

From: [Smith, Randy](#)
To: [Adams, Christopher](#); [Greenbaum, Rob](#)
Cc: [Sutherland, Sue](#); [Reed, Katie](#); [Smith, Randy](#); [Griffiths, Rob](#); [Duffy, Lisa](#); [Hunt, Ryan](#); [Brown, Trevor](#)
Subject: Proposal to establish new certificates in Non-Profit Management and to revise the Graduate Minor in Non-Profit Management
Date: Friday, November 8, 2024 8:26:09 AM
Attachments: [image001.png](#)

Chris and Rob:

The proposal from the John Glenn College of Public Affairs to establish new certificates (type 3a and 3b) in Non-Profit Management and to revise the Graduate Minor in Non-Profit Management was approved by the Council on Academic Affairs at its meeting on November 6, 2024. Thank you for attending the meeting to respond to questions/comments.

No additional level of internal review/approval is necessary. This action will be included in the Council's next [Annual Activities Report](#) to the University Senate (July 2025).

The Office of the University Registrar will work you with any implementation issues.

Please keep a copy of this message for your file on the proposal and I will do the same for the file in the Office of Academic Affairs.

If you have any questions please contact the Chair of the Council, Professor Sue Sutherland (.43), or me.

I wish you success with this important program development.

Randy



W. Randy Smith, Ph.D.

Vice Provost for Academic Programs

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TO: Randy Smith, Vice Provost for Academic Programs

FROM: Graduate School Curriculum Services

DATE: 10/15/2024

RE: Proposal to Establish New Certificates in Non-Profit Management and to Revise the Graduate Minor in Non-Profit Management in John Glenn College of Public Affairs

The John Glenn College of Public Affairs is proposing a New 3a and 3 b Certificate as well as revising the Graduate Minor in Non-Profit Management.

The proposal was received by the Graduate School on 6/17/2024. The combined GS/CAA subcommittee first reviewed the proposal on 10/09/2024 and support its review by the Council on Academic Affairs.

**Proposal for Type 3a and 3b
Graduate Certificate in Nonprofit Management**

The John Glenn College of Public Affairs

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June 14, 2024

Vice Provost W. Randy Smith
Council on Academic Affairs
Office of Academic Affairs
203 Bricker Hall
190 North Oval Mall
Columbus, OH 43210

Dear Randy:

I am writing to inform you that the John Glenn College supports the creation of a 3a Stand Alone and 3b Embedded Graduate Academic Certificate in Nonprofit Management. In an electronic vote that concluded April 19, 2024, the College faculty voted unanimously in favor of creating this certificate.

This proposed 12 credit hour certificate will be an attractive stand-alone certificate option for professionals who need to build nonprofit management skills but who are not yet ready or who are not interested in a full master's degree. The credential should be valuable for career advancement. The embedded certificate provides Glenn College MPA students, who are not eligible to take our existing 10 credit hour minor, an opportunity to earn a nonprofit credential. For advising purposes and simplicity, we are simultaneously proposing a few small changes to the curriculum of the minor to largely mirror the curriculum of the certificate.

Enclosed, you will find a letter from our Director of Graduate Professional Studies, Jim Landers, the Curriculum Proposal Checklist, the Registrar sheets, the signed MOU with OSO, and the certificate proposal. We are separately submitting our proposal to modify the existing nonprofit minor.

Sincerely,

A handwritten signature in blue ink that reads "Rob Greenbaum". The signature is fluid and cursive, with the first letters of the first and last names being capitalized and prominent.

Robert T. Greenbaum, Professor

June 14, 2024

Dr. Mary Stromberger, PhD
Vice Provost for Graduate Education and
Dean of the Graduate School
250 University Hall
320 N. Oval Mall
Columbus, OH 43210

Dear Dr. Stromberger:

I am writing to inform you that on February 14, 2024, the Glenn College Graduate Studies Committee voted to move forward with the proposal for a new embedded and stand-alone certificate in Nonprofit Management.

The Glenn College's ranking and expertise in the field of nonprofit management has improved markedly in recent years. What's more, a recent alumni survey indicated that 16% of graduates with a Glenn master's degree currently work for a nonprofit organization, exceeding all other sectors but state government and higher education. While the market analysis indicates that national competitor MPA programs offer concentrations or specializations in nonprofit management, the Glenn College offers no such program. The committee believes that the embedded certificate would encourage more Glenn College MPA students to enroll in nonprofit management courses and specialize in the field and the stand-alone certificate would enhance the reach of the Glenn College's programming to students in other programs on campus as well as working professionals currently not enrolled at Ohio State.

We believe that these changes will further enhance the reputation of the Glenn College, improve student experience, and provide benefits to the community due to the improved skills and knowledge of matriculants moving into the nonprofit sector.

Sincerely,



James R. Landers
Associate Professor of Practice in Public Affairs, Enarson Fellow
Director of Graduate Professional Studies
210B Page Hall, 1810 College Rd, Columbus OH 43210
Email: landers.1@osu.edu

Proposal for a Type 3a and 3b Graduate Certificate in Nonprofit Management

Submitted by

John Glenn College of Public Affairs

Approved by

Faculty, John Glenn College of Public Affairs on 04/19/2024, by unanimous vote
Graduate Studies Committee on 02/14/2024, by unanimous vote
Nonprofit Studies Committee on 02/07/2024, by unanimous vote

Program Overview

The John Glenn College proposes a new embedded and stand-alone graduate certificate on “Nonprofit Management.” The certificate is a 12-credit hour program, designed to equip individuals with the specialized knowledge and skills needed to lead and manage nonprofit organizations effectively.

The certificate is a natural evolution for the existing nonprofit management curriculum given that a graduate minor exists but is not an option for Glenn College students or those outside the university. Designed to be a flexible program, it could be completed with careful planning in as little as three semesters (one calendar year) either in person, online, or some combination of the two.

The program caters to professionals seeking to advance their careers in the nonprofit sector as well as those looking to transition into this field. Through a comprehensive curriculum, students explore key areas such as governance, financial management, advocacy, marketing, fundraising, and grantwriting. This program is ideal for those who wish to make a significant impact in the nonprofit world, providing them with the tools to drive organizational success and societal change.

Program Rationale

The Glenn College is [now ranked #11 in Nonprofit Management](#) by the *U.S. News & World Report*, up from #17 just two years ago. We now have four [core tenure-track nonprofit faculty](#) members (Beaton, LePere-Schloop, Tran, Wilson). These faculty compose the Glenn College Nonprofit Studies Committee, which oversees the nonprofit curriculum at the undergraduate and graduate levels. It is this committee that initiated the present certificate proposal.

The Nonprofit Studies Committee pays close attention to the needs and interests of Glenn College students. As part of our program assessment, we conduct the Glenn College

Alumni Survey; in the 2022 survey, of the respondents who had completed a Glenn master's degree (n=146), 16% of respondents said they are currently working in a nonprofit organization (other than a university). The same percentage (16%) work in state government, and the only sector with a higher percentage was higher education (34%).

Despite the Glenn College's growing nonprofit expertise and the interest among students, our master's nonprofit curriculum is sub-par compared to our competitors. Our top national nonprofit competitor is Indiana University (IU; ranked #1 in both public administration and nonprofit), which requires that its master's students adopt a concentration – among them is Nonprofit Management. Many other national competitors have a similar structure, though the concentration/specialization/area of study is often optional. (See Table 1 in the Comparative Program Analysis section.)

Without such a nonprofit credential in the Glenn College to organize and incentivize students into a nonprofit track of study, it is challenging to fully enroll and, therefore, consistently offer nonprofit courses. This is especially a problem as we attempt to grow online offerings for our online master's students but also try to maintain an in-person program. Evidence of this problem can be seen in enrollments of our core nonprofit course (7553), which was canceled in Spring 2023 due to low enrollment and only had 7 students enrolled in Autumn 2023. Additional evidence of the problem is the wide swath of students favoring the Nonprofit Projects Capstone (7950) but have never taken any of our nonprofit courses despite being advised to do so.

The new embedded graduate certificate in nonprofit management will serve existing Glenn College master's students by offering them a credential for taking a series of nonprofit courses. The addition of the standalone certificate also enables students outside the Glenn College to gain a credential. While we already have a graduate minor for non-Glenn OSU students, we may find that these students prefer a certificate to a minor. The standalone certificate will also enable us to enroll non-OSU students. The combination of these audiences will, as mentioned, allow us to more fully enroll in our core nonprofit courses, offering each of them at least once a year in both an in-person and online format.

Given this background, the certificate is designed to be as flexible as possible to maximize enrollments while limiting resource input. Because the graduate nonprofit curriculum already exists (all courses received concurrence at the time of their creation) and is being offered, this proposal is a matter of packaging the current curriculum into a new credential. Therefore, the resources required are minimal. No course development is necessary, and the Glenn College accrediting body (NASPAA) does not accredit certificates. Therefore, the only resources necessary are those from student services to enroll students.

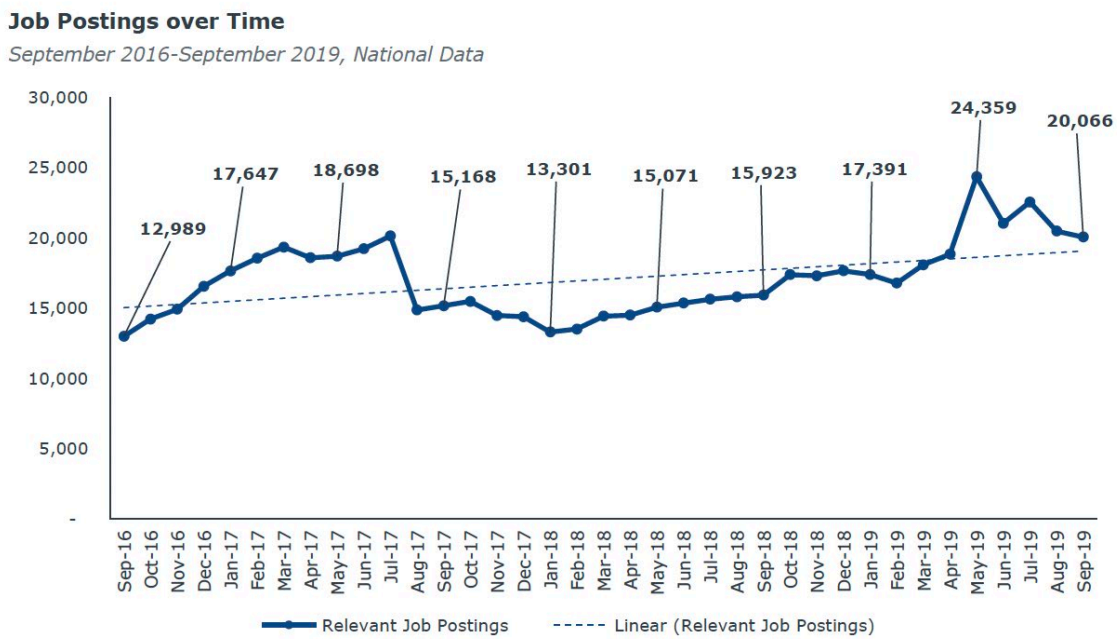
Comparative Program Analysis

Research shows that nonprofit jobs in the United States have consistently grown over the

past decades and that the nonprofit sector is most immune to external shocks. For instance, [a report on nonprofit employment](#) shows that from 2007-2017, nonprofit employment grew 18.6% while for-profit employment only grew 6.2%. According to the [Bureau of Labor Statistics](#), following the pandemic, the nonprofit sector was able to regain the number of jobs before the pandemic at a faster rate than the business sector. This job growth is partly driven by the ongoing growth of the number of nonprofit organizations in the U.S.

In January 2020, Glenn College acquired a feasibility study on the creation of a graduate certificate in nonprofit management. The study concluded that there are many similar programs available, but the demand for professionals with nonprofit credentials is high.

Figure 1: Job Postings for Master’s Level Nonprofit Leadership Professionals



[Source: Analysis conducted by EAB, Emsi Analyst.]

The proposal to create an embedded graduate certificate in nonprofit management allows Glenn College to keep pace with our national competitors. An analysis of the top-ranking nonprofit programs in the United States shows how all of the programs ranked more highly than the Glenn College have a dedicated credential in nonprofit management available to their master’s students.

Table 1: Top-Ranked Nonprofit Master’s Programs & their Credential Offerings

2022 Rank*	College/School University	Nonprofit Program for Degree-seeking Master’s Students
11	Glenn College The Ohio State Univ	None

Selected Schools Ranked Highly in Nonprofit Management (and Public Administration)		
1	O'Neill School Indiana University	Concentration in "Nonprofit Management"
3	Maxwell School Syracuse University	Area of Study in "Public and Nonprofit Management"
4	Watts College Arizona State University	Full Degree ("Master of Nonprofit Leadership")
5	Evans School Univ of Washington	Program Option in "Nonprofit Management & Social Innovation "
6	School of Public Affairs American University	Concentration in "Nonprofit Management"
7	Humphrey School Univ of Minnesota	Concentration in "Public or Nonprofit Leadership and Management"
9	Price School Univ of Southern California	Specialization in "Nonprofit Management" (also, full degree: "Master of Nonprofit Leadership & Management")

* In nonprofit management, according to U.S. News & World Report

[Source: Data collected from websites by Nonprofit Studies Committee chair, Erynn Beaton]

The proposal to create a standalone graduate certificate in nonprofit management will fill a gap within Ohio. Our analysis shows that only Kent State offers an online certificate in nonprofit management. There are no other universities in the Columbus area offering in-person nonprofit graduate programming.

Table 2: Ohio-based Nonprofit Master's Programming

College / University	Graduate Nonprofit Program Offering
Ohio State University	In Person graduate minor in "Nonprofit Management" Online MPAL Concentration in "Nonprofit Management"
Ohio University	Online MPA Concentration in "Non-profit Management"
University of Cincinnati	None
Bowling Green State University	None
Otterbein	None
Franklin	None
Capital	None
Kenyon	None
Miami	None
Kent State	Online Graduate Certificate in "Nonprofit Management"
Case Western	In-Person Masters in "Nonprofit Organizations" In -Person Certificate in "Nonprofit Management"
Cleveland State	In-Person Masters of "Nonprofit Admin and Leadership"
University of Akron	Online Course (from Ed2go)
University of Dayton	In-Person Certificate in "Nonprofit and Community Leadership"
Oberlin	None

Toledo	In-Person Certificate in “Management of Nonprofit Orgs”
Wright State University	None
Denison	None
Xavier	None
John Carroll University	In-Person Masters of “Nonprofit Administration”

[Source: Data collected from websites with the assistance of an undergraduate student]

Of course, there are many graduate certificate programs in nonprofit management across the country. We have drawn on an analysis of the top programs to inform our proposal.

Table 3: Comparator Programming

Comparator Programs	Indiana University	Texas A&M	Arizona State University
Inclusion Rationale	Top competitor listed on proposal, three graduate certificates that stack into MPA, 100% asynchronous, program content similar to Ohio State proposed certificate	Top market share in nonprofit management CIP, online and on-campus options, high USNWR ranking,	Top online institution, mentioned as comparator on proposal, implementing online program best practices,
Program Name	Graduate Certificate in Nonprofit Management	Graduate Certificate in Nonprofit Management	Nonprofit Leadership and Management Graduate Certificate
Program Modality	Online	Online and On-Campus	Online and On-Campus
Course Modality	100% Asynchronous	Synchronous (Most Likely)	Could not find
Average Time to Completion	1 Year	24 months or less	1-2 Years (Estimated)
Program Start Terms	3 - Autumn, Spring, Summer	2 - Spring, Summer	Next Start Date 3/11/24, estimated 4-6 start dates/year
Credit Hrs Required	15	12	15
Core Course Credits	9	6	9
Elective Credits	6	6	6
Cost per Credit	\$687.90 (In-State) \$1,404 (Out of State)	Varies, contact advisor	\$719 (In and Out of State)
Total Cost (Estimated)	In-State: \$10,318 Out of State: \$21,060	Varies, contact advisor	\$10,785 (In and Out of State)

[Source: Research conducted by the OSU Office of Academic Affairs Digital Learning Team]

Certificate Learning Objectives & Assessment

The Nonprofit Management Certificate is designed to meet the needs of those who are: 1) John Glenn master's students who seek a credential in nonprofit management because they are interested in working for or with nonprofits following graduation; 2) OSU master's students from other colleges and departments who are interested in working for or with nonprofits following graduation; and 3) nonprofit practitioners who currently work in nonprofit organizations, but seek a credential to formalize their training.

The Graduate Certificate in Nonprofit Management is designed to achieve three Expected Learning Outcomes (ELOs). Upon successful completion, students will be able to:

- Manage and lead nonprofit organizations towards goals.
- Understand nonprofit organizations as a unit of analysis.
- Identify and manage internal and external challenges to nonprofit organizational performance.
- Engage in strategic planning for nonprofit organizations.

The certificate will be evaluated on an ongoing basis. The three metrics below will be used to assess the certificate program in general and the learning outcomes more specifically. We will determine if students are meeting the ELOs and if improvements could be made to strengthen the assessment tools and practices, course content and/or delivery, and assignments that align with the certificate learning outcomes.

1. Enrollment and completion rates will be tracked over time. Please see Table 6 for enrollment projections. We expect at least a 75% completion rate overall. Because the certificate populations considered in this proposal are often nontraditional (i.e., working professionals), there is no time limit on the completion rate. The certificate may be completed in as little as a year but may take longer for individuals pursuing it part-time.
2. In the two core courses, certificate ELOs are pegged to assignments (or parts of assignments) and rubrics. These rubrics are included in the assignment grading component in Carmen Canvas.
3. Student Evaluations of Instruction (SEIs) will be conducted at the end of each certificate course and examined on an annual basis. Actions to improve inputs, such as improvements in delivery, content, assignment structure, and/or assessment measures, will be identified, and recommendations to instructors will be made for the following cycle.

Curriculum

The Nonprofit Management Certificate is designed to meet the needs of those who are interested in working for or with nonprofits following graduation. It is a 12-credit certificate. All students are required to take the two foundational courses on nonprofit

governance and finance. These are core to nonprofit curricula across the field. Both core courses will be available in person and online regularly.

Students must then take five additional credits. The Glenn College offers a variety of more specialized courses relevant to nonprofit management, including courses on advocacy, fundraising, and marketing. We offer an upper-level nonprofit research seminar that covers academic research on nonprofit management. A capstone course is also available where students engage in a consulting project for a nonprofit organization in the Columbus area. Finally, we have included two one-credit skills courses relevant to nonprofit management because the credit configuration of the core courses is such that students may be missing just 1 credit by the end of the program.

Table 4: Nonprofit Management Certificate Curricular Plan

PUBAFRS	Course Title	Credits	Format / Offering
Foundational Courses (required)			
7553	Nonprofit Management & Governance	4	In-Person / Every AU Online / Every SP
7533	Nonprofit Financial Management	3	In-Person / Every SP Online / Every AU
Specialized Courses (take a minimum of 5 credits)			
5120	Social Change Advocacy: Organization, Mobilization, and Activism	3	In-Person / Every SP Online / Every SP
5515	Conversing with Confidence Across Differences	1	In-Person Online / Every SP
5520	Nonprofit Board Development (currently being proposed)	1	In-Person / Every SU
5590	Fundraising and Development for Nonprofits	3	In-Person / Every SP
5592	Social Marketing for Nonprofit and Public Organizations	3	Online / Every SU
6060	Managerial Leadership in Public and Nonprofit Organizations	4	Hybrid / Every SP & AU Online / Every SP & SU
6530	Negotiation for the Public Sector	1	In-Person / Every AU Online / Every SP & SU
7501	Grant Writing in the Public & Nonprofit Sectors	3	In-Person / Every AU
7853	Nonprofit Research Seminar	3	In-Person / Every other SP
7950	Capstone: Nonprofit Projects	3	In-Person / Every SP

All these courses currently exist and have been taught before. Glenn College faculty or instructors with professional experience in the nonprofit field teach them. The Glenn

College Nonprofit Studies Committee is dedicated to continuing to enhance the curriculum. For instance, there are plans to convert some of these in-person-only courses to online and for the creation of nonprofit-specific one-credit skills courses on topics like volunteer coordination and board development.

Eligibility

Current OSU Students (embedded certificate, 3b)

Admission to, performance in, and exit standards for the embedded certificate are consistent with the Graduate School's standards for admission and progression. Embedded certificate students will have been initially admitted to the university as part of a graduate degree program (either the Glenn College or another College on campus). The Glenn College will provide secondary admission to the certificate program for any OSU student applying who has a minimum cumulative GPA of 3.0 (on a 4.0 scale or equivalent) in their graduate degree program. A personal statement and a transcript are required from all applicants.

A minimum cumulative GPA of 3.0 is required to receive a certificate, and only grades of A through C- may be counted toward the completion of the certificate program. Allowed overlap between the proposed certificate and the student's degree program is 100%.

Non-OSU Students (standalone certificate, 3a)

Admission to, performance in, and exit standards for the standalone certificate are consistent with the Graduate School's standards for admission and progression. Admission requirements include a baccalaureate degree from an accredited institution with a minimum cumulative GPA of 3.0 (on a 4.0 scale or equivalent) for the last bachelor's or advanced degree earned. Personal statements require articulation of how the certificate is consistent with the applicant's professional and career goals. Students from international undergraduate institutions are recommended to score at least 100 in the TOEFL iBT. Resumes and transcripts are required from all applicants.

A minimum cumulative GPA of 3.0 is required to receive a certificate, and only grades of A through C- may be counted toward the completion of the certificate program.

Administrative Arrangements

Marketing & Recruitment

As part of an agreement with Glenn College, ODTI would market the proposed certificate with supplemental funding from Glenn College. Typically, ODTI works with the departments and colleges to create a strategic marketing plan, which includes additional marketing efforts carried out the Glenn College. The Glenn College employs a director of

marketing and communications (Erin Trueman) as well as a graphic designer (Majesti Brown). These two individuals will be of great support in marketing the program inside and outside of OSU.

Admissions and Advising

Recruitment and Admissions for students enrolling in the proposed certificate will be administered by the Glenn College student services staff. Advising and student support for students enrolling in the certificate will be provided by the Glenn College. The Glenn College employs an academic advisor dedicated to graduate students (Vivian Ballón) and an online program manager (Mindy Niehaus). These individuals would be responsible for working with students enrolled.

The Glenn College also employs a career and internship specialist (Jim Ellison), who is well-networked within the nonprofit community. He is well equipped to provide support to students seeking to practice in the nonprofit sector.

Efforts to Enroll & Retain Underrepresented Groups

As with all our programs, we will make concerted efforts to attract and retain underrepresented groups. Through targeted marketing to specialized groups, we look forward to reaching prospective students from various underrepresented backgrounds, broadly defined. The ability to complete the certificate online as a standalone will also allow us to reach a population that we cannot currently service.

Our retention efforts will continue to be characterized by professional competence with a personal touch. Our advisors regularly reach out to underrepresented students (a typically “at risk” group for attrition) to check in and make sure their needs are being met. We also have a standing College Diversity Committee and a student organization that serves those interested in multicultural affairs (the Public Affairs Multicultural Student Organization – PAMSO). In addition, all students will have access to our career services office.

Tuition and Student Fees

Tuition and fee assessments follow OSU standards.

Projected Enrollment

The Nonprofit Management Certificate expects a ramp-up in enrollments over the next 5 years based on the populations served. Ultimately, we hope to enroll approximately 10 new Glenn Master’s students, 4 new non-Glenn OSU students, and 6 new non-OSU nonprofit practitioners in the certificate each year. If the average time to completion is 1.5 years, we should enroll a running average of approximately 25-30 students each year.

Table 6: Projections for New Enrollments in the Proposed Certificate

	YEAR				
Student Population	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
Glenn Master's Students (embedded)*	4	8	10	10	10
Other OSU Colleges (embedded)**	4	4	4	4	4
Outside OSU (standalone)***	0	1	4	5	6
Total	8	13	18	19	20

* Based on current Glenn College student enrollment in core nonprofit courses.

** Based on current enrollment in Nonprofit Management minor.

*** Loose estimate based on market assessment and knowledge of the field.



**THE OHIO STATE
UNIVERSITY**

Curriculum Proposal Checklist

Title of Program:

Effective term:

College:

New/Establish:

Secondary Major Eligible:

Academic Unit:

Revise:

50% Revision:

Mark Up:

Program Contact:

Terminate:

Suspend:

Certificate Category*:

Degree/Credential:

Program of Study :

Title:

Code:

Program Focus*:

Credit hours to degree/credential:

Is this a change to the current total?

Yes No

Program offered only online?

Yes No

If yes, is there a signed MOU with ODEE?

Yes No

Campus(es) where offered:

Columbus

ATI

Lima

Mansfield

Marion

Newark

Rationale:

Student Curriculum Sheet Required:

Four Year (or appropriate) Plan:

Academic Unit Curriculum Committee approval date:

College Curriculum Committee approval date:

Graduate School Council approval date*:

Regional Campus approval date*:

Council on Academic Affairs approval date:

University Senate approval date*:

Board of Trustees approval date*:

ODHE approval date*:

* If applicable



Curriculum Proposal Checklist

THE OHIO STATE UNIVERSITY

Title of Program:

Effective term: Autumn 2024 College:

New/Establish: Secondary Major Eligible: Academic Unit:

Revise: 50% Revision: Mark Up: Program Contact: Lindsey Lee

Terminate: Suspend: Certificate Category*:

Degree/Credential:

Program of Study : Certificate Title:

Code:

Program Focus*:

Credit hours to degree/credential: Is this a change to the current total? Yes No

Program offered only online? Yes No If yes, is there a signed MOU with ODEE? Yes No

Campus(es) where offered: Columbus ATI Lima Mansfield Marion Newark

Rationale: The Glenn College's ranking and expertise in the field of nonprofit management has improved markedly in recent years. What's more, a recent alumni survey indicated that 16% of graduates with a Glenn master's degree currently work for a nonprofit organization, exceeding all other sectors but state government and higher education. While the market analysis indicates that national competitor MPA programs offer concentrations or specializations in nonprofit management, the Glenn College offers no such program. The committee believes that the stand-alone certificate would enhance the reach of the Glenn College's programming to students in other programs on campus as well as working professionals currently not enrolled at Ohio State.

Student Curriculum Sheet Required:

Four Year (or appropriate) Plan:

Academic Unit Curriculum Committee approval date:

College Curriculum Committee approval date:

Graduate School Council approval date*:

Regional Campus approval date*:

Council on Academic Affairs approval date:

University Senate approval date*:

Board of Trustees approval date*:

ODHE approval date*:

* If applicable

Memorandum of Understanding

Online Program

Between

The John Glenn College of Public Affairs, Columbus Campus
The Ohio State University

And

Ohio State Online
The Ohio State University

Purpose

The purpose of this Memorandum of Understanding (MOU) is to acknowledge that the **John Glenn College of Public Affairs** has met or exceeded the modality substantive change threshold, making the program an online program or is a new online program for the university and will meet the requirements for an online program in partnership with Ohio State Online.

Term of MOU

This MOU will begin effective upon obtaining all necessary signatures and will remain in effect for the life of the program.

Services Provided for Program Launch

As an online program this program will receive Ohio State Online support, such as market research, student acquisition, ongoing student support, online program and course design and development, and state authorization and licensure research and disclosures (if applicable).

Based on pre-approval planning conversations, this program may leverage the following Ohio State Online services:

Online Enrollment Services: Generating and finding quality prospective students, selling prospective students on the program and Ohio State, helping re-enroll students each term to help them reach graduation, and supporting the college to recognize steady-state revenue streams.



Online Instruction Services: Reviewing and recommending evidence-based online program curricular design to best meet and support the intended audience and enrollment goals; providing and encouraging online instructor professional learning opportunities; and partnering with instructors for initial course design, development, and ongoing course updates.

It is expected Ohio State Online and program relationship contacts below will remain in discussions as part of ongoing college check-ins to evolve services to achieve program goals.

Table of Program Relationship Contacts

Units	College / Department / Campus	Ohio State Online
Organization Oversight	Dean	Jason Lemon, Dean
Administrative Oversight	Associate Dean(s) or Department Chairs	- Rob Griffiths, AVP, Online Learning and Innovation - Brandi Bittner, AVP, Online Enrollment
Program Oversight	Program Director	- Rob Griffiths, AVP, Online Learning and Innovation - Brandi Bittner, AVP, Online Enrollment
Course Oversight	Program / Faculty Director	John Muir, OSO program / course design innovation, assigned Instructional Designer
Student Support Oversight	Advisor or Program Director	Assigned Reenrollment Specialist
Marketing/Recruiting Oversight	Program Director	Assigned Marketing Manager and Recruiting lead
Fiscal Oversight	College Fiscal Officer	AVP, OSO Financial Strategy and Analysis

Signatories

By signing this MOU, all groups agree to be active partners and to abide by this agreement:

Program Director: Jim Landers	Date:
Department Chair: N/A	Date:
College Fiscal Officer: Kim Young	Date:
Curricular Associate Dean: Rob Greenbaum	Date:
Dean: Trevor Brown	Date:
Vice Provost and Dean of Online Learning: Jason Lemon	Date:



Online Program Attributes

Program Working Title:

Anticipated CAA approval date for ONL modality:

Anticipated ODHE approval date for ONL modality:

Program level:

Associate Undergraduate Graduate Professional

Approval type:

New program Change of delivery Certificate Stackable Other

If applicable, will the program continue to offer an on-ground version? Note, notification to CAA and Ohio State Online will be necessary if an approved program modality is no longer offered.

Yes No

Percentage of courses offered online for this program?

100% 80-99%

If other, please explain:

Anticipated term for first cohort: Autumn 2024

Note, marketing and recruitment will begin approximately 6 months prior to first enrollment term.

Will this program have a different fee structure from what would normally be assessed to similar students at the university?

Note, submissions are due in December for Senate Fiscal review—[Financial Planning and Analysis and Student Fee Review Committee review is necessary for differentiated tuition](#). Once Senate Fiscal Committee recommendations are finalized, the request goes to the President and Provost for review and then for the official Board of Trustees approval.

Yes No

If yes, please explain justification:

Total credit hours for program:

Does this program have mandatory onsite training components? (e.g., practicum, residency, or internship)

Yes No

If yes, please explain:

Does this program have any non-mandatory onsite training components? (e.g., orientation)

Yes No

If yes, please explain:



Program Courses

The online program course delivery strategy at launch is outlined in the table below.

Note: the information in the first row of the table is included only to provide an example of how the information should be formatted.

Course Code and Name	Current Delivery Mode(s)* (how course has been offered previously: in person, hybrid, distance learning, N/A - new course)	Core or Elective	Asynchronous or Synchronous or Both	First Term and Session (if applicable) this Course will be Offered as part of this Online Program	Other terms and sessions (if applicable) this course be offered (None, AU25, SP25, SU25)
SCI 1000: Principles of Basic Science	In person	Core	Asynchronous	AU24 Session 2	SP25, AU25 Session 1
PUBAFRS 7553: Nonprofit Management & Governance	In person; online	Core	Asynchronous	SP 25	AU 24 (in person)
PUBAFRS 7533: Nonprofit Financial Management	In person; online	Core	Asynchronous	AU 24	SP 25 (in-person)
		Elective			

From: [Karandikar, Sharvari](#)
To: [Greenbaum, Rob](#); [Chandrasekaran, Aravind](#)
Cc: [Adams, Christopher](#)
Subject: Re: Graduate Nonprofit Certificate concurrence request
Date: Monday, June 10, 2024 9:35:01 AM
Attachments: [image001.png](#)
[image002.png](#)
[image003.png](#)

Hello Rob,

I checked with my team, and the College of Social Work is willing to offer concurrence. Thank you, and please let me know if you have any questions.

Sharvari



Sharvari Karandikar, Ph.D.

Professor & Associate Dean of Academic Affairs

Co-Editor-in-Chief, [Affilia: Feminist Inquiry in Social Work](#)

College of Social Work/The Ohio State University

<http://csw.osu.edu/about/faculty-staff/faculty-directory/karandikar-chheda-sharvari-ph-d/>

Pronouns: she, her, hers.



For scheduling, contact Laura Richter@ richter.56@osu.edu

From: Greenbaum, Rob <greenbaum.3@osu.edu>

Date: Friday, June 7, 2024 at 11:39 AM

To: Chandrasekaran, Aravind <chandrasekaran.24@osu.edu>, Karandikar, Sharvari <karandikar.7@osu.edu>

Cc: Adams, Christopher <adams.615@osu.edu>

Subject: Graduate Nonprofit Certificate concurrence request

Hi AC and Sharvari,

The Glenn College is proposing to offer a new Graduate Certificate in Nonprofit Management (Nonprofit Proposal OAA_Final.docx), and we would welcome your concurrence.

We currently offer a similar graduate nonprofit minor, and we are simultaneously proposing some small changes to the minor so that that curriculum is consistent with that of the certificate (Nonprofit Minor Revisions 2024 5.24.24.docx). The certificate accomplishes two primary goals: 1) it provides a nonprofit credential opportunity for Glenn College students,

who are prohibited from taking our nonprofit minor, and 2) it provides a stand-alone option for professionals outside the university who are looking to advance their careers in the nonprofit sector or who are looking to transition into this sector.

Please let me know if you have any questions.

Sincerely,

Rob Greenbaum



Robert T. Greenbaum

Associate Vice Provost for Academic Programs

Office of Academic Affairs

Professor, Associate Dean for Curriculum

John Glenn College of Public Affairs

350E Page Hall, 1810 College Road, Columbus, OH 43210

614-292-9578 Office / 614-292-2548 Fax

greenbaum.3@osu.edu

<https://glenn.osu.edu/rob-greenbaum>

Pronouns: he/him/his

From: [Chandrasekaran, Aravind](#)
To: [Greenbaum, Rob](#); [Karandikar, Sharvari](#)
Cc: [Adams, Christopher](#)
Subject: RE: Graduate Nonprofit Certificate concurrence request
Date: Saturday, June 8, 2024 7:27:04 AM
Attachments: [image002.png](#)
[image003.png](#)

Hi Rob,

Thanks. I checked with a few faculty who work in this area and Fisher is supportive of this proposal moving forward. Congratulations and best wishes on this important certificate program!

Regards

AC



Aravind Chandrasekaran, PhD

[Fisher Distinguished Professor of Operations and Business Analytics](#)

Associate Dean for Graduate Programs and Executive Education

200A Fisher Hall

Fisher College of Business

The Ohio State University Columbus OH 43210

(614) 292 4223

From: Greenbaum, Rob <greenbaum.3@osu.edu>
Sent: Friday, June 7, 2024 2:40 PM
To: Chandrasekaran, Aravind <chandrasekaran.24@osu.edu>; Karandikar, Sharvari <karandikar.7@osu.edu>
Cc: Adams, Christopher <adams.615@osu.edu>
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professionals outside the university who are looking to advance their careers in the nonprofit sector or who are looking to transition into this sector.

Please let me know if you have any questions.

Sincerely,

Rob Greenbaum



Robert T. Greenbaum

Associate Vice Provost for Academic Programs

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Proposal to Revise the Graduate Nonprofit Management Minor

John Glenn College of Public Affairs

Background: New Nonprofit Management Certificate

The Glenn College is [now ranked #11 in Nonprofit Management](#) by the U.S. News & World Report. Despite the Glenn College's nonprofit expertise and the interest among students, our master's nonprofit curriculum is sub-par compared to our competitors because we do not currently offer a Nonprofit Management credential to Glenn College master's students. To address this gap, under separate cover, the Glenn College Nonprofit Studies Committee has proposed a Nonprofit Management certificate (embedded and standalone). Because non-Glenn students may choose to take the new certificate instead of the minor, this leaves us with the decision of whether to retire the minor.

Rationale: Complementing the New Certificate

For the time being, we propose keeping the minor alongside the certificate. The purpose of the embedded certificate is to cater to current Glenn master's students. While master's students outside of Glenn can earn the certificate, traditionally, they have enrolled in the minor. We do not want to disrupt that option. Further, the minor requires 10 credits whereas the certificate will require 12 credits, making the minor appealing. If non-Glenn students demonstrate a preference for the certificate over the next one to two years (minimal minor enrollments), at that point, we will propose phasing it out.

Though we would like to keep both for now, for advising purposes and simplicity, the certificate and minor should be very similar, which requires changes to the minor. Here is an overview of the changes:

- Compared to the certificate: The only difference between the proposed certificate and the revised minor (below) is the certificate includes two additional 1-credit hour course options under the specialized courses category. These 1-credit options are important for the certificate because of its 12 (vs. 10) credit requirement.
- Compared to the existing minor:
 - Foundational Courses
 - PUBAFRS 7553 Nonprofit Financial Management has been moved to the required list from the specialized list. This course is fundamental to nonprofit management and is now being offered frequently enough that it will not prohibit minor completion.
 - Some specialized courses have been replaced by new course offerings that are more specific to the nonprofit (as opposed to the public affairs) field.
 - Adding
 - PUBAFRS 5120: Social Change Advocacy: Organization, Mobilization, and Activism (3) (New course offered for the first time in SP24)
 - PUBAFRS 5520: Board Development (1) (Skills class that we are now getting a permanent number for)
 - PUBAFRS 7950: Capstone: Nonprofit Projects (3) (A valuable experiential course)
 - Removing
 - PUBAFRS 5591: Lobbying and Government Relations (3) (PUBAFRS 5120 is more relevant for the minor. Students could still seek permission to include PUBAFRS 5591 if it makes sense for their career paths.)

- PUBAFRS 5595: Social Enterprise (3) (Not a core nonprofit course. Students could still seek permission to include PUBAFRS 5595 if it makes sense for their career paths.)
- PUBAFRS 6080: Concepts and Methods of Program Evaluation (4) (The course has a prerequisite requirement, thus creating a stealth prerequisite for the minor)

Transition Plan

We propose implementing these curricular changes beginning Autumn 2024. The transition policy is as follows:

- Students declaring the minor Autumn 2024 or later would be held to the standards of the new policy minor requirements.
- Current students in the minor will be converted to the new requirements, but course substitutions will be made on a case-by-case basis to ensure that no student's time to completion of the minor is negatively impacted by the changes. Students will be encouraged to work with their advisors to determine the best path through the minor.

Learning Goals and Assessment

No changes. Below are the learning goals from the original proposal for the minor in 2015.

Upon successful completion of the Graduate Minor in Nonprofit Studies, students will be able to:

- Describe the theories and practices that shape political, organizational, economic, and technological environments of nonprofit organizations
- Apply these theories to analyze nonprofit management dilemmas from a strategic perspective, grounded in awareness of nonprofit laws, standards, and best practices
- Function effectively in accordance with the goals and missions of a variety of stakeholders from the nonprofit, public, and private sectors, utilizing both written and oral communication skills.

Revised Graduate Nonprofit Management Minor Curriculum

Minimum of 10 credits; feasible to complete online

Foundational Courses: Required (7 credits)

PUBAFRS 7553: Nonprofit Management & Governance (4)

PUBAFRS 7533: Nonprofit Financial Management (3)

Specialized Courses: Take a minimum of 3 credits

PUBAFRS 5120: Social Change Advocacy: Organization, Mobilization, and Activism (3)

PUBAFRS 5520: Board Development (1, currently being proposed)

PUBAFRS 5590: Fundraising and Development for Nonprofits (3)

PUBAFRS 5592: Social Marketing for Nonprofit and Public Organizations (3)

PUBAFRS 6060: Managerial Leadership in Public & Nonprofit Organizations (4)

PUBAFRS 7501: Grant Writing in the Public & Nonprofit Sectors (3)

PUBAFRS 7194: Nonprofit Research Seminar (3)

PUBAFRS 7950: Capstone: Nonprofit Projects (3)

Current Graduate Minor in Nonprofit Management Course Options

Core Coursework:

PUBAFRS 7553: Nonprofit Management and Governance (4)*^

Elective Coursework:

Choose at least 2 courses (minimum of 6 credits) from the approved list of elective coursework*

Not all courses listed are offered every term. For specific course offering schedules by term, please see a Glenn College advisor.

PUBAFRS 6060: Managerial Leadership in Public and Nonprofit Organizations (4)

[Highly recommended for non-management students]

PUBAFRS 5590: Fundraising and Philanthropy (3)

PUBAFRS 5591: Lobbying and Government Relations (3)

PUBAFRS 5592: Marketing for Nonprofit and Public Organizations (3)

PUBAFRS 5595: Social Enterprise (3)

PUBAFRS 6080: Concepts and Methods of Program Evaluation (4) [pre-requisite for this course is PUBAFRS 6070]

PUBAFRS 7501: Grant Writing in the Public Sector (3) [Cross-listed with CRP 6610 but students must enroll in PUBAFRS 7501 in order to get credit toward minor.]

PUBAFRS 7533: Nonprofit Financial Management (3)

PUBAFRS 7XXX: Nonprofit Research Seminar (3)

If a student obtains prior permission from the Glenn College they may substitute a Glenn College course not listed above for an elective within the Minor if the advisor and student deem the course appropriate to the student's program of study and if the student has the necessary pre-requisite coursework to enter the class.

*Prior to the Autumn 2022 term PUBAFRS 7553 was a 3 credit hour course. Students who took PUBAFRS 7553 prior to the Autumn 2022 term may need an additional course to meet the minimum 10 credit hours required to complete the minor.

^Students are highly recommend to take PUBAFRS 7553 before completing any additional nonprofit coursework. Please contact a Glenn College advisor for specific guidance on course sequencing.