

NONPROFIT LEADERSHIP

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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 three (3) concentrations of: Executive Leadership and Operations; Nonprofit Fundraising; Social Enterprise and Innovation. Core courses engage students in healthy organizational indicators, sector history, graduate research and writing, and leadership development. Faculty are experienced in development and fundraising, leadership, social innovation, governance, program management, and evaluation. They are 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 Concentration in Executive Leadership and Operations

In today's dynamic environment, nonprofit organizations require leaders equipped with robust strategic, operational, and adaptive leadership capabilities. This concentration prepares you to lead nonprofit organizations of all sizes by developing essential competencies in strategic leadership and change management, operational excellence and organizational assessment, board governance and stakeholder engagement, financial oversight and resource stewardship, and program design and impact evaluation. In this concentration, you will gain the knowledge and skills to guide organizational culture, ensure high performance, maintain stability, and advance your mission for maximum impact. Join us to strengthen your capacity to lead with purpose, navigate complex challenges, and drive sustainable change in the nonprofit sector.

This degree prepares students to:

- Evaluate effective leadership behaviors, skills, and attributes that positively impact nonprofit organizational culture, performance, board and staff relationships, and community impact.
- Examine different operational approaches that influence a nonprofit leader's mission impact and strategic, operational, and financial planning.
- Develop strategic and operational plans that align with the mission to ensure an organization's impact and overall health
- Demonstrate critical thinking and perspectives that respect and include the diverse constituents and staff that a nonprofit organization serves

Master of Science in Nonprofit Leadership with Concentration in Nonprofit Fundraising

Changes in nonprofit fundraising are reshaping the US and global giving environment. Today's fundraisers must develop skills and knowledge in strategic development planning, effective fundraising approaches for their organization, technology use, finance, and long-term donor cultivation. Students will learn the effective use of organizational assessment and AI tools that enable a fundraising leader to build a program that meets their goals. Students strategize and plan for a long-term fundraising strategy that could include major gift cultivation, campaign development, or legacy gifts such as bequests meets their nonprofit organization's mission and impact.

This degree prepares students to:

- Assess different development approaches to determine the scale and mission appropriateness for nonprofit organizations of different sizes
- Apply development strategies to determine appropriate fundraising approaches that cultivate and include diverse constituencies
- Demonstrate the financial literacy needed to employ fundraising tools and techniques
- Examine diverse approaches and technology tools to build and sustain long-term and legacy fundraising strategies

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

Do you aspire to be a social entrepreneur and innovator? Could a social innovation move the needle on a social problem that you are passionate about? Is your organization considering a social enterprise? Sharpen your skills in creating the social value proposition that meets the market demand of your social problem. Students develop the skills and knowledge to confront a social problem, craft an idea, and launch it as a social

enterprise. Develop the language and financial insights into funding, prototyping, scaling, marketing and measuring your idea's social impact. Students gain practical experience with an organization's social enterprise to apply theory, strategy and metrics that solve real problems and drive social 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
- Evaluate an organization's overall financial health, including its strengths and weaknesses, by reviewing financial statements, key ratios, and other metrics

Graduate Certificate in Nonprofit Leadership with Concentration in Executive Leadership and Operations

The graduate certificate in Executive Leadership and Operations is offered entirely online to meet the needs of busy adults seeking to expand their skillset or credentials. In today's world, nonprofit organizations require leaders equipped with robust strategic, operational, and adaptive leadership capabilities. This concentration prepares you to lead nonprofit organizations of all sizes by developing essential competencies in strategic leadership and change management, operational excellence and organizational assessment, board governance and stakeholder engagement, financial oversight and resource stewardship, and program design and impact evaluation. In this concentration, you will gain the knowledge and skills to guide organizational culture, ensure high performance, maintain stability, and advance your mission for maximum impact. Join us to strengthen your capacity to lead with purpose, navigate complex challenges, and drive sustainable change in the nonprofit sector.

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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.

University GPA requirement: The minimum grade point average for admission consideration for graduate study at the University of Denver must meet one of the following criteria:

- A cumulative 2.5 on a 4.0 scale for the baccalaureate degree.
- A cumulative 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 or the recognized equivalent from an international institution supersedes the minimum GPA requirement for the baccalaureate.
- A cumulative GPA of 3.0 on a 4.0 scale for all graduate coursework completed for applicants who have not earned a master's degree or higher.

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 with subscore minimums: Literacy, Comprehension-105; Conversation, Production-115. Tests prior to July 1, 2024: Literacy, Comprehension, Conversation-105; Production 95

Certificate Admission

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.

University GPA requirement: The minimum grade point average for admission consideration for graduate study at the University of Denver must meet one of the following criteria:

- A cumulative 2.5 on a 4.0 scale for the baccalaureate degree.
- A cumulative 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 or the recognized equivalent from an international institution supersedes the minimum GPA requirement for the baccalaureate.
- A cumulative GPA of 3.0 on a 4.0 scale for all graduate coursework completed for applicants who have not earned a master's degree or higher.

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 with subscore minimums: Literacy, Comprehension-105; Conversation, Production-115. Tests prior to July 1, 2024: Literacy, Comprehension, Conversation-105; Production 95

Master's Degree Programs

Master of Science in Nonprofit Leadership with Concentration in Executive Leadership and Operations

Minimum credits required for degree: 48

Code	Title	Credits
Core coursework requirements		
NFP 4015	Healthy Nonprofit/Nongovernmental Organizations	4
NFP 4020	Legacy and Trends of Nonprofit Organizations and Civil Society	4
NFP 4901	Capstone Project	4
or NFP 4920	Portfolio Capstone	
or UNIV 4904	Interdisciplinary Capstone Seminar	
UNIV 4500	Leadership Development	4
UNIV 4910	Research for Professionals	4
Concentration requirements		
NFP 4200	Executive Leadership, Board Partnerships and Strategic Planning	4
NFP 4205	Leading for Operational Excellence	4
NFP 4230	Program Evaluation for Learning and Impact	4
UNIV 4520	Finance for Organizational Success	4
Electives (select 3 courses)		12
Total Credits		48

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

Master of Science in Nonprofit Leadership with Concentration in Nonprofit Fundraising

Minimum credits required for degree: 48

Code	Title	Credits
Core coursework requirements		
NFP 4015	Healthy Nonprofit/Nongovernmental Organizations	4
NFP 4020	Legacy and Trends of Nonprofit Organizations and Civil Society	4
NFP 4901	Capstone Project	4
or NFP 4920	Portfolio Capstone	
or UNIV 4904	Interdisciplinary Capstone Seminar	
UNIV 4500	Leadership Development	4
UNIV 4910	Research for Professionals	4
Concentration requirements		
UNIV 4520	Finance for Organizational Success	4
NFP 4105	Philanthropy Roles & Practices	4
NFP 4110	Advanced Fundraising Strategies and Planned Giving	4
NFP 4120	Technology Strategy for Fundraising	4
Electives (select 3 courses)		12
Total Credits		48

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

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

Minimum credits required for degree: 48

Code	Title	Credits
Core coursework requirements		
NFP 4015	Healthy Nonprofit/Nongovernmental Organizations	4

NFP 4020	Legacy and Trends of Nonprofit Organizations and Civil Society	4
NFP 4901	Capstone Project	4
or NFP 4920	Portfolio Capstone	
or UNIV 4904	Interdisciplinary Capstone Seminar	
UNIV 4500	Leadership Development	4
UNIV 4910	Research for Professionals	4
Concentration requirements		
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
UNIV 4520	Finance for Organizational Success	4
Elective requirements (Choose three courses)		12
Total Credits		48

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

Graduate Certificate Programs

Graduate Certificate in Nonprofit Leadership with Concentration in Executive Leadership and Operations

Minimum number of credits required: 24

Code	Title	Credits
Required Courses		
NFP 4200	Executive Leadership, Board Partnerships and Strategic Planning	4
NFP 4205	Leading for Operational Excellence	4
NFP 4230	Program Evaluation for Learning and Impact	4
UNIV 4520	Finance for Organizational Success	4
Electives (select 2 courses)		8
Total Credits		24

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

Graduate Certificate in Nonprofit Leadership with Concentration in Nonprofit Fundraising

Minimum number of credits required: 24

Code	Title	Credits
Required Courses		
NFP 4105	Philanthropy Roles & Practices	4
NFP 4110	Advanced Fundraising Strategies and Planned Giving	4
NFP 4120	Technology Strategy for Fundraising	4
UNIV 4520	Finance for Organizational Success	4
Electives (select 2 courses)		8
Total Credits		24

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

Graduate Certificate in Nonprofit Leadership with Concentration in Social Enterprise and Innovation

Minimum number of credits required: 24

Code	Title	Credits
Required Courses		
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
UNIV 4520	Finance for Organizational Success	4
Electives (select 2 courses)		8
Total Credits		24

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

Specialized Graduate Certificate Programs

Specialized Graduate Certificate in Executive Leadership and Operations

Code	Title	Credits
Required Courses		
NFP 4200	Executive Leadership, Board Partnerships and Strategic Planning	4
NFP 4205	Leading for Operational Excellence	4
NFP 4230	Program Evaluation for Learning and Impact	4
UNIV 4520	Finance for Organizational Success	4
Total Credits		16

Specialized Graduate Certificate in Nonprofit Fundraising

Code	Title	Credits
Required Courses		
NFP 4105	Philanthropy Roles & Practices	4
NFP 4110	Advanced Fundraising Strategies and Planned Giving	4
NFP 4120	Technology Strategy for Fundraising	4
UNIV 4520	Finance for Organizational Success	4
Total Credits		16

Specialized Graduate Certificate in Social Enterprise and Innovation

Code	Title	Credits
Required Courses		
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
UNIV 4520	Finance for Organizational Success	4
Total Credits		16

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 Philanthropy Roles & Practices (4 Credits)

This course provides a comprehensive look at nonprofit development and fundraising, emphasizing the integration of strategic planning and effective fundraising methods. Students will explore diverse fundraising approaches, including individual solicitation, foundation and government grants, events, online initiatives, and other developing strategies. By analyzing current practices, students will dissect fundraising methods to identify effective strategies and underlying principles. They will evaluate the effectiveness of different fundraising approaches in light of financial outcomes, donor satisfaction, and alignment with organizational goals. Students will create innovative solutions by synthesizing traditional and modern fundraising techniques to address complex challenges faced by nonprofits today.

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, artificial intelligence, 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. 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 Program Evaluation for Learning and Impact (4 Credits)

Program evaluation is an essential tool for effective nonprofit leadership. In this course, students will be introduced to and engage in the core stages of program evaluation, including: stakeholder assessment, program model development, defining evaluation questions, aligning and implementing appropriate evaluation methods, and using evaluation to demonstrate value as well as drive learning for stronger strategy and impact. This course equips students with skills for conducting evaluations that minimize inequities and respect cultural differences. This course also uses emergent learning practices and tools are to build reflection and applied learning capacity as part of evaluative practice. By the end of the course, students will construct an evaluation plan for a program or project of relevance to them. This plan can be the foundation for successfully contracting or implementing a program evaluation in ways that contribute to successful community partnership, governance, performance, and improvement.

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, remote work, cross-generational work, minimizing churn, feedback systems, workflow 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 4400 Principles and Practices in Social Enterprise, Innovation and Entrepreneurship (4 Credits)

To address increasingly complex developmental challenges with meaningful solutions, nonprofit leaders seek to foster innovation, strengthen strategy, and build agile organizations in the social sector to create a more sustainable and scalable impact. In this course, students explore the why, what, and how of social enterprise in the nonprofit and NGO sectors. Additionally, the course provides an overview of the shared characteristics of social enterprises and the frameworks and tools that help build and make them effective. All course content is examined through a global lens with insights into the benefits and risks of using social enterprise strategies for social impact in diverse organizations.

NFP 4405 Social Enterprise Strategies (4 Credits)

This course prepares students for social enterprise global leadership by guiding them through the process of designing, launching, or scaling a social enterprise adapted to region-specific global conditions. Students apply specific strategies and tools to select a social impact goal and design a viable business model that creates and delivers value for targeted beneficiaries and customers. The business model assignment can be for a new social enterprise or a growth strategy for an existing one. In either case, the model is designed to achieve measurable social impact with financial stability provided by sustainable sources of earned income. Students will also learn how to select and apply organizational strategies best aligned with relevant global conditions, ESG goals (environmental, social, and governance), and the United Nations Sustainable Development Goals (SDG).

NFP 4410 Social Enterprise Experiential Learning (4 Credits)**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)

This course provides graduate students with a basic background in the methods of research in the social sciences. In our information-rich society, organizations and institutions have become more aware of the value of research data for informing critical decisions. As leaders in their organizations, graduates should have a knowledge base that allows them to critically examine basic research in the social sciences and to understand the methods involved in generating research results. They should understand the value of research to their organizations, be able to identify opportunities to gather information through research that will benefit those organizations, and participate in the ethical design of basic studies to gather that critical information. Students will develop and write a research proposal around a specific research question informed by a review of the literature.

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.

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 Philanthropy Roles & Practices (4 Credits)

This course provides a comprehensive look at nonprofit development and fundraising, emphasizing the integration of strategic planning and effective fundraising methods. Students will explore diverse fundraising approaches, including individual solicitation, foundation and government grants, events, online initiatives, and other developing strategies. By analyzing current practices, students will dissect fundraising methods to identify effective strategies and underlying principles. They will evaluate the effectiveness of different fundraising approaches in light of financial outcomes, donor satisfaction, and alignment with organizational goals. Students will create innovative solutions by synthesizing traditional and modern fundraising techniques to address complex challenges faced by nonprofits today.

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, artificial intelligence, 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. 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 Program Evaluation for Learning and Impact (4 Credits)

Program evaluation is an essential tool for effective nonprofit leadership. In this course, students will be introduced to and engage in the core stages of program evaluation, including: stakeholder assessment, program model development, defining evaluation questions, aligning and implementing appropriate evaluation methods, and using evaluation to demonstrate value as well as drive learning for stronger strategy and impact. This course equips students with skills for conducting evaluations that minimize inequities and respect cultural differences. This course also uses emergent learning practices and tools to build reflection and applied learning capacity as part of evaluative practice. By the end of the course, students will construct an evaluation plan for a program or project of relevance to them. This plan can be the foundation for successfully contracting or implementing a program evaluation in ways that contribute to successful community partnership, governance, performance, and improvement.

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, remote work, cross-generational work, minimizing churn, feedback systems, workflow 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 4400 Principles and Practices in Social Enterprise, Innovation and Entrepreneurship (4 Credits)

To address increasingly complex developmental challenges with meaningful solutions, nonprofit leaders seek to foster innovation, strengthen strategy, and build agile organizations in the social sector to create a more sustainable and scalable impact. In this course, students explore the why, what, and how of social enterprise in the nonprofit and NGO sectors. Additionally, the course provides an overview of the shared characteristics of social enterprises and the frameworks and tools that help build and make them effective. All course content is examined through a global lens with insights into the benefits and risks of using social enterprise strategies for social impact in diverse organizations.

NFP 4405 Social Enterprise Strategies (4 Credits)

This course prepares students for social enterprise global leadership by guiding them through the process of designing, launching, or scaling a social enterprise adapted to region-specific global conditions. Students apply specific strategies and tools to select a social impact goal and design a viable business model that creates and delivers value for targeted beneficiaries and customers. The business model assignment can be for a new social enterprise or a growth strategy for an existing one. In either case, the model is designed to achieve measurable social impact with financial stability provided by sustainable sources of earned income. Students will also learn how to select and apply organizational strategies best aligned with relevant global conditions, ESG goals (environmental, social, and governance), and the United Nations Sustainable Development Goals (SDG).

NFP 4410 Social Enterprise Experiential Learning (4 Credits)**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)

This course provides graduate students with a basic background in the methods of research in the social sciences. In our information-rich society, organizations and institutions have become more aware of the value of research data for informing critical decisions. As leaders in their organizations, graduates should have a knowledge base that allows them to critically examine basic research in the social sciences and to understand the methods involved in generating research results. They should understand the value of research to their organizations, be able to identify opportunities to gather information through research that will benefit those organizations, and participate in the ethical design of basic studies to gather that critical information. Students will develop and write a research proposal around a specific research question informed by a review of the literature.

NFP 4920 Portfolio Capstone (4 Credits)

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