NONPROFIT LEADERSHIP

The Nonprofit Leadership program prepares graduates to think critically, act ethically, and inclusively lead the changes needed to solve the pressing issues in society and nonprofit/nongovernmental organizations. Courses engage students in legal, financial, ethical, equitable and scalable considerations of program and organizational leadership and management. Coursework spans the four concentrations of: Executive Leadership and Governance; Philanthropy and Resource Development; Social Enterprise, Innovation and Entrepreneurship; and Mission-Driven Operations and Management. Core courses engage students in healthy nonprofit indicators, sector history, graduate research and writing, and leadership development. Faculty are experienced in development and fundraising, social innovation, governance, program management, and evaluation. They are leadership experts who examine sector trends, historical context, and current nonprofit theory and practices with practical and real world experience. Students will develop practical knowledge to better serve the public good and develop critical thinking and innovation skills needed to craft fundraising strategy, impactful program operations, and social enterprises that address societal problems through healthy organizations. Graduates will increase their community and world impact with practical tools to implement needed changes.

The Nonprofit Leadership Program prepares students to:

- Evaluate knowledge, skills, and attributes developed that impact nonprofit organizational health, governance, performance, and/or community engagement.
- Demonstrate critical thinking that integrates leadership, history, financial knowledge, fundraising strategy, program design, organizational governance, and strategy to heighten their organization's impact.
- Apply analytic methods to examining problems and designing solutions to nonprofit organization or societal issues.
- Develop inclusive leadership knowledge and skills that prepare them to effectively lead and guide change across the world.

Master of Science in Nonprofit Leadership with a concentration in philanthropy and resource development

Changes in philanthropy, resource development, and fundraising are shaping the giving environment that influences how nonprofit/nongovernmental organizations plan their funding strategies. From crowdsourcing campaigns to capital fundraising and legacy giving, nonprofits must lean into strategies that retain donors from diverse contexts, devise new fundraising and technological approaches, and demonstrate impact. Philanthropy and Resource Development students will build the knowledge and skills to navigate these changing trends to increase their impact and achieve their nonprofit's mission through diverse fundraising approaches. Students will apply their passion and pragmatism as they learn about the scale and planning needed to develop the financial resources to carry out their nonprofit's mission and vision.

This degree prepares students to:

- Assess different development approaches to determine the scale and mission appropriateness for nonprofit/nongovernmental organizations of different sizes
- Synthesize knowledge about different fundraising approaches and technologies
- Apply diverse development strategies to conduct and prepare nonprofit/nongovernmental development plans
- Demonstrate financial literacy needed to develop successful nonprofit organizations that employ structured fundraising tools and techniques.
- Demonstrate cultural competence and understanding of how fundraising strategies may work across diverse global contexts

Master of Science in Nonprofit Leadership with a Concentration in Social Enterprise, Innovation and Entrepreneurship

Are you a social entrepreneur or aspiring to become one? Will a social innovation move the needle on a social problem or challenge about which you are passionate? Is your organization considering a social enterprise? A focus on social enterprise, innovation, and entrepreneurship will sharpen the social value proposition and mission-driven strategy to address key social problems in your community or the world. Courses in this concentration will develop your understanding, knowledge and skills in taking an idea and launching it as a social enterprise. Students will develop the language and financial insights into funding, prototyping, scaling, marketing, and measuring impact of social enterprises and innovations. Students gain practical experience with a nonprofit or for-profit organization to apply theory, strategy, and metrics that solve real problems and drive mission impact.

This degree prepares students to:

- Examine successful social enterprise ventures to determine the strengths and challenges in developing a successful and impactful social enterprise.
- Cultivate innovation, design thinking and other processes to examine a social enterprise idea's social value and market possibilities
- Apply social innovation frameworks and tools to test a social enterprise's business and financial structure

Master of Science in Nonprofit Leadership with a Concentration in Executive Leadership and Governance

Leading a nonprofit/nongovernmental organization of any size requires examining individual and organizational practices and behaviors. Nonprofit staff need to develop a broad spectrum of leadership, change management, and diversity, equity, and inclusion tools increases a leader's successful navigation of organizational change and challenges. Leaders must also navigate organizational culture to ensure high performance, stability and an impactful mission. Students will build their knowledge of board and senior team leadership, value-centered leadership, strategic direction and planning, program evaluation, and organization culture development.

This degree prepares students to:

- Assess leadership strengths, skills, and behaviors to craft leadership development plans
- Evaluate effective leadership behaviors, skills and characteristics that positively impact nonprofit organizational health, governance, performance, and community impact
- Demonstrate critical thinking skills to evaluate different leadership views and arguments that influence decision making
- Evaluate organizational capacity, operations, governance and program implementation to determine organizational health and opportunities for change
- Demonstrate financial and organizational-planning knowledge and skills that ensure an organization’s impact and health

Master of Science in Nonprofit Leadership with a Concentration in Mission-Driven Operations and Management

Program operations and organizational management work together to accomplish a nonprofit organization's mission, vision, and impact. Organizations need effective structures to manage programs that include staffing, performance evaluation, impact measurement, and human and financial resources to ensure success. Examining an organization's financial and operational goals allows students to assess operational needs and to consider partnerships and community-based strategies that further the organization's impact. Students examine strategic and operational planning and program evaluation strategies from a diversity, equity and inclusion lens that demonstrate community impact and mission accomplishment. Students also study managing staff and volunteer operations that accomplish a nonprofit's mission.

This degree prepares students to:

- Demonstrate planning practices for effectively resourced nonprofit/nongovernmental program development through a diversity, equity and inclusion lens
- Evaluate existing nonprofit programs’ design using critical thinking to determine resource allocation and impact measurement
- Demonstrate evaluation and planning skills that ensure mission accomplishment and operational alignment
- Examine diverse organizational funding structures including grants and other funding structures to determine how best to resource program operations

Certificate in Nonprofit Leadership with a Concentration in Philanthropy and Resource Development

The graduate certificate in Philanthropy and Resource Development is offered entirely online to meet the needs of busy adults seeking to expand their skillset or credentials. Changes in philanthropy, resource development, and fundraising tools are shaping the giving environment that influences how nonprofit/nongovernmental organizations plan their funding strategies. From technological fundraising tools to capital fundraising and legacy giving, nonprofits must cultivate and retain donors from diverse contexts, devise new fundraising strategies, and demonstrate impact. Philanthropy and Resource Development students will build their knowledge and skills to navigate these changing trends to increase their impact and achieve their nonprofit's mission through diverse fundraising approaches. Students will apply their passion and pragmatism as they learn about the scale and planning needed to develop the financial resources to carry out their nonprofit's mission and vision.

Certificate in Nonprofit Leadership with a Concentration in Social Enterprise, Innovation and Entrepreneurship

The graduate certificate in Social Enterprise, Innovation and Entrepreneurship is offered entirely online to meet the needs of busy adults seeking to expand their skillset or credentials. Are you a social entrepreneur or aspiring to become one? Will a social innovation move the needle on a social problem or challenge about which you are passionate? Is your organization considering a social enterprise? A focus on social enterprise, innovation and entrepreneurship will sharpen the social value proposition and mission-driven strategy to address key social problems in your community or the world. Courses in this concentration will develop your understanding, knowledge and skills in taking an idea and launching it as a social enterprise. Students will develop the language and financial insights into funding, prototyping, scaling, marketing and measuring impact of social enterprises and innovations. Students gain practical experience with a nonprofit or for-profit organization to apply theory, strategy and metrics that solve real problems and drive mission impact.

Certificate in Non-Profit Leadership with a Concentration in Executive Leadership and Governance

The graduate certificate in Executive Leadership and Governance is offered entirely online to meet the needs of busy adults seeking to expand their skillset or credentials. Leading a nonprofit/nongovernmental organization of any size requires examining individual and organizational practices and behaviors. Developing a broad spectrum of leadership, change management, and diversity, equity and inclusion tools increases a leader's successful navigation of organizational change and challenges. Leaders must also navigate organizational culture to ensure high performance, stability and an impactful mission. Students build their knowledge of board and senior team leadership, value centered leadership, strategic direction and planning, program evaluation, and organization culture development.

CERTIFICATE IN NONPROFIT LEADERSHIP WITH A CONCENTRATION IN MISSION-DRIVEN OPERATIONS AND MANAGEMENT

The graduate certificate in Mission-Driven Operations and Management is offered entirely online to meet the needs of busy adults seeking to expand their skillset or credentials. Program operations and organizational management work together to accomplish a nonprofit organization's mission, vision, and impact. Organizations need effective structures to manage programs that include staffing, performance evaluation, impact measurement, and human and financial resources to ensure success. Examining an organization's financial and operational goals allows students to assess operational needs and to consider partnerships and community-based strategies that further the organization's impact. Students examine program evaluation strategies from a diversity, equity and inclusion lens that demonstrate community impact and mission accomplishment. Students also study managing staff and volunteer operations that accomplish a nonprofit's mission.

SPECIALIZED GRADUATE CERTIFICATE IN PHILANTHROPY AND RESOURCE DEVELOPMENT

The specialized graduate certificate in Philanthropy and Resource Development is offered entirely online to meet the needs of busy adults seeking to expand their skillset or credentials. Changes in philanthropy, resource development, and fundraising are shaping the giving environment that influences how nonprofit/nongovernmental organizations plan their funding strategies. From technological fundraising tools to capital fundraising and legacy giving, nonprofits must cultivate and retain donors from diverse contexts, devise new fundraising strategies, and demonstrate impact.

Philanthropy and Resource Development students will build their knowledge and skills to navigate these changing trends to increase their impact and achieve their nonprofit's mission through diverse fundraising approaches. Students will apply their passion and pragmatism as they learn about the scale and planning needed to develop the financial resources to carry out their nonprofit's mission and vision.

SPECIALIZED GRADUATE CERTIFICATE IN EXECUTIVE LEADERSHIP AND GOVERNANCE

The specialized graduate certificate in Executive Leadership and Governance is offered entirely online to meet the needs of busy adults seeking to expand their skillset or credentials. Leading a nonprofit/nongovernmental organization of any size requires examining individual and organizational practices and behaviors. Developing a broad spectrum of leadership, change management, and diversity, equity and inclusion tools increases a leader's successful navigation of organizational change and challenges. Leaders must also navigate organizational culture to ensure high performance, stability and an impactful mission. Students will build their knowledge of board and senior team leadership, value centered leadership, strategic direction and planning, program evaluation, and organization culture development.

SPECIALIZED GRADUATE CERTIFICATE IN MISSION-DRIVEN OPERATIONS AND MANAGEMENT

The specialized graduate certificate in Mission-Driven Operations and Management is offered entirely online to meet the needs of busy adults seeking to expand their skillset or credentials. Program operations and organizational management work together to accomplish a nonprofit organization's mission, vision, and impact. Organizations need effective structures to manage programs that include staffing, performance evaluation, impact measurement, and human and financial resources to ensure success. Examining an organization's financial and operational goals allows students to assess operational needs and to consider partnerships and community-based strategies that further the organization's impact. Students examine program evaluation strategies from a diversity, equity and inclusion lens that demonstrate community impact and mission accomplishment. Students also study managing staff and volunteer operations that accomplish a nonprofit's mission.

SPECIALIZED GRADUATE CERTIFICATE IN SOCIAL ENTERPRISE, INNOVATION AND ENTREPRENEURSHIP

The specialized graduate certificate in Social Enterprise, Innovation and Entrepreneurship is offered entirely online to meet the needs of busy adults seeking to expand their skillset or credentials. Are you a social entrepreneur or aspiring to become one? Will a social innovation move the needle on a social problem or challenge about which you are passionate? Is your organization considering a social enterprise? A focus on social enterprise, innovation and entrepreneurship will sharpen the social value proposition and mission-driven strategy to address key social problems in your community or the world. Students will develop your understanding, knowledge and skills in taking an idea and launching it as a social enterprise. Students will develop the language and financial insights into funding, prototyping, scaling, marketing and measuring impact of social enterprises and

innovations. Practical experience with a nonprofit or for-profit organization will enable students to apply theory, strategy and metrics that solve real problems and drive mission impact.

Master's Degree Admission

Degree and GPA Requirements

- Bachelor's degree: All graduate applicants must hold an earned baccalaureate from a regionally accredited college or university or the recognized equivalent from an international institution.
- Grade point average: The minimum undergraduate GPA for admission consideration for graduate study at the University of Denver is a cumulative 2.5 on a 4.0 scale or a 2.5 on a 4.0 scale for the last 60 semester credits or 90 quarter credits (approximately two years of work) for the baccalaureate degree. An earned master's degree or higher from a regionally accredited institution supersedes the minimum standards for the baccalaureate. For applicants with graduate coursework but who have not earned a master's degree or higher, the GPA from the graduate work may be used to meet the requirement. The minimum GPA is a cumulative 3.0 on a 4.0 scale for all graduate coursework undertaken.
- Program GPA requirement: The minimum undergraduate GPA for admission consideration for this program is a cumulative 2.5 on a 4.0 scale.

English Language Proficiency Test Score Requirements

The minimum TOEFL/IELTS/C1 Advanced/Duolingo English Test score requirements for this degree program are:

- Minimum TOEFL Score (Internet-based test): 80 with minimum of 20 on each sub-score
- Minimum IELTS Score: 6.5 with minimum of 6.0 on each band score
- Minimum C1 Advanced Score: 176
- Minimum Duolingo English Test Score: 115

English Conditional Admission: No, this program does not offer English Conditional Admission.

Certificate Admission

Degree and GPA Requirements

- Bachelor's degree: All graduate applicants must hold an earned baccalaureate from a regionally accredited college or university or the recognized equivalent from an international institution.
- Grade point average: The minimum undergraduate GPA for admission consideration for graduate study at the University of Denver is a cumulative 2.5 on a 4.0 scale or a 2.5 on a 4.0 scale for the last 60 semester credits or 90 quarter credits (approximately two years of work) for the baccalaureate degree. An earned master's degree or higher from a regionally accredited institution supersedes the minimum standards for the baccalaureate. For applicants with graduate coursework but who have not earned a master's degree or higher, the GPA from the graduate work may be used to meet the requirement. The minimum GPA is a cumulative 3.0 on a 4.0 scale for all graduate coursework undertaken.
- Program GPA requirement: The minimum undergraduate GPA for admission consideration for this program is a cumulative 2.5 on a 4.0 scale.

English Language Proficiency Test Score Requirements

The minimum TOEFL/IELTS/C1 Advanced/Duolingo English Test score requirements for this degree program are:

- Minimum TOEFL Score (Internet-based test): 80 with minimum of 20 on each sub-score
- Minimum IELTS Score: 6.5 with minimum of 6.0 on each band score
- Minimum C1 Advanced Score: 176
- Minimum Duolingo English Test Score: 115

English Conditional Admission: No, this program does not offer English Conditional Admission.

Master of Science in Nonprofit Leadership
Master of science in nonprofit leadership with a concentration in Philanthropy and Resource Development

Degree Requirements

Code	Title	Credits
Core coursework requirements		
NFP 4010	Leading Nonprofit/Nongovernmental Organizations	4
NFP 4015	Healthy Nonprofit/Nongovernmental Organizations	4
NFP 4020	Legacy and Trends of Nonprofit Organizations and Civil Society	4
NFP 4905	Graduate Social Research Methods	4
NFP 4901	Capstone Project	4

or NFP 4920	Portfolio Capstone	
Concentration requirements		
NFP 4100	Philanthropy Principles and Roles in Nonprofit Organizations	4
NFP 4105	Applied Fundraising and Donor Relations	4
NFP 4110	Advanced Fundraising Strategies and Planned Giving	4
NFP 4115	Leading Nonprofit Financial Health	4
Elective requirements (Choose three courses)		**12**
Total Credits		**48**

Minimum number of credits required: 48

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

In University College graduate-level programs, grades of C or greater are considered passing, whereas grades of C- or lower are considered failing. Courses with a grade of C- or below will not count toward meeting degree or certificate requirements. Also, no more than one-fourth of the hours accepted toward the degree be grades of “C”. A cumulative and program grade-point average of 3.0 or better must be maintained at all times.

MASTER OF SCIENCE IN NONPROFIT LEADERSHIP WITH A CONCENTRATION IN Social Enterprise, Innovation and Entrepreneurship

Code	Title	Credits
Core coursework requirements		
NFP 4010	Leading Nonprofit/Nongovernmental Organizations	4
NFP 4015	Healthy Nonprofit/Nongovernmental Organizations	4
NFP 4020	Legacy and Trends of Nonprofit Organizations and Civil Society	4
NFP 4905	Graduate Social Research Methods	4
NFP 4901	Capstone Project	4
or NFP 4920	Portfolio Capstone	
Concentration requirements		
NFP 4115	Leading Nonprofit Financial Health	4
NFP 4400	Principles and Practices in Social Enterprise, Innovation and Entrepreneurship	4
NFP 4405	Social Enterprise Strategies	4
NFP 4410	Social Enterprise Experiential Learning	4
Elective requirements (Choose three courses)		**12**
Total Credits		**48**

Minimum number of credits required: 48

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

In University College graduate-level programs, grades of C or greater are considered passing, whereas grades of C- or lower are considered failing. Courses with a grade of C- or below will not count toward meeting degree or certificate requirements. Also, no more than one-fourth of the hours accepted toward the degree be grades of “C”. A cumulative and program grade-point average of 3.0 or better must be maintained at all times.

MASTER OF SCIENCE IN NONPROFIT LEADERSHIP WITH A CONCENTRATION IN Executive Leadership and Governance

Code	Title	Credits
Core coursework requirements		
NFP 4010	Leading Nonprofit/Nongovernmental Organizations	4
NFP 4015	Healthy Nonprofit/Nongovernmental Organizations	4
NFP 4020	Legacy and Trends of Nonprofit Organizations and Civil Society	4
NFP 4905	Graduate Social Research Methods	4
NFP 4901	Capstone Project	4
or NFP 4920	Portfolio Capstone	
Concentration requirements		
NFP 4115	Leading Nonprofit Financial Health	4

NFP 4200	Executive and Board Roles, Responsibilities and Leadership	4
NFP 4205	Leading Strategically	4
NFP 4230	Participatory Evaluation for Program and Community Impact	4
Elective requirements (Choose three courses)		**12**
Total Credits		**48**

Minimum number of credits required: 48

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

In University College graduate-level programs, grades of C or greater are considered passing, whereas grades of C- or lower are considered failing. Courses with a grade of C- or below will not count toward meeting degree or certificate requirements. Also, no more than one-fourth of the hours accepted toward the degree be grades of “C”. A cumulative and program grade-point average of 3.0 or better must be maintained at all times.

MASTER OF SCIENCE IN NONPROFIT LEADERSHIP WITH A CONCENTRATION IN Mission-Driven Operations and Management

Code	Title	Credits
Core coursework requirements		
NFP 4010	Leading Nonprofit/Nongovernmental Organizations	4
NFP 4015	Healthy Nonprofit/Nongovernmental Organizations	4
NFP 4020	Legacy and Trends of Nonprofit Organizations and Civil Society	4
NFP 4905	Graduate Social Research Methods	4
NFP 4901	Capstone Project	4
or NFP 4920	Portfolio Capstone	
Concentration requirements		
NFP 4115	Leading Nonprofit Financial Health	4
NFP 4300	Operational Strategy and Structures	4
NFP 4305	Nonprofit Program and People Management	4
NFP 4230	Participatory Evaluation for Program and Community Impact	4
Elective requirements (Choose three courses)		**12**
Total Credits		**48**

Minimum number of credits required: 48

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

In University College graduate-level programs, grades of C or greater are considered passing, whereas grades of C- or lower are considered failing. Courses with a grade of C- or below will not count toward meeting degree or certificate requirements. Also, no more than one-fourth of the hours accepted toward the degree be grades of “C”. A cumulative and program grade-point average of 3.0 or better must be maintained at all times.

Certificate in nonprofit leadership with a concentration in Philanthropy and Resource Development

Program Requirements

Code	Title	Credits
Concentration requirements		
NFP 4100	Philanthropy Principles and Roles in Nonprofit Organizations	4
NFP 4105	Applied Fundraising and Donor Relations	4
NFP 4110	Advanced Fundraising Strategies and Planned Giving	4
NFP 4115	Leading Nonprofit Financial Health	4
Elective requirements (Choose two courses)		**8**
Total Credits		**24**

Minimum number of credits required: 24

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

Certificate in nonprofit leadership with a concentration in social enterprise, innovation and entrepreneurship

Program Requirements

Code	Title	Credits
Concentration requirements		
NFP 4115	Leading Nonprofit Financial Health	4
NFP 4400	Principles and Practices in Social Enterprise, Innovation and Entrepreneurship	4
NFP 4405	Social Enterprise Strategies	4
NFP 4410	Social Enterprise Experiential Learning	4
Elective requirements (Choose two courses)		**8**
Total Credits		**24**

Minimum number of credits required: 24

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

certificate in nonprofit leadership with a concentration in executive leadership and governance

Program Requirements

Code	Title	Credits
Concentration requirements		
NFP 4115	Leading Nonprofit Financial Health	4
NFP 4200	Executive and Board Roles, Responsibilities and Leadership	4
NFP 4205	Leading Strategically	4
NFP 4230	Participatory Evaluation for Program and Community Impact	4
Elective requirements (Choose two courses)		**8**
Total Credits		**24**

Minimum number of credits required: 24

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

certificate in nonprofit leadership with a concentration in mission-driven operations and management

Program Requirements

Code	Title	Credits
Concentration requirements		
NFP 4115	Leading Nonprofit Financial Health	4
NFP 4300	Operational Strategy and Structures	4
NFP 4305	Nonprofit Program and People Management	4
NFP 4230	Participatory Evaluation for Program and Community Impact	4
Elective requirements (Choose two courses)		**8**
Total Credits		**24**

Minimum number of credits required: 24

Students will work with their Academic Advisor to determine the best set of courses to choose for their electives.

Specialized Graduate Certificate in philanthropy and resource development

Program Requirements

Code	Title	Credits
NFP 4100	Philanthropy Principles and Roles in Nonprofit Organizations	4
NFP 4105	Applied Fundraising and Donor Relations	4
NFP 4115	Leading Nonprofit Financial Health	4
NFP 4110	Advanced Fundraising Strategies and Planned Giving	4
Total Credits		**16**

SPECIALIZED GRADUATE CERTIFICATE IN Executive leadership and governance

Program Requirements

Code	Title	Credits
NFP 4200	Executive and Board Roles, Responsibilities and Leadership	4
NFP 4205	Leading Strategically	4
NFP 4115	Leading Nonprofit Financial Health	4
NFP 4230	Participatory Evaluation for Program and Community Impact	4
Total Credits		**16**

SPECIALIZED GRADUATE CERTIFICATE IN Mission-Driven operations and management

Program Requirements

Code	Title	Credits
NFP 4300	Operational Strategy and Structures	4
NFP 4305	Nonprofit Program and People Management	4
NFP 4115	Leading Nonprofit Financial Health	4
NFP 4230	Participatory Evaluation for Program and Community Impact	4
Total Credits		**16**

SPECIALIZED GRADUATE CERTIFICATE IN social enterprise, innovation and entrepreneurship

Program Requirements

Code	Title	Credits
NFP 4400	Principles and Practices in Social Enterprise, Innovation and Entrepreneurship	4
NFP 4405	Social Enterprise Strategies	4
NFP 4115	Leading Nonprofit Financial Health	4
NFP 4410	Social Enterprise Experiential Learning	4
Total Credits		**16**

Courses

NFP 4001 Nonprofit Leadership Portfolio Foundations (0 Credits)
Master's and certificate-seeking students in Nonprofit Leadership must register for and take Portfolio Foundations in their first quarter in the program. Students must complete the course and assessment-related tasks, including writing their learning goals, in order to pass the course. Non-completion of this required course will result in a no-pass grade on student transcripts.

NFP 4010 Leading Nonprofit/Nongovernmental Organizations (4 Credits)
Developing effective and successful leadership competencies is a lifelong endeavor that begins with the self and evolves throughout the role changes we make within organizations. This course will examine and develop core self-competency with a focus on leading in an organization. Students will identify core behaviors and practices along with effective communication skills and problem-solving tools to effectively move operational and program missions forward. By identifying organizational structure, markers of healthy culture, and leadership for financial and fund-raising functions students will identify the leadership approach needed to accomplish their organization's mission.

NFP 4011 Leadership Development in Action (4 Credits)
Developing effective and successful leadership competencies is a lifelong endeavor that begins with the self and evolves throughout our career journey. In this course, inclusive leaders will be examined, including core leadership competencies and practices that may vary due to the organizational culture and structure. Students will identify core behaviors and practices along with effective communication skills and problem-solving tools to effectively move an organization forward. Students will assess their own leadership competencies and areas for growth to construct a personal leadership development plan.

NFP 4015 Healthy Nonprofit/Nongovernmental Organizations (4 Credits)
Healthy nonprofit/nongovernmental organizations have effective leaders to ensure that their organization attains and maintains high standards of operational excellence. Best practices in executive leadership, strategic management, accountability, legal compliance, strategic planning, outcome measurement, finance, and funding models are key components that assist in assessing an organization's overall health. Students will analyze an actual nonprofit/nongovernmental organization and interview a senior executive to determine the quality and presence of these best practices. A final health assessment assignment will help students synthesize key organizational components.

NFP 4020 Legacy and Trends of Nonprofit Organizations and Civil Society (4 Credits)
A diverse historical legacy and philanthropic philosophy have laid the foundation of charity, volunteering, and community impact in the US and across the world. In a rapidly changing and technology-oriented world, philanthropy philosophy, donor motivations, and ways of giving have radically changed. Changing demographics, government policies, and wealth stratification are influencing trends in philanthropy. This course links history and future as it explores the genesis of American wealth creation, giving and voluntarism, as well as the diverse global philosophy and approaches to philanthropy. Nonprofits' collective impact, the rise of social enterprises and nonprofit innovation, and economic trends are examined to enable and inform how students, as developing leaders, will design their organizations' approach to meeting community needs and resource development.

NFP 4100 Philanthropy Principles and Roles in Nonprofit Organizations (4 Credits)
Great fundraisers are not born, they are made. These fundraisers, or development professionals, must learn principles and guidelines that inform their roles in organizations of different sizes. Students will differentiate philanthropy, development, and fundraising as well as donor cultivation basics, which is at the heart of all fundraising methods. This is the connection to a giver's passions and the nonprofit mission. Students will analyze and contrast a nonprofit's core fundraising approaches including finding prospects, using donor management technology, making the ask, and building a strong and flourishing fundraising network.

NFP 4105 Applied Fundraising and Donor Relations (4 Credits)
Nonprofit development encompasses all the practices of fundraising and structuring this important function within nonprofit/nongovernmental organizations. Students will learn about the development and financial strategy needed to balance diverse fundraising approaches. Considerations such as an organization's business model, strategic plan and growth, as well as strategic initiatives and future planning are central to organizing for development activities. Students will examine, using the four pillars of donor relations, different fundraising approaches such as individual solicitation, foundation and government grants, online donations, and future giving strategies to better understand their applications, scale, results potential and impact. Linking development to the financial functions of nonprofits is essential for every development director and staff.

NFP 4110 Advanced Fundraising Strategies and Planned Giving (4 Credits)
Established nonprofit/nongovernmental organizations develop a long-term mission-driven strategy that guides donor cultivation, stewardship efforts, and underpins financial success. Planning for success begins with legacy planning as a growth strategy to include long-term and planned giving fundraising tools. Cultivating donors means investing time, money and resources that an organization will need to weigh together to make good decisions for its future. Students will evaluate planning strategies that include prospecting for donors, offering events, cultivating bequests and endowments, accessing donor advised funds, or buying real estate as sustainable approaches. Additionally, students will evaluate grant cultivation and major gift-solicitation tactics that may help nonprofits strengthen their development portfolios.

NFP 4115 Leading Nonprofit Financial Health (4 Credits)
Nonprofit finance is a cornerstone to organizational health and sustainability. In this course students will learn the differences between nonprofit and for-profit accounting, as well as basic finance concepts including balance sheets, income statements, cash flow statements, and key accounting principles. Students will examine different budget models, conduct staff and salary planning and decision making for resource allocation. Students will identify Internal Revenue Service issues as well as current issues impacting the tax environment in the U.S.

NFP 4120 Technology Strategy for Fundraising (4 Credits)
Nonprofit development depends on technology. Developing a clear technology strategy allows a nonprofit/non-governmental organization to invest in the most appropriate tools to achieve fundraising success. The course addresses the application of technology categories such as Customer Relationship Management (CRM) products, communication tools, gift processing, social networking, and crowdfunding. Students learn to assess a nonprofit/non-governmental organization's technology needs for fundraising, develop criteria for technology selection, and develop a technology implementation plan. Students examine issues around donor privacy, data security, fundraising ethics related to technology, and legal and tax implications. Students critically think through applying assessment and decision-making principles discussed in this course to current and future technologies.

NFP 4200 Executive and Board Roles, Responsibilities and Leadership (4 Credits)
This course will analyze the interdependent roles, responsibilities, and relationships of nonprofit/nongovernment executives and board of directors, and explore the exercise of leadership required in these differentiated roles. The critical distinctions between the management and governance functions within the nonprofit/nongovernmental sector will be examined via case studies. Students will also conduct focused reviews of governance models and best practices that optimize organizational performance and the mission-driven partnership between the executive and board.

NFP 4205 Leading Strategically (4 Credits)
Executive nonprofit/nongovernmental leaders must be strategic and insightful as they guide their organizations' direction and ensure community impact. Leaders must be skilled in strategic and systems thinking as they guide the organization's vision, communicate performance expectations, drive performance, align the organization's systems, cultivate partnerships, develop organizational culture, catalyze change and foster innovation. In this course students practice these skills and examine decision making tools and employee coaching practices.

NFP 4210 Leading Policy and Advocacy (4 Credits)
Nonprofit/nongovernmental organizations play an important role in the development and implementation of public policy and influence corporations and other private organizations. Advocacy encompasses a wide range of activities that influence decision makers who craft policies and laws that may impact nonprofit/nongovernmental organizations, communities, constituents, and stakeholders. Students will differentiate advocacy and lobbying, examine federal, state and local legislative structures, craft advocacy messages and design campaigns to develop advocacy strategy. Students will also assess the resources needed for an advocacy campaign and its impact.

NFP 4230 Participatory Evaluation for Program and Community Impact (4 Credits)
Evaluating the impact and progress of nonprofit programs is essential to confronting disparities and advancing equity. This course reviews qualitative, quantitative and participatory methods to recognize the value and constraints of various approaches to data collection and analysis. By contextualizing evaluation methods, students will learn to engage people most impacted by nonprofit programs in order to identify relevant indicators of change and measure program performance. Students examine relationships between people, groups and institutions to help explain collective impact. Students practice and compare methodologies to assess program effectiveness and community impact with an emphasis on racial equity.

NFP 4300 Operational Strategy and Structures (4 Credits)
Passionate people create nonprofit/nongovernmental organizations that lead with vision and drive. These leaders must build the systems, strategic activities, and supportive environments that enable the organizational mission to thrive. This course focuses on developing leaders and managers who build and grow an organizational plan that includes business planning, data-driven decision making, program evaluation, service enterprise, strategic planning and internal innovation to lead a thriving organizational culture of learning to guide the organization's evolution and relevance.

NFP 4305 Nonprofit Program and People Management (4 Credits)
Nonprofit/nongovernmental organizations of different sizes must develop effective human resource and program management systems to be well-managed and deliver mission impact. These foundational systems include relevant professional development for managers, staff and board members that support continuous improvement, engagement and cultivate a positive organizational culture. This course will examine effective program management practices including performance monitoring and improvement, relationship management, feedback systems, work flow analysis, appropriate resource allocation, and closure. Course content will tie together the program and people management systems and practices needed in diverse organizations to ensure leaders and managers have the tools to deliver mission impact.

NFP 4310 Community Organizing, Voice and Empowerment (4 Credits)
Leading meaningful community change to address social problems involves effective organization strategies and communication that include storytelling, social media, and community engagement. Students will examine power, privilege, and oppression in personal and community contexts to develop strategies that honor and engage community members. Developing impactful messages and crafting different delivery methods are key components to effective community organization and empowerment. Nonprofit/nongovernmental organization leaders need to develop their voice and empowerment strategies to meet community members in community contexts and to engage them through diverse strategies. Evaluating outreach efforts and community impact are also examined.

NFP 4320 Leading Volunteer Programs with a DEI Lens (4 Credits)
Change initiatives and improved services and programs designed to meet critical community needs have historically relied on the service of volunteers; comprehensive volunteer programming; and ethical, culturally responsive leadership. Nonprofit/nongovernmental leaders who develop and maintain diversity, equity, and inclusion lens are capable of attracting, engaging, partnering, and maintaining relationships with a much greater segment of the population that is culturally and economically diverse. Strategies volunteer program leaders employ to outreach, message, recruit, onboard, screen, place, supervise, award, recognize, develop and advance volunteers will all be analyzed for their level of inclusivity, cultural responsiveness, and ability to interrupt and remedy historic inequities and harmful narratives. Students will deepen their knowledge about the impact of volunteering in a global context and expand their toolbox of inclusive practices as they apply to volunteer programming.

NFP 4400 Principles and Practices in Social Enterprise, Innovation and Entrepreneurship (4 Credits)
The quest to address intractable social problems, innovate in the social sector, create impact, and develop new revenue streams for nonprofits to cultivate resources has led to blurred lines between government, for-profit and nonprofit sectors. In this course students explore the why, what, and how of social enterprises, including developing a theory of change, and application of design thinking tools that can support market- or sector-level impact. Students will explore the shared characteristics of effective social enterprises such as business models, performance metrics, strong leadership and partnerships. All course content is examined though a nonprofit lens with insights into benefits and risks of social enterprise strategies and tools applicable to diverse organizations.

NFP 4405 Social Enterprise Strategies (4 Credits)
Nonprofit/nongovernmental social enterprises apply business strategies to achieve measurable social impact and strengthen their financial stability through earned income. In this course, students will apply specific strategy and tools in design thinking and lean startup to social sector challenges as they identify target customers, market conditions, potential partners, capital type, and the goals of specific social enterprises. Students will examine social enterprise development and growth and identify approaches to managing and measuring financial and social performance to inform strategy and improve outcomes.

NFP 4410 Social Enterprise Experiential Learning (4 Credits)

NFP 4500 Social Innovation in Education (4 Credits)
This course prepares leaders to build and lead social innovation in the changing education marketplace. Education-oriented social entrepreneurs must navigate the education sector and a funding landscape that involves private and public capital, philanthropic and foundation giving, and a growing nonprofit and education technology industry. Students will explore social innovation and enterprises in P-16 education, and how these innovations can support school- and sector-level change and impact for youth and families. Students will examine entrepreneurial principles, business models, performance metrics, customer experience, public-private partnerships, and building organizations to scale. Students will develop the philosophy and strategies of operating in an emergent education ecosystem.

NFP 4701 Topics in Nonprofit Leadership (1-4 Credits)
The content of this course varies each time it is offered. Topics may include time-sensitive issues in the field of communication, elective courses that are not scheduled regularly during the course of the year, or advanced inquiry into core-course subjects, such as ethics, human communication theory, or interpersonal communication. Each time the course is offered, the specific content is announced in the quarterly course schedule. Depending on the subject matter, students may be required to have completed prerequisite courses.

NFP 4901 Capstone Project (4 Credits)
The Capstone Project provides students the opportunity to research a topic, problem, or issue within their field of study, and work individually with a Capstone advisor. Similar in weight to a thesis, but more flexible, this final project will synthesize and apply core concepts acquired from the program. The student will select an appropriate Capstone advisor who is knowledgeable in the field of study to work closely with and whom can guide the research project. Evaluation will be focused on the quality and professionalism of applied research and writing; critical and creative thinking; problem-solving skills; knowledge of research design, method, and implementation; and contribution to the field and topic of study. Please see the Capstone Guidelines for additional details. Prerequisites: A Capstone Proposal that has been approved by both the Capstone Advisor and the Academic Director, unconditional acceptance as a degree candidate, completion of at least 40 quarter-hours (including all core courses) with a cumulative GPA of 3.0 or better.

NFP 4902 Capstone Seminar (4 Credits)
The Capstone Seminar is a graduate seminar in which students utilize the knowledge and skills gained through the degree program to create a culminating work that critically addresses a problem in their degree field of study. The students produce a Capstone of 7000-8000 words that presents a position on a relevant problem, supports the position with professional and academic literature, analyzes and tests the proposed solution, and discusses the findings as related to the field of study. The seminar is dependent upon quality, collegial discussion, and feedback of students' research and work products, under the facilitation of a faculty member. The course structure guides the students through the process of independent, secondary research and writing of a Capstone. No primary research is allowed. Students generate the course content through ongoing discussion and peer feedback on the Capstone process and individual topic areas under investigation. Students professionally and academically communicate through written work and oral presentation. Students must have: Acceptance as a degree candidate, completion of at least 40 quarter-hours (including all core courses) with a cumulative GPA of 3.0 or better. Students must complete the Capstone Seminar in one quarter; no incomplete grades are assigned.

NFP 4904 Interdisciplinary Capstone Seminar (4 Credits)
The Interdisciplinary Capstone Seminar is a graduate seminar in which students utilize the knowledge and skills gained through the degree program to create a culminating work that critically addresses a problem or issue in the degree field of study. Members of the class will include students from various UCOL programs, representing multiple topics of study. On campus offerings of this course include required online components. The student produces a paper of 7000-8000 words that presents a position on a relevant problem or issue, supports the position with professional and academic work in the field, analyzes and tests the paper position, and discusses the role of the findings within the field of study. Students professionally and academically communicate their findings through written work and oral presentations. The seminar is dependent upon active and collegial discussion and critique of student research and work under the facilitation of a faculty member, and it is governed by the quality of participation and contributions of the students. Students must have: Acceptance as a degree candidate, completion of at least 40 quarter-hours (including all core courses) with a cumulative GPA of 3.0 or better. Students must complete the Capstone Seminar in one quarter; no incomplete grades are assigned.

NFP 4905 Graduate Social Research Methods (4 Credits)

NFP 4920 Portfolio Capstone (4 Credits)
The Portfolio Capstone course provides students the opportunity to reflect on graduate studies work at University College, synthesize their learning, and focus on the future. Students in the Portfolio Capstone course produce deliverables which may include: (1) an annotation of the program's portfolio signature assignments with reflective, critical, and creative thinking about the educational experience, (2) an examination of competencies developed, and (3) a pinnacle project that identifies, analyzes, and elaborates a significant theme(s) in the program experience. Students will reflect on and evaluate accomplishments, connect coursework to professional goals, and assesses those goals in the context of the concentration or nonprofit focus. The capstone is an applied project that is a relevant contribution to the student's future and the nonprofit industry.

NFP 4980 Internship (0-4 Credits)
The Nonprofit Leadership Internship is designed to offer students a purposeful experience in a practical, industry related setting. The internship is an individualized learning experience. A training plan is created for each student in conjunction with the internship site supervisor to provide experiences related to the skills and knowledge covered in the certificate and master's programs as well as professional goals. Students are responsible for finding their own internship site and proposing their internship ideas. University College will send notification to all NFP students if they hear of internship possibilities. Students may also work through the DU career center, to explore opportunities for internship experiences. To be eligible for an internship, completion of a minimum of 28 hours of graduate coursework in the field of specialty is required OR Academic Director approval for students with previous work experience in the field.

NFP 4991 Independent Study (1-8 Credits)
This is an advanced course for students wishing to pursue an independent course of study. Before registering for the independent study, the student must be accepted in a degree program, have earned a grade point average of 3.0 or better, obtained the approval of the department director, and have completed the Independent Study form and filed the form with all appropriate offices. Independent Study is offered only on a for-credit basis.