

**RESOLUTION TO APPROVE MASTER OF ARTS DEGREE IN NONPROFIT AND
NONGOVERNMENTAL ORGANIZATIONAL MANAGEMENT**

Documents included:

1. Resolution to Establish of the Master of Arts Degree in Nonprofit and Nongovernmental Organization Management
2. Supporting Documentation- Master of Arts Degree in Nonprofit and Nongovernmental Organization Management
3. Presentation – slides

RESOLUTION TO APPROVE MASTER OF ARTS DEGREE IN NONPROFIT AND NONGOVERNMENTAL ORGANIZATIONAL MANAGEMENT

WHEREAS, the School of Public and International Affairs proposes an online master's degree administered from the National Capital Region and focused on development of leadership and management skills required for organizational success in the nonprofit and nongovernmental sectors; and

WHEREAS, the degree prepares students for careers in professional leadership and management positions in the nonprofit sector, which includes organizations and institutions that are not part of state or for-profit enterprises, specifically nonprofit organizations, nongovernmental organizations, community based organizations, advocacy organizations, faith-based groups, cooperative and social movement organizations, and volunteer-based organizations; and

WHEREAS, the U.S. and international nonprofit sectors have grown significantly and steadily in the last 10 to 15 years, with a concomitant demand for additional professionals to lead and manage them in an increasingly complex and globalized context; and

WHEREAS, Virginia Tech is uniquely suited to offer such a degree program through its proximity to Washington, DC and proven capacity to prepare professionals in this sector as evidenced by sustained enrollment in the Graduate Certificate in Nonprofit and Nongovernmental Organization Management; and

WHEREAS, the degree meets the Strategic Plan's goals of expanding access to affordable and high-quality opportunities for professional development through online education;

NOW THEREFORE BE IT RESOLVED, that the Master of Arts Degree in Nonprofit and Nongovernmental Organization Management be established, effective Fall, 2017.

RECOMMENDATION:

That the above resolution recommending the establishment of the Master of Arts Degree in Nonprofit and Nongovernmental Organization Management be approved.

November 7, 2016

Virginia Tech Degree Proposal
Master of Arts in Nonprofit and Nongovernmental Organization Management
(CIP: 52.0206)

Type of degree action New

Program description

Virginia Tech's School of Public and International Affairs (SPIA) requests approval for a new Master of Arts degree in Nonprofit and Nongovernmental Organization Management (MANGO) with an anticipated initiation in the fall 2017 semester. The purpose of this degree is to prepare graduates for professional leadership and management positions in the nonprofit sector, which includes all those organizations and institutions that are not part of the state or for-profit enterprises, specifically nonprofit organizations (NPOs), nongovernmental organizations (NGOs), community-based organizations, advocacy organizations, faith-based groups, cooperative and social movement organizations, and volunteer-based organizations. This new degree program, MANGO, builds on SPIA's nonprofit expertise in teaching, research, and outreach, and the successful online Graduate Certificate in Nonprofit and Nongovernmental Organization Management to meet a strong demand for qualified leadership and management in this growing sector. Graduates will have a strong understanding of decision-making and accountability demands, and the financial, legal and organizational responsibilities required for management and leadership in highly complex settings.

This program will incorporate the knowledge, skills and insights from both scholarship and practice to foster reflexive practice as a leadership quality. Reflexive practitioners are leaders who learn from experience about their own actions and are thoughtful about the impact of their assumptions, values, and actions on the people, organizations, and constituencies they support. This goal of fostering reflexive practice is pursued through the unique emphasis on five content themes that anchor the degree: 1) learning through engagement in the classes and hands on experience through a professional capstone; 2) learning from scholarship to inform leadership and management in practice; 3) learning the tools to assess and engage the challenges of managing and leading in complex organizations locally and abroad; 4) understanding of collaboration as essential to management and leadership in nonprofit organizations; and 5) combining skills, knowledge and concepts required for reflexive practice.

Through both professional experience and in-depth coursework, the program is designed to build the capacity of graduates to manage and lead in different settings and to achieve complex organizational goals. In international and domestic contexts, graduates of the program will specifically be able to use financial management skills to acquire resources and plan for financial sustainability within an organization, utilize evidence-based decision-making to plan, implement, and evaluate projects and programs for achieving organizational goals, lead employees and volunteers, and effectively collaborate with other organizations.

The program will be offered exclusively online. At present, there is no institution

in the United States of comparable quality to Virginia Tech offering an online master's degree in the study of nonprofit organization management. Online education is attractive to potential students who may be more advanced in their professional fields or geographically bound and unable to attend classes at a Virginia Tech campus. By offering online curriculum to new student audiences, SPIA would be able to expand its reach and grow its enrollments.

Curriculum summary

In order to earn this degree, students will successfully complete 30 credits from the following curriculum. As five of these courses are also the five courses in the Graduate Certificate in Nonprofit and Nongovernmental Organization Management, students cannot simultaneously pursue the certificate and master's degree. All courses for this degree are 3 credits.

SPIA 5544 – Public and Non-profit Financial Management
 SPIA 5534 – Nonprofit Organization Leadership
 SPIA 5574 – Nonprofit Organization and Management
 SPIA 5514 – Nongovernmental Organizations in International Development
 SPIA 5564 – Nonprofit and Nongovernmental Organization Law and Ethics
 SPIA 5524 – Nonprofit Accountability and Evaluation
 SPIA 5614 – Building Participation and Engagement in Volunteer-Based Organizations
 SPIA 5624 – Decision-making in Nonprofits and NGOs
 SPIA 5634 – Cross-Sector Governance
 SPIA 5904 – Project and Report

Relevance to university mission and strategic planning

Today's complex, globalized environments require the tools to integrate different forms of knowledge, to make decisions in international contexts, and to navigate resource-scarce environments. Through the program's cross-cutting curricular themes, distance learning platform, and professional capstone experience, the MANGO degree will build the capacity of students to lead and manage organizations dedicated to addressing complex social, economic, health-related, and environmental problems. Strong leadership and management in the nonprofit and nongovernmental organization sector could in turn lead to increased social and economic opportunities for disenfranchised communities and individuals.

The proposed program also aligns with the four goals of the State Council of Higher Education for Virginia.¹ Key goals include: Affordability, Work and Life Strategies, Change and Improvement through Innovation and Investment Strategies, and Advance Economic and Cultural Prosperity of the Commonwealth & Its Regions. The MANGO degree aligns with these goals in the following ways:

Affordability

The MANGO offers an affordable option to those seeking a graduate degree who live at a distance from Virginia Tech and/or are currently employed full- or part-time. We

¹ State Council of Higher Education for Virginia. (2016) Goals of the Virginia Plan for Higher Education. Retrieved from <http://www.schev.edu/index/statewide-strategic-plan/goals>

plan to propose an online tuition rate that would be more expensive than in-state tuition, but less expensive than out-of-state. The nature of online education allows students the opportunity to learn while working, thus removing the cost of relocation or the necessity of losing or changing employment due to relocation.

Optimize Success for Work and Life Strategies

Virginia Tech's goal is not only to teach students how to work but also how to learn in a world that requires "intellectual excitement and curiosity that lasts a lifetime."² Through SPIA's focus on leadership, management, and evidence-based decision-making, the program will teach students to analyze organizational goals and to translate evidence to decision-making in any complex setting and guide others to do the same. In addition to honing these capacities and gaining a key skill set in the classroom, students will apply the tools in a nonprofit environment through the Professional Capstone. Finally, the program's faculty and staff will provide students with academic and professional mentorship and guidance to ensure success in the online learning environment and professional opportunities upon graduation and beyond.

Changes and Improvement through Innovation and Investment Strategies

Students will have opportunities to collaborate with various NPOs and NGOs to apply their knowledge and skills and enhance their learning. Students will learn to be reflexive practitioners who can create new organizational opportunities while applying innovative methods to manage organizations and create new partnerships. In addition, the MANGO degree will build on SPIA's history with creating innovative programming and partnerships such as the Washington Semester program, the Two-Capitals, Two Master's dual degree program with the University of Kent in Brussels, and studio courses developed in collaboration with various public and private partnerships while creating new collaborations for both SPIA and the larger Virginia Tech Community.

Advance the Economic and Cultural Prosperity of Commonwealth & Its Regions

The nonprofit sector provides economic and cultural services that support human well-being and the for-profit sector. As this degree is the first online master's degree of this type in the Commonwealth and one of the few online master's degrees in this field in the country, the proposed degree provides a unique and needed opportunity for professionals and students across the Commonwealth of Virginia and beyond.

Justification for the proposed program

During the first decade of the 21st century, a boom of activity in the nonprofit sector included proliferation of high-profile social entrepreneurs, an emergence of "big better" philanthropists who invest significantly in the early stage of an organization's development, and an increase in funding to the sector. In addition to the growth within the sector, a growing cadre of professionals in corporations and in government agencies deals directly with the nonprofit sector;³ therefore, the demand for the skills and knowledge

² State Council of Higher Education for Virginia. (2016) Goals of the Virginia Plan for Higher Education. Retrieved from <http://www.schev.edu/index/statewide-strategic-plan/goals>

³ Kim, P., & Bradach, J. (2012). Why more nonprofits are getting bigger. *Stanford Social Innovation Review*, 10(2), 15-16.

provided by the proposed degree program expands beyond the immediate nonprofit and NGO sector. As the nonprofit sector continues to increase in importance and the number of nonprofit organizations increases, the sector faces various obstacles that MANGO is designed to address. Nonprofit leaders recognize meeting public demands for their programs and services, use of technology to improve program effectiveness, and development of leadership skills as major challenges.⁴ To address these challenges and work towards sustainable growth in the sector, professional development and higher education opportunities in nonprofit management are urgently needed.

State and Regional Need

In the last 10 to 15 years, the U.S. nonprofit sector has grown significantly and steadily. This growth is broadly distributed, with the strongest increase in the Mountain, South Atlantic, and Pacific regions.⁵ Reflecting this trend, nonprofit growth has also shown strength in Virginia, with a 9% increase in nonprofit organizations from 2003 to 2013. In particular, the number of public charities increased 28.9% during that time period.⁶ Nearly 350,000 workers, including 211,000 paid workers and 139,000 full-time equivalent volunteers, were employed in Virginia's nonprofit sector as of 2008, and the sector has since been the second largest employer among Virginia industries. Moreover, the Virginia nonprofit sector has "a substantial financial footprint in the state,"⁷ and is prevalent "in a wide range of fields, including the arts, education, health, social services, and civic life."⁸

National Need

The nonprofit sector also has a strong presence in the greater U.S. economy. For example, "the nonprofit sector contributed an estimated \$887.3 billion to the U.S. economy for 2012, composing 5.4% of the country's gross domestic product (GDP)."⁹ Employment is also strong, as "U.S. nonprofit establishments employed nearly 10.7 million paid workers in 2010. This accounts for 10.1% of our nation's total private employment and makes the U.S. nonprofit workforce the *third* largest among U.S. industries, behind only retail trade and manufacturing."¹⁰

The national nonprofit sector is also growing. From 2000 to 2010, "the nonprofit sector grew steadily, achieving an average annual growth rate of 2.1%. By contrast, the

⁴ Bureau, E. & Brock, A., & Chaffin, M. (2013). Nonprofit challenges: What foundations can do: The Center for Effective Philanthropy.

⁵ Salamon, L. M., Sokolowski, S.W., & Geller, S.L. (2012). Holding the fort: The nonprofit employment during a decade of turmoil. Johns Hopkins Center for Society Studies.

⁶ National Center for Charitable Statistics. (2016). Number of nonprofit organizations in Virginia, 2003-2013. Retrieved from <http://nccsweb.urban.org/PubApps/profile1.php?state=VA>

⁷ Salamon, Sokolowski, & Geller (2008). Virginia's nonprofit sector: An economic force. Nonprofit economic data bulletin. 32

⁸ Salamon, Sokolowski, & Geller (2008). Virginia's nonprofit sector: An economic force. Nonprofit economic data bulletin. 32

⁹ Bureau, E. & Brock, A., & Chaffin, M. (2013). Nonprofit challenges: What foundations can do: The Center for Effective Philanthropy.

¹⁰ Salamon, L. M., Sokolowski, S.W., & Geller, S.L. (2012). Holding the fort: The nonprofit employment during a decade of turmoil. Johns Hopkins Center for Society Studies.

for-profit lost jobs over the same period at an average annual rate of minus 0.6 percent.”¹¹ According to the Urban Institute, an estimated 2.3 million nonprofit organizations operate in the U.S., and those registered with the Internal Revenue Service increased by 24% between 2000 and 2010. Also during this period, employment for the nonprofit sector grew by 17% and wages grew by 29%. This was faster than both the business (-6% and 23%) and government (8% and -1%) sectors.¹² Moreover, despite detrimental impacts of the 2008 recession on the U.S. economy, growth in the nonprofit sector has been steady with benefits from the considerable growth in government spending in “service fields – particularly health care, education, and social services – which together account for 87% of nonprofit employment.”¹³

International Need

At the international level, “a major upsurge of organized, private, voluntary and nonprofit activity has been under way around the world for the past thirty years or more.” In addition, “the nonprofit sector is a considerable economic force and employer, accounting for more than 10% of the labor force in a number of countries and contributing a substantial share of the value added to the GDP.”¹⁴ In regard to overall economic impact, a study of the nonprofit sector in fifteen specific countries shows “nonprofit institutions account for a significant 4.5% of GDP... This is roughly equivalent to the share of GDP accounted for by the construction industry in these countries.” In relation to employment in these countries, “the nonprofit workforce, including paid and volunteer workers, makes up 7.4% of the total workforce on average... This places it ahead of a number of major industries, such as transportation and finance.”¹⁵

Leadership Transitions

Due to retirements among founding organizational leaders and top managers, the lack of opportunities for equivalent skill development, and the increased demand of nonprofit services, there is a strong demand for qualified leadership and management of nonprofit organizations. According to Nonprofit HR Solutions, as baby boomers retire from founding leadership positions, there is a potential for a “leadership deficit” in the nonprofit sector in that there is “reported concern for the impending loss of organizational knowledge and leadership as the baby boomer generation reconsiders retirement,” and “individual nonprofit organizations, and the sector as a whole, may begin to lose highly

¹¹ Salamon, L. M., Sokolowski, S.W., & Geller, S.L. (2012). Holding the fort: The nonprofit employment during a decade of turmoil. Johns Hopkins Center for Society Studies.

¹² Roeger, K.L., Blackwood, A.s., & Pettijohn, S.L. (2012). The Nonprofit Almanac 2012. The Urban Institute.

¹³ Salamon, L. M., Sokolowski, S.W., & Geller, S.L. (2012). Holding the fort: The nonprofit employment during a decade of turmoil. Johns Hopkins Center for Society Studies.

¹⁴ Salamon, Sokolowski, Haddock, & Tice. (2013) The state of global society and volunteering: Latest findings from the implementation of the UN Nonprofit Handbook. Working Paper No. 49. Johns Hopkins Center for Civil Society Studies

¹⁵ Salamon, Sokolowski, Haddock, & Tice. (2013) The state of global society and volunteering: Latest findings from the implementation of the UN Nonprofit Handbook. Working Paper No. 49. Johns Hopkins Center for Civil Society Studies

skilled and experienced employees in the years ahead.”¹⁶ Nonprofit organizations are also not necessarily prepared for the impending transition, as “many boards of directors are under-prepared to select and support new leaders.”¹⁷ For example, “sixty-nine percent of nonprofits surveyed report not having a formal succession plan for senior leadership. As the baby boomer generation of nonprofit leaders retire, the lack of a formal succession plan may endanger nonprofits’ ability to effectively prepare for leadership transition and put organizational sustainability at risk.”¹⁸

In addition, the increasingly complex nonprofit environment requires targeted skill and knowledge development for leadership and management. However, 73% of nonprofit leaders feel “they lack sufficient resources and opportunities to develop their leadership skills,” and “40% of the respondents, with ten years or longer in positions, reported a lack of opportunities [for skill development]; therefore, the lack of opportunities for leadership skill development is an issue not only for new leaders but also for the current leaders.”¹⁹

Several studies also documented the inability of many nonprofits to keep up with increasing demand for their services in recent years. For example, “in 2012, 52% of nonprofits could not meet demand for their services, which is up from 44% in 2009. Stories about nonprofits’ difficulties in meeting rising demand have also appeared in the mainstream media and have been discussed by prominent sector leaders.”²⁰ Furthermore, the building of technological capacity of NPOs and NGOs is also necessary as “nonprofits felt relatively confident that they have the tools to do their everyday work, but are less confident about having enough skilled staff or training to effectively use their technology for their work.”²¹ In response to these issues, the MANGO curriculum is designed to prepare rising leaders for the increasingly complex Nonprofit/NGO environment where resources are scarce, many organizations are experiencing transitions, and the environment where nonprofits and NGOs function is increasingly globalized.

Student Demand

SPIA has had steady enrollment in the online Graduate Certificate in Nonprofit and Nongovernmental Organization Management. Over the last five years, 30 students earned the certificate, and during the last 10 years, there have been 237 class enrollments by students in the certificate program. Of those who received the graduate certificate, about 67% were majors in the College of Architecture and Urban Studies and 33% in other

¹⁶ Nonprofit HR solutions (2013). 2013 Nonprofit employment trend survey. Washington DC, USA. Nonprofit HR solutions.

¹⁷ Nonprofit HR solutions (2013). 2013 Nonprofit employment trend survey. Washington DC, USA. Nonprofit HR solutions.

¹⁸ Nonprofit HR solutions (2013). 2013 Nonprofit employment trend survey. Washington DC, USA. Nonprofit HR solutions.

¹⁹ Bureau, E. & Brock, A., & Chaffin, M. (2013). Nonprofit challenges: What foundations can do: The Center for Effective Philanthropy.

²⁰ Bureau, E. & Brock, A., & Chaffin, M. (2013). Nonprofit challenges: What foundations can do: The Center for Effective Philanthropy.

²¹ Hoehling, A. (2013). The 7th annual nonprofit technology staffing and investments report. Portland, Oregon: Nonprofit technology network (NTEN).

colleges. This diversity of students enrolled in the current graduate certificate program indicates broad student interest in NPO and NGO management. Of 1,650 enrollments in courses used for the certificate, 14.4% were students pursuing the certificate. SPIA will be recruiting beyond our current students for the degree program as well.

Employment Demand

Along with the increase in the economic strength of the nonprofit sector, employment opportunities have increased significantly. The U.S. Bureau of Labor Statistics (BLS) does not have a separate designation for Nonprofit and Nongovernmental Organization Management. Nonetheless, Chief Executives, General and Operations Managers, and Social and Community Service Managers are relevant employment categories in the BLS for graduates from this degree program. The BLS predicts that during 2014 to 2024, 13,200 jobs will be added to the category of the Social and Community Service Manager, a 10% increase. The projected job growth from 2014-2024 in the category of “All of the Managers” is “about as fast as average” and shows a 6% increase, with the addition of 505,400 new jobs.²²

Like the BLS, the Virginia Labor Market Information does not have a specific category for nonprofit manager; however, it does have an industry titled Other Services (except Public Admin), which includes “grant making, advocacy, and promoting religious organizations”, and projections say that this industry will grow significantly, by 17.4%, and create 22,654 jobs between 2012 to 2022. In addition, occupations in the category “social and community service manager” will increase by 19% between 2012 to 2022. Moreover, the employment title “management” is projected to add 15,850 jobs by 2022. As additional examples of employment demand, we have accumulated several email correspondences from potential employers and academic professionals expressing support for the proposed program as well as job announcements calling for an advanced degree in nonprofit management.²³

Degree Duplication

The proposed MANGO will be the first degree of its kind in public institutions in the Commonwealth of Virginia. There are two existing master’s degree programs with a concentration in Nonprofit Management (VCU, GMU) and three graduate certification programs (VCU, UVA, GMU) in nonprofit management. These programs offer similar curricula, covering nonprofit governance, human resource management, financial management, law and ethics, fundraising, and program evaluation. The primary emphasis of the existing degree programs is on nonprofit organizations as a component of public administration. In contrast, the MANGO is a stand-alone degree program that addresses nonprofit management and is designed for NPO and NGO professionals, thus being more focused on the sector and including an international reach. The MANGO is also distinguished from the aforementioned programs by its online delivery mode. Thus, working professionals in NPOs and NGOs can join the program regardless of their work

²² United States Department of Labor. (2016) Bureau of Labor Statistics. Retrieved from <http://www.bls.gov/home.htm>

²³ Virginia Labor Market Information. (2016). Occupations, Employment, and Wages. Retrieved from <https://data.virginialmi.com/vosnet/MenuLandingPage.aspx?enc=kUoPA/c81XmnhuJg+uHiHCzJse+CF0E3vonKOZrSMpQ=>

schedule or physical location.

Resource Needs/Savings

The estimated annual return to the School from the Enterprise Fund is approximately \$50,000 to cover the cost of adjunct professors or buy-behind for current SPIA faculty teaching in the new degree program. SPIA is prepared to market the new degree through a social media and news pipeline and is working with a web marketing expert to prepare the new campaign. This online campaign, along with a recruitment presence at key conferences in Washington, DC, and outreach through faculty networks, will be the foundation for recruitment.

The School has the support of the Dean of the College of Architecture and Urban Studies for a resource request to the Provost that includes an AP faculty line for a director of the new degree program, who would also teach up to 2 courses in the degree program per year. In addition, should the initial resource request be denied, the School will work with the Destination Area resource request processes where the new degree can provide integral curricular support. Based upon the delivery plan for the degree, we will need to offer 14 courses over a two-year cycle (7 courses per year), including Fall and Spring semesters and Summer I and Summer II sessions. Besides the 2 courses taught by the new faculty member/director; 5 would be offered by current faculty with buy-behind funds of \$7,000 provided to the faculty member's home program (UAP, CPAP, or GIA) or by adjunct instructors paid \$7,000 per course.

RESOURCE	ESTIMATED COSTS
AP Faculty Position	\$75,000 per year,/\$48,000 fringes
Additional Adjunct Faculty	\$14,000 per year
Administrative Staff	.5 FTE \$22,000
Space	NA
Equipment	NA
Marketing and Recruitment	\$25,000

MASTERS DEGREE in NONPROFIT AND NGO MANAGEMENT (MANGO)

Presentation to the Academic Affairs Committee
Virginia Tech, Board of Visitors
November 7, 2016

School of Public and International Affairs (SPIA)
College of Architecture and Urban Studies

Presentation Overview

- **Why MANGO?**
- **Degree details**
- **Resources**
- **Enrollment**
- **Careers**

Why MANGO?

School of Public and International Affairs (SPIA) strengths and opportunities:

- National Capital Region: Competitive opportunity. Any given day over 1200 nonprofit management positions in the DC area
- Faculty strength and student interest
- Supporting policy component of destination areas
- Expanding the global reach of the School and Virginia Tech

Growing demand

- Growth in the nonprofit sector in Virginia, the nation, the globe
- Leadership and knowledge gaps

Degree Overview

Five foundations

- 1) Engagement and Experience
- 2) Scholarship to inform leadership and management in practice
- 3) Tools to assess and engage the challenges of managing and leading in complex organizations locally and abroad
- 4) Collaboration as essential to management and leadership in nonprofit organizations; and
- 5) Fostering reflexive practice

Degree Overview

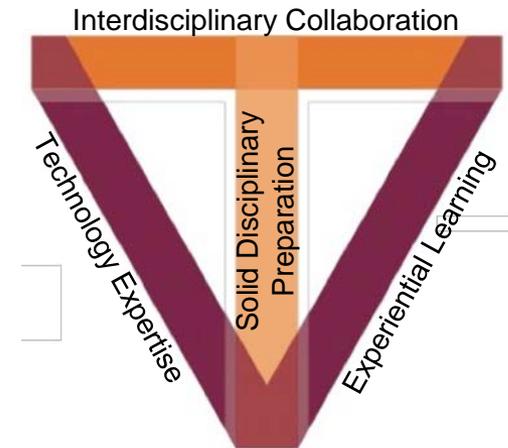
Courses

- SPIA 5544 - Public and Non-profit Financial Management
- SPIA 5534 - Nonprofit Organization Leadership SPIA 5574 - Nonprofit Organization and Management
- SPIA 5514 - Nongovernmental Organizations in International Development
- SPIA 5564 - Nonprofit and Nongovernmental Organization Law and Ethics
- SPIA 5524 - Nonprofit Accountability and Evaluation
- SPIA 5614 - Building Participation and Engagement in Volunteer-Based Organizations
- SPIA 5624 - Decision -making in Nonprofits and NGOs
- SPIA 5634 - Cross- Sector Governance
- SPIA 5904 – Professional Capstone

Degree Overview

Development and Delivery

- Provost's Course Development Grants
- Online delivery
- Requesting Virtual Campus tuition rate
- Professional Capstone, real time, hands on
- VT Shaped students



Resources

Faculty

- Current faculty, adjunct faculty, future faculty
- Requesting one faculty hire, collegiate professor or AP faculty to align with the policy integration of existing destination areas.

Administrative support

- .5 FTE

Provost's Course Development Grant

- Course development and the Enterprise fund
- Return funds to cover costs, grow, and sustain the program

Enrollment

Faculty

- Current faculty, adjunct faculty, future faculty
- Requesting one faculty hire, collegiate professor or AP faculty to align with the policy integration of existing destination areas.

Administrative support

- .5 FTE

Provost's Course Development Grant

- Course development and the Enterprise fund
- Return funds to cover costs, grow, and sustain the program

Enrollment

Global Cohort

We will recruit from Virginia, but also globally. Rely on alumni and partnership contacts.

Projections for new enrollments

	Head Count	FTE	Degrees
Year 1	7	3	0
Year 2	16	6	2
Year 3	22	8	4
Year 4	23	9	5
Year 5	25	10	7

Careers

Employment in the nonprofit sector:

Across Virginia, National Capital Region, to the World

- Gates Foundation
- Doctors without Borders
- Pew Charitable Trusts
- German Marshall Fund
- Catholic Charities USA
- Veterans Resource Centers of America

Questions?



RECOMMENDATION:

That the above resolution recommending the establishment of the Master of Arts Degree in Nonprofit and Nongovernmental Organization Management be approved.

November 7, 2016