Emphasis in Nonprofit Management, MPA Degree

The College at Brockport, College Senate

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TO: Dr. John R. Halstead, College President

FROM: The College Senate  April 7, 2008

RE:  
   I. Formal Resolution (Act of Determination)
   II. Recommendation (Urging the Fitness of)
   III. Other, For Your Information (Notice, Request, Report, etc.)

SUBJ: Emphasis in Nonprofit Management, MPA Degree
       routing #22 07-08 GC

Signed: [Signature]  Date: 11/4/08
       (P. Gibson Ralph, 2007-2008 College Senate President)

Please fill out the bottom portion and follow the distribution instructions at the end of this page.

TO: P. Gibson Ralph, The College Senate President

FROM: John R. Halstead, College President

RE:  
   I. Decision and Action Taken on Formal Resolution (circle choice)
   a. Accepted
      Implementation Effective Date: Spring 2009
   b. Deferred for discussion with the Faculty Senate on __/__/___
   c. Unacceptable for the reasons contained in the attached explanation

II, III. Response to Recommendation or Other/FYI
   a. Received and acknowledged __/__/___
   b. Comment: ____________________________ Date: 4/22/08

Signed: [Signature]  (Dr. John R. Halstead, President, SUNY College at Brockport)

DISTRIBUTION

PRESIDENT'S OFFICE COPIES: Provost, Vice Presidents, College Senate, Other: 4/28/08

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   Other: ____________________________

DEAN(S) COPY: Department Chair(s), Other: ____________________________

COLLEGE SENATE COPIES: Originator, College Senate Website, Other: ____________________________
**Routing Number** | **#22 07-08 GC**  
**Replaces Resolution** | **#**  
****Routing # assigned by Senate Office**  

**DEADLINE FOR SUBMISSIONS:** **FEBRUARY 28**  
Incomplete proposals or proposals received after the deadline may not be reviewed until next semester.

**INSTRUCTIONS** – please, no multiple attachments – each proposal must be submitted as one document:
- Submit only complete proposals. Include support letters from department chair and dean.
- Proposals must be prepared individually in Word format using committee guidelines (guidelines online).
- Fill out this cover page for each proposal and insert it electronically as the front page of your document. (available online at [www.brockport.edu/collegesenate](http://www.brockport.edu/collegesenate))
- Email whole proposal with cover page as one attachment to senate@brockport.edu and facprez@brockport.edu.
- All updates must be resubmitted to the Senate office with the original cover page including routing number.
- Questions? Call the Senate office at 395-2586 or the appropriate committee chairperson.

1. **PROPOSAL TITLE:** Please be somewhat descriptive, i.e. Graduate Probation/Dismissal Proposal rather than Graduate Proposal.  

| Emphasis in Nonprofit Management, MPA degree |

2. **BRIEF DESCRIPTION OF PROPOSAL:**  

This proposal would add a new emphasis (concentration) in Nonprofit Management to the graduate MPA degree.

3. **ANTICIPATED EFFECTIVE DATE:**  

| Spring 2009 |

4. **SUBMISSION & REVISION DATES:** PLEASE PUT A DATE ON ALL UPDATED DOCUMENTS TO AVOID CONFUSION.  

<table>
<thead>
<tr>
<th>First Submission</th>
<th>Updated on</th>
<th>Updated on</th>
<th>Updated on</th>
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5. **SUBMITTED BY:** (contact person)  

<table>
<thead>
<tr>
<th>Name</th>
<th>Department</th>
<th>Phone</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jim Fatula</td>
<td>Public Administration</td>
<td>x5080</td>
<td><a href="mailto:Jfatula@brockport.edu">Jfatula@brockport.edu</a></td>
</tr>
</tbody>
</table>

6. **COMMITTEES TO COPY:** (Senate office use only)  

<table>
<thead>
<tr>
<th>Standing Committee</th>
<th>Forwarded To</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>__ Enrollment Planning &amp; Policies</td>
<td>To Committee for approval</td>
<td>2/21/08</td>
</tr>
<tr>
<td>__ Faculty &amp; Professional Staff Policies</td>
<td>Committee Chair Sign Here When Passed</td>
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</tr>
<tr>
<td>__ General Education &amp; Curriculum Policies *</td>
<td>To Executive Committee</td>
<td>3/10/08</td>
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<tr>
<td>__ Graduate Curriculum &amp; Policies</td>
<td>GED to Vice Provost</td>
<td>NA</td>
</tr>
<tr>
<td>__ Student Policies</td>
<td>To Senate</td>
<td>3/24/08 – vote 4/7/08</td>
</tr>
<tr>
<td>__ Undergraduate Curriculum &amp; Policies</td>
<td>To College President</td>
<td>4/11/08</td>
</tr>
</tbody>
</table>

* follow special Gen Ed procedures for submission of General Education proposals at “How to Submit Proposals” on our Website.  

REJECTED -WITHDRAWN  

**Use routing number and title in all reference to this proposal.**

**COMMITTEE CHAIR:**  
- WHEN YOUR COMMITTEE APPROVES A PROPOSAL, PLEASE SIGN WHERE INDICATED ABOVE. GENERAL EDUCATION PROPOSALS MUST ALSO BE SIGNED ON THE SIGNATURE PAGE PROVIDED IN THE PACKET. YOUR SIGNATURE WILL BE UNDER THE DEAN’S SIGNATURE. RETURN ALL PROPOSALS TO SENATE OFFICE FOR PROCESSING.
Rationale for Graduate Program Revision

Background
The Department of Public Administration is proposing a new emphasis (concentration) in nonprofit management for its Masters in Public Administration (MPA) degree. The emphasis in nonprofit management will be in addition to the three emphases currently offered in the MPA program: general, health care management, and public safety management. The MPA program has about 160 matriculated students.

Rationale
We are proposing this new emphasis in nonprofit management for several reasons:

• it is consistent with the department’s and the college’s mission
• there is “market demand” for this MPA emphasis
• we are acting on the recommendation of the Academic Priorities Committee’s recommendation following its review of our most recent Periodic Program Review in 2005 that we pursue this emphasis.

College’s and the Department’s Mission
The proposed emphasis is aligned with the College’s mission. The emphasis is directed toward providing a professional graduate education for qualified applicants. In addition, the proposed emphasis is consistent with the College’s MOU with SUNY to the effect that “SUNY Brockport’s priorities for graduate education over the next six years are documenting program quality and developing new graduate programs to maintain current enrollment levels and support modest growth.” Finally, because MPA courses are offered at the MetroCenter, the proposed emphasis also furthers the College goal of increasing the utilization of the MetroCenter and strengthening Brockport’s presence and visibility in the greater Rochester area.

The Department of Public Administration’s stated mission is to:

Educate individuals who are preparing or upgrading their skills for careers in public service organizations (such as government, nonprofit, health care and public safety).

Market rationale
The MPA degree has traditionally been—and continues to be—a management degree for those in the government sector. As the government sector—local, state, and federal—has changed over time, there has been an increasing reliance on and interdependence between and among all levels of government and the nonprofit sectors, resulting in a growth in the nonprofit sector, and the concomitant need for management skills in that sector. Indeed, our accrediting body—NASPAA—requires that nonprofit issues be addressed across the MPA curriculum.

The “nonprofit sector” is comprised of organizations such as human services, education, health care, arts and culture, advocacy, and religion. Although federal and state employment data do not identify employment in the “nonprofit sector,” based on a study conducted by CGR, Inc, in 2006 entitled, “The Nonprofit Sector: A Vital Economic Force in the Mid-Hudson Valley,” we can make a reasonable estimate that the nonprofit sector in the Rochester area accounts for roughly 25% of employment in the area. (A nonprofit organization—the University of Rochester—is the largest employer in the region.)
Currently, nearly 50% of our new admissions to the MPA program are working in the nonprofit sector: about 20% are working in human services organizations, and another 30% work in health care and education. Of course, not all of these individuals would necessarily pursue the emphasis in nonprofit management, but it is a reflection of the potential demand for the emphasis in nonprofit management.

That admissions information is reflected in our “nonprofit” course enrollments. Course enrollments for PAD 678 Nonprofit Management, PAD 679 Grantwriting/Management, and PAD 629 Fundraising and Development have averaged between 17—21 graduate students for the past five years.

We also conducted an Angel spot survey of public administration students and alums in fall 2006 to determine the level of interest in an emphasis in nonprofit management. Out of 65 responses:

- 29% of the respondents said that they would definitely have selected the emphasis in nonprofit management if it had been available when they first matriculated;
- another 40% said they would have considered taking the emphasis in nonprofit management if it had been available when they first matriculated.

No other local college offers a masters level management degree specializing in nonprofit management. Roberts Wesleyan offers a Graduate Certificate in Nonprofit Leadership.

**Graduate Certificates in Nonprofit Management and in Arts Administration**
The Department of Public Administration received approval last year for two graduate certificates: one in nonprofit management, and the other in arts administration (in conjunction with the MFA program of the Visual Studies Workshop.) These two graduate certificates will continue to be offered. Matriculated graduate students in other programs (e.g., Recreation and Leisure) will still be able to complete the certificate in nonprofit management. Students who are not currently matriculated in other graduate programs may also enroll and seek matriculation in the certificate in nonprofit management. The certificate in nonprofit management can still be completed by matriculated MPA students who are pursuing another emphasis.

**Quality**
The MPA program requires 42 graduate credits (14 courses) for inservice students, and 45 graduate credits, including a six credit internship, for preservice students. That will also apply for the proposed emphasis in nonprofit management.

There is no change in admission requirements. Students admitted to the MPA degree for this emphasis, as for any of the emphases, must have a baccalaureate degree from an accredited four-year college or university with a minimum GPA of 3.0 (on a 4.0 scale).

Student learning outcomes will be assessed in the same way that they are for the other MPA emphases.

**Financial Aid:** MPA students pursuing the emphasis in nonprofit management will be able to take advantage of financial aid in the same way as all other MPA matriculated students.
Here are the core (required) courses for our current emphases and for the proposed emphasis in Nonprofit Management.

### Comparison of MPA Core Courses by Emphasis

<table>
<thead>
<tr>
<th>General</th>
<th>Health Care Management</th>
<th>Public Safety Management</th>
<th>Nonprofit Management (proposed)</th>
</tr>
</thead>
<tbody>
<tr>
<td>PAD 680 Public Policy</td>
<td>PAD 613 Health Care in America</td>
<td>EPS 659 Public Policy for Public Safety</td>
<td>PAD 680 Public Policy</td>
</tr>
<tr>
<td>PAD 683 Intergovernmental Relations</td>
<td>PAD 619 Financial Administration of Health Care</td>
<td>EPS 603 Ethics for Public Safety Managers</td>
<td>PAD xxx Foundations of the Nonprofit Sector (new)</td>
</tr>
<tr>
<td>PAD 681 Strategic Management for Public Organizations</td>
<td>PAD 681 Strategic Management for Public Organizations</td>
<td>PAD (EPS) 681 Strategic Management for Public Organizations</td>
<td>PAD 678 Nonprofit Leadership and Management</td>
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<td>PAD 684 Budget-State &amp; Local Governments</td>
<td>PAD 640 Financial Management</td>
<td>PAD (EPS) 640 Budget-State &amp; Local Governments</td>
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<tr>
<td>PAD 687 Statistics for Managers</td>
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<tr>
<td>PAD 696 Project Paper/Portfolio</td>
<td>PAD 696 Project Paper/Portfolio</td>
<td>PAD (EPS) 696 Project Paper/Portfolio</td>
<td>PAD 696 Project Paper/Portfolio</td>
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</table>

The required courses for the emphasis in nonprofit management are intended to educate individuals for leadership and management positions in the nonprofit sector. The courses are designed to be consistent with the curriculum requirements of our accrediting agency, the National Association of Schools of Public Affairs and Administration, and with the curricular guidelines for graduate study in nonprofit leadership, the nonprofit sector and philanthropy of the Nonprofit Academic Centers Council.

One new graduate course will be required for the new emphasis: PAD xxx Foundations of the Nonprofit Sector. The course outline for that course is attached. Dr James Fatula will teach this course.

**Staffing**

The department will likely need one additional adjunct for one semester per academic year to teach one of the courses currently taught by Dr. Fatula. Existing staff will teach all the other courses.
**Additional cost**
There are no anticipated additional costs to support this program other than the one adjunct course per academic year that may be needed. At the present time, the department has not yet received approval for a full time replacement for tenure track vacancy which occurred this year as the result of a resignation. If the department receives approval for the tenure track replacement, there will likely not be a need for one adjunct course per academic year that is requested for this proposal.

**Effective Date**
The emphasis in nonprofit management will be effective spring 2009.

**Academic Administration Commentary**
Letter of review/comment from Dean of School and from Graduate Dean
- Included

Letter of review/comment from Department Chair
- Attached

**Resources, facilities, and non-teaching staff needed to implement the program**
Statement of review and comment from Drake Library
- Not applicable. No additional resources needed

Statement of review and comment from Academic Computing Services
- Not applicable.

**Letters of support from cooperating departments, agencies, institutions, etc. including a statement of probable/likely impact on departments**
- Not applicable.
Course Title: PAD xxx Foundations of the Nonprofit Sector

Course Objectives
As a result of taking this course, students will be able to

• Define the various meanings of “nonprofit”
• Differentiate and categorize the role of the nonprofit sector in the US economy vis a vis the for profit and governmental sectors
• Understand the environment calling for increased accountability and transparency in the nonprofit sector
• Analyze and critique various proposals for reforming the nonprofit sector and making it more accountable and transparent

Course Topics

• Background on and scope of the nonprofit sector: defining and the describing the nonprofit sector
  • how nonprofits are defined;
  • kinds of nonprofits;
  • the role of nonprofits in the US economy and their economic impact;
    o health
    o social services
    o arts and culture
    o religious congregations
    o higher education/education
    o advocacy
    o history of the nonprofit sector

• Philanthropy, foundations, and voluntarism and their role in the US economy
  o Philanthropy: its nature, scope, and importance
  o Kinds of foundations and their role in the US economy

• Critical websites on the nonprofit sector

• Theory of the nonprofit sector

• The legal and regulatory framework for nonprofits in the United States
  o Internal Revenue Service
  o State government role (Attorney General’s office; Department of State)

• Ethical issues in the nonprofit sector
• Accountability and transparency issues

• Nonprofit advocacy and lobbying

• Government and privatization/contracting out: framework and issues for government agencies and for nonprofit agencies

• Emerging regulatory issues for the nonprofit sector

• The future of the nonprofit sector
Course readings

America’s Nonprofit Sector: A Primer second edition, by Lester Salamon
New York: The Foundation Center, 1999


Methods Used to Evaluate Student Performance

<table>
<thead>
<tr>
<th>Component</th>
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<tr>
<td>Midterm exam</td>
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<tr>
<td>Final Exam</td>
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<tr>
<td>Final Paper</td>
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<tr>
<td>Oral Presentation</td>
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February 18, 2008

TO: College Senate Executive Committee

FR: Christine E. Murray, Dean, School of Professions

RE: Public Administration, Nonprofit Management Emphasis

I have reviewed the proposal to create a Nonprofit Management Emphasis for the Master in Public Administration degree program and fully support this program revision. The core curriculum draws on existing courses and requires very limited, if any, new resources to implement. The proposal is consistent with the department’s five-year action plan that resulted from its most recent self-study and reaccreditation by NASPAA.
James Fatula, Ph.D.
Chair and Associate Professor
Department of Public Administration
SUNY College at Brockport
(655) 385-0800

----- Original Message -----  
From: Susan Stites-Doe <stites@brockport.edu>
Date: Wed, 20 Feb 2008 11:07:00 -0600
To: jfatula@brockport.edu
Subject: Support for the Non Profit track in Public Administration

2/20/08

Dear Dr. Fatula,

I am fully supportive of your development of a Non-Profit track in Public Administration. The program appears to meet market demand, fits our campus mission, and is proposed as a high quality endeavor.

Susan Stites-Doe, PhD
Dean of Graduate Studies

CONFIDENTIALITY STATEMENT:

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