

DATE: May 20, 2021**SUBJECT:** New Academic Program
University of Memphis
Master of Nonprofit Management
(CIP 52.0206 – Non-Profit/Public/Organizational Management)**ACTION RECOMMENDED:** Approval

PROGRAM DESCRIPTION

The University of Memphis proposes a Master of Nonprofit Management (MNM) to provide students with the theoretical and practical knowledge necessary to lead and transform nonprofit organizations and address complex social issues. The program is designed as a 39-credit hour online program accessible to pre-service as well as mid-career professionals looking to advance in the field. The curriculum for the program is based on the guidelines provided by the Nonprofit Academic Centers Council (NACC) which is the accrediting body for nonprofit programs.

The impetus for the proposed MNM program grew from a partnership between the University of Memphis Department of Public and Nonprofit Administration and ALSAC/St. Jude Children’s Research Hospital, the largest nonprofit employer in the region and among the most globally recognized charities. ALSAC is considered one of the industry leaders in the area of philanthropy and nonprofit fundraising, and their cooperation has been instrumental in the development of the proposed program. Through this partnership, students in the proposed program will learn the principles and practices of nonprofit marketing and fundraising from an organization that is a standard-bearer in the field.

Students in the proposed MNM program will have a choice of two educational tracks to pursue, fundraising/philanthropy or social justice, as well as the option of a generalist nonprofit management program. These specializations will benefit the local nonprofit community and better define its niche among NACC accredited programs.

INSTITUTIONAL GOVERNING BOARD APPROVAL

The proposed Master of Nonprofit Management program was approved by the University of Memphis Board of Trustees on June 3, 2020.

PROPOSED IMPLEMENTATION DATE

August 2021

RELEVANCE TO INSTITUTIONAL MISSION AND STRATEGIC PLAN

The University of Memphis is committed to its mission of an urban-serving university that closely collaborates with its community partners. The proposed Master of Nonprofit Management program aligns with the University's mission to "provide the highest quality of education by focusing on research and service benefitting local and global communities." The proposed program will rely on the department's Philanthropy and Nonprofit Leadership Advisory Board for support and guidance. This advisory board is comprised of leaders from the philanthropic and nonprofit sectors and represents the vast array of nonprofit organizations in Memphis and the mid-South region.

The proposed program aligns with the 2015-25 Master Plan for Tennessee Postsecondary Education in three key areas: increased enrollment in majors leading to high demand jobs, optimizing online learning, and partnerships between higher education and industry.

CURRICULUM

The proposed Master of Nonprofit Management requires the completion of 39 credit hours. The curriculum for the program is based on the guidelines provided by the Nonprofit Academic Centers Council. The curriculum is designed for students to complete 24 credit hours in the core, 12 credit hours of electives and a 3 credit hour capstone. Students will be guided by an individual course plan, approved by their academic advisor. Students will have the flexibility to enroll in a generalist course of study or focus on one of two tracks: social justice or fundraising and philanthropy.

Graduates from the proposed MNM program will possess the following knowledge, skills, and abilities to apply to the profession of nonprofit management.

- Effective written and oral communication that is audience-appropriate
- Techniques for employee, volunteer, and donor recruitment, development, and retention, including effective approaches to board governance
- Ability to assess past financial performance, current financial analysis, and financial forecasts to make strategic decisions
- Knowledge of public service and fundraising ethics and financial stewardship
- Research design and data analysis, including program evaluation methods, and the incorporation of stakeholders into the research and evaluation process
- Best practices for leading teams and organizations
- Change management facilitation and negotiation skills

PROGRAM PRODUCTIVITY

Enrollment projections for the program were determined based on trend data of students enrolled in the existing Nonprofit concentration within the Master of Public Administration program and the graduate certificate program in Nonprofit Leadership and Philanthropy. The proposed MNM program projects an initial enrollment of eight students with steady increases to 30 students by the fifth year.

	2021	2022	2023	2024	2025
Enrollment	8	15	20	27	30
Graduates	--	3	10	15	25

PROGRAM DUPLICATION

The proposed Master of Nonprofit Management will be the first such program in the State of Tennessee. This unique master’s program will be fully online and offer two tracks: fundraising/philanthropy and social justice. East Tennessee State University offers a Nonprofit and Public Financial Management concentration within their Master of Public Administration program. Tennessee State University offers a graduate certificate program in Nonprofit Management.

EXTERNAL JUDGEMENT

An external review of the proposed program was conducted during a virtual site visit on December 1, 2020. Dr. Douglas Ihrke, Professor and Chair of the Department of Public and Nonprofit Administration at the University of Wisconsin – Milwaukee served as the external reviewer. The site visit included meetings with campus administrators, faculty, prospective students, and community partners.

Dr. Irke recommended approval of the proposed Master of Nonprofit Management and stated, “In my professional judgement, the proposed program is needed in the Memphis community and beyond. It is recommended the program be approved because of the strength of the curriculum and faculty, the support services provided for online delivery of the program, and the outstanding community support it has behind it. ”

STUDENT DEMAND

Student demand for the proposed MNM program was determined by the University of Memphis’ Department of Public and Nonprofit Administration in serving increasing demands from students in the current related program offerings. A total of 100 students have earned the Nonprofit concentration within the Master of Public Administration since it was first offered in 2007. Since 2011, 64 students have eared the 15-credit hour graduate certificate in Philanthropy and Nonprofit Leadership.

Additionally, the Department of Public and Nonprofit Administration conducted an online survey to determine student interest for a Master of Nonprofit Management program. The survey was administered to 125 students and graduates from the Master of Public Administration and the Philanthropy and Nonprofit Leadership graduate certificate program. A strong interest was displayed with 74 percent of the respondents indicating a need for the program that would benefit the University and the city of Memphis.

OPPORTUNITIES FOR PROGRAM GRADUATES

Graduates of the proposed Master of Nonprofit Management will have employment opportunities both nationally and statewide. The nonprofit sector is growing rapidly, but organizations are having difficulty meeting that need. According to the 2017 Nonprofit

Employment Practices Survey, 50 percent of nonprofits surveyed said they expect to increase their staff. One excellent source of data for nonprofit demand is the interactive website Nonprofit Works. This center, created by the John Hopkins Center for Civil Society Studies' Nonprofit Economic Data Project, provides the public with U.S. nonprofit employment, establishment, and wage data at the national, state, and local levels. In Tennessee, nonprofit employment grew by 14.3 percent, compared to 5.5 percent for the private sector.

The nonprofit sector is a substantial part of the Memphis economy. According to the Bureau of Labor Statistics, Memphis' 501(c)(3) nonprofits employed over 52,000 workers in 2016. Furthermore, nonprofit employers are the third largest payroll by industry, and constitute 8.1 percent of private employment in Tennessee and over 10 percent in Shelby County. From 2007 to 2016 nonprofit employment growth increased 16.7 percent, more than three times that of the for-profit sector (4.6 percent).

The need for the proposed MNM program is corroborated by letters of support from nonprofit leaders. Letters of support from nonprofit agencies were received from ALSAC/St. Jude Children's Research Hospital, LeBonheur Children's Hospital, Momentum Nonprofit Partners, Habitat for Humanity of Greater Memphis, Arts Memphis, Soulsville Foundation, and Memphis Athletic Ministries.

INSTITUTIONAL CAPACITY TO DELIVER THE PROGRAM

The proposed MNM program will be fully online and will be supported by UofM Global, including learning support, technology support, library services, and career services specifically geared toward online learners. The proposed program will be housed in the Department of Public and Nonprofit Administration within the School of Urban Affairs and Public Policy. The current faculty in the department will deliver the instruction for all core courses. Students will take elective courses from various departments such as Journalism and Strategic Media, Management, and Social Work. The proposed program will utilize existing courses and will require the development of two new core courses. Adjunct faculty members will be hired to allow flexibility for faculty to develop the new courses.

Appendix A outlines the 5-year financial projections for the Master of Nonprofit Management program. Minimal expenses for the program will be covered by tuition and fees.

ASSESSMENT AND POST-APPROVAL MONITORING

An annual performance review of the proposed program will be conducted for the first five years following program approval. The review will be based on benchmarks established in the approved proposal. At the end of this period, the campus, institutional governing board, and THEC staff will perform a summative evaluation. The benchmarks include, but are not limited to, enrollment and graduation, program cost, progress toward accreditation, and other metrics set by the institution and THEC staff. If benchmarks are not met during the monitoring period, the Commission may recommend that the institutional governing board terminate the program. If additional time is needed and requested by the institutional governing board, the Commission may choose to extend the monitoring period.

Tennessee Higher Education Commission
Attachment A: THEC Financial Projections
University of Memphis
Master of Nonprofit Management

Seven-year projections are required for doctoral programs.
Five-year projections are required for baccalaureate and Master's degree programs
Three-year projections are required for associate degrees and undergraduate certificates.
Projections should include cost of living increases per year.

	Year 1	Year 2	Year 3	Year 4	Year 5
I. Expenditures					
A. One-time Expenditures					
New/Renovated Space	\$ -	\$ -	\$ -	\$ -	\$ -
Equipment					
Library	1,750	1,750	1,750	1,750	1,750
Accreditation Fee	-	2,400	-	-	-
Travel	3,000				
Other (Marketing New Program)	5,000	1,000	1,000	1,000	1,000
Sub-Total One-time	\$ 9,750	\$ 5,150	\$ 2,750	\$ 2,750	\$ 2,750
B. Recurring Expenditures					
Personnel					
Administration					
Salary 1/2 faculty admin		\$ -	\$ -	\$ -	\$ -
Benefits 35.3%	-	-	-	-	-
Sub-Total Administration	\$ -	\$ -	\$ -	\$ -	\$ -
Faculty					
Salary associate		\$ -	\$ -	\$ -	\$ -
Benefits	-	-	-	-	-
Sub-Total Faculty	\$ -	\$ -	\$ -	\$ -	\$ -
Support Staff adjuncts					
Salary	\$ 7,500	\$ 7,500	\$ 7,650	\$ 7,803	\$ 7,959
Benefits					
Sub-Total Support Staff	\$ 7,500	\$ 7,500	\$ 7,650	\$ 7,803	\$ 7,959
Graduate Assistants					
Salary					
Benefits	-	-	-	-	-
Tuition and Fees* (See Below)					
Sub-Total Graduate Assistants	\$ -	\$ -	\$ -	\$ -	\$ -
Operating					
Travel	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500
Printing	1,000	1,000	1,000	1,000	1,000
Equipment	-	-	-	-	-
Other					
Sub-Total Operating	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500	\$ 2,500
Total Recurring	\$ 10,000	\$ 10,000	\$ 10,150	\$ 10,303	\$ 10,459
TOTAL EXPENDITURES (A + B)	\$ 19,750	\$ 15,150	\$ 12,900	\$ 13,053	\$ 13,209

*If tuition and fees for Graduate Assistants are included, please provide the following information.					
Base Tuition and Fees Rate	\$ 12,000.00	\$ 12,600.00	\$ 13,230.00	\$ 13,891.50	\$ 14,586.08
Number of Graduate Assistants	2	2	2	2	2
	Year 1	Year 2	Year 3	Year 4	Year 5
II. Revenue					
Tuition and Fees ¹	120,327	135,855	139,740	271,710	310,530
Institutional Reallocations ²	(100,577)	(120,705)	(126,840)	(258,657)	(297,321)
Federal Grants ³	-	-	-	-	-
Private Grants or Gifts ⁴	-	-	-	-	-
Other ⁵	-	-	-	-	-
BALANCED BUDGET LINE	\$ 19,750	\$ 15,150	\$ 12,900	\$ 13,053	\$ 13,209
Notes:					
(1) In what year is tuition and fee revenue expected to be generated and explain any differential fees. Tuition and fees include maintenance fees, out-of-state tuition, and any applicable earmarked fees for the program.					
(2) Please identify the source(s) of the institutional reallocations, and grant matching requirements if applicable.					
(3) Please provide the source(s) of the Federal Grant including the granting department and CFDA(Catalog of Federal Domestic Assistance) number.					
(4) Please provide the name of the organization(s) or individual(s) providing grant(s) or gift(s).					
(5) Please provide information regarding other sources of the funding.					