To: Committee on Curriculum & Instruction  
Graduate Academic Council

From: Associate Professor Judith R. Saidel  
Director, Certificate on Nonprofit Management & Leadership

Dean Jeffrey D. Strausman  
Rockefeller College of Public Affairs and Policy

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Subj: Proposed curriculum changes in Certificate program

In the text from the Graduate Bulletin below are proposed changes (underlined) in requirements and course additions for the graduate Certificate in Nonprofit Management and Leadership. The Certificate is jointly offered by the Rockefeller College of Public Affairs and Policy and the School of Social Welfare. The Deans signatures at the bottom of the document indicate their endorsement of the changes.

Rationale for the Changes

Toward policy alignment
• The change is based on:
  - Certificates in general should represent an increment of knowledge in the subject area of the certificate in addition to degree work.
  - The change is congruent with the University 30% rule with respect to transferring credits;
  - This certificate signifies an understanding of nonprofit management and leadership as a broad field of study that includes the multiple dimensions of management, social welfare administration, resource generation, and the complex political, economic, administrative, and social environments within which nonprofit managers and leaders function.
  - As a matter of current policy at Rockefeller College, students in certificate programs must take 3 additional courses not previously counted toward a degree.

Resource neutrality
• Certificate courses are established courses taught by faculty already in place. The proposed changes are, therefore, resource neutral.

The changes have no impact on the Information Management aspects of the program.
http://www.albany.edu/graduatebulletin/public_admin_policy_certificate_nonprofit_mgt_leadership.htm

This Certificate of Graduate Study requires 6 courses. Three of the 5 courses must be taken in addition to courses counted toward a degree program in which the student is concurrently or previously enrolled. At least 2 courses must be taken in Rockefeller College of Public Affairs and Policy:

Core Courses:

1. Choose one of the following: Pad 613 Issues in Non-Profit Management or Ssw 790 Human Service Organizations within a Changing Environment
2. Choose one of the following: Pad 614 Managerial Leadership in the Public Service, Pad 606 Introduction to Public Management, Ssw 791 Managing Systems in Human Service Organizations, Ssw 792 Community Building, or Isp 614 Administration of Information Agencies.
3. Choose any three courses from the following areas:

   Managing Organizations
   Pad 607, Pad 610, Pad 615, Pad 633, Pad 636, Ssw 627, Ssw 628, Pad 624

   Information Management
   Isp 623, Pad 623, Isp 546

   Financial Management
   Pad 601, Pad 631, Pad 640, Pad 646, Aco 647, Fin 700, Pub 514

   Public Policy Electives
   Pad 612, Pad 676, Pad 622, Pad 662, Ssw 600

   General Electives
   Pad 511, Pad 512, Ssw 705, Ssw 605, Ssw 795, Pad 521, Pad 607, Pad 620, Pad 634, Pad 620

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List of course titles for electives in Item 3:

Managing Organizations
Pad 607 Nonprofit governance
Pad 610 Organization Theory and Behavior
Pad 615 Strategic Planning and Management
Pad 633 Organization Analysis and Development
Pad 636 Cultural Analysis of Organizations
Pad 524 Systems Thinking and Strategic Planning
Ssw 627 Supervision and Consultation
Ssw 628 Staff Development

Information Management
Isp 523 Fundamentals of Information Technology
Isp 546 Fundamentals of Records Management

Financial Management
Pad 501 Public and Nonprofit Financial Management
Pad 631 Cost Management for Government and Nonprofit Organizations
Pad 640 Nonprofit Financial Management
PAD 646 Government and Nonprofit Fiscal Systems

Public Policy Electives
Pad 612 Nonprofits and Public Policy
Pad 675 Public Policy Advocacy
Ssw 600 Social Welfare Policy and Services

General Electives
Pad 511 Special Topics in Public Administration: Professional Competencies
Pad 512 Nonprofit Fundraising and Development Fundamentals
Ssw 705 Women and Social Policy
Ssw 795 Development (Marketing, Fundraising, Grant Writing)
Pad 521 Issues and Practices in Program Evaluation
Pad 626 Evaluation of Public Sector Programs