

P4-190



THE FACULTY SENATE

April 16, 2007

MEMORANDUM

TO: Dr. Eddie J. Davis, Interim President

FROM: R. Douglas Slack, Speaker *R. Douglas Slack*

SUBJECT: Approval of Graduate Council Item (FS.24.134)

At its regular meeting on April 9, 2007, the Faculty Senate approved the following curriculum item from the Graduate Council and submits it for your approval. Attached is a copy of the material sent to our Senators.

Graduate Council Approved the Bush School proposed Graduate Certificate Program in Nonprofit Management and additional Bush School Nonprofit Management Courses.

Thank you for your time and consideration. Please inform me of your action on this matter.

Attachment

cc: David Prior
 Karan Watson
 Paul Meyer
 Sandra Williams
 Rick Giardino
 Richard Chilcoat

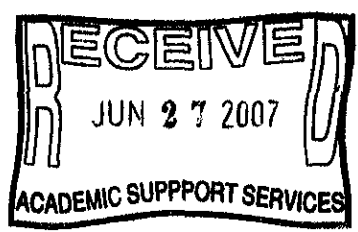
Approved:

Eddie J. Davis

 Dr. Eddie J. Davis, Interim President

6/25/07

 Date





RECEIVED

FEB 14 2007

GRADUATE STUDIES

February 13, 2007

MEMORANDUM

TO: Dr. John R. Giardino
Dean of Graduate Studies

THROUGH: Dick Chilcoat, LTG, U.S. Army (Ret.)
Dean and Holder of the Edward & Howard Kruse Endowed Chair

FROM: Dr. Sam Kirkpatrick
Executive Associate Dean for Academic Affairs and Management

SUBJECT: *Additional Bush School Nonprofit Management Courses and Proposed Graduate Certificate Program in Nonprofit Management*

Over the past several years the Bush School of Government and Public Service has expanded its capacity to offer courses in nonprofit management and nonprofit organizations consistent with its mission and the Master's Program in Public Service and Administration. We have had nonprofit management courses available and taught for many years and have recently completed a strategic planning exercise for expanding them, adding additional faculty capacity, enhancing an existing concentration currently available to our degree students, and completing the planning for a proposed graduate certificate in the area. This request is for approval of two new courses appropriate for our MPSA degree concentration in nonprofit management, and, along with other existing courses and selected electives from throughout the institution, for a proposed certificate program for 12 credit hours. Although the two new courses and the proposed certificate are somewhat separate topics, I have included them together for institutional review purposes.

The growth of nonprofit organizations both in the US and abroad has been phenomenal in recent decades and student interest in these organizations and their effective management has grown dramatically. Approximately one-third of our current MPSA students prefer some course concentration in nonprofit management and our environmental scanning and competitive program review suggests that demand for a non-degree, credit-granting graduate certificate is high on campus, in the region, and nationally. We propose to respond to this demand by formalizing many of the elements of our current MPSA concentration and by making coursework appropriately available both on campus, and eventually, through extended education,

Dr. John R. Giardino
Page 2

either off-site (with appropriate subsequent approvals) and/or online. This would be the Bush School's third graduate certificate and the first linked to its domestic public administration and policy program.

This certificate has been thoroughly reviewed internal to the college, we have sought counsel with external reviewers and consultants, and we have had an enthusiastic and positive response to this proposal from the Bush School Advisory Board. The School's namesake is clearly a world leader in nonprofit organization development and volunteer leadership. During this process we have also played a leadership role in the development of national guidelines currently being adopted by the National Association of Schools of Public Affairs and Administration, our specialized accreditation agency; our proposed certificate is fully consistent with these standards.

Although the Bush School has the course and faculty capacity to deliver this certificate without assistance from other departments, you will note in the proposal that we identify some electives currently being offered by other departments as possibilities for selection. The only other location in the University where nonprofit management programmatic capacity might develop is the Department of Management in the College of Business; they have been aware of our activities and neither have current courses nor planned program development in the area. Nationally, about three-fourths of all nonprofit management graduate programs (degree or certificate) are housed in public affairs units and the largest number of programs is found in more comprehensive schools of public affairs like the Bush School of Government and Public Service.

Although Texas A&M University has no formally prescribed format for graduate certificate proposals, in consultation with Paul Meyer in the Provost's Office, we have followed an outline similar to our previous certificate proposals, and one generally consistent with internal needs.

Thank you in advance for ensuring appropriate circulation and review of these two new courses linked to our current degree concentration and the related graduate certificate proposal. I will be pleased to respond to questions as they arise.

Cc: Dr. Bill West
Dr. William Brown
Dr. Angela Bies

8619

Texas A&M University Departmental Request for a New Course Undergraduate • Graduate • Professional

Submit original form and 2 copies. Attach a course syllabus to each.

1. This request is submitted by the Department of Bush School of Government & Public Service
2. Course prefix, number and complete title BUSH 630: Program Evaluation in Public and Nonprofit Organizations
3. Course description (not more than 50 words) Organizations today are responding to increasing demands for accountability. These demands come from an increasingly sophisticated public, clientele, and from funding sources including government, foundations, and corporations. This course is designed to introduce theories, research, and practice for program evaluation and systems that support the organization's information needs.
4. Prerequisite(s) Graduate Classification Cross-listed with _____
Cross-listed courses require the signatures of both department heads.
5. Is this a variable credit course? Yes No If yes, from _____ to _____.
6. Is this a repeatable course? Yes No If yes, this course may be taken _____ times. Will the course be repeated within the same semester/term? Yes No
7. Has this course been taught as a 489/689? Yes No If yes, how many times? _____ Indicate the number of students enrolled for each academic period it was taught. _____
8. This course will be:
 - a. required for students enrolled in the following degree program(s) (e.g., B.A. in history)

b. an elective for students enrolled in the following degree program(s) (e.g., M.S., Ph.D. in geography)
MPSA (Master of Public Service and Administration Program)

9. If other departments are teaching or are responsible for related subject matter, the course must be coordinated with these departments. Attach approval letters.

10.

Prefix	Course #	Title (exclude punctuation)																													
BUSH	630	P	R	O	G	E	V	A	L	I	N	P	U	B	&	N	P	R	O	F											
Lect.	Lab	SCH	Subject Matter Content Code				Admin. Unit	Acad. Year	FICE Code				Level																		
0	3	0	0	0	3	5	2	0	2	0	6	0	0	1	6	1	3	6	4	0	8	-	0	9	0	0	3	6	3	2	

Do not complete shaded area.

Approval recommended by:

[Signature]
Head of Department Date 2/12/07

[Signature] 2/13/07
Chair, College Review Committee Date

Head of Department (if cross-listed course) Date

[Signature] 2/12/07
Dean of College Date

Submitted to Coordinating Board by:

[Signature]
Dean of College Date

Director of Academic Support Services

Date Effective Date

**Texas A & M University
Bush School of Government and Public Service
Syllabus**

Program Evaluation in Public & Nonprofit Organizations

3 Credits

Course rationale: Organizations today are responding to increasing demands for accountability. These demands come from an increasingly sophisticated public, clientele, and from funding sources including government, foundations, and corporations. This course is designed to introduce theories, research, and practice for program evaluation and systems that support the organization's information needs.

Course Goals: Through research and analysis the learner will:

- ✓ Define program evaluation and list its roles and goals.
- ✓ Develop and understand the use of logic models in evaluation
- ✓ Design an evaluation for a program.
- ✓ Develop the steps associated with the logic of measurement
- ✓ Specify strengths and weaknesses of various quantitative and qualitative data collection practices
- ✓ Understand the features of reliable and valid measurement
- ✓ Given a specific situation match appropriate designs and methods of data collection with specific evaluation questions of a program evaluation.
- ✓ Identify important concerns associated with evaluation data analysis and interpretation.
- ✓ Report evaluation information using a variety of methods.
- ✓ Identify the various types of information necessary for decision making and the means for capturing and storing information.

Required Reading Packets:

1. **Course Reader** - selected readings from various sources
2. **Logic Model Development Guide (LMDG) &**
3. **Evaluation Handbook, WK Kellogg Foundation**

Instructional Rationale: Learning *requires* active involvement of students; students are *responsible* for their own learning; students *share* in the responsibilities for instruction. Through focused reading, discussion, writing and hands-on exercises students are expected to build complex conceptual frameworks that will expand their understanding of issues relative to evaluation and information management. As major topics in the course are examined, students will seek to discover connections, relationships, multiple causes and effects within and among topics.

Course Requirements: Students are expected to read all required assignments *prior to the class period during which they will be discussed* and to actively participate in class discussion of those readings and related issues. Students will be responsible to read and understand all materials assigned and provided as part of class.

1. Program Evaluation Design (200 points) - Students will design an actual program evaluation. This assignment entails **TWO PAPERS** (10-12 pages each) and draft assignments. Students will select a program, develop a program logic model diagram, suggest measurement variables, and research designs. Additional information will be shared separately.
2. Mid-term Exam (100 points) - An in-class exam will cover material from the first 10 weeks of class.
3. Participation (100 points) - Students are expected to actively participate in class discussions and activities. This will include regular attendance and thorough preparation for each week's topics. Participation is evaluated through instructor judgments and self-assessment.

Grading System:

Grading will be based upon the total number of points earned for the semester:

A = 94% - 100%	C = 74% - 79%
A- = 90% - 93%	C- = 70% - 73%
B = 84% - 89%	D = 60% - 69%
B- = 80% - 83%	E = 59% or less

NOTE: All assignments (except computer assignments, which are not accepted late) are considered late if turned in any time after the class period of the assigned due date. Late assignments are reduced 10% per day up to ten days past the due date. Students will be told in class the due dates for all assignments. In addition, please see attached departmental policies for this course.

PROPOSED SCHEDULE

Week	Date	Topics	Assignment/Activity
1		Course Overview & Introductions <i>Reader: pgs. 5-11</i>	
2		Intro to Program Evaluation <i>Eval Handbook pg. 1-18</i> <i>Reader: pg. 13-29</i>	For discussion: <i>Connect</i> Evaluation: Measuring up in the Nonprofit Sector, <i>Reader: pg. 31-38</i>
3		Project Level Evaluation <i>Eval Handbook: pg. 19-38</i>	Program Selected DUE
4		Program Logic Models LMDG, Pg., 1-25	
5			Draft program model DUE
6		Monitoring Programs <i>Reader: pg 41-73</i>	Excel 3 Due
7		Impact Assessment <i>Reader: pg. 77-84</i>	For discussion: After all the Hard Work, <i>Reader: 85-89</i>
8		Logic of Measurement <i>Reader: 93-101</i> LMDG pg 45-48	
9		Methods of Measurement <i>Reader:105-119</i> <i>Eval Handbook pg. 69-87</i>	Paper One DUE
10			Mid-term Exam
11		Survey Development <i>Reader: Pg. 123-133; 135-151</i>	For discussion: Questionnaire design
12			Measurement table DUE
13		Qualitative Data Analysis	
14		Utilizing & presenting results <i>Eval Handbook pg. 96-104</i>	
15			Paper Two DUE

LMDG = Logic Model Development Guide

Program Evaluation in Public & Nonprofit Organizations
Bush School of Government and Public Service
Example Reading List

Introduction to Research

The Research Process Chapter 4 in McNabb, David, E. (2002) *Research Methods in Public Administration and Nonprofit Management*, pp. 53-62. Armonk, NY: M.E. Sharpe.

Introduction Program Evaluation

An Overview of Program Evaluation. In Rossi, P.H., Freeman, H.E., & Lipsey, M.W. (1998), *Evaluation: A Systematic Approach, 6th Ed.*, pp. 20-35.

Evaluation: Measuring up in the Nonprofit Sector, in Community Connect St. Luke Health Initiatives, Summer 2001.

Program Theory

Identifying Issues and Formulating Questions in Rossi, P.H., Freeman, H.E., & Lipsey, M.W. (1998). *Evaluation: A Systematic Approach, 6th Ed.*, pp. 79-109, 112-117.

Expressing and Assessing Program Theory Chapter 5 in Rossi, P.H., Freeman, H.E., & Lipsey, M.W. (2004). *Evaluation: A Systematic Approach, 7th Ed.*, pp. 133-168.

Monitoring Programs

Assessing and Monitoring Program Process, Chapter 6 in Rossi, P.H., Lipsey, M.W. & Freeman, H.E. (2004), *Evaluation: A Systematic Approach, 7th Ed.*, pp. 169-201.

Impact Assessment

Impact Evaluation Designs, Chapter 4 in Schalock, R. L. (2001). *Outcome-based Evaluation, 2nd Edition*, pp. 68-83.

After all the Hard Work, Organizational Performance Part 1 & 2 in The Not-for-Profit CEO Monthly Letter, Vol. 8(9), 2001.

Methods of Measurement

Methods of Data Collection, Chapter 3 in Clarke, A. & Dawson, R., (nd). *Evaluation Research*, pp. 64-92. Thousand Oaks, CA: Sage Publications

Survey and Questionnaire Development

Questionnaires and Questions Chapter 9 in McNabb, David, E. (2002) *Research Methods in Public Administration and Nonprofit Management*, pp. 125-144. Armonk, NY: M.E. Sharpe.

Questionnaire Design: Asking questions with a purpose. Taylor-Powell, E. (1998).
Program Development & Evaluation, University of Wisconsin-Extension.

Focus Groups

Focus Groups: An Overview, Chapters 1,3, & 8 in Greenbaum, T.L. (1998). The
handbook for focus group Research, pp. 1-9, 33-55, 118-146. Thousand Oaks: CA, Sage
Publications.

Qualitative Data Analysis

Qualitative Analysis and Interpretation, Chapter 8 in Patton, M.Q. (2002).
Qualitative Research and Evaluation Methods, pp. 432-444, 447-460, 463-478, 502-512.
Thousand Oaks: CA, Sage Publications.

Qualitative Data Analysis

Qualitative Analysis and Interpretation, Chapter 8 in Patton, M.Q. (2002).
Qualitative Research and & Evaluation Methods, pp. 432-444, 447-460, 463-478, 502-
512. Thousand Oaks: CA, Sage Publications.

A618

Texas A&M University Departmental Request for a New Course Undergraduate • Graduate • Professional

Submit original form and 2 copies. Attach a course syllabus to each.

1. This request is submitted by the Department of Bush School of Government & Public Service
2. Course prefix, number and complete title BUSH 633: Philanthropy: Fundraising in Nonprofit Organizations
3. Course description (not more than 50 words) This course examines the theory and practice of fundraising in nonprofit organizations. It provides students with an overview of fundraising strategies and techniques, and of how they relate to the achievement of organizational goals. It also focuses on ways of integrating various fundraising activities into an effective fundraising program.
4. Prerequisite(s) Graduate Classification Cross-listed with _____
Cross-listed courses require the signatures of both department heads.
5. Is this a variable credit course? Yes No If yes, from _____ to _____.
6. Is this a repeatable course? Yes No If yes, this course may be taken _____ times. Will the course be repeated within the same semester/term? Yes No
7. Has this course been taught as a 489/689? Yes No If yes, how many times? _____ Indicate the number of students enrolled for each academic period it was taught. _____
8. This course will be:
 - a. required for students enrolled in the following degree program(s) (e.g., B.A. in history)

b. an elective for students enrolled in the following degree program(s) (e.g., M.S., Ph.D. in geography)
MPSA (Master of Public Service and Administration Program)

9. If other departments are teaching or are responsible for related subject matter, the course must be coordinated with these departments. Attach approval letters.

10.

Prefix	Course #	Title (exclude punctuation)									
BUSH	633	PHILANTHROPY IN NONPROF									
Lect.	Lab	SCH	Subject Matter Content Code				Admin. Unit	Acad. Year	FICE Code		
03	00	03	32.02.06.00161364				08	09	003632		
Do not complete shaded area.								Level			

Approval recommended by:

[Signature]
Head of Department

2/12/07
Date

[Signature]
Chair, College Review Committee

2/12/07
Date

Head of Department (if cross-listed course) Date

[Signature]
Dean of College

2/12/07
Date

Submitted to Coordinating Board by:

[Signature]
Dean of College

Date

Director of Academic Support Services

Date

Effective Date

BUSH 633: Philanthropy: Fundraising In Nonprofit Organizations
Spring 2008

Instructor: Dr. Angela Bies
Prerequisite: Graduate Classification
3 Credit Hours

Course Description

America has been known for its history of helping those less fortunate and of rallying to the aid of others in time of need. This characteristically unique phenomenon was encouraged and enhanced by the Federal Government through tax legislation. Known today as the nonprofit or independent sector of our country, there has been increasing interest in the study and practices of the nonprofit. Yet, while fundraising is a critical component for almost all nonprofits, the emphasis has been on "how to" presentations, rather than integrating the "how to" with any real theoretical and/or research underpinnings. Fundraising, as a means for many nonprofits to provide their programs and services, has enabled a number of organizations to grow into large complex entities that have a national and/or international impact, i.e., Salvation Army, United Way, Red Cross, etc. Nevertheless, the majority of nonprofits are very small, and their organizational life cycle may be short or never is developed beyond a survival state.

This course will provide an overview of selected fundraising topics and provide insight into both the theory and practice of this area.

Course Objectives

The course is designed to inform participants:

- 1) About fundraising programs and activities, their theoretical basis, and those practices used to achieve established organizational goals, and
- 2) How to integrate the practices into an effective fundraising program, and
- 3) To begin to build a personal fundraising philosophy and framework.

Emphasis will be placed on learning about the many different fundraising programs and in what form they may be selected as part of the total development effort. Accordingly, time will be allotted toward the end of a number of class periods for participants to collaborate in small groups. Ethical issues will be integrated into all fundraising topics discussed.

Required Text

Kelly, Kathleen S. 1998. Effective Fund-Raising Management. Mahwah, New Jersey: Lawrence Erlbaum Associates, Publishers.

The text will be supplemented with selected articles and other class materials.

Grading Requirements

Your grade will be based on four components: classroom participation, analysis of fundraising in nonprofit organization, term paper (you may work together with another person), and final examination.

Classroom Participation: (30%) Participation entails both your classroom and in-class verbal and exercise interaction. In-class interaction in the discussions and activities is a crucial way to benefit from the course. Your grade will be influenced by the quality of that interaction, which in turn will be determined by the extent to which your comments are relevant to the topic at hand, constructive, timely, insightful, and judicious in their frequency.

Description and Analysis of a Nonprofit Fundraising Program: (20%) An opportunity to visit a local nonprofit organization and describe, discuss and present a rationale and evaluation of their fundraising program. Two class members may work together on this project. It is understood that evaluating a program is extremely difficult for anyone. A framework for accomplishing this task will be developed.

Term Project: (30%) Teams of two will be assigned a concept that through a review of research and other literature will be applied to nonprofit fundraising.

Final Examination: (20%) An examination of your knowledge and comprehension of the material covered in the course.

Course Topics, Calendar and Assignments

Week 1	Introduction: Course Overview and Orientation (Chapter 1 and 2)
Week 2	Historical, Organizational and Theoretical Context of Fund raising (Chapters 5,6 and 9)
Week 3	Role of Research/Information

- Week 4 Major Gift Fundraising (Chapters 10 and 12)
- Week 5 Corporate and Foundation Relations (Chapter 15)
- Week 6 Annual Fundraising Programs and Special Events (Chapter 11)
- Week 7 Donor Relations (Handout)
- Week 8 Presentations on Nonprofit Fundraising Programs
- Week 9 Role of Volunteers and Volunteer Boards (Handout)
- Week 10 Fundraising Campaign (Handout)
- Week 11 & 12 Role of Influence on Donors and Prospects
- Week 13 Organizational Financial Dimensions affecting Fundraising Success.
- Week 14 Term Paper Presentations
- Week 15 Final Exam

The Americans with Disabilities Act

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you believe you have a disability requiring an accommodation, please contact the Department of Student Life, Services for Students with Disabilities, in Room 126 of the Koldus Building or call 845-1637.

Aggie Honor Code

"An Aggie does not lie, cheat, or steal or tolerate those who do."

Upon accepting admission to Texas A&M University, a student immediately assumes a commitment to uphold the Honor Code, to accept responsibility for

learning and to follow the philosophy and rules of the Honor System. Students will be required to state their commitment on examinations, research papers, and other academic work. Ignorance of the rules does not exclude any member of the Texas A&M University community from the requirements or the processes of the Honor System. For additional information please visit:

<http://www.tamu.edu/aggiehonor/>

**Proposed
Graduate Certificate in Nonprofit Management
The Bush School of Government and Public Service**

Purpose:

The primary purpose of the nonprofit certificate is to provide a nonprofit management education program for students not currently enrolled in Bush School degree programs. The certificate would serve graduate degree students at Texas A&M University and non-degree students in the nonprofit sector or those who desire to enter the field. The certificate is designed to both supplement a degree program, while being sufficiently robust to serve as a “stand-alone” educational program. The certificate builds upon and expands the current MPSA degree concentration in nonprofit management and provides a mechanism to engage students in nonprofit focused courses.

Diverse in size and scope, the nonprofit sector has become a major force in the U.S. economy, generating approximately eight percent of the GNP. The sector has, with some exceptions, expanded faster than other sectors of the economy over the past two decades. Employment in the nonprofit sector during the same period grew an average of 3.3 percent annually, compared with 1.6 percent in government and 1.8 percent in business; as of 2001 the sector employed over 12.5 million people.

There is an increasing number of graduate level nonprofit management programs. The Nonprofit Academic Centers Council (NACC) reported that in 2003 more than 242 colleges and universities across the nation offered at least one course in nonprofit management/administration, including 91 schools that offered a graduate concentration (three or more courses).

The certificate draws on guidelines from NASPAA (National Association of Schools of Public Affairs and Administration) and NACC. These guidelines suggest unique and non-unique learning outcomes for a nonprofit certificate programs. Specifically, students who complete the certificate will gain understanding about the nonprofit sector (i.e., scope, history, and role of nonprofits), nonprofit organizational structures (i.e., legal frameworks and governance issues) and management practices (i.e., strategy, volunteer behavior, and fund raising). With this preparation students will be able to offer effective leadership in the management of nonprofit organizations.

Faculty and Department:

The Bush school currently offers two successful certificates in Advanced International Affairs and Homeland Security. This program will draw on the experience gained through those programs to help in the establishment of this opportunity, which directly addresses the School’s charter to prepare future leaders in public service. Current faculty within the Bush school will offer residential-based courses to fulfill requirements of the certificate. In cooperation with staff from the School’s Extended Education program, the School will explore and develop distance

learning opportunities. Bush School faculty will oversee the development and implementation of these online courses. One faculty member will serve as the program coordinator to advise students and oversee the program. This includes managing application procedures, maintaining student records, student program planning, and verifying program completion.

Program Requirements

Admission: Current degree students at A&M will submit an application form and letter of intent. Non-degree (G-6) students will submit an application form, letter of intent, and complete application requirements of the university. Applications will be reviewed and recommendations for acceptance will be forwarded to the MPSA program director for approval. Applications will be accepted on an ongoing basis. Distance learning students will follow the procedures established by the Bush School Extended Education Program.

Specifications: The certificate will entail 12 credit hours, with two required courses and two electives selected from an approved list. Elective courses should be approved by the program coordinator prior to starting the course. We plan to offer two new courses in relation to the certificate.

Required Courses

Foundations of the Nonprofit Sector (BUSH 643)

Management and Leadership of Nonprofit Organizations (BUSH 644)

Bush School Electives

Philanthropy: Fundraising in Nonprofit Organizations (NEW)

Program Evaluation in Public and Nonprofit Organizations (NEW, previously offered as BUSH 689)

Networks and Inter-Organizational Collaborations (BUSH 645)

Political Economy of International Development (BUSH 674)

Organization Theory for the Public Sector (BUSH 641)

Electives outside the Bush School

Leadership Development & Management of Environmental NGO's (RENR 650)

Political Sociology (SOCI 616)

Complex Organizations (SOCI 635)

Volunteer Leadership (AGED 608)

Managing Projects (MGMT 658)

Up to one related course as approved by program coordinator

Completion: Upon completion of all coursework students will be required to notify the program coordinator who will review their record. Students who complete the two required courses and an additional 6 credit hours of approved electives with a GPA of 3.0 or better will be awarded the certificate. The certificate will be noted on their transcript.

Potential Course Plan

Year One (2007-2008):

Fall Semester

Foundations of the Nonprofit Sector (BUSH 643)
Selected Electives

Spring Semester

Management and Leadership of Nonprofit Organizations (BUSH 644)
Selected electives

Year Two (2008-2009):

Fall Semester

Foundations of the Nonprofit Sector (BUSH 643)
Selected Electives

Spring Semester

Management and Leadership of Nonprofit Organizations (BUSH 644)
Selected Electives

Foundations of the Nonprofit Sector (BUSH 643) ONLINE

Summer

Elective ONLINE

Year Three (2009-2010):

Fall Semester

Foundations of the Nonprofit Sector (BUSH 643)
Selected Electives
Management & Leadership (BUSH 644) ONLINE

Spring Semester

Management and Leadership of Nonprofit Organizations (BUSH 644)
Selected Electives
Foundations of the Nonprofit Sector (BUSH 643) ONLINE

Summer

ONLINE Elective

This proposal was approved by Bush School faculty in the Master of Public Service and Administration (MPSA) program on November 12, 2006 and by the college Graduate Instruction Committee on February 1, 2007.