standard can be found in Appendix A of this proposal.
1. Centers are involved in the development and provision of a curriculum that responds to current issues and needs of the field;

2. Centers ensure an educational program that is responsive to the needs of diverse stakeholders;

3. Centers ensure that both subject matter and pedagogy is responsive to diversity in the field as well as diversity of students;

4. Centers ensure that teaching is directed to achieve student-related outcomes;

5. Centers ensure the involvement of highly qualified faculty.

With the exception of the student learning outcomes standard (#4—this outcome will be evaluated continuously), one standard will be selected each year for review by the program committee. Data will be collected on each of the objectives listed for that standard and reviewed by the committee for continuous improvement and a report will be formulated for review by the two Deans whose academic units are involved in offering this program.

**Consistency with the State's minority student achievement goals (as outlined in COMAR 13B.02.03.05 and in the State Plan for Postsecondary Education).**

The MS in Nonprofit Management and Social Entrepreneurship is committed to minority student achievement and success. The University of Baltimore has long been committed to providing educational access to a diverse student body and actively reaches out to minority students as part of the recruitment process. The University also has programs to assist in the retention of a diverse student population through graduation.

**Relationship to low productivity programs identified by the Commission:**

The program is not related to low productivity programs in the state.

**Critical and compelling regional or Statewide need as identified in the State Plan:**

Under Goal 5 of the Maryland State Plan for Post-Secondary Education (2009), MHEC establishes the need for educational programs that promote economic growth and vitality through the development of a highly qualified workforce. The nonprofit sector of Maryland’s economy constitutes a sizeable proportion of both Maryland and Baltimore City workforces (see below).

At present, UB students interested in nonprofit management must adapt skills and knowledge from management courses in either the business or public administration programs. However, nonprofit organizations face unique challenges due to their legal status, governance, and funding needs. Through development of a program targeted specifically at developing the skills needed by the nonprofit manager, we ensure a more highly qualified workforce to address the unique needs of this organizational sector.
Quantifiable & reliable evidence and documentation of market supply & demand in the region and State:

The nonprofit sector in the United States employs a steadily increasing segment of the nation's working population. Recent research conducted at Johns Hopkins University found that U.S. nonprofit establishments employed nearly 10.7 million paid workers and accounted for over 10 percent of non-governmental employment. Among non-governmental employers, the nonprofit sector ranks third behind retail trade and manufacturing.

In Maryland, and specifically in Baltimore, the nonprofit sector is a vital part of the economy. In a 2011 study, 11 percent of the Maryland state workforce was employed by nonprofits, and wages paid to nonprofit workers constituted 10 percent of the State wages. In Baltimore City, 27 percent of the workforce was employed by nonprofit organizations.

Recent data show that nonprofit sector employment nationally and locally is holding its own during the recent economic downturn. According to a recent report, nonprofit employment actually grew during the 2007-2009 recession by 1.9% while employment in the for-profit sector declined by 3.7% nationally. Maryland nonprofit employment grew during the same time period by 2.2% while for-profit sector employment declined 3.1%. In 2011, 43% of organizational respondents said that they had increased the size of their staff and 43% of nonprofit leaders said that they planned to increase staff size in 2012.

Reasonableness of program duplication:

The Seton Hall University database on Nonprofit Management Education lists four offerings in Nonprofit Management education in the State of Maryland. At the University of Maryland, College Park, students may take a concentration in Nonprofit Management and Leadership within the Master of Public Policy Program. The University of Maryland, University College offers a certificate in Nonprofit Financial Management. Notre Dame University offers a Master of Arts and a Certificate Program in Nonprofit Management.

Creating this new master's level program at the University of Baltimore is supported by strong elements at the university that will substantially contribute to formation and operation of this degree program. These elements include:

* As part of the College of Public Affairs, the Master of Public Administration Program (MPA) offers courses in nonprofit management, leadership and skills needed by nonprofit managers (Performance Measurement, Strategic Planning). The MPA has a long recognized mission to provide nonprofit as well as public sector management education.

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9 Database can be accessed at: http://academic.shu.edu/npo
• The Schaefer Center for Public Policy conducts research about and for nonprofit organizations as well as organizing the Weinberg Fellows Program (http://weinbergfellows.org). This Fellows Program is a leadership development initiative for executive directors of agencies serving disadvantaged residents of Maryland. It provides hands-on, practical, interactive sessions focused on key elements on nonprofit management; exploration of issues important to agency leaders; the chance to meet and form long-term relationships with peers; and opportunities to identify and connect to a rich network of resources. The Schaefer Center has also created a Certified Public Manager Program (noncredit) with a track specifically targeted toward nonprofits.

• Merrick School of Business has a legacy of serving the social enterprise in Baltimore and beyond. Its Entrepreneurship Center offers seminars targeted to the nonprofit community. The MBA program has a series of existing graduate courses designed to give professionals the opportunity to develop leadership skills and to better serve the nonprofit sector. Over sixty nonprofit organizations have already participated in social entrepreneurship classes through MSB.

• The Jacob France Center of the Merrick School of Business is the home of the Baltimore Neighborhood Indicators Alliance (BNAI-JFI). The goal and mission of the BNAI-JFI is to provide accurate data and objective research to a wide range of groups, organizations and agencies that result in positive poverty change.

Unlike other programs in Maryland, the M.S. in Nonprofit Management and Social Entrepreneurship emphasizes social enterprise as part of its core curriculum. The specializations proposed through the program allow students the opportunity to:

• Focus on the role of Nongovernmental Organizations in addressing global problems;

• Understand the role of nonprofits in health care provision (over 60% of all nonprofits in Maryland are in the health care area); or

• Take advantage of the University’s resources in management skills and techniques through both the Public and Business Administration programs.

Relevance to Historically Black Institutions (HBIs)

None of the HBIs in Maryland have a program similar to proposed M.S. in Nonprofit Management and Social Entrepreneurship. The proposed program will have no impact on the HBIs.

Resources and Finance

Adequacy of faculty resources (as outlined in COMAR 13B.02.03.11).

Faculty teaching in the program will consist primarily of full-time faculty at the University of Baltimore (see Table 3 below), although adjunct instructors with demonstrated expertise in the nonprofit sector will be recruited to teach in the program.
Adequacy of library resources (as outlined in COMAR 13B.02.03.12).

As noted above, most of the courses in the new program are currently being taught at the University of Baltimore. Open source databases, government archives and online resources will be used in this program. Peer reviewed journal articles that are indexed through ResearchPort should encompass most of the principal journals in the area of nonprofit management and are available through Langsdale Library or Interlibrary Loan.

Adequacy of physical facilities, infrastructure and instructional equipment (as outlined in COMAR 13B.02.03.13)

It is intended that these courses would need only general classrooms and not specialized facilities. In addition, some of these courses could be offered in the online format.

Adequacy of financial resources with documentation (as outlined in COMAR 13B.02.03.14)

Five of the core courses in the M.S. Program in Nonprofit Management and Social Entrepreneurship are existing courses and offered regularly through the Master of Public Administration or the Master of Business Administration programs. All of the specialization courses are offered through these programs or the Master’s degree programs in Health Systems Management, Global Affairs and Human Security, or Human Services Administration. It is anticipated that adjunct faculty will be used for additional sections of these courses as the new program grows.

In the case of the new courses offered through this program, it is anticipated that a full-time faculty member will offer PUAD 700, an Executive in Residence will offer ACCT 600 and adjunct faculty will offer some sections of classes. In this manner, the program can tap into the expertise of the nonprofit community in the Baltimore area.
<table>
<thead>
<tr>
<th>Professor Name</th>
<th>Rank/Title</th>
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<td>Brown, Samuel</td>
<td>Associate Professor</td>
<td>Ph.D., Public Administration</td>
<td>Full-Time Faculty</td>
<td>PUAD 629, 700</td>
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<td>Cotten, Ann</td>
<td>Director, Schaefer Center for Public Policy</td>
<td>D.P.A., Public Administration</td>
<td>Staff, Part-time Faculty</td>
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<td>Wyatt-Nichol, Heather</td>
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<tr>
<td>Pearson, Bridal</td>
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<tr>
<td>Barquero, Carla</td>
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<td>Julnes, Patria</td>
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<td>Julnes, George</td>
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<tr>
<td>Tong, Dalton</td>
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<tr>
<td>Luchsinger, Vincent</td>
<td>Professor</td>
<td>Ph.D., Business Administration</td>
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APPENDIX A. Indicators of High Quality Educational Offerings for Nonprofit Academic Centers (NACC Indicators of Quality in Nonprofit Academic Centers)

C1. Centers are involved in the development and provision of a curriculum that responds to current issues and needs of the field.

- The curriculum reflects the latest scholarly and practice knowledge.
- The curriculum is regularly reviewed to ensure responsiveness to the field.
- The curriculum incorporates the dynamic nature of a diverse sector that spans the globe.
- The curriculum reflects the goals of the host degree or program.
- Masters and doctoral level courses and degrees in nonprofit and philanthropic studies continue to expand.

C2. Centers ensure an educational program that is responsive to the needs of its diverse stakeholders.

- A significant number of students are enrolled in philanthropic and nonprofit studies courses.
- Students report that the curriculum is responsive to their goals and expectations.
- Community key informants indicate that the curriculum reflects and incorporates key issues in the field of practice.

C3. Centers ensure that both subject matter and pedagogy is responsive to the diversity of the field as well as the diversity of the students.

- Issues of diversity and inclusion are incorporated into all courses.
- Special programs exist to build cultural competency.

C4. Centers ensure that teaching is directed to achieve student-related outcomes.

- Students develop and effectively apply critical thinking and analytical skills.
- Student competencies improve observably and measurably.
- Graduates of nonprofit and philanthropic programs progress in their careers.

C5. Centers ensure the involvement of high quality faculty.

- Departments give high priority to teaching performance in the selection and supervision of faculty.
- Adjunct faculty are carefully recruited and supervised.
- Faculty who teach nonprofit and philanthropic studies courses have been recognized by their peers for their teaching excellence.
- Faculty receive favorable student evaluations, particularly with regard to student reports of significant learning and professional development.
- A majority of instructional faculty are permanent, full-time appointments within an academic program.
University of Baltimore

Proposed M.S. in Nonprofit Management and Social Entrepreneurship

Catalog Description

The Master of Science in Nonprofit Management and Social Entrepreneurship provides specialized, interdisciplinary training for students who wish to work as managers of nonprofit or social enterprise organizations. Offered jointly by the University’s Merrick School of Business and College of Public Affairs, the program draws upon the strengths of both units to provide a comprehensive foundation in nonprofit management education.

The program teaches students to understand the role of the nonprofit sector, including its scope, economics, significance and history; to analyze issues related to the unique legal, ethical and governance structures of the nonprofit sector; to develop financial models to ensure sustainability of nonprofits, including different types of revenue streams, fundraising, philanthropic gifts and use of social enterprise mechanisms; and to identify the different types of accountability under which nonprofit organizations must operate (financial accountability and accountability to multiple stakeholders for organizational mission).

The program comprises 36-39 credits, including a core of 27 credits and 9 elective credits in one of three specialization tracks (Global Affairs, Health Management and General Management). Students who have not had extensive management or leadership experience in the nonprofit sector benefit from a required 3-credit internship.
April 18, 2013

Mr. Robert Bogomolny
President
University of Baltimore
1420 North Charles Street
Baltimore, MD 21201

Dear Bob:

This is to officially inform you that the Board of Regents, meeting in public session on Friday, April 12, 2013, at the University of Baltimore, approved the proposal from the University of Baltimore to offer the Master of Science in Nonprofit Management and Social Entrepreneurship.

The Committee on Education Policy and Student Life, meeting on March 13, 2013 in public session recommended Board approval.

Sincerely yours,

William E. Kirwan
Chancellor

cc: Joann Boughman
Teri Hollander
Janice Doyle
May 31, 2013

Robert L. Bogomolny, J.D.
President
University of Baltimore
1420 N. Charles Street
Baltimore, Maryland 21201

Dear President Bogomolny:

The Maryland Higher Education Commission has reviewed a request from the University of Baltimore to offer a new Master of Science (M.S.) in Nonprofit Management and Social Entrepreneurship.

I am pleased to inform you that the new degree offering has been approved. This decision was based on an analysis of the program in conjunction with the Maryland Higher Education Commission’s Policies and Procedures for Academic Program Proposals, a thirty-day review by the Maryland higher education community, and the Maryland State Plan for Postsecondary Education. The program demonstrates potential for success, an essential factor in making this decision.

For purposes of providing enrollment and degree data to the Commission, please use the following HEGIS and CIP codes:

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<th>Degree Level</th>
<th>HEGIS</th>
<th>CIP</th>
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<td>M.S.</td>
<td>2102-02</td>
<td>44.0401</td>
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<tr>
<td>Entrepreneurship</td>
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<td></td>
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</tr>
</tbody>
</table>

Should the program require any substantial changes in the future, please keep the Commission apprised. I wish you continued success.

Sincerely,

Danette G. Howard, Ph.D.
Secretary of Higher Education

DGH:LJL:mts

C: Ms. Theresa W. Hollander, Associate Vice Chancellor for Academic Affairs, USM

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