



UCF

Master of Nonprofit Management

New Student Handbook

UCF Downtown



School of Public Administration

College of Community Innovation and Education

University of Central Florida

Welcome to Master of Nonprofit Management Program (MNM)

Congratulations! Welcome to the Masters of Nonprofit Management (MNM) program at the University of Central Florida. This welcome booklet contains highlights of the critical information to help you complete your program successfully.

I am the MNM Program Director, and I will be able to answer questions regarding your academic progress should they arise. Additionally, please feel free to contact Ms. Nasrin Lakhani, Director of Academic Support Services (nasrin@ucf.edu), for advising and any program related questions or issues.

At UCF, most of our communication is by email and we are mandated to communicate with students using Knights mail, so please set up your Knights email account through MyUCF > Student Center. The school will send you important information and news so you may stay connected and up-to-date on special events.

It is mandatory, per UCF policy, that you take at least one class in your admission semester. If you do not take one or more courses in your admit semester, your admission is revoked.

Should you have additional questions, please feel free to contact me at Young.joo.lee@ucf.edu or call the Public Administration office for specific information on admissions, changes in graduate status, and certification for graduation. As of fall 2019, the School of Public Administration will be located on the 4th floor of the Dr. Phillips Academic Commons in downtown.

If you have changed your plans and will not be enrolling in the Nonprofit Masters program this term, please let us know.

We are delighted to have you as part of the Master of Nonprofit program and look forward to working with you over the coming years.

Sincerely,

Young-Joo Lee

Professor and Director Nonprofit Programs

Master of Nonprofit Management Directory

School of Public Administration Office

Dr. Phillips Academic Commons
4th Floor
Phone: (407) 823-2604

School Director

Dr. Naim Kapucu
Kapucu@ucf.edu

Nonprofit Management & Fundraising Program

Director Dr. Young-Joo Lee
Young-Joo.Lee@UCF.edu

Academic Services and Advising

Nasrin Lakhani, MNM
Nasrin@ucf.edu

(407) 823-0912

Class Registration and Billing for Out of State Cohort Students

Kallie Reyes, MA
Assistant Director, Continuing Education
Kallie.Reyes@ucf.edu

Master of Nonprofit Management

Program Vision

The University of Central Florida's Master of Nonprofit Management program is an international leader in graduate nonprofit management education and research, providing the highest quality graduate public service education for careers in the nonprofit sector. In partnership with the community, the program positively impacts the nonprofit sector through a contemporary curriculum, innovative instruction, and scholarly and applied research.

Program Mission

The Master of Nonprofit Management program prepares students for professional public service leadership in the nonprofit sector through a competency-based curriculum set on a foundation of ethical principles, set on a foundation of ethical principles, community engagement, and scholarship that creates usable, relevant knowledge to address complex societal issues in Central Florida and beyond.

Values of the MNM Program

The Master of Nonprofit Management program is dedicated to advancing public service values and civic leadership in the nonprofit sector. For our faculty and students, public service values are demonstrated by adhering to ethical principles of behavior and by acting in a professional manner.

Ethical Principles Guiding MNM Program

Integrity – to serve in a honest, transparent manner while honoring promises;

Benevolence – to promote the public good, avoid doing harm, and respect the worth of each individual;

Fairness – to act in way that is just and equitable to all, while avoiding undue burden on the most vulnerable in our society; and

Social Justice – to identify and address the unfair burdens experienced by groups of individuals through intentional and unintentional policies, laws, and societal projects and practices.

Professional Principles Guiding MNM Program

Commitment – to pursue a passion for the public interest with accountability and transparency;

Competence – to utilize the most current knowledge, skills, and abilities to serve the public interest with efficiency and objectivity;

Scholarship – to cherish and honor learning that enriches the human experience;

Stewardship – to accept responsibility for decisions and actions regarding the protection of organizational and public resources;

Diversity and Inclusiveness – to respect and value all perspectives and experiences, creating an environment that is open to all; and

Leadership – to inspire others to advance the public interest while actively promoting democratic participation and collaboration.

Competencies of Nonprofit Management Programs

Curriculum Competencies

The Master of Nonprofit Management program's competencies are based on the NASPAA Universal Competencies adapted to the nonprofit sector. The MNM curriculum is based on the following competencies:

The ability to lead and manage in a dynamic, mission driven, nonprofit sector:

- Promote effective board governance
- Recruit, motivate, and retain employees and volunteers.

The ability to analyze, synthesize, think critically, solve problems, and make decisions for strengthening nonprofit organizations, the nonprofit sector, and society at large.

The ability to communicate and interact productively with a diverse and changing workforce and citizenry.

The ability to articulate and apply a public service perspective emphasizing the role of civil society in democratic governance:

- Develop a personal code of ethics aligned with public service
- Model the steps for ethical decision-making

The ability to participate in and contribute to the policy process while functioning in the nonprofit sector:

- Describe the policy process and explain the role of the nonprofit sector in advocating for change to address pressing societal issues
- Analyze the benefits, challenges, and strategies for engaging in policy advocacy at the local, national, and international levels to advance the public good

IMPORTANT NEW STUDENT INFORMATION

Welcome to the School of Public Administration.

Please read this information carefully, it will assist you in successfully navigating through your program and completing your degree.

ACCEPTING YOUR PROGRAM

Please accept your admission to this program through your Student Center, accessible by logging into MyUCF, in order to be able to register for classes. You must accept your admission in order to be able to register for courses.

IMMUNIZATIONS

All students, even distance-learning students, are responsible for complying with UCF's Immunization Policy. Students who have not completed Health Services requirements will have a hold that will prevent registration. You may access the immunization information and forms at:

<http://shs.sdes.ucf.edu/immunizations/>

Students who have not completed Health Services requirements will have a hold that will prevent registration.

Non-resident students living outside of the state of Florida may contact the UCF Health Center to request a waiver of this requirement. If approved, the waiver must be renewed each semester.

Contact Health Services at 407-823-3707 or consult <http://shs.sdes.ucf.edu/>

KNIGHTS MAIL (Critical)

Per UCF policy, we are mandated to communicate by Knights-mail only, so set up your account as soon as possible (use the link in your Student Center) and continually monitor that mailbox. **UCF policy dictates that any attempt to contact you by the Knights email system is a valid attempt.**

FIRST SEMESTER REGISTRATION

Per UCF policy you must take a class in the semester you are admitted; if you do not, your admission is revoked and you must reapply to the program in a subsequent semester. Once you have been notified by the College of Graduate Studies that you may register for courses, please do so immediately. **Classes fill to capacity quickly.**

PROGRAM COURSES & SCHEDULING

Most of the program core (required) courses are offered in the fall and spring semesters. During the summer semester very few courses are offered, and students are advised to use this semester for elective classes.

[Please do not rely on summer classes to complete your program.](#)

COURSE SECTION SELECTION

You will get an error message if you are trying to register for the wrong course section.

In-state students in the MNM program should register for classes that have the following section numbers: 0W59, 0W6, and 0W61.

For students in the Out of State Cohort track, your classes will have section number 0W58.

Please contact Kallie Reyes (Kallie.reyes@ucf.edu) for class registration.

OVERRIDES

The School of Public Administration does not grant overrides into full and closed courses under any circumstances, so it is imperative that you register at your earliest possible time!

THREE-TERM REGISTRATION

In March of each year, students are allowed to register for the summer, the fall and the following spring semesters. We encourage you to do this as it “reserves” your classes for the academic year and allows life-planning. Please note that if you are dropped from your classes due to non-payment in one semester, you will be dropped from classes in all subsequent semesters and will have to re-register.

PROGRAM OF STUDY (POS)

This form **MUST** be completed and returned to the School of Public Administration in your first semester. Without this form, the College of Graduate Studies will place a hold on your records. The hold will prevent you from registering for classes.

The form can be completed using your best-faith estimate of when you will complete the courses. Sign and date the POS and return it to your advisor or the Public Administration office. All master level students, including those in the cohorts are required to have this on file by the end of their first semester.

CLASS LOAD

Do not overload yourself. For most of you, this is your first experience with graduate work and it may be your first experience with online courses. Graduate work is more rigorous than undergraduate work, requiring more research, reading, and writing and your work is held to a higher standard. You will require more study time. If you are working full time, you should enroll in no more than two courses each semester. Also, online classes are typically more demanding than face-to-face classes as they require more time to complete assignments.

ACADEMIC PROGRESS

Your master's program requires you to earn a grade of "B-" or better in each core course and maintain an overall GPA of 3.0 or higher. Students in a graduate certificate program may earn a grade of "B-" or better, as long as the overall GPA remains at 3.0 or higher. If you are struggling with any class, please first talk with your professor to resolve any issues.

If you are not earning a grade of "B-" or better in a course by the official withdrawal date (see Academic Calendar at www.registrar.sdes.ucf.edu/calendar/academic/), we recommend that you officially withdraw from the class. Any "F" grade may be grounds for dismissal from the program and, if not dismissed, you will be required to repeat the course for an acceptable grade. There is no grade forgiveness at the graduate level.

DEGREE TIME LIMITS

You have seven years to complete both the Masters and the Graduate Certificate program. This time frame covers any semesters that you do not take courses, including summer semesters.

ONLINE LEARNING

For many of you, this will be your first time with online courses at UCF. Please review the tutorial at <http://online.ucf.edu/>. Click on the "Learning Online" link.

TUITION WAIVERS

Tuition waivers are accepted by the school. However, please be aware that the tuition waivers are useable on a **space-available basis only**. If your preferred course is full and closed at the time of your registration, the school will not provide an override. Students with Tuition Waivers can register only register for courses Friday before start of classes every semester, no earlier.

GRADUATE CATALOG

The UCF Graduate Catalog (www.graduate.ucf.edu) is UCF's official record of graduate policies. The catalog states, "It is your responsibility [as the student] to keep informed of all rules, regulations, and procedures required for graduate studies. Graduate program regulations will not be waived or exceptions granted because students plead ignorance of the regulations or claim failure of the adviser to keep them informed." Take some time before the semester gets busy to review the graduate catalog and ask any questions, and refer back to it frequently!

GRADUATE WRITING SKILLS

The School of Public Administration uses the APA format. As graduate students, you will be doing a lot of research. Please familiarize yourself with the services that the UCF Library offers at <http://library.ucf.edu/>. The Library Liaison for the School of Public Administration is Dr. Corrine Bishop – Corrine.Bishop@ucf.edu.



FILING THE INTENT TO GRADUATE

Candidates must submit their Intent to Graduate through MyUCF in the Student Center section by the beginning of their final semester. To access this section, login to MyUCF, select Student Self Service, Student Center, and then select Intent to Graduate: Apply in the drop down box under Academics. It is recommended that you file your intent in the beginning of your last semester. Please consult the UCF Academic Calendar to find the specific deadlines. Please note that you will not get a confirmation after filing the intent. If there is anything lacking in your degree audit you will be informed

Master of Nonprofit Management (MNM)

Program Description

CURRICULUM

The Nonprofit Management MNM program requires a minimum of 36 credit hours beyond the bachelor's degree and offers a Nonprofit Leadership Alliance option. Both options require 30 credit hours of core courses, 3 credit hours of a restricted elective course, and then 6 credit hours of electives option, or 6 credit hours in the Nonprofit Leadership Alliance option.

Total Credit Hours Required:

36 Credit Hours beyond a Baccalaureate Degree

(Required Courses—30 Credit Hours; Electives 6 Credit Hours)

Required Courses—30 Credit Hours

- PAD 5145 Volunteerism in Nonprofit Management (3 credit hours)
- PAD 5146 Nonprofit Resource Development (3 credit hours)
- PAD 5850 Grant and Contract Management (3 credit hours)
- PAD 6142 Nonprofit Organizations (3 credit hours)
- PAD 6208 Nonprofit Financial Management (3 credit hours)
- PAD 6327 Public Program Evaluation Techniques (3 credit hours)
- PAD 6335 Strategic Planning and Management (3 credit hours)
- PAD 6327 Ethics and Gov. in Nonprofit Management (3 credit hours)
- PAD 6417 Human Resource Management (3 credit hours)
- PAD 6149 Nonprofit Administration (3 credit hours) (Capstone Course)

Elective Courses — 6 Credit Hours

Students are encouraged to consider adding the Fundraising Certificate by taking PAD 6235

Fundraising as a Profession. Separate application for the Fundraising Certificate must be submitted to earn both the MNM degree and the Fundraising certificate.

Restricted Elective - 3 Credit Hours

This elective must be a UCF Public Administration 6000-level course that is chosen after consultation with the student's academic adviser.

- PAD 6000-level elective course (3 credit hours)

Elective —3 Credit Hours

- Electives (3 credit hours)

The elective courses are to be in the student's area of interest, such as public administration, criminal justice, health care, social work or the arts. The MNM program does not accept 4000-level courses.

National Nonprofit Leadership Alliance Certification Option — 6 credit hours

The Nonprofit Leadership Alliance represents the achievements of national academic and experiential standards in nonprofit management. Students pursuing the Nonprofit Leadership Certification must meet the Nonprofit Leadership Alliance mandated requirements. Contact the Director of the Nonprofit Leadership Alliance program for information and registration.

- Internship (3 credit hours)*
- Elective (3 credit hours)

An internship is required for students with less than 300 hours of nonprofit sector experience. Students who provide documentation of at least 300 hours of experience in the nonprofit sector may have their internship requirement waived, but must take an approved elective (3 credit hours) in place of the internship. Work experience does not count toward credit for the MNM program.

ADDITIONAL PROGRAM REQUIREMENTS

Students must achieve a grade of “B-” (3.0) or better in every course listed under required courses. Students must maintain a program of study GPA of 3.0 or higher. Students with GPA of 3.0 or lower will not be allowed graduate.

INDEPENDENT LEARNING

Independent learning is demonstrated throughout the curriculum through the process of inquiry, dialogue and service learning. Tangible projects such as strategic plans, grant proposals, and volunteer management case studies along with research projects, scholarly papers, internships, and presentations at professional conferences also contribute to the self- development of our students. The final culminating experience for those enrolled in the Master of Nonprofit Management results in students taking and satisfactorily completing the capstone course PAD 6149 Nonprofit Administration. A portfolio of representative work from the MNM program is required in the capstone course, and students must demonstrate mastery of the competencies taught in the program to successfully graduate.

MASTER OF NONPROFIT MANAGEMENT— Planned Program of Study

The Plan of Study (POS) serves as a roadmap for the program. Please use your best faith estimates for the TERM/YR for the courses not yet taken.

Please note that very few classes are offered in summer and they get filled very quickly. You can use summer classes in your POS but do not depend on summer registration for completion of your program.

NAME (first, last)		TERM ADMITTED	
PID (student ID)		CATALOG YEAR	
PROG DIRECTOR	Dr. Thomas Breyer	TOTAL CR. HOURS	36
REQUIRED COURSES— 30 CREDIT HOURS (All courses are 3 credit hours)			
PREFIX	CATALOG #	COURSE TITLE	TERM/YR GRADE
PAD	5145	Volunteerism in Nonprofit Management	
PAD	5146	Nonprofit Resource Development	
PAD	6142	Nonprofit Organizations	
PAD	5850	Grants and Contract Management	
PAD	6208	Nonprofit Financial Management	
PAD	6417	Human Resource Management	
PAD	6335	Strategic Planning and Management	
PAD	6327	Public Program Evaluation	
PAD	6237	Ethics and Gov in Nonprofit Management	
PAD	6149	Nonprofit Administration (Capstone)	
ELECTIVES (6 CREDIT HOURS)			
PAD		Restricted Elective (6XXX level)	
PAD OR NON		Unrestricted Elective	

NOTE: ELECTIVE OPTIONS AVAILABLE:

1. National Nonprofit Leadership Alliance (NLA)— requires an internship of 300 hours which can count as your restricted elective. Please contact Dr. Stephanie Krick, Director for Undergraduate Programs and the Nonprofit Leadership Alliance for additional information and registration (stephanie.krick@ucf.edu)

2. If you are interested in the Fundraising Graduate Certificate, please contact your advisor for choice of electives. The Fundraising Certificate requires a separate application and admission. Please contact your advisor.

Student Signature: _____

Date: _____

GRADUATE STUDENT INTERNSHIP PROGRAM OVERVIEW

Learning Objectives

The course is designed to introduce, teach, or reinforce one or more of the adapted National Association of Schools of Public Administration (NASPAA) universal required competencies:

1. The ability to lead and manage in public and nonprofit governance
2. The ability to participate in and contribute to the policy process
3. The ability to analyze, synthesize, think critically, solve problems, and make decisions
4. The ability to articulate and apply the service perspective
5. The ability to communicate and interact productively with a diverse and changing workforce and citizenry

Academic Requirements

- Internships are a graduate level general elective. Students may take this for up to three credit hours at 300 hours of internship
- Maintain a minimum 3.0 GPA
- Have successfully completed six (6) credit hours of graduate level public administration coursework

Registration Process

Students who have arranged internships by their own efforts must seek approval prior to beginning the internship. In order to gain approval students must:

1. **Contact the Director of Internship, Daniel Seigler at Daniel.Seigler@ucf.edu with their name and PID, for enrollment into the Internship Orientation course.**
2. Students should begin their search for an internship the semester prior. Students who do not receive approval run the risk of not receiving academic credit for their internship.
3. **Activate your account on Handshake (<http://csl.ucf.edu/>) to view the current listing of available internships.**
4. The student and host site must complete the required documents, Learning Agreement and Confirmation of Placement.
5. Once forms are received, the student will be assigned a permission number by the experiential learning coordinator. This number will allow you to self-enroll into the PAD 6946 Internship Course. **Students must ensure that the class is confirmed on their schedule.**

Students should meet with an academic advisor prior to enrolling in an internship to ensure the course is a part of their individualized plan of study.

For more information, please send an email to: Mirtha.Bailey@ucf.edu
Mirtha Bailey, Experiential Learning Coordinator

Service Learning Program Overview

Service learning is a teaching method that is part of UCF's initiative to provide a means for every student to enhance his or her academic program with experiential learning. Service learning within the School of Public Administration provides an opportunity for students to work with community partners by collecting and compiling data and producing quality products that will be beneficial to nonprofit organizations. Students have been involved in the following projects:

- Volunteer program evaluation
- Strategic planning
- Grant proposals
- Nonprofit administration case study
- Nonprofit program evaluation

Service learning projects address community needs and require students to reflect on their activities to gain an appreciation for the relationship between civics and academics. The service learning projects are usually completed as a group assignment. Faculty will guide the process. Not all graduate courses will offer this teaching method.

NONPROFIT RELATED INFORMATION

Master of Nonprofit Management Resource Center

For our Master of Nonprofit Management (MNM) students, we have created an “Open Non-Credit Course” that each of you have access to on your Dashboard. The purpose of this course is to provide you with a place to communicate with each other and with our faculty, and to create an online community of current and future nonprofit professionals.

Please use this course to share professional opportunities, such as internships or new positions in the nonprofit sector. Faculty members may post here as well sharing information and opportunities available to you as MNM students.

The Center for Public and Nonprofit Management at UCF (CPNM)

The Center for Public and Nonprofit Management (CPNM) at the University of Central Florida is a recognized academic center that utilizes collaborative partnerships between faculty members, students and community members to improve the understanding and practice of public and nonprofit management through research, teaching and service. It serves the public and nonprofit sectors’ research, education and service needs in the Central Florida community and beyond.

The mission of the Center for Public and Nonprofit Management at the University of Central Florida is to strengthen communities through relevant research by faculty and students and through capacity building services to public and nonprofit organizations

PA Weekly

A newsletter delivering news and information about the School’s programs, student honors and awards, events and special dates. New and archived issues can be found on the School website.

Public Administration FOCUS

A professional news publication that provides a summary of the School’s activities for the academic year. The publication is printed and distributed to the alumni, donors, peer academic programs nationwide, and regional agencies and organizations. Electronic copies of the Public Administration FOCUS can be found on the School website.

Using MyUCF Portal and Student Center

The image shows a screenshot of the MyUCF portal sign-on page. At the top, there is a black header with the University of Central Florida logo and the text "UNIVERSITY OF CENTRAL FLORIDA". Below the header, the "myUCF" logo is displayed. The main content area is yellow and contains a "Sign on:" section. This section includes a "PID:" label followed by a text input field, a "Password:" label followed by a text input field, and a "Sign on" button. Below the sign-on fields, there are three links: "What is my PID?", "What is my NID?", and "Need myUCF Help?". At the bottom of the page, there are two links: "Class Schedule Search (guest)" and "Browse Course Catalog (guest)".

Network ID (NID)

The NID is a UCF-issued credential that allows access to UCF resources (e.g. UCF wireless networks, UCF Exchange). The NID is used by current students to log into MyUCF portal.

If you do not know or can't recall your NID, use the I forgot my NID link which is found on the NID password reset page (<http://mynid.ucf.edu>).

NID Password

If you do not know or cannot recall your NID password, please use the NID Password Self-Service Reset tool at <http://mynid.ucf.edu>

There is no default NID password. You set it for the first time with a password reset.

Always use a strong password (8 or more characters, mix of letters, numbers, special characters). Learn more about strong passwords.

Your NID password expires 60 days after the last reset and cannot be used to access UCF services until it is reset.

Getting To Know Your MyUCF

The screenshot displays the MyUCF Student Center interface. At the top, the University of Central Florida logo and navigation tabs (Home Page, Student Message Center, Online Course Tools, Dashboards, Informational Resources) are visible. A search bar is located in the top right corner.

The main content area is titled "Student Center" and is divided into several sections:

- Academics - Undergraduate and Graduate Careers:** This section features a search bar with a dropdown menu currently set to "other academic...". A red box highlights this dropdown. To the right, a message states "You are not enrolled in classes." Below this is a list of links for various academic services, including "Academic Requirements", "Change Major: Request", "Class Schedule", "Enrollment Shopping Cart", and "Graduate Plan of Study". A red line connects the dropdown menu to the "enrollment shopping cart" link. To the right of this list is a "SEARCH FOR CLASSES" button. Further right, there are two buttons: "Holds" (circled in red) and "To Do List" (circled in red), both showing "No Holds" and "No To Do's" respectively. Below these are sections for "Enrollment Dates" and "Advisor".
- Finance:** This section includes "My Account" with links for "View My Account", "Fee Invoice", "Student Direct Deposit", "Disbursement Details", and "2020-21 Tax Management". It also has a "Financial Aid" section with links for "View Financial Aid", "Accept/Decline Awards", "View Financial Aid Bulletin", "View Financial Aid Status", and "Request Other Financial Aid". Below this is the "UCF Textbook Purchase Program" section.
- Personal Information:** This section is divided into "Demographic Data" (with links for "Demographic Contact", "Status", "VISA/Directory Restriction", and "UCF Alert") and "Contact Information" (with fields for "Home Address", "Home Phone", "Email Address", "Permanent Address", and "Email Address").
- Undergraduate Admissions:** This section includes a link for "Undergraduate Application Status".
- Graduate Students:** This section includes links for "Request Information", "Apply For Admission", "Application Status", "Request Change Request Status", "Bulletin Board", "Graduate Funding", and "Thesis and Dissertation Status". It also features a "Choose Graduate Form" dropdown menu and a "Professional Development" link.
- International Students:** This section includes links for "International Society" and "Bulletin Board".

PROGRAMS OFFERED BY THE SCHOOL OF PUBLIC ADMINISTRATION

Graduate Degrees

Master of Nonprofit Management

Master of Public Administration

Master of Research Administration

Master of Urban and Regional Planning

Master of Emergency and Crisis Management

Public Affairs /Public Administration Track Ph.D.

Graduate Certificates

Graduate Certificate in Nonprofit Management

Graduate Certificate in Public Administration

Graduate Certificate in Research Administration

Graduate Certificate in Urban and Regional Planning

Graduate Certificate in Fundraising

Graduate Certificate in Emergency Management and Homeland Security

Graduate Certificate in Public Budgeting and Finance

Graduate Certificate in Public Policy Analysis