MASTER OF ARTS IN NONPROFIT ORGANIZATIONS
STUDENT HANDBOOK
UGA AND GRADUATE SCHOOL LINKS

Institute for Nonprofit Organizations:  www.nonprofit.uga.edu

SSW Web Site:  http://www.ssw.uga.edu/

UGA Web Site:  www.uga.edu

The Graduate School
279 Williams Street
Athens, GA  30602
706-542-1739
Web Site:  http://gradschool.uga.edu/

Graduate School Email Addresses:
Enrolled Student Services:  gradinfo@uga.edu.
Admissions:  gradadm@uga.edu

Graduate School Office Directory:
http://gradschool.uga.edu/directories/office_directory.html

ATHENA:  https://athena.uga.edu/

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I. MISSION AND COMPONENTS OF THE INSTITUTE

Mission Statement

The Institute for Nonprofit Organization at the University of Georgia provides interdisciplinary graduate degree and graduate certificate programs that focus upon improving the leadership and effectiveness of nonprofit organizations. The Institute prepares students with knowledge and skills necessary for careers in nonprofit organizations, and develops and disseminates knowledge to strengthen the effectiveness of those already in leadership positions. The educational objective is to graduate students with the background, knowledge, skills, and experience not only to succeed in their careers in nonprofit organizations but also to become leaders in this sector of our nation.

Master of Arts Degree Program

The Master of Arts in Nonprofit Organizations (MA NPO) is an advanced professional degree for those desiring careers as leaders of nonprofit organizations. The curriculum for this program includes core courses in key aspects of this field, supplemented by supervised internships and electives for specialization. The primary objective of the MA NPO program is to educate graduate students for careers in the nonprofit sector.

The Curriculum

The curriculum for the master’s degree program includes an interdisciplinary set of courses on key aspects of nonprofit organizations, internships for field study and experience with nonprofit organizations on-site and electives for specialization. Core courses include development and management of nonprofit organizations, managing and developing human resources--including staff and volunteers--quantitative research and evaluation methods, fund raising and development, and ethics of nonprofit management. Internships are developed by the student in partnership with executives of nonprofit organizations in the north Georgia region and approved by the director of the program.
To this end, the curriculum provides

1. Essential background knowledge of the scope, dynamics, and distinctiveness of the nonprofit sector.

2. Key skills in the administration and leadership of nonprofit organizations, such as working effectively with staff and volunteers, fund raising, program evaluation, and ethical judgment.

3. Practice and application in actual nonprofit organizations through internship opportunities.

Graduate students in the program are expected to develop and demonstrate their mastery of content and skills through a variety of core courses, internships, electives, and a capstone portfolio and colloquium presentation.

**Institute Faculty**

Faculty in the Institute are affiliated with schools and colleges across campus and in the community. These include and are not limited to the School of Social Work, The School of Public and International Affairs, College of Education - Lifelong Education, Administration and Policy, J. M. Tull School of Accounting, Terry College of Business, Department of Housing and Consumer Economics, Administration, and Policy, The Fanning Institute, The Carl Vinson Institute of Government, The Archway Partnership, The Institute of Gerontology, and Carver Governance.

**The Certificate Program**

The Certificate in Nonprofit Management is for graduate students and undergraduate honors students in majors other than the Master of Arts in Nonprofit Management who complete four of the core courses in the nonprofit curriculum. This certificate program will help meet the need for understanding the nonprofit organizations that provide employment for many graduates. The program consists of a minimum of 4 courses of 3 semester hours each, drawn from the core courses of the Master's degree curriculum of the Institute. (See Appendix A)
II. NEW STUDENT INFORMATION

Orientation
The Institute for Nonprofit Organizations Master of Arts degree program holds an orientation session each fall for newly admitted students. This session is in addition to a mandatory graduate school orientation, as well as an international student orientation for international students.

The purpose of the orientation session is to acquaint new students with policies of the program as well as introduce them to current students, faculty and staff. The orientation consists of a welcome from the director, dean and administrative staff; a review of the orientation packet that includes guidelines of the program and graduate school; information on student mentoring, advising and registration; curriculum review, as well as special course information such as the internship and colloquium; and a tour of the facilities of the school, including the computer lab and classrooms.

The student orientation is essential for new students to be comfortable with their transition to the program. Students that attend this orientation generally do very well with issues facing them throughout their studies and are much better prepared for their graduate school experience.

Student Mentoring
The Institute for Nonprofit Organizations Master of Arts degree program accepts new students each academic semester. Each incoming student is assigned a temporary student mentor when they are accepted, then the regular student mentor right before the semester starts. The student mentor is a current student with at least one semester of experience in the program and is responsible for contacting the new student at least two weeks prior to orientation via email or telephone, as well as be available for questions throughout the first semester. Mentoring involves helping the new student in any way possible with their transition to UGA and the graduate school. Mentor assignments are based on mutual interests as well as non-profit administration goals.
The mentoring system is essential to incoming students, especially students from out-of-state or international students. Even though all students attend numerous orientation sessions before classes begin, the mentoring program offers a personal insight into the degree program that is invaluable.
III. CURRICULUM

Courses address the content and skill areas important for successful leadership of nonprofit organizations. They demonstrate the particular relevance or application of theory and research to problems and issues in nonprofit organizations and compare and contrast applications in different nonprofit settings. The internship opportunities emphasize direct exposure to the field and activities that deepen students’ learning and applications of material directly to situations faced in nonprofit settings as well as provide opportunities for supervised research projects. Such experiences play a special role as occasions to integrate materials from the various courses and as opportunities to apply learning from several disciplines to the solution of “real world” problems. A final report in the form of a portfolio of major projects in the core areas, as well as a colloquium on internship projects is expected near the conclusion of the degree program prior to graduation (see Chapter V: The Colloquium and Portfolio).

Required Courses
The specific structure and content of the curriculum include three major components:

1. **Five core courses** (3 hours each = 15 semester hours).
   You are required to take:
   - MNPO 7123 – Theory and Management of Nonprofit Organizations
   - MNPO 7106 – Program Evaluation
   - MNPO 7060 – Fundraising
   - Two courses from the listing of Core Courses on the following page.

2. **Two semesters of an internship** (MNPO 7055) including a portfolio and colloquium (3 semester hrs. each = 6 hours) OR
   One semester of an internship (MNPO 7055) including a portfolio and colloquium = 6 semester hrs. *This option requires prior approval by the program director.*

3. **Four related elective courses** for specialization (3 hrs. each = 12 hours)

**TOTAL NUMBER OF HOURS REQUIRED FOR THE DEGREE = 33**
Core Courses

Two (2) of the following core courses are required for your program of study. In addition, you may choose from this list of core courses for your electives.

MNPO 6023  Nonprofit Human Resources
MNPO 6162  Ethical Issues in Professional Practice
MNPO 7010  Special Topics in Nonprofits/Independent Study
MNPO 7377  Managing Volunteers
MNPO 7423  Innovation and Change in Nonprofit Organizations
MNPO 7957  Grantwriting for Nonprofit Organizations
ALDR 7200  Leadership
ALDR 7350  Group, Team, and Organizational Development
EADU 8190  Human Resources Development
EADU 8200  Theory and Practice of Educational Change
POLS 6490  Administrative Law
WFED 7110  Strategic Human Resource & Organization Development

Electives

There is an exhaustive list of electives in Appendix B as well as online at the program website: www.nonprofit.uga.edu.

Students’ choices of electives should compose a meaningful set or cluster of three courses on a general topic. Students are encouraged to talk with others about dimensions relevant to elective choices, such as course coverage, relevance to career goals, instructor expectations and teaching style, quality, etc.
### THE INSTITUTE FOR NONPROFIT ORGANIZATIONS
MA IN NONPROFIT MANAGEMENT PROGRAM OF STUDY WORKSHEET

#### 3 REQUIRED CORE COURSES (3 HRS EACH = 9 SEM HRS)
- **MNPO 7123 - Theory and Management of NP Organizations**
- **MNPO 7106 - Program Evaluation**
- **MNPO 7060 – Fundraising**

#### 2 CORE COURSES (3 HRS EACH = 6 SEM HRS)
- Core Course 1
- Core Course 2

#### INTERNSHIP (2 X 3 HRS EACH = 6 SEM HRS)
*Approval by program director required*
- **MNPO 7055 - Semester 1 (3 hours)**
- **MNPO 7055 - Semester 2 (3 hours)**
  - OR
  - **MNPO 7055 Combined (6 hours)**

#### 4 RELATED ELECTIVE COURSES FOR SPECIALIZATION
(3 HRS EACH = 12 SEM HRS)
- Elective 1
- Elective 2
- Elective 3
- Elective 4

**TOTAL HOURS REQUIRED FOR GRADUATION = 33**

When completing the final program of study, the above courses must be entered on the form with no less than 33 hours of graduate study. Undergraduate courses DO NOT count toward the final program of study. The form may be found on the Institute’s web site under *Forms for Graduation*.

Degree: MA  Major: Nonprofit Organizations
IV. ADVISING AND REGISTRATION

Advising

You cannot register until you have been advised. If you know what classes you would like to take and are confident that they are acceptable, fill out an advisement form and take it to the administrative specialist to be signed.

The program director and administrative specialist are happy to answer your questions, but before you ask, do your research and be ready to fully explain your problem, needs, etc. Bring your blue program of study worksheet to all advising meetings.

If you are interested in a course in another department but are not sure if it is or is not acceptable, request a syllabus from the professor teaching the course, then review the syllabus. It may be obvious that the course is not appropriate for a nonprofit student, in which case you should find another class, or it might be obvious that the class would be very beneficial to you.

If you need another class to add to your schedule, do your research. Look through different departments’ course offerings on ATHENA and ask other MA NPO students what classes they’re taking. If you want to enroll in a class in another department to satisfy the MA NPO core requirements, and that course is not listed on the MA NPO website as a core course option, request a syllabus from the professor of the course. Make sure you know what core course you’re hoping it will replace.

For the above situations, you will need to contact the program director with your choices and research. Be sure to include in the email what kind of course you’re hoping to take with a syllabus if possible and keep in mind that there are limited course offerings in graduate school.
**Specialization Determination**

Before you meet with the program director about your specialization, you should have an idea of what you would like to do. When you decide what you would like to specialize in, look at course offerings that might fit the specialization, and be sure that those courses will be offered while you’re in the MA NPO program. If you don’t know what you want to specialize in, consider taking “skills” courses, or general nonprofit courses.

If you know what you would like to specialize in, but are not finding pertinent classes, ask other MA NPO students with the same interest what classes they’re taking, or contact the appropriate departments to find out if it will be offering any relevant courses. If you still cannot find pertinent classes, when you meet with the program director you can discuss your options.

**Advisement Forms**

Advisement forms may be found on the wall outside the program office. The Graduate Coordinator or Assistant Graduate Coordinator for the MA NPO program must sign the advisement form before you may register for any semester. As well, the Assistant Graduate Coordinator can sign add, drop, or withdrawal forms.

**Registration**

To complete the program in three semesters, 12 credit hours are required for fall and spring, and nine credit hours in the summer. Deadlines for registration each semester are noted in the UGA Schedule of Classes on the University Registrar’s web site [http://www.reg.uga.edu/](http://www.reg.uga.edu/) (a listing of available courses, schedules, and registration times). Students in the MA NPO program must register for a minimum of three hours of credit for at least two semesters each academic year (Fall, Spring, Summer) to remain enrolled in the Graduate School.
How to Register

Steps in the registration process include the following:

1. Students should meet with the program’s director/graduate coordinator to help determine classes before registering. This meeting may take place by e-mail, telephone, or in person.

2. Make course selections and complete the Advisement Form.

3. Identify the code numbers for each course from the administrative assistant.

4. Obtain the program director or the administrative assistant’s signature on the advisement form in the departments of the respective instructors and get her clearance for your registration.

5. You are now ready to register in ATHENA at https://athena.uga.edu.

6. Remember to PRINT YOUR CLASS SCHEDULE AND INVOICE.
   Please pay your fees by the date shown on the invoice. You also have the option in ATHENA of paying by credit card. If you have a student loan, that will appear as an option.

7. For students who are on assistantships, your fees may be payroll deducted.
V. THE INTERNSHIP

The Internship - 8 Steps

1. Contact the organization at which you want to intern.
2. Get approval from the program director.
3. Develop a learning contract with your organizational supervisor.
4. Consult with your faculty supervisor to make sure the learning contract is okay.
5. Get to work! Update your learning contract as you go.
6. At the end of the semester, complete your learning contract and deliverables (any “product” of the internship).
7. Submit your learning contract (including project summaries) and deliverables to your faculty supervisor.
8. Ask your organizational supervisor to send an evaluation letter to the program director.

Overview

The internship experience is designed to provide supervised opportunities for graduate students to develop skills in specific areas that have been found to characterize effective leaders in nonprofit organizations. These include the applications of theory and research in the nonprofit field to practical issues of planning, fundraising, program implementation, staff and volunteer management, and assessment of programs in nonprofit organizations. The internship allows students to apply skills of formulating goals and mobilizing concerted actions, negotiating and guiding group activities, applying critical thinking skills and knowledge to organizational matters, and communicating effectively with diverse audiences.

These skills are developed and applied in the context of a variety of tasks of program design, management of staff and volunteers, communications with internal and external constituencies, program evaluation, resource development and allocation, organizational change, and other practical tasks. The internship also provides access to issues and
subjects for student theses and research projects that can extend knowledge and refine practice effectiveness in this field. Students may either register for 3 semester hours of MNPO 7055 in each of their final two semesters in the program, or block the hours and register for 6 credit hours in their final semester. The same site may be used both semesters or different sites may be selected, depending on the student’s learning needs and goals. A copy of the syllabus for this course is included in Appendix C.

Finding an Internship

Students considering internships should talk with the program director about how to identify possible sites and to explore interests. The director can also provide information about students’ previous experiences with some organizations. A list of some possible internship sites can be found in the student handbook, through a search of “Athens, GA” on Guidestar.org, or at www.libs.uga.edu/athens/organizations.html.

When deciding where to intern, students should make sure the internship site offers the following:

- Office space
- Access to staff, programs, and records
- An administrative supervisor or mentor
- Opportunities to carry out sustained work on issues related to some aspect of the management of the organization’s programs

The student is expected to spend approximately 20 hours per week on field projects over the course of the semester if enrolled in 3 credit hours, and approximately 40 hours per week on field projects if enrolled in 6 credit hours. Students are also expected to keep a journal of experiences and learning during each of the semesters, which is for their own reflections, not to be handed in.

Students considering internships should talk with the program director about how to identify possible sites and to explore mutual interests. The director can also provide information about previous experiences with some organizations. Following are just
some of the nonprofit organizations that our students have interned with. Students are not restricted by this list.

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<td>Georgia River Network</td>
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<td>American Cancer Society</td>
<td>Girl Scouts of Historic GA</td>
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<td>American Museum of Papermaking</td>
<td>Girl Talk</td>
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<td>American Red Cross of Central Georgia</td>
<td>Global Samaritans</td>
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<td>Americorps</td>
<td>Governor’s Intern Program</td>
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<td>Athens Area Humane Society</td>
<td>Gwinnett Children’s Shelter</td>
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<td>Athens Arts Council</td>
<td>Habitat for Humanity</td>
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<td>Athens Grow Green Coalition</td>
<td>Hands on Atlanta</td>
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<td>Athens-Clarke Heritage Foundation</td>
<td>Hope Haven</td>
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<td>AthFest Educates</td>
<td>International Rescue Committee</td>
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<td>Atlanta Contemporary Art Center</td>
<td>Jeanette Rankin Foundation</td>
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<td>Big Brothers/Big Sisters</td>
<td>Marcus Jewish Community Center of Atlanta</td>
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<td>Camp Hope and kidz2leaders, Inc.</td>
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<td>CASA</td>
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<td>Child Abuse Prevention Council</td>
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<td>Children’s Healthcare of Atlanta</td>
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<td>Cobb Christmas, Inc.</td>
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<td>Community Connection of NE GA</td>
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<td>Athens Community Council on Aging</td>
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<td>Fanning Institute</td>
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<td>Food Bank of N.E. GA</td>
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<td>GA Center for Nonprofits</td>
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<td>Piedmont Rape Crisis Center</td>
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<td>Planned Parenthood of Atlanta</td>
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<td>Plywood People</td>
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<td>Redeemer Presbyterian Church,</td>
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<td>Sandy Creek Nature Center</td>
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<td>Sexual Assault Center of Athens</td>
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<td>St. Mary's Hospital Foundation</td>
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<td>Starlight Children’s Foundation</td>
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<td>The ArtReach Foundation</td>
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<td>Town and Gown Drama Theatre</td>
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<td>UGA Athletic Association</td>
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<td>UGA Development Office</td>
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<td>UGA Graduate Student Association</td>
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The Learning Contract

At the outset of each semester, the student will develop a learning contract that identifies specific projects to be carried out, steps to be taken, and work products to be delivered that will demonstrate gains in each of the skills included in the course objectives. The on-site internship supervisor will assist the student in identifying and planning projects of importance to the organization, developing plans of action and resources, deliverable products to be completed, time-lines, and criteria for assessing the quality of the products.

The contract will be reviewed and negotiated with the faculty overseeing the internship and the on-site supervisor before implementation. Within the first two weeks of the internship, students should turn their learning contracts in to the program director for approval. Routine clerical tasks will not be accepted. The student, the supervisor, and the faculty overseer will meet as needed to develop, monitor, and assess student progress on projects identified in the student’s learning contract.

The contract may be designed in the form of a matrix, with specific projects or activities linked to particular skills to be emphasized by each. Specific deliverable products or reports must be identified in the contract, which will then be submitted to the faculty supervisor and organizational supervisor by the conclusion of each semester.

The learning contract should be a working document and will necessarily require updates and changes during the course of the internship. Any questions regarding the learning contract or the appropriateness of internship projects should be directed to the program director. A Learning Contract Template is available online on the MA NPO website under Internships as well as on the following page.
Learning Contract

**Internship:**
Name

**Supervisor:**
Supervisor’s Name and Title

**Overall Goal of Internship:** Description of your internship and what you will be doing

<p>| <strong>Main Project:</strong> Name of project | <strong>Objectives/ Skills Addressed</strong> | <strong>Outcomes – Deliverables/learnings directly linked to the syllabus in your logic model</strong> | <strong>Date</strong> | <strong>Summary – Highlights of the internship; similar to an executive summary</strong> |
|----------------------------------|----------------------------------|----------------------------------------------------------------------------------------|---------|================================================================================|
| I. Main project/task             | Corresponding numbers            | Explain outcomes                                                                      | Timeline for completing project/task | Describe the end result |
| II. Main project/task            |                                  |                                                                                        |         |                                                                              |
| III. Main project/task (add tasks as needed) |                                  |                                                                                        |         |                                                                              |</p>
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<th>Objectives/ Skills Addressed</th>
<th>Outcomes</th>
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Deliverables:
I. List names of any & all major deliverable documents that come from your internship; any “product” of the internship

Objectives:
A. Goal and Action Abilities
   1. Efficiency orientation: uses resources to maximize output
   2. Planning: organizes intended actions with a clear direction
   3. Initiative: takes action prior to problems becoming crises
   4. Attention to detail: seeks order by reducing uncertainty
   5. Self-control: inhibits own desires and seeks organizational benefits
   6. Flexibility: adapts behavior to changing circumstances

B. Interpersonal Abilities
   7. Empathy: understands and supports others
   8. Persuasiveness: convinces others of merits of new positions
   9. Networking: builds group relationships and alliances
  10. Negotiating: leads in resolution of conflicts
  11. Self confidence: displays presence and decisiveness
  12. Group leadership: stimulates members to work together effectively
  13. Developing others: stimulates others to improve performance toward objectives
  14. Oral communication: provides effective and persuasive presentations to audiences

C. Analytic reasoning abilities
   15. Use of concepts: uses abstractions to explain and interpret situations clearly
   16. Systems thinking: logically orders multiple events and influences
   17. Pattern recognition: identifies patterns in unorganized information
   18. Theory building: develops thoughtful frameworks that explain information and predict future events
   19. Using technology: uses computers and communications technology to perform tasks effectively
   20. Quantitative analysis: derives and communicates meaning from use of numbers and mathematical symbols
   21. Social objectivity: accurately perceives others' views, especially when different from one's own
   22. Written communication: demonstrates appropriate and effective use of writing to explain ideas to others
Finishing an Internship

Several things are required at the conclusion of each internship:

- The on-site organizational supervisor must send a brief letter of evaluation about the student's work to the faculty supervisor at the end of the semester.
- The finished learning contract should be submitted to the faculty supervisor, and should include outcomes and a summary of each project.
- Specific deliverable products or reports that have been identified in the learning contract must be submitted to the faculty supervisor and organizational supervisor by the conclusion of each semester.
- A written report and a public presentation (the colloquium) summarizing the student’s learning on a major project are required at the conclusion of the second internship (see Chapter VI).

Summary: Did You Follow the 8 Steps?

1. Contact the organization at which you want to intern.
2. Get approval from the program director.
3. Develop a learning contract with your organizational supervisor.
4. Consult with your faculty supervisor to make sure the learning contract is okay.
5. Get to work! Update your learning contract as you go.
6. At the end of the semester, complete your learning contract and deliverables (any “product” of the internship).
7. Submit your learning contract (including project summaries) and deliverables to your faculty supervisor.
8. Ask your organizational supervisor to send an evaluation letter to the program director.
VI. THE COLLOQUIUM AND PORTFOLIO

The Colloquium

At the end of your second internship and last semester as an MA NPO student, you will do a presentation about your internship experiences and products. The presentation generally takes place the Friday before Saturday graduation. You are encouraged invite your family to the colloquium.

The presentation length will be determined by the number of presenters and is usually 10 minutes long. The administrative assistant can give you a better idea of how long your presentation should be. Students generally use an electronic presentation at the colloquium, however your presentation may be as creative as you like. You should explain what the organization is and what you did for them as an intern. Rather than giving equal time to each task you completed, you should briefly mention each task, and then focus on one particularly significant thing you did for the organization.

Feel free to make your presentation interesting to your audience, but keep in mind that the colloquium is a part of your degree. In other words, just as you would take a comprehensive exam or thesis seriously, you should take the colloquium seriously. Some of the audience members may not always know what you’re talking about in your presentation, but the department faculty need to see evidence that you have been involved in substantial nonprofit development work and that you have demonstrated your readiness to enter the workforce.

ALL STUDENTS ARE REQUIRED TO ATTEND AT LEAST ONE COLLOQUIUM, NOT INCLUDING THEIR OWN, BEFORE GRADUATION.
The Portfolio

All MA NPO students are required to maintain a portfolio while in the program. The purpose of the portfolio is for students to accumulate tangible evidence of skills learned and tasks undertaken in the MA NPO program to show future employers.

The portfolio should contain all major class projects, including the program evaluation project, the program design and development project, the fundraising project, and major papers or projects from other classes, as well as all internship deliverables. The portfolio will be reviewed by the program director.

An electronic copy of the portfolio is required and will be turned in during the week before the colloquium to the program director or program office. It is recommended that you also produce a hard copy that you may use for future employment possibilities. If you choose to make a hard copy, please have it reviewed as well. Hard copies will be available for pick-up or mailed to you after graduation.
VII. GRADUATION INFORMATION

Requirements for Graduation
At least 33 consecutive semester hours (minimum of 3 credits per semester) must be taken to graduate. A break in residence is not incurred if a student elects not to register for a summer term. Five of these courses are from the core curriculum; four are related electives in an area of interest, and two internships complete the total of 11 courses needed for graduation.

MA NPO students planning to graduate are required to submit three forms to the Graduate School by the deadline date or by the end of the semester preceding graduation. These dates may be found on the Graduate School web site at http://www.uga.edu/gradschool/academics/deadlines.html. Please note that the deadlines are strictly enforced! Submitting your forms after the deadline will result in a $50 late fee. Please contact the program office at nprofit@uga.edu with your expected graduation date and they will help you submit your forms to the Graduate School. Additional information may be found on the Graduate School website under Enrolled Students.

Forms Necessary for Graduation

1. Program of Study Form
2. Application for Graduation

1. Program of Study for Master of Arts and Master of Science Students
http://gradschool.uga.edu/forms&publications/student/body_prgmams.pdf
The Program of Study form should be filled out at the beginning of your last semester. This form contains your complete program of study, plus signatures of your advisory committee members. Remember, you must have 33 credit hours to graduate from the MA NPO Program. You may find a sample program on study form on the nonprofit website. After you have filled out your program of study form, take
it to the program office for signatures and approval. The Advisory Committee and Program of Study forms must be turned in at least one week prior to the deadline.

2. **Application for Graduation - submit online at the beginning of your last semester.** [https://gradschoolforms.webapps.uga.edu/form_types/1](https://gradschoolforms.webapps.uga.edu/form_types/1). Please make a copy of your submission page and turn it in to the program office by email or in person.

**Alumni Association**

Our alumni are a diverse group of professionals working in a variety of nonprofit organizations throughout the country. They are a strong network of individuals in the field of nonprofits who remain linked to the Institute for Nonprofit Organization after graduation through an Alumni Listserv and our Alumni Association. Upon graduation you will join these talented professionals and be contacted by our Alumni Association for alumni updates, surveys, events, etc. Please keep in touch and let us know what you are doing!
VIII. ACADEMIC POLICIES

Academic Regulations and Procedures
A comprehensive listing of academic regulations and procedures are covered in the Graduate School Bulletin at http://gradschool.uga.edu/bulletin/.

Policy on Academic Honesty
In keeping with the academic honesty policy of the University of Georgia, all participants in this program are expected to be academically honest in all their work and not tolerate academic dishonesty of others. Academic honesty means performing all work without plagiarism, cheating, lying, tampering, stealing, receiving unauthorized or illegitimate assistance from any other person, or using any source of information that is not common knowledge. Academic dishonesty means knowingly performing, attempting to perform, or assisting any other person in performing academic work that does not meet this standard. A full statement of the policy is available online at http://www.uga.edu/honesty/ahpd/culture_honesty.htm.

UGA Policy on Persons with Disabilities
In accordance with the Americans with Disability Act (1990), we seek to provide equal access to individuals with disabilities. Students who have a disability and need specific accommodations and supports to facilitate full inclusion of all aspects of the course should make an appointment with the instructor the first week of the term. To register for services, students may go to the Disability Resource Center, located in Clark Howell Hall (706-542-8719, TTY 706-542-8778, www.drc.uga.edu).

Non-Discrimination and Anti-Harassment Policies
For procedures and official policy statements relating to all phases of living, working and studying at the University of Georgia, see the important information provided by the UGA Office of Legal Affairs. This site includes information on the University of Georgia’s Non-Discrimination and Anti-Harassment Policy, which includes official policy statements on discriminatory harassment, sexual harassment, academic freedom, student-to-student
complaints and the right to appeal. For a direct link to UGA’s Non-Discrimination and Anti-Harassment Policy, see http://legal.uga.edu/olapol.html.
IX. SERVICES

Housing

Campus housing is available for graduate students and although some live in all dorms, most prefer to live in either Morris (men) or Mary Lyndon (women) Halls. Applications and additional information can be obtained through the Department of University Housing in Russell Hall (706-542-1421), http://housing.uga.edu/family-graduate, email: fgh@uga.edu.

For married students, an apartment complex providing 1 or 2 bedroom units is located on East Campus Drive close to the School of Veterinary Medicine and the Agricultural Engineering Building. A fenced in playground facility is provided for small children. The waiting list for the larger apartments is extremely long, so applications need to be mailed or dropped off as soon as it has been determined that married student housing is needed. Additional information is available at the Family Housing Office, 710 East Campus Road (706-542-1473).

For those who prefer to live off campus, a listing of available rental units including apartments, condos and houses is updated periodically by the Department of University Housing and can be perused at that office.

Dining Facilities

UGA boasts a wide variety of dining options. Three dining halls are available, serving breakfast, lunch, and dinner: Snelling Dining Hall, Bolton Dining Commons, and Oglethorpe Dining Commons. There are many other quality food establishments located on campus. The Tate Student Center and East Village Commons have several dining options including Chick-Fil-A, Red Clay Café, and a variety of lunch, coffee, and snack shops. Many other dining options are available across the campus. For more information, visit the Food Services website at: http://www.uga.edu/foodservice/.
Health Insurance
A student health insurance policy is available for all UGA students; however the following groups of UGA students are required to have health insurance:

- Undergraduate and Graduate International Students holding "F" or "J" visa status.
- Undergraduate and Graduate Students enrolled in programs that require proof of health insurance.
- Graduate Students receiving Qualified Graduate Assistantships.
- Graduate Students receiving Qualified Fellowships.
- Graduate Students receiving Qualified Training Grants.

For more information on student health insurance go to https://www.uhs.uga.edu/insurance/index.html.

Health Care
On South Campus at the intersection of East Campus Road and College Station Road, you will find University Health Center, https://www.uhs.uga.edu, which provides medical services for students with current Fees Paid cards. Consultations with a physician are free of charge and laboratory fees, prescriptions, and other services are very reasonable priced. Optical care is not provided. However, you can obtain dental care. To avoid a long wait, it is recommended by health center personnel that you call ahead to arrange for an appointment. The hours are 8:00 a.m. to 8:00 p.m. Phone: 706-542-1162.

Two hospitals in Athens serve Clarke County and surrounding counties. Athens Regional Medical Center is located on Prince Avenue, and St. Mary’s Hospital can be found on Baxter Street. Both have a reputation for providing excellent medical care. For emergency ambulance service, phone 911.

Career Counseling and Testing
The University Career Center, http://www.career.uga.edu, located in Clark Howell Hall provides a wide range of services. These include, but are not limited to, individualized and personal career services, structured developmental groups, job postings, outreach programs,
study skills assistance, and non-traditional and minority student services. Phone 706-542-3375 for information and appointments.

**Mental Health Counseling**

On the UGA campus, mental health counseling is provided at the University Health Center. Phone: 706-542-1162. [http://www.uhs.uga.edu/CAPS/index.html](http://www.uhs.uga.edu/CAPS/index.html)

The University also has a Psychology Clinic providing mental health services. It is located in the Psychology Building between Hooper and Baldwin Street. Phone: 706-542-1173.

Other services in the Athens area are listed in the yellow pages of the Athens phone book under the following headings: Mental Health Services, Counselors-Licensed, Marriage & Family Therapists, Psychologist or Psychotherapists.

**Disability Resource Center**

The University of Georgia has a Disability Resource Center located in Clark Howell Hall on Lumpkin Street. Phone: 706-542-8719. Direct line for Deaf/Hard of Hearing: (TTY) 706-542-8778. [www.drc.uga.edu](http://www.drc.uga.edu)

**Libraries**

Three on-campus libraries comprise the University of Georgia Libraries [http://www.libs.uga.edu](http://www.libs.uga.edu). The Library system boasts of over 2.5 million volumes with the primary source being the Main Library located on Jackson Street across from Baldwin Hall. Most journals and books covering the Social Sciences are housed there. On south campus adjacent to Boyd Graduate Studies building is the Science Library containing literature pertaining to the biological and physical sciences. The Law Library is situated just north of the Main Library. The Special Collections Library on Hull Street houses the Hargrett Rare Book and Manuscript Library, including the University Archives, the Richard B. Russell Jr. Library for Political Research and Studies, and the Walter J. Brown Media Archives and Peabody Awards Collection. In addition, several departments maintain small collections,
such as Curriculum Materials (Education), the Georgia Center Continuing Education Library, the Veterinary Medicine Reading Room and various lab collections.

Parking
All vehicles parked on the University of Georgia campus are required to display a parking tag or sticker which can be obtained by applying online at www.parking.uga.edu. Students may choose from any parking lot on campus. PARKING SERVICES WILL TICKET THOSE VEHICLES NOT SHOWING A PERMIT. Parking fees vary with the type of sticker the student chooses to purchase. The costs for parking permits can be viewed and the maps for lot location can be accessed at the website.

The University provides its students with an efficient campus bus transportation system. Stops are easily accessible by students and the waiting time for a bus on any route does not usually exceed 15 minutes. Clarke County also maintains a bus transportation system and students with valid UGA ID’s are permitted to ride free of charge. All bus routes include several stops on campus.

International Student Life
The ISL Office serves as an Archway to the World and an Archway to UGA for both international and U.S. students attending the University. With a number of exciting cultural events, programs, and services students and community members alike can travel around the world without leaving Athens. In addition to programs that enhance international awareness, ISL also provides orientation sessions for new international students, offers non-resident tax assistance as well as individual counseling, and advises approximately thirty international and multinational student organizations. ISL is for everyone – please join us! http://isl.uga.edu/.

Campus Ministry Associations
There are a variety of campus religious affiliated organizations and churches available to students, as follows: Baptist Student Union, Bulldog Christian Fellowship, Campus Crusade for Christ, Campus View Church of Christ (Georgia Christian Student Center), Catholic Center, Chi Alpha Christian Fellowship, Christian Campus Fellowship, The Church of Jesus
Christ of Latter-Day Saints, Hillel Foundation (Jewish Student Center), Methodist Center (Wesley Foundation), The Presbyterian Center, Unitarian Universalist Campus Ministry, Worldwide Discipleship Association, Inc., and Young Life. For further information, please call Religious Affairs at 706-542-3564. http://www.uga.edu/cma/

Student Centers

**Tate Student Center**
As the “living room” of the UGA campus, the Tate Student Center provides a safe and welcoming space for students through entertaining and educational programs, efficient and courteous customer service, and opportunities for students to learn and develop. Tate is also home to many program and services offered through the Dean of Students. For more information visit the website: [http://tate.uga.edu/](http://tate.uga.edu/).

**Recreational Sports**
The Ramsey Student Center houses a wide variety of physical activities for students such as swimming, aerobics, handball, walking path, and a rock climbing wall. Students can take advantage of this wonderful facility and a multitude of options if they have paid their activity fee. Please call (706) 542-5060 or visit the website at [http://recsports.uga.edu](http://recsports.uga.edu).

**Zell B. Miller Learning Center**
The Zell B. Miller Learning Center (MLC) is located in central campus, next to the UGA bookstore and Tate Center. Its mission is to provide an innovative, technologically-advanced and comprehensive learning environment. The MLC is a unique combination of library and instruction space, classrooms, the best in campus computing and instructional support for faculty. For more information, visit their website at [http://mlc.uga.edu/](http://mlc.uga.edu/).

Other Services

**Bookstore**
Located adjacent to the Tate Center on central campus. The bookstore sells all kinds of books, supplies, UGA clothing and accessories, computers, applications, and gifts.
[www.uga.bkstr.com](http://www.uga.bkstr.com)
**Graduate School**  [http://www.gradschool.uga.edu/](http://www.gradschool.uga.edu/)

The Graduate School is located in downtown Athens at 320 E. Clayton Street, Suite 400. Please direct any questions for the Graduate School first to the MA NPO Program Office.

**Enterprise Information Technology Services (EITS)**  [http://www.eits.uga.edu/](http://www.eits.uga.edu/)

Need technology help? The EITS Help Desk should be able to help:


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**Internet Services**

**UGA MyID**

Students are required to set up a university e-mail account and give the address to the program’s administrative assistant. Go to [https://myid.uga.edu/](https://myid.uga.edu/). All communications with the MA NPO Program office will be conducted via email using your UGA email address.

**Accessing UGA Internet Services**

The computer lab is on the third floor of Tucker Hall, room 318. Services that are available to you in the computer lab include e-mail (webmail.uga.edu), UGA libraries ([www.libs.uga.edu](http://www.libs.uga.edu)) for accessing Libra and other databases, and ATHENA for registration. All computers in the lab include up-to-date software for your word processing, spreadsheet and presentation needs. Please feel free to consult with one of our school’s technology support staff for assistance in the labs.

After your e-mail account at UGA has been created and is functional you can access it from any UCNS lab on campus, or in the convenience of your home with a graphical program, like Netscape; however, to use this at home you must pay for service with an Internet Service Provider (ISP) such as AOL, Negia.net (local), BellSouth.com, or Charter.net.
X. FINANCIAL ASSISTANCE AND AWARDS

The University has many opportunities for financial assistance in the form of scholarships, awards and fellowships. The MA NPO Program Office will contact you via email of any opportunities that we receive.

Institute for Nonprofit Organizations Assistantships and Scholarships
The Institute offers graduate assistantships and scholarships to qualified students who have been accepted into or are enrolled in the MA NPO program. For additional information contact the program degree office.

Graduate School Financial Assistance
For more information regarding available Graduate School-based financial assistance check the Graduate School web site at: http://gradschool.uga.edu/financial/gsfa.html.

On-Campus Employment Opportunities
DAWGLink is the University of Georgia Career Center's online job/internship posting and campus recruiting system. It contains listings posted by prospective employers both on- and off-campus. A student employment fair will be held yearly for students seeking part time jobs both on and off campus.
APPENDIX A

CERTIFICATE IN NONPROFIT MANAGEMENT

The Certificate in Nonprofit Management is for UGA graduate students and undergraduate honors students in majors other than the Master of Arts in Nonprofit Management (MA NPO) who complete four of the core courses in the nonprofit curriculum. This certificate program will help meet the need for understanding the nonprofit organizations that provide employment for many graduates. The program consists of a minimum of 4 courses of 3 semester hours each, drawn from the core courses of the Master’s degree curriculum of the Institute.

1. Two courses are required:*
   - MNPO 7123  Theory and Management of Nonprofit Organizations
   - MNPO 7106  Program Evaluation**

2. Two courses may be chosen from the following list of MA NPO core courses:
   - MNPO 6023  Human Behavior in Nonprofit Organizations
   - MNPO 7010  Special Topics or Independent Study in Nonprofit Management
   - MNPO 7060  Fundraising
   - MNPO 7377  Managing Volunteers
   - MNPO 7423  Innovation and Change in Nonprofit Organizations
   - MNPO 7957  Grant Writing for Nonprofit Organizations
   - ALDR 7020  Program Evaluation
   - ALDR 7200  Foundations of Agricultural Leadership
   - ALDR 7070  Program Development for Agricultural Leaders
   - ALDR 7350  Group, Team, and Organizational Development
   - EADU 8190  Human Resources Development
   - EADU 8200  Theory and Practice of Educational Change
   - HPAM 8800  Leadership in Public Health
   - HPRB 7470  Program Evaluation in Health Promotion and Health Education
   - PADP(POLS) 6490  Administrative Law
   - PADP 7240  Nonprofit Advocacy and Social Change: Lobbying, Advocacy and Influence in the Nonprofit Sector
   - SOWK 7206  Evaluation of Family Centered Social Work Intervention
   - WFED 7110  Strategic Human Resource & Organization Development

* MSW CEPD concentration students use SOWK 7123, SOWK 7106, and SOWK 7153 as required courses. One additional core course is needed to complete the certificate. SOWK 7153 is not an approved core course for students in other disciplines.

** SOWK 8126, SOWK 7206, ALDR 7020, ALDR 7070, and HPRB 7470 may be substituted with director’s approval.
In some cases, one of the courses toward the Certificate may come from a different field if the relationship to the nonprofit sector, issues, or management is clear. The student must discuss this option with the program office before taking the course.

**HOW TO APPLY FOR THE CERTIFICATE**

1. Students must be pursuing a graduate degree at the University of Georgia or be in the third or fourth year of the UGA Honor’s program to apply for the certificate program.

2. Students must submit a LETTER OF INTENT TO PURSUE THE CERTIFICATE to the program office before you may enter the certificate program. Letters should include your purpose in pursuing the certificate and its relevance to your program of study. Please submit your letter by email addressed to Dr. Tony Mallon to the following email address, nprofit@uga.edu. Once we have received your email, you will be added to the certificate program and the NP Certificate Listserv. Advisement for the certificate may be made by appointment, phone or email. Contact Kat Farlowe with any questions at the above email address or call 706-542-5461.

3. Third and fourth year Honor’s students must submit a Graduate Course Application form before the end of drop/add. Each nonprofit course requires a separate application. This form is available at the Honor’s program front desk. The completed form must be filled out and taken to the nonprofit program office for the required signatures then returned to the Honor’s program. Once the form is completed, our department will give you permission to enroll in graduate level courses.

**HOW TO REQUEST THE CERTIFICATE**

1. Requests for the certificate can only be made after all the course requirements have been met and the grades for the courses have been posted.

2. To receive the certificate you must do the following:
   - Fill out the **REQUEST FOR THE CERTIFICATE IN NONPROFIT MANAGEMENT FORM.** The form may be found at [www.nonprofit.uga.edu](http://www.nonprofit.uga.edu).
   - Submit the form by email to nprofit@uga.edu, FAX: 706-542-5466, or mail to:
     
     University of Georgia School of Social Work, MA NPO Program Office
     
     212 Tucker Hall
     
     Athens, GA 30602-7016

For more information visit our website, [www.nonprofit.uga.edu](http://www.nonprofit.uga.edu) or contact Kat Farlowe, Assistant Graduate Coordinator, kfarlowe@uga.edu, nprofit@uga.edu or 706-542-5461.

*Updated 7/17/2014*
The following list contains examples of graduate level courses that may be used as electives in the MA NPO program. Since this is such an extensive list, some of the courses may not be offered as suggested or could be dropped from the specific department’s curriculum over time. This is solely an aid to help you in selecting your electives.

AAEC 6050 - Agribusiness and Natural Resource Law - Offered Spring semester every even-numbered year.

AAEC(EHSC) 6250 - Environmental and Public Health Law - Offered spring semester every year.

AAEC 6710 - Rural Economic Development and Growth - Offered spring semester every year.

AAEC 6930 - Environmental Law and Governmental Regulation - Offered fall semester every odd-numbered year.

AAEC 6980 - Agribusiness Management - Offered fall and spring semester every year.

AAEC 6580-6580L - Microeconomics: Theory with Applications I - Offered fall semester every year.

AAEC 6960 - International Agricultural Trade - Offered spring semester every even-numbered year.

FANR(AAEC) 7860 - Resource Economics and Management - Offered fall semester every year.

ACCT 7100 - Managerial Accounting I - Offered every year

ACCT 7200 - Auditing, Risk Assessment, and Control - Offered every year

ACCT 7310 - Systems I - Offered every year

ACCT 6000 – Financial Accounting - Offered every year

ACCT 7415 - Tax Policy and Research - Offered every year

ACCT 7430 - Estate and Gift Taxations - Offered every year
ACCT 7435 - Cross-Jurisdictional Taxation - Offered every year
ACCT 7600 - Financial Statement Analysis - Offered every year
ACCT 7605 - Advanced Accounting - Offered spring semester every year
ACCT 7620 - Audit II - Offered every year
ACCT 7630 - Systems II - Offered every year
ACCT 7700 - Accounting Policy and Research - Offered every year
ADPR 7740 - Advertising and Communication Campaigns - Offered fall, spring and summer semester every year
ADPR 7950 - Public Relations Campaigns - Offered fall and spring semester every year
LING(AFAM)(ENGL) 6050 - Structure of African American English
HIST(AFAM) 6055 - Historical Survey of African American Thought - Offered every year
WMST(AFAM) 6060 - Black Feminism
RELI(AFAM) 6201 - African American Religious History - Offered every odd-numbered year
RELI(AFAM) 6202 - Southern Religious History - Offered every even-numbered year
RELI(AFAM) 6203 - The Bible in the Black Church - Offered every even-numbered year.
AFST 6200 - Critical Issues in Contemporary Africa - Offered spring semester every year
CMLT(AFST)(ANTH) 6245 - Oral Literature in Africa
MUSI(AFST) 6291 - African Music - Offered spring semester every odd-numbered year
ANTH(AFST) 6461 - African Ethnography
DRAM(AFST) 6470 - African Theatre: An Historical Overview - Offered spring semester every year
HIST(AFST) 6500 - Studies in African History - Offered every year
HIST(AFST) 6510 - History of Famine and Food Systems in Africa - Offered every year
HIST(AFST) 6540 - Conflict in Twentieth-Century Southern Africa - Offered every year

HIST(AFST) 6550 - Christianity and Colonialism in Africa - Offered every year

ALDR(AFST)(LACS) 6710 - International Agricultural Development - Offered fall semester every year

KINS(AFST) 6800 - Education and Sport - Offered summer semester every year

AFST 6950 - Africa Seminar - Offered fall and spring semester every year

HIST(AFST) 6531 - Africans in the Americas - Offered every year

AGED 6340 - Developing Community Programs in Agriculture - Offered spring semester every year

ALDR(AFST)(LACS) 6710 - International Agricultural Development - Offered fall

ALDR 7020 - Program Evaluation - Offered every year

ALDR 7040 - Programming for Agricultural Youth Groups - Not offered on a regular basis

ALDR 7070 - Program Development for Agricultural Leaders - Offered every year

ALDR 7200 - Foundations of Agricultural Leadership

ALDR 7350 - Group, Team, and Organizational Development in Agricultural Organizations

ALDR 7400 - Communication in Agricultural and Environmental Science

ANTH 6262 - Transitions from Foraging to Farming - Offered spring semester every odd-numbered year

ANTH(HIST)(NAMS) 6470 - The Rise and Fall of the Southeastern Chiefdoms - Not offered on a regular basis

ANTH(HIST) 6480 - The Indians of the Old South - Not offered on a regular basis

ANTH 6540-6540L - Environment and Health - Not offered on a regular basis

ANTH(NAMS) 6550 – Ethnohistory - Not offered on a regular basis

ANTH 6580-6580L - Ecology of Food, Diet, and Nutrition - Not offered on a regular basis.

ANTH 6590 - Ecology and Evolution of Human Disease - Not offered on a regular basis.
ANTH 6745 - Cross-cultural Human Development - Not offered on a regular basis

ARED 6340 - Art for Special Needs Populations - Offered fall and spring semester every year

ARED 7130 - Studio Techniques for Art Education - Offered fall and spring semester every year

ARED 7230 - Special Problems in Art Education I - Offered fall and spring semester every year

ARED 7310 - Multicultural and Cross-Cultural Study in Art Education – Not regularly offered

ARED 7500 - Introduction to Museum Education - Offered summer semester every year

ARHI 6915 - Urbanism, Art, Architecture, and the City

ARST 6870 - Web Site Design for Artists

ARTS 6900 - Professional Practices: The Business Side of Art - Offered fall semester every year

BUSN 7500 - Business Ethics - Offered every year

HDFS 6130 - Family Policy - Offered fall semester every year

HDFS(SOCI) 6610 - The Family - Not offered on a regular basis

HDFS 6810 - Hospitalized Child and the Family - Offered fall semester every year

HDFS 6850 - Family Development - Not offered on a regular basis

HDFS 6880 - Family Life Education Methodology - Offered fall semester every year

HDFS 6900 - Seminar in Child and Family Development - Not offered on a regular basis

HDFS 7500 - Aging and Social Inequalities - Offered spring semester every odd-numbered year

ECHD(SOWK)(HDFS) 6010 - Issues in Marriage and Family Therapy - Offered every year

HDFS 7210 - Problems in Child and Family Development - Offered fall, spring and summer semester every year

CSCI 6350 - Global Information Systems - Not offered on a regular basis
CSCI 6370 - Database Management - Offered every year
CSCI 7310 - Web Composing and Scripting - Not offered on a regular basis
EADU 6000 - Special Problems in Adult Education - Offered fall, spring and summer semester every year
EADU 6010 - Introduction to Adult Education - Offered every year
EADU 6070 - Survey of Educational Gerontology - Offered every year
EADU 6200 - Evaluating and Interpreting Research in Adult Education - Offered every year
EADU 7020 - Adult Learning and Instruction - Offered every year
EADU 7030 - Program Development in Adult Education - Offered every year
EBUS 6010 - Business Communication - Offered fall and summer semester every year
EBUS 7060 - Desktop Publishing in Occupational Studies - Offered fall semester every year
EBUS 7070 - Contemporary Entrepreneurship and Management Practices for Educators - Offered spring semester every year
EBUS 7080 - Network Design and Administration for Workforce Education - Offered spring semester every year
ECHD 6050 - Teaching and/or Counseling Children With Chronic Illness or Medical Conditions - Offered fall semester every year
ECHD 6275 - Youth Development Field Studies in International Contexts - Offered summer semester every year
ECHD 6000 - Special Problems in Counseling and Human Development Services - Offered fall, spring and summer semester every year
ECHD(SOWK)(HDFS) 6010 - Issues in Marriage and Family Therapy - Offered every year
ECHD 6030 - Interpersonal Facilitation and Intervention I - Offered fall semester every year
ECHD 6040 - Interpersonal Facilitation and Intervention II- Offered spring semester every year
ECHD 7010 - Individual Appraisal - Offered fall semester every year
ECHD 7040 - Counseling Theories and Skills - Offered summer semester every year
ECHD 7050 - Career Development, Theory, and Practice - Offered fall semester every year
ECHD 7060 - Cross-Cultural Counseling - Offered fall and spring semester every year
ECHD 7080 - Introduction to Group Counseling - Offered spring semester every year
ECHD 7090 - Structured Group Interventions - Offered fall semester every year
ECHD 7150 - Loss and Grief Counseling - Not offered on a regular basis
ECHD 7200 - Foundations of Rehabilitation Counseling - Offered summer semester every year
ECHD 7230 - Coordinating Career and Life Planning Services - Offered fall semester every year
ECHD 7260 - Employment Strategies - Offered spring semester every year
ECHD 7600 - Foundations of Mental Health and Community Counseling - Offered summer semester every year
ECHD 7720 - Advocacy Practicum in Rehabilitation Counseling - Offered spring semester every year
ECOL 6000 - Population and Community Ecology - Offered fall semester every year
ECOL 6080 - Principles of Conservation Ecology and Sustainable Development I - Offered fall semester every year
ECON 6650 - Economics of Organizations and Management - Offered every year
ECON 7940 - Managerial Economics - Offered every year
EDAP 7050 - Human Resources Administration - Offered every year
EDES 6640 - The History of Urban Planning - Not offered on a regular basis
EDES 6650 - City Planning - Not offered on a regular basis
EDES 6660 - Environment and Behavior: Theory and Practice - Not offered on a regular basis
EDES 6680 - Conservation of Culturally Significant Resources in Rural Areas - Not offered on a regular basis
EDES 6540 - Ideas of Community and Place - Offered spring semester every year

EETH 6020 - Readings in Environmental Ethics - Not offered on a regular basis

PHIL(EETH) 6220 - Environmental Ethics - Offered fall semester every year

EETH 6230 - Environmental Values and Policy

PHIL(EETH) 6250 - Technology and Values - Offered spring semester every even-numbered year

EETH(JURI) 7870 - Environmental Dispute Resolution - Offered spring semester every year

EETH 6000 - Environmental Ethics Seminar - Offered fall and spring semester every year

EFND 7310 - Environmental Justice: Education, Culture, and Policy

EFND 7311 - Immigrants, Migrants, and Refugees: Education and Policy In Global Perspective

EFND 7010 - Comparative and International Education - Offered every year

EFND 7050 - Education, Schooling, and the Civil Rights Movement

EFND 7100 - Gender and Education - Offered every year

EFND 7110 - Race, Class, and Education - Offered every year

EFND 7200 - Multicultural Education in the United States - Offered every year

EFND 7210 - Examining Race and Culture in Education Reform and Policy - Offered fall and spring semester every year

AAEC(EHSC) 6250 - Environmental and Public Health Law - Offered spring semester every year

EHSC 6400 - Environmental Issues in the Developing World - Offered spring semester every even-numbered year

LLED 6630 - TESOL Methods and Materials for Adult Learners - Offered every year

LLED 6730 - Methods and Material for Community Language Teaching in the Local Latino Community - Offered fall semester every odd-numbered year

LLED 7630 - ESOL, Grades P-12 - Offered fall and spring semester every year
LLED 7730 - First and Second Language Acquisition and Development - Offered fall and spring semester every year

LLED 6631 - Bilingualism and Bilingual Education - Offered every year

LLED 7502 - Assessment Practices in the ESOL Classroom - Offered every year

LLED 7503 - Content-Based Instruction in ESOL - Offered every year

LLED 7504 - Reflective Practices in the TESOL Classroom - Offered every year

LLED 7601 - Non-Native Language Literacy: Elementary to Middle School Years - Offered fall semester every even-numbered year

LLED 7602 - Non-native Language Literacy: Secondary to Adult - Offered spring semester every odd-numbered year

LLED 7700 - Creating Literate Communities, Grades 7-12 - Offered spring semester every year

EMBA 7100 - Analytical Tools for Decision Making - Offered fall semester every year

EMBA 7150 - Financial Accounting and Reporting - Offered spring semester every year

EMBA 7200 - Managerial Finance - Offered spring semester every year

EMBA 7250 - Marketing Management - Offered spring semester every year

EMBA 7310 - Operations Management - Offered spring semester every year

EMBA 7410 - Skills and Perspectives for Effective Leadership - Offered fall semester every year

EMBA 7450 - Internet Technology and Strategy - Offered summer semester every year

EMBA 7650 - Marketing Strategy - Offered fall semester every year

EMBA 7750 - Service Operations Management - Offered spring semester every year

ENGL 6600 - Issues in Feminist Theory and Criticism - Offered spring semester every odd-numbered year

ESWK 7417 - Home, School, and Community Practice - Not offered on a regular basis

ETES 7020 - Communication Systems - Offered fall semester every year
FANR 6800 - Renewable Resources Policy - Offered fall and spring semester every year

ECOL(FORS)(ANTH) 6140 - Principles of Conservation Ecology and Sustainable Development II - Offered spring semester every year

PBIO(FORS)(ECOL) 8770 - Communities and Ecosystems - Offered spring semester every even-numbered year

GEOG 6660 - Urban and Regional Development - Offered fall and spring semester every year

GPST 6000 - Global Policy Analysis - Offered every year

PSYC(GRNT) 6700 - Psychology of Aging - Not offered on a regular basis

GRNT(PSYC) 7266 - Death, Dying, and Bereavement - Offered every year

GRNT 6390 - Service Learning with the Elderly - Offered every year

GRNT 6650 - Aging in Society

HACE 6100 - Family Economic Behavior and Policy - Offered fall and spring semester every year

HACE 6200 - Family Savings and Investments - Offered fall semester every year

HACE 6205 - Family Portfolio Management - Offered spring semester every year

HACE 6210 - Family Retirement Planning and Employee Benefits - Offered spring semester every year

HACE 6220 - Family Estate Planning - Offered fall semester every year

HACE 6230 - Family Tax Planning - Offered spring semester every year

HACE 6250 - Practice Management in Financial Planning - Offered fall semester every year

HACE 6300 - Advanced Housing Theories - Offered fall semester every year

HACE 6310 - Housing Policy - Offered spring semester every year

HACE 6400 - Family Demographics and Policy - Offered fall and spring semester every year

HACE 7200 - Family Financial Counseling - Offered fall and spring semester every year
HACE 7250 - Family Financial Planning - Offered fall and spring semester every year

HACE 7310 - Managing Nonprofit and Special Community Housing - Offered spring semester every year

HACE 7350 - Housing Counseling

HACE 7400 - Demographics of Special Populations - Offered summer semester every year

HACE 6810 - Housing the Elderly - Offered spring semester every even-numbered year

HIPR 6000 - Introduction to Historic Preservation - Offered fall semester every year

HIPR 6072 - Issues in International Heritage Conservation - Offered fall, spring and summer semester every year

HIPR 6025 - Preservation Perspectives - Offered fall semester every year

HIPR 6100 - Cultural Resource Assessment - Offered spring semester every year

HIPR 6200 - Preservation Law - Offered spring semester every year

HIPR 6460 - Rural Preservation - Not offered on a regular basis

HIPR 6480 - Historic Landscape Preservation - Offered fall semester every year

HIPR 6510 - Preservation Economics/Grant Writing - Not offered on a regular basis

HIPR 6720 - Preservation Advocacy/Professional Practice - Offered fall semester every year

HIPR 6800 - Contemporary Preservation Perspectives - Not offered on a regular basis

HIST 6120 - The Civil Rights Movement

HIST 6560 - Studies in Middle Eastern History

HIST 6600 - Studies in Asian History - Offered every year

HIST 6725 - Environmental History of the Modern World

HIST 6522 - Eastern Africa 1800 to Present - Offered every year

HIST(AFST) 6531 - Africans in the Americas - Offered every year

HPAM 7100 - Current Topics in Health Policy and Management - Offered spring semester every
HPAM 7400 - Public Health, Law, and Society

HPRB 6000 - Special Problems in Health Promotion and Behavior - Offered every year

HPRB 6450 - Occupational Safety - Offered every year

COMM(HPRB) 6610 - Health Communication - Offered fall semester every year

HPRB 7160 - Special Topics in Health Promotion and Behavior - Not offered on a regular basis

HPRB 7069 - Human Sexuality in Public Health - Offered every year

HPRB 7270 - Resource Development and Program Implementation in Health Promotion - Offered every year

HPRB 7370 - Social Marketing of Health: Theory and Process - Offered every year

HPRB 7400 - Worksite Health Promotion - Offered every year

HPRB 7470 - Program Evaluation in Health Promotion and Health Education – Not offered regularly

HPRB 7500 - Community Health Promotion

HPRB 7920 - Health Behavior - Offered every year

IHDD 6000 - Critical Issues in Disability Studies

IHDD 6002 - Supporting Adults with Disabilities - Offered spring semester every year

IHDD 7720 - Advocacy Practices in Disability - Offered summer semester every year

ILAD 7500 - Lessons on Leadership - Offered fall semester every year

INTL 6000 - International Policy Formation and Implementation

INTL 6200 - Pre-Seminar in International Relations - Not offered on a regular basis

INTL 6300 - Comparative Analysis and Method - Not offered on a regular basis

JOUR 7530 - Editorial Writing and Issues - Offered fall semester every year

JOUR 7580 - Magazine Article Writing - Offered fall and spring semester every year
JRMC 7940 - Public Relations Foundations - Offered fall semester every year
KINS 6320 - Exercise and Aging - Offered spring semester every year
KINS 7220 - Sport and Society - Offered fall semester every year
KINS 7600 - Public Health Physical Activity Interventions - Offered spring semester every year
WMST(LACS) 6500 - Latina Studies
LAND 6030 - Nature and Sustainability - Offered fall semester every year
LEGL 6500 - Employment Law - Offered every year
MARK 7100 - Introductory Statistical Methods for Marketing Research - Offered summer
MARK 7150 - Marketing Research Planning, Management, and Communication - Offered every year
MARK 7200 - Data Collection Methods - Offered every year
MARK 7220 - Applications of Marketing Research Techniques I - Offered every year
MARK 7450 - Consumer and Organizational Behavior - Offered summer
MARK 7510 - Marketing Management - Offered every year
MARK 7610 - Qualitative Research in Marketing - Offered summer
MARK 7620 - Services Marketing - Offered every year
MARK 7720 - Promotion Management - Offered every year
MARK 7930 - Global Marketing Strategy - Offered every year
MARK 7980 - Marketing Strategy - Offered every year
MGMT 7010 - Developing Leadership Skills - Offered every year
MGMT 7011 - Leading Evolving Organizations - Offered fall semester every year
MGMT 7110 - Operations Management I - Offered every year
MGMT 7120 - Operations Management II - Offered every year
MGMT 7220 - Project Management - Offered every year
MGMT 7260 - Service Operations Management - Offered every year
MGMT 7270 - Advanced Operations Management - Offered every year
MGMT 7400 - Strategic Management - Offered every year
MGMT 7410 - Strategic Management in a Changing Environment - Offered spring semester every year
MGMT 7460 - Managing Change and Innovation - Offered every year
MGMT 7510 - Developing Successful Business Plans - Offered every year
MGMT 7560 - International Strategic Management - Offered every year
MGMT 7570 - Global Management Strategy - Offered spring semester every year
MGMT 7580 - Management of Nonprofit Organizations - Offered every year
MGMT 7800 - Organizational Diagnosis and Intervention - Offered every year
MGMT 7810 - Change Management - Offered every year
MIST 6090 - Management Information Systems - Offered fall semester every year
MIST 7500 - Internet Technology
MIST 7510 - Database Management - Offered fall semester every year
MIST 7520 - Project Management
MIST 7540 - Web Design and Usability
MIST 7550 - Electronic Commerce - Offered spring semester every year
MIST 7570 - Internet Programming I
MIST 7571 - Internet Programming II
MIST 7601 - Data Management - Offered fall and spring semester every year
MIST 7690 - Business Process Management
MIST 7700 - Advanced Data Management - Offered every year
MSIT 7050 - Business Statistics - Offered every year

MSIT 7100 - Applied Business Statistics - Offered every year

MUSI 7110 - Music for Childhood - Offered fall semester every year

MUSI 7130 - Early Childhood Musical Development - Offered fall semester every year

MUSI 7400 - Principles of Music Therapy - Offered fall semester every year

MUSI 7420 - Influence of Music on Behavior - Offered spring semester every year

PADP 6950 - Foundations of Policy Analysis - Offered fall and spring semester every year

PADP 6960 - Organizational Theory - Offered fall and spring semester every year

PADP 7210 - Introduction to the Nonprofit Sector: Theory and Practice - Offered fall semester every year

PADP 7230 - Funding Nonprofit Organizations - Offered spring semester every year

PADP 7240 - Nonprofit Advocacy and Social Change: Lobbying, Advocacy and Influence in the Nonprofit Sector - Offered every year

PADP 7520 - Urban Policy - Offered every year

PADP 7900 - Managing Volunteers in the Public and Nonprofit Sectors - Offered every year

PSYC 6600 - Psychology of Women - Not offered on a regular basis

PSYC 6320 - Introduction to Organizational Psychology - Not offered on a regular basis

PSYC 7540 - Psychology of Disadvantaged and Minority Groups - Not offered on a regular basis

SOCI 6650 - Sociology of Aging - Offered every year

SOCI 6010 - Sociological Approaches to Culture - Offered every even-numbered year

SOCI 6060 - Sociology of Education - Offered every year

SOCI 6280 - Sociology of Gender - Offered every even-numbered year

SOCI(AFAM) 6370 - Sociology of Race and Ethnicity - Offered every year
SOCI 6420 - Structured Inequality - Offered every year

SOCI 6470 - Deviance and Social Control - Offered every even-numbered year

SOCI 6500 - Sociology of the Political Economy - Not offered on a regular basis

SOWK 6022 - Human Behavior in the Social Environment: Theoretical Perspectives - Offered fall semester every year

SOWK 6074 - Theory and Practice with Organizations and Communities - Offered fall semester every year

SOWK 6082 - Cultural Diversity - Offered spring semester every year

SOWK 6133 - Legislative Advocacy - Not offered on a regular basis

SOWK 7113 – Supervision - Not offered on a regular basis

SOWK(MNPO) 7143 - Organizing Community Groups - Offered every year

MNPO(SOWK) 7338 - Organizational and Community Practice

SOWK 7377 - Topics in Program Development - Not offered on a regular basis

SOWK 7387 - Topics in Social Problem Intervention - Not offered on a regular basis

SOWK(MNPO) 7397 - Topics in Social Justice - Not offered on a regular basis

SOWK(MNPO) 7411 - Advanced Policy Analysis - Offered fall semester every year

MNPO(SOWK) 7423 - Innovation and Change in Nonprofit Organizations - Offered spring semester every year

COMM 6360 - Communication Strategies in Social Movements

COMM 6540 - Communication and Conflict

SPED 6050 - Managing Severe Aggressive Behavior in the Classroom and Community - Offered every year

WFED 6350 - Curriculum Planning in Workforce Education - Offered fall, spring and summer semester every year

WFED 6360 - Instructional Strategies in Workforce Education - Offered fall, spring and summer semester every year
WFED 7030 - Organizing and Coordinating Work and Community-Based Education Programs - Offered fall and summer semester every year

WFED 7120 - Needs Analysis in Workforce Education - Not offered on a regular basis

WFED 7020 - Assessing Student Learning in Workforce Education - Offered fall semester every year

WFED 7070 - Enhancing Learning in Workforce Education - Offered spring and summer semester every year

WFED 7080 - Developing Curricula and Programs for Modern Work - Offered fall semester every year

WFED 7110 - Strategic Human Resource and Organization Development - Offered spring semester every odd-numbered year

WFED 7130 - The Art and Practice of Consulting - Offered spring semester every even-numbered year

WFED 7200 - Evaluation of Programs in Workforce Education - Offered fall semester every year

WFED 7560 - Diversity in Workforce Education and Work - Offered spring and summer semester every year

WMST 6120 - Biology and Politics of Women's Reproduction - Offered spring semester every even-numbered year

Updated 9/4/2013
APPENDIX C

MNPO 7055, Internship

Course Syllabus

**Purpose:**
The internship experience is designed to provide supervised opportunities for graduate students in the MA NPO program to develop skills in specific areas that have been found to characterize effective leaders in nonprofit organizations. These include the applications of theory and research in the nonprofit field to practical issues of planning, implementation, support, and assessment of community programs in nonprofit organizations. The internship allows students to apply skills of formulating goals and mobilizing concerted actions, negotiating and guiding group activities, applying critical thinking skills and knowledge to organizational matters, communicating effectively with diverse audiences, and producing reports, documents, and other products of importance to the organization.

These skills are developed and applied in the context of a variety of tasks of program design, management of staff and volunteers, communications with internal and external constituencies, program evaluation, resource development and allocation, organizational change, and other practical tasks. The internship also provides access to issues and subjects for student projects that can extend knowledge and refine practice effectiveness in this field. Students may register for 3 semester hours of MNPO 7055 in each of their final two semesters in the program, for a total of 6 credit hours.

**Objectives:**
The student is expected to make use of internship projects to develop, strengthen, and demonstrate competencies in the following areas:

A. **Goal and Action Abilities**
   1. Efficiency orientation: uses resources to maximize output
   2. Planning: organizes intended actions with a clear direction
   3. Initiative: takes action prior to problems becoming crises
   4. Attention to detail: seeks order by reducing uncertainty
   5. Self-control: inhibits own desires and seeks organizational benefits
   6. Flexibility: adapts behavior to changing circumstances

B. **Interpersonal Abilities**
   7. Empathy: understands and supports others
   8. Persuasiveness: convinces others of merits of new positions
   9. Networking: builds group relationships and alliances
   10. Negotiating: leads in resolution of conflicts
   11. Self-confidence: displays presence and decisiveness
   12. Group leadership: stimulates members to work together effectively
   13. Developing others: stimulates others to improve performance toward objectives
14. Oral communication: provides effective and persuasive presentations to audiences

C. Analytic reasoning abilities
15. Use of concepts: uses abstractions to explain and interpret situations clearly
16. Systems thinking: logically orders multiple events and influences
17. Pattern recognition: identifies patterns in unorganized information
18. Theory building: develops thoughtful frameworks that explain information and predict future events
19. Using technology: uses computers and communications technology to perform tasks effectively
20. Quantitative analysis: derives and communicates meaning from use of numbers and mathematical symbols
21. Social objectivity: accurately perceives others' views, especially when different from one's own
22. Written communication: demonstrates appropriate and effective use of writing to explain ideas to others

Course Plan and Learning Contract:
Each student selects internship sites in consultation with the faculty supervisor. The same site may be used both semesters or different sites may be selected, depending on the student’s learning needs and goals. The first semester’s tasks should provide an introduction to organizational work, culture, operations, and a range of planning and management experiences, while focusing on one or two major projects. Evidence of learning and improvements in each of the competencies set forth above must be included, along with products or reports from the major projects. The second semester must focus on one or more major projects and demonstrate further strengthening of those competencies. A written report and a public presentation summarizing the student’s learning on a major project are required at the conclusion of the second internship. In addition to these reports, the student is expected to keep a journal of experiences and learning during each of the semesters, which is for that person's own reflections, not to be handed in.

In order to qualify for receiving interns, the organization must be willing to provide office space for the student; access to staff, programs, and records; an administrative supervisor or mentor; and opportunities for the student to carry out sustained work on issues related to some aspect of the management of the organization’s programs. No clerical tasks will be accepted. The organization must provide an on-site supervisor who will assist the student in identifying and planning projects of importance to the organization, developing plans of action and resources, deliverable products to be completed, time-lines, and criteria for assessing the quality of the products. This person will also send the faculty supervisor a brief letter at the end of the semester providing evaluative comments about the student's work.
At the outset of each semester, the student will develop a learning contract that identifies specific projects to be carried out, steps to be taken, and work products to be delivered that will demonstrate gains in each of the skills included in the course objectives. The contract may be designed in the form of a matrix, with specific projects or activities linked to particular skills to be emphasized by each. Specific deliverable products or reports must be identified in the contract and then submitted to the faculty supervisor and organizational supervisor by the conclusion of each semester. The contract will be reviewed and negotiated with the faculty overseeing the internship and the on-site supervisor before implementation. Routine clerical tasks will not be accepted. The student, the supervisor, and the faculty overseer will meet as needed to develop, monitor, and assess student progress on projects identified in the student’s learning contract. The on-site organizational supervisor will send a brief letter of evaluation about the student's work to the faculty supervisor at the end of the semester. The student is expected to spend approximately 20 hours per week on these field projects over the course of the semester and to produce reports or other evidence of successful development of skills and completion of projects in the learning contract for that semester.

Examples of possible projects:

1. Identify an issue of human resource development that could be addressed to improve the effectiveness of the organization. Design a systematic approach to working on the issue, including definition of the problem, value components, identification of goals and objectives, analysis of antecedent and consequent factors in the organization, resources to be mobilized for action, implementation steps, criteria and methods of evaluating impacts, ethical aspects of issue and intervention.

2. Design a plan for the expansion of the organization’s financial resources, making use of methods of marketing and resource development. Examine its current assets and income sources, its goals and programs, its opportunities and constraints. In light of such information, select and justify an approach to financial development, including consideration of major operational steps, resources, and controls needed for implementation.

3. Identify steps to improve the organization’s financial accounting plan that can serve to improve allocation and control of its financial resources in at least one major program area. Attention should be given to assets, income, liabilities, costs, expenses, typical transactions, balances, and reporting. After describing and justifying your system narratively, set up a spreadsheet for it using a software package and demonstrate how your system would work to improve financial accounting for the organization or program.

4. Design an approach to strategic planning for the organization’s future. Identify the major problems and issues facing the organization, its strengths and resources, opportunities and threats. Assess the key alternatives it faces and the implications of each. Set forth your recommended strategy and operational plans for implementation, showing how they will address the problems, deal with value issues, and lead to greater effectiveness.
Other possible projects could include
* carrying out research regarding consumer interests and needs related to the organization’s mission and deriving recommendations for improving a program or programs
* designing tools and procedures for monitoring and evaluating the effectiveness of a program or service
* analyzing public policies and laws that impact the organization’s activities and recommending approaches and targets for change
* examining communication channels with internal or external constituencies of the organization and developing procedures for improving communications
* conducting background research needed to develop or improve fund-raising activities of the organization
* developing and implementing activities to improve the morale and effectiveness of staff or volunteers

**Recommended readings:**


**Grading:**
This course is graded on a Satisfactory/Unsatisfactory basis by the supervising faculty. Input will be expected from the student and from the on-site supervisor at the internship site.
## Appendix D

### Sample Final Program of Study

**Program of Study for Master of Arts and Master of Science Candidates**

The University of Georgia
Graduate School 279 Williams St., Athens, GA 30602

(Please submit this original TYPED form and one (1) copy of this form to the Graduate School)

### Personal Information

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<thead>
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Please use * to designate 6000 and 7000 level courses open only to graduate students.

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**TOTAL NUMBER OF HOURS**: 33.0

**HOURS OPEN ONLY TO GRADUATE STUDENTS**: exclude thesis and research courses in this total.

I understand that if human subjects are involved in my research, it is my responsibility to file a research protocol application with the Institutional Review Board (Lloyd BRC, Room 606) before I begin collecting data. I acknowledge that failure to secure this permission prior to conducting my data collection using human subjects will negate the use of that data for my master’s thesis. (Human subjects information available at http://www.emory.edu/IRB)

Student's Signature (all students must sign) | Date

Research Skills Requirement (if applicable) | NA

Departmental Requirements | NA

### Master's Advisory Committee: (Please type all names, sign, and date)

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<tr>
<th>Name (Typed)</th>
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<tr>
<td>Michael Holosko</td>
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</tbody>
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### APPROVALS

Graduate Coordinator: (Name & Signature) | Date

Graduate Dean: | Date

Courses start to expire at the beginning of:

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