To: Committee on Curriculum & Instruction  
   Graduate Academic Council

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

   Dean Jeffery D. Straussman  
   Rockefeller College of Public Affairs and Policy

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Subj: Revised 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.
This Certificate of Graduate Study requires 5 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. In addition to the 2 required Rockefeller College classes, students are encouraged to take at least one course in the School of Social Welfare. However, given the multidisciplinary perspectives to which students at Rockefeller College are exposed, it is possible to complete the certificate with all courses taken at Rockefeller College:

Core Courses:

1. Choose one of the following: Pad 613 Issues in Not-For-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 508 Introduction to Public Management, Ssw 711 Managing Systems In Human Service Organizations, Ssw 792 Community Building, or Isp 314 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, Pad 534, Ssw 627, Ssw 620
   - Information Management
     Isp 523, Isp 540
   - Financial Management
     Pad 501, Pad 631, Pad 640, Pad 645
   - Public Policy Electives
     Pad 612, Pad 675, Ssw 600
   - General Electives
     Pad 511, Pad 612, Ssw 705, Ssw 685, Ssw 796, Pad 621, Pad 628
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
Lsp 523    Fundamentals of Information Technology
Lsp 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