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Mandel Center for Nonprofit Organizations

The Mandel Center for Nonprofit Organizations supports the mission of nonprofits through a blend of services and programs that nurture the development and prosperity of nonprofit organizations and their leadership. Mandel Center faculty are research leaders in the field who make their findings available to students and the wider community through forums and lectures. In addition, the peer-reviewed journal Nonprofit Management and Leadership was founded here in 1990 and is headquartered at the Mandel Center.

A student’s education need not end with his or her degree: professional development programs at the Mandel Center ensure that alumni, their organizations, and nonprofit stakeholders have continued access to the latest research and the best resources. These include a number of well-established and widely respected programs:

• Leaders’ Links, a peer learning program for Executive Directors and CEO’s

• Treu-Mart Youth Development Fellowship, providing support and training in resiliency concepts for nonprofit professionals who work with youth outside of school

• Faculty-led seminars and special-focus lectures as well as more informal conversations on the most pressing developments at issue in the nonprofit field today.

Nonprofit Management Education

With a Mandel Center degree or certificate, a student will gain the skills needed to meet the persistent demands of nonprofit leaders today. The center’s faculty consists of highly skilled professionals who have a wealth of expertise from both an academic and community perspective and the center’s teaching approach is dynamic and interactive with an emphasis on management skills and knowledge needed to address a wide range of issues confronting nonprofits today.
Academic Regulations

Admissions Information

The Mandel Center is not enrolling degree-seeking students for the 2011-2012 academic year while it embarks on a comprehensive effort to enhance and expand the Center’s programs.

The Center has been at the forefront of nonprofit management education and research since its founding more than a quarter century ago. As part of its commitment to leading-edge programs, the Center has launched a high-level review of its offerings. This effort aims to ensure that all of the Center’s initiatives meet the existing and future needs of those engaged in the nonprofit sector.

Leading this process is Case Western Reserve Distinguished University Professor, and Mandel Center Interim Executive Director, Richard E. Boyatzis, an internationally renowned expert in management education and emotional intelligence. He is most widely known for 2002’s *Primal Leadership: Learning to Lead with Emotional Intelligence* (with Daniel Goleman and Annie McKee), a *New York Times* business bestseller that was translated into 28 languages.

To be contacted when the application process reopens, please email the Mandel Center’s Admissions Office at mcnoadmissions@case.edu.

Career Development and Management

The Mandel Center provides career assistance and internship and mentoring opportunities. In addition, nonprofit job openings are posted on Case CareerLink, the online career management system available through Case Western Reserve University’s Career Center.

Internships are optional experiences that enable students to gain valuable professional experiences, often by working on a special project, in a nonprofit setting. An internship is designed to last a minimum of one semester, during which the student works from 10-20 hours per week.

The mentor program is another optional experience that enables a student to be matched one-on-one with a prominent nonprofit executive in the Cleveland area. This is an opportunity to discover the realities of the workplace, network with professionals who share similar interests, obtain valuable and personalized guidance from a seasoned professional, or to work side by side with one’s mentor. Students can participate in the fall and/or spring semesters.

In addition, the Mandel Center is fortunate to have a staff with in-depth knowledge and extensive and varied employment histories in the nonprofit sector locally, regionally and nationally. Students may contact the Mandel Center (http://mandelcenter.case.edu/career/) for personalized support and discussion around career goals, objectives and opportunities.

Financial Information

Tuition

The tuition charges for 2011-2012 for the MNO degree and CNM program are $1,487 per credit or $17,845 per semester for full-time MNO students taking 12 or more credits. The cost for the CNM program depends upon the number of credit hours taken. Tuition covers instructional costs and computer usage. Books and living expenses are separate student expenses. Tuition is due and payable according to the university’s tuition payment policy for each semester in which course work is undertaken.

Financial Aid

Information about scholarships or other financial aid assistance is available from the Mandel Center’s Admission Office (http://mandelcenter.case.edu/degrees/).

Academic Regulations

Registration

Registration for the MNO and CNM programs is through the Weatherhead School of Management. The Mandel Center’s academic advisor must approve all schedules prior to registration.

Refer to the Weatherhead School section of this Bulletin for information about course changes and withdrawals. For additional information, call the Mandel Center at 216-368-8566.
Course Loads

Full-time graduate students are required to register for a minimum of 12 credits per semester. Part-time students typically register for 6 credits per semester.

Non-Degree Students

Individuals may register as non-degree students and take a maximum of 12 credit hours of Mandel Center graduate level courses in the Mandel Center Non-Degree Program. For questions about this option, please contact the Mandel Center’s Admissions Office (http://www.case.edu/mandelcenter/grad) at 216-368-6025 or 1-800-435-6669.

Waiver Policy

A total of six credit hours are eligible for waiver, subject to the following requirements:

Courses to be waived must have been taken from an accredited institution within five years of the date of application to the MNO degree program. A grade of at least a B must have been earned. A Mandel Center faculty member must make written approval of the waived course. Courses will not be waived based upon work experience. A student must register for and complete at least 54 credits toward the MNO degree in residence at the university in addition to courses waived. A waived course may reduce degree requirements.

Transfer Credit

Courses granted transfer credit must be approved as applicable to the MNO program. Courses must be taken at an accredited institution and be approved prior to enrollment. A grade of at least B must be earned and these grades are not counted in the cumulative grade point average. Transfer credit is limited to six credits.

Substitution

An additional nine credits may be approved for substitute credit. Substitute courses replace required MNO courses but do not reduce the total number of credits required to complete the program. Substitute courses must be selected and approved in accordance with a clearly defined written proposal consistent with student interests/needs and the MNO program mission.

Retention and Graduation Requirements

MNO Program

Retention requirements for continued study in the MNO program:

- Minimum GPA after 15 credit hours of study: 2.5
- Minimum GPA after 23 credit hours of study: 2.7
- Minimum GPA after 29 credit hours of study: 3.0
- Minimum GPA for graduation: 3.0

A student will be placed on academic probation after any semester in which the minimum G.P.A. is not attained. A student who is on academic probation in a particular semester will be allowed one additional semester to attain the minimum G.P.A. in order to continue in the MNO program.

Residency Requirement

Students must complete a minimum of 54 credit hours of course work in residence, through the Weatherhead School of Management, to be eligible to receive the MNO degree.

Time Limitation

All requirements for the MNO degree must be completed within six years from the day of the student’s initial registration.

CNM Program

Satisfactory completion of an approved set of five courses (15 credits) in residence, along with payment of all tuition and fees is required for graduation. Participants who complete all requirements will be awarded the Mandel Center Certificate in Nonprofit Management.
Retention Requirements for Students in the CNM Program

A CNM student who earns a final grade below a B in any course may no longer continue in the program. There is no academic probation period for the CNM, due to the short duration of the program.

A candidate for the CNM program must file an application to graduate not later than two months before the expected graduation date. The filing of this application is the responsibility of the CNM candidate. Contact the Mandel Center at 216-368-8566 for more information. Eligibility of the candidate to graduate at the time requested will be verified upon receipt of the application.

Time Limitation

All requirements for the CNM program must be completed within two years from the date of the student’s initial registration.

Transcripts

Official transcripts for course work completed may be obtained from the University Registrar’s Office. (http://www.case.edu/registrar/transcripts.html)
Certificate in Nonprofit Management

Certificate in Nonprofit Management

The Certificate in Nonprofit Management (CNM) is a non-degree professional certificate consisting of 15 credit hours of graduate-level coursework: one required course, MAND 401 Introduction to the Nonprofit Sector, and four courses drawn from the Mandel Center course list.

Classes are offered primarily in the evening and on weekends to accommodate working professionals. The typical student takes one year to complete the program. CNM courses may be chosen from the center’s multidisciplinary curriculum, which encompasses four thematic areas: Nonprofit Purposes, Traditions, and Contexts; Analytic Thinking for Nonprofit Leaders; Generating and Managing Resources for Nonprofit Organizations; and Leading Nonprofit Organizations. A CNM student may select courses from any of the curricular themes and may customize a program of study to meet professional interests and needs.
Dual Degree Programs

The Mandel Center currently offers dual degree programs to enable students to combine the Master of Nonprofit Organizations (MNO) degree with a degree from the Mandel School of Applied Social Sciences (MSSA/MNO), the School of Law at Case Western Reserve University (JD/MNO), or the Department of Music in the School of Graduate Studies (MA/MNO).

All dual degree students must receive both degrees simultaneously to be granted credit for specific courses taken in the other program. Please contact the Mandel Center or the appropriate professional school for specific curriculum, sequence options, and complete information about dual degree programs.

MSSA/MNO

The MSSA/MNO program combines the Master of Nonprofit Organizations (MNO) degree with the Master of Science in Social Administration (MSSA) degree. It provides career preparation for students with interests in nonprofit management, social service, and the social work profession. MSSA/MNO students continue to register at their initial school of enrollment throughout the dual degree program.

JD/MNO

The JD/MNO program combines the Juris Doctor (JD) degree with the Master of Nonprofit Organizations (MNO) degree. It provides preparation for students interested in, for example, practicing law within a nonprofit organizational setting; working as a program officer in a foundation; serving as a leader or manager of a nonprofit organization; working in the area of nonprofit public policy and advocacy; or working in the field of planned giving. JD/MNO students continue to register at their initial school of enrollment throughout the dual degree program.

MA/MNO

The MA/MNO program combines the Master of Arts in Music History (MA) with the Master in Nonprofit Organizations (MNO). It provides preparation for students who desire to blend a strong background in music and the arts with management in nonprofit organizations.

Degree/Certificate Options

The Mandel Center currently offers degree/certificate programs with the Weatherhead School of Management (MBA/CNM), the Mandel School of Applied Social Sciences (MSSA/CNM), and the Case Western Reserve University School of Law (JD/CNM). All degree/certificate students must receive both credentials simultaneously to be granted credit for specific courses taken in the other program.

MBA/CNM

MBA students with a career focus in the management of nonprofit organizations may obtain a Certificate in Nonprofit Management (CNM) by completing 15 credit hours of Mandel Center courses (9 of the 15 credit hours may be counted as MBA electives). By enrolling in one additional course in two of the last three semesters of the MBA program, full-time students may complete the MBA and the CNM without extending their course of study or incurring additional tuition fees.

Students wishing to propose any modification in the recommended sequence of study on the basis of prior coursework, past experience, or professional interest must present a request, in writing, for consideration by the Weatherhead MBA/CNM faculty advisor.

MSSA/CNM

The MSSA/CNM combines the Master of Science in Social Administration (MSSA) degree with the Certificate in Nonprofit Management (CNM). It provides career preparation for students with interests in nonprofit management, social service, and the social work profession. The program consists of fifteen credit hours of Mandel Center courses. MSASS students interested in the MSSA/CNM should contact their advisor or the Mandel Center for more information.
JD/CNM

The JD/CNM (http://law.case.edu/Academics/DualDegrees.aspx) combines the Juris Doctor (JD) degree with the Certificate in Nonprofit Management (CNM). It provides preparation for students interested in, for example, practicing law within a nonprofit organizational setting; working as a program officer in a foundation; serving as a leader or manager of a nonprofit organization; working in the area of nonprofit public policy and advocacy; or working in the field of planned giving.

The program consists of five courses. Law of Nonprofit Organizations (LAWS 234 Nonprofit Organizations) is required and the remaining four courses are chosen in consultation with the JD/CNM faculty advisor.

For more information on the center’s certificate or master’s programs, contact the Mandel Center Admissions Office at 216-368-6025 or 800-435-6669 or mcnoadmissions@case.edu.
Mandel Center for Nonprofit Organizations Courses

Courses

MAND 401. Introduction to the Nonprofit Sector. 3 Units.

An examination of the social history of nonprofit organizations in the United States, to develop an historical perspective and a sense of magnitude, scope, and functions of the nonprofit sector and its relationships with business and government. This course will explore the theoretical bases upon which social scientists have sought to understand the role of the nonprofit sector in our economy and in our political and social systems, and will explore the issues that will shape the future of the sector. Eligible for M.B.A. credit.

MAND 405. Ethics and Professionalism for Nonprofit Leaders. 3 Units.

This course is an application of ethical frameworks and analysis to nonprofit organizations. Using cases and essays, the course will help nonprofit managers become better equipped to address ethical problems and dilemmas in their work in the following areas: ethics of boards, ethics and leadership, ethics and organizational culture, professional ethics, and ethics and fundraising. Eligible for M.B.A. credit.

MAND 406. Nonprofit Public Policy and Advocacy. 3 Units.

This course is an introduction to the institutions and processes that make up the political environment of nonprofit organizations in the United States. The course will examine the role of civil society in a democracy, take a general overview of American political institutions and the cultural beliefs that undergird them, and examine the important elements of the public policy process: the framing of issues, the role of political entrepreneurs and organized interests, elections, the legislative process and strategies for influencing it, and the roles of executive institutions and the courts. Emphasis will be placed on the ways that nonprofit advocates can advance their goals in the public policy process. Eligible for M.B.A. credit.

MAND 407. Earned Income for Nonprofit Organizations. 3 Units.

In this course, students will examine the entrepreneurial behavior of nonprofit-sector organizations in identifying new and varied sources of income to supplement the traditional contribution base. Using cases, students will explore the nontraditional sources of income that drive the tax-exempt sector, analyze data, and make management decisions. Eligible for M.B.A. credit.

MAND 408. Philanthropic Fundraising for Nonprofit Organizations. 3 Units.

This course will provide current and future nonprofit leaders with a detailed survey of the practices, principles, and process of fundraising, enabling them to effectively create, participate in, and manage fund development programs and staff. Successful fundraising is shown to be communication-based and built upon solid relationships with defined constituencies of donors and potential donors. Eligible for M.B.A. credit.

MAND 409A. Strategic Planning for Nonprofit Organizations: Practicum I. 3 Units.

This is the first of a two-course, integrated, practicum series designed to provide “hands-on” experiences in planning for, designing, and conducting strategic planning in nonprofit organizations. Students will learn to assess organizational readiness, facilitate the design of strategic planning processes, create a variety of approaches involving key stakeholders, and finalize a planning design suited to organizational culture. Eligible for M.B.A. credit. MAND 409A is the first part of a two-part sequence, the second part of which is offered the following semester.
MAND 409B. Strategic Planning for Nonprofit Organizations: Practicum II. 3 Units.

This is the second of a two-course, integrated practicum series designed to provide “hands-on” experience in planning for, designing, and conducting strategic planning in nonprofit organizations. Student teams will continue to consult with their nonprofit organizations to implement the committee deliberation phase of the planning process designed during the first practicum. Eligible for M.B.A. credit. MAND 409B is the continuation of a two-part course sequence. Prereq: MAND 409A.

MAND 410. Quantitative Analysis for Nonprofit Leaders. 3 Units.

This course is designed to give students basic understanding and working knowledge of data analysis, statistical concepts, use of computers, research designs for program planning and evaluation, and quantitative techniques for problem solving. The intent is to ensure that executives and leaders are able to effectively utilize and interpret statistical data, technical reports, research findings, and evaluation studies, and employ basic quantitative methods in their own analysis of problems and policies. Not eligible for M.B.A. credit. Prereq: Not available for MBA students.

MAND 411. Nonprofit Leadership Dialogs: Major Trends and Issues. 1 Unit.

This course is intended to enable students to learn about major nonprofit leadership issues and trends through interaction and dialog with successful nonprofit leaders. It is also designed to provide outside nonprofit leaders with the opportunity to learn about the quality of the Mandel Center’s student body. Eligible for M.B.A. credit.

MAND 412. Leadership for Nonprofit Organizations. 3 Units.

This course examines leadership from nonprofit political, managerial, and sociological perspectives. Concepts of leadership will be applied to nonprofit organizations through case discussion, student experience, and class exercises. The course integrates theory-based and practice-based approaches and prepares students to participate in leader-follower dynamics in the nonprofit setting. Eligible for M.B.A. credit.

MAND 420. Nonprofit Organization and Management. 3 Units.

This course will focus on theories of organizations and general concepts and principles of management, governance, and leadership. Organizational design, behavior, performance, and effectiveness will be studied, and the special character and management problems of nonprofit organizations will be highlighted and analyzed. Eligible for M.B.A. credit.

MAND 422. Organizational Assessment and Program Evaluation in Nonprofit Orgs.. 3 Units.

The course is designed to introduce students to the approaches to organizational assessment and evaluation of organizational issues and problems. The class will explore a variety of ways of viewing organizations, assessing their stage of development, look at factors that influence or interfere with their forward progress, review the dimensions essential to nonprofit organizations and explore some processes useful to enable change. In addition, the course will focus on the process of creating and measuring program outcomes. Eligible for M.B.A. credit.

MAND 424. Economics for Nonprofit Managers. 3 Units.

This course is designed to familiarize students with basic ideas of microeconomic analysis so that they may apply this reasoning to important resource-related decisions facing contemporary nonprofit organizations. This introductory course will orient the student to the role of nonprofit organizations in a market economy, familiarizing the student with basic concepts of microeconomic analysis and how they apply to resource-related decisions, and provide the student with tools and concepts for analyzing pricing, compensation, outsourcing, investment of funds, and engaging in partnerships. Not eligible for M.B.A. credit.

MAND 425. Financial Accounting and Reporting for Nonprofit Organizations. 2 Units.

A working knowledge of accounting principles and practices as they pertain particularly to nonprofit organizations is stressed in this course. Topics include basic concepts of accounting, generation and use of accounting information, understanding and use of standard accounting reports, and the nuances of fund accounting and other subjects especially germane to nonprofit organizations. Not eligible for M.B.A. credit. Prereq: Not available for MBA students.
MAND 426. Financial Management for Nonprofit Organizations. 3 Units.

This course focuses on techniques and principles of financial management including budgeting, finance and investment decision making. Topics include budget formulation, analysis and planning, present value analysis, cost-effectiveness, cash flow analysis, portfolio management, and venture planning. Special emphasis will be given to the unique problems of nonprofits in capital formation, generating earned income, managing endowments, gifts and grants, and tax planning. Not eligible for M.B.A. credit. Prereq: MAND 425.

MAND 427. International Non-Governmental Organizations. 3 Units.

This course examines the role of voluntary associations in the international arena and, in particular, the multiple roles of international non-governmental organizations in affecting international political and economic outcomes. The course also examines the theoretical issues surrounding NGOs and international relations, particularly the relationship between global civil society and international political outcomes. Eligible for M.B.A. credit.

MAND 430. Managing Human Resources in Nonprofit Organizations. 3 Units.

Theories and principles of managing people in organizations are addressed in this course, including motivation theory and human resource development strategies. Particular attention is devoted to issues critical to nonprofit organizations, such as the management of volunteers, management of professionals, working with trustees, and staff/board relationships. Eligible for M.B.A. credit.

MAND 432. Marketing for Nonprofit Organizations. 3 Units.

This course provides students with a comprehensive overview of the principles and techniques of nonprofit marketing and with an understanding of the multiple contexts in which they are applicable--marketing of products and services, marketing to potential funders, marketing of ideas and behaviors (social marketing and advocacy). The focus of the course is on managerial decision-making to achieve organizational objectives and enhance organizational viability. Eligible for M.B.A. credit.

MAND 444. Program Design in Nonprofit Organizations. 3 Units.

Program design and development are of critical importance in nonprofit organizations. Through this course students will have the opportunity to design a program using a specific analytic framework. Students will learn: (1) to address the demands of multiple constituencies and competing values in program development process, (2) skills for developing and implementing programs in the nonprofit sector, and (3) to examine issues of diversity as they affect organizations and community efforts and explore personal values and ethics as these influence programs and interventions. Eligible for M.B.A. credit.

MAND 450. Law of Nonprofit Organizations. 3 Units.

This course provides the student with a basic grounding in the laws and regulations governing nonprofit organizations. Content will include the procedures for incorporating, reporting, and maintaining tax-exempt status as a nonprofit organization, a familiarity with legal principles and research methods, and an overview of the legal, regulatory, and policy issues facing contemporary nonprofit organizations. Eligible for M.B.A. credit.

MAND 489. Trusteeship: Governance of Nonprofit Organizations. 3 Units.

This elective course deals with the definition, history and concept of trusteeship, the areas of responsibilities of Boards of Trustees, the authority of Boards and the limits on its exercise, the organization of Boards and their committees, and the Board’s relationships with the Executive Director, the staff and the organization’s constituencies. Eligible for M.B.A. credit.

MAND 501. Special Problems and Topics. 1 - 18 Unit.

An elective which provides the opportunity for an individualized, structured course of study in an area of special interest to the student, and is arranged by mutual agreement between the student and an appropriate faculty member.
Mandel Center for Nonprofit Organizations Faculty

Faculty

Richard Boyatzis, PhD
(Harvard University)
Interim Executive Director, Mandel Center for Nonprofit Organizations; Distinguished University Professor; H.R. Horvitz Chair of Family Business; Professor, Departments of Organizational Behavior, Psychology, and Cognitive Science
Weatherhead School of Management

Steven P. Feldman, PhD
(The Wharton School of the University of Pennsylvania)
Professor of Marketing and Policy Studies
Weatherhead School of Management

Robert L. Fischer, PhD
(Vanderbilt University)
Research Associate Professor
Mandel School of Applied Social Sciences

David C. Hammack, PhD
(Columbia University)
Hiram C. Haydn Professor of History
College of Arts and Sciences

David Miller, PhD
(University of Pittsburgh)
Associate Professor of Social Work
Mandel School of Applied Social Sciences

Duncan Neuhauser, PhD
(University of Chicago)
Charles Elton Blanchard, M.D. Professor of Health Management; Professor of Medicine
School of Medicine

Joseph White, PhD
(University of California, Berkeley)
Luxenberg Family Professor of Public Policy
Chair, Department of Political Science

Emeritus Faculty

Arthur Blum, DSW
(Western Reserve University)
Grace Longwell Coyle Professor Emeritus
Mandel School of Applied Social Sciences

Pranab Chatterjee, PhD
(University of Chicago)
Grace Longwell Coyle Professor Emeritus
Mandel School of Applied Social Sciences

Robert Lawry, JD
(University of Pennsylvania)
Professor Emeritus
School of Law

Paul Salipante, Jr., PhD
(University of Chicago)
Professor Emeritus of Labor and Human Resource Policy
Weatherhead School of Management

John A. Yankey, PhD
(University of Pittsburgh)
Leonard W. Mayo Professor Emeritus of Family and Child Welfare
Mandel School of Applied Social Sciences

Affiliate Faculty

Diana Bilimoria, PhD
(University of Michigan)
Professor of Organizational Behavior
Weatherhead School of Management

Steve Bullock, MBA
(College of St. Thomas)
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Mark Chupp, PhD
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Barbara Clemenson, EDM
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Mandel School of Applied Social Sciences

Susan Eagan, PhD
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Rosemarie Emanuele, PhD
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School of Law
Case Western Reserve University

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(Northwestern University)
Associate Professor of Sociology
College of Arts and Sciences

John Kleinhenz, PhD
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Lecturer
Weatherhead School of Management

Mark Light, PhD
(Antioch University)
Adjunct Instructor
Mandel School of Applied Social Sciences

Tony Lingham, PhD
(Case Western Reserve University)
Associate Professor of Organizational Behavior
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Kelly McMann, PhD
(University of Michigan)
Associate Professor of Political Science
College of Arts and Sciences

Sharon E. Milligan, PhD
(University of Pittsburgh)
Associate Professor of Social Work
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Michele Murphy, MNO
(Case Western Reserve University)
Adjunct Instructor
Mandel School of Applied Social Sciences

August Napoli, Jr., BA
(University of Steubenville)
Adjunct Instructor
Mandel School of Applied Social Sciences

Nancy Osgood, MBA
(University of Michigan)
Adjunct Instructor
Mandel School of Applied Social Sciences

Deborah O’Neil, PhD
(Case Western Reserve University)
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Elliot Posner, PhD
(University of California, Berkeley)
Associate Professor of Political Science
College of Arts and Sciences

Mohan Reddy, PhD
(Case Western Reserve University)
Dean; Albert J. Weatherhead, III Professor of Management
Weatherhead School of Management

Michele Seyranian, MNO
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Adjunct Instructor
Mandel School of Applied Social Sciences

Marcia Shankman, PhD
(Indiana University)
Adjunct Instructor
Mandel School of Applied Social Sciences

Janus Small, MA
(University of Cincinnati)
Adjunct Instructor
Mandel School of Applied Social Sciences

Danny Williams, JD
(University of Michigan)
Adjunct Instructor
Mandel School of Applied Social Sciences
Master of Nonprofit Organizations (MNO)

Master of Nonprofit Organizations

The Master of Nonprofit Organizations (MNO) degree consists of 60 credit hours of academic work taken over two years of full-time study, or approximately 48 months of part-time study. Part-time students may accelerate their progress depending upon the number of courses they take in any given semester. Classes are offered primarily in the evening and on weekends to accommodate working professionals. The MNO is based on a multidisciplinary curriculum consisting of four thematic areas: Nonprofit Purposes, Traditions, and Contexts; Analytic Thinking for Nonprofit Leaders; Generating and Managing Resources for Nonprofit Organizations; and Leading Nonprofit Organizations. Students take 33 hours of required courses and 27 hours of elective courses. This structure allows the student broad latitude to customize his or her program of study to meet professional interests and needs.

Required Courses

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Units</th>
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</thead>
<tbody>
<tr>
<td>MAND 401</td>
<td>Introduction to the Nonprofit Sector</td>
<td>3</td>
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<tr>
<td>MAND 405</td>
<td>Ethics and Professionalism for Nonprofit Leaders</td>
<td>3</td>
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<tr>
<td>MAND 409A</td>
<td>Strategic Planning for Nonprofit Organizations: Practicum I</td>
<td>3</td>
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<tr>
<td>MAND 409B</td>
<td>Strategic Planning for Nonprofit Organizations: Practicum II</td>
<td>3</td>
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<tr>
<td>MAND 410</td>
<td>Quantitative Analysis for Nonprofit Leaders</td>
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<td>MAND 411</td>
<td>Nonprofit Leadership Dialogs: Major Trends and Issues</td>
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<td>MAND 420</td>
<td>Nonprofit Organization and Management</td>
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<td>MAND 424</td>
<td>Economics for Nonprofit Managers</td>
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<tr>
<td>MAND 425</td>
<td>Financial Accounting and Reporting for Nonprofit Organizations</td>
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<tr>
<td>MAND 426</td>
<td>Financial Management for Nonprofit Organizations</td>
<td>3</td>
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<tr>
<td>MAND 430</td>
<td>Managing Human Resources in Nonprofit Organizations</td>
<td>3</td>
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<tr>
<td>MAND 450</td>
<td>Law of Nonprofit Organizations</td>
<td>3</td>
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Total Units: 33

Elective Courses (27 Credits)

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<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Units</th>
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<tbody>
<tr>
<td>MAND 406</td>
<td>Nonprofit Public Policy and Advocacy</td>
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<tr>
<td>MAND 407</td>
<td>Earned Income for Nonprofit Organizations</td>
<td>3</td>
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<tr>
<td>MAND 408</td>
<td>Philanthropic Fundraising for Nonprofit Organizations</td>
<td>3</td>
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<tr>
<td>MAND 412</td>
<td>Leadership for Nonprofit Organizations</td>
<td>3</td>
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<tr>
<td>MAND 422</td>
<td>Organizational Assessment and Program Evaluation in Nonprofit Orgs.</td>
<td>3</td>
</tr>
<tr>
<td>MAND 427</td>
<td>International Non-Governmental Organizations</td>
<td>3</td>
</tr>
<tr>
<td>MAND 432</td>
<td>Marketing for Nonprofit Organizations</td>
<td>3</td>
</tr>
<tr>
<td>MAND 444</td>
<td>Program Design in Nonprofit Organizations</td>
<td>3</td>
</tr>
<tr>
<td>MAND 489</td>
<td>Trusteeship: Governance of Nonprofit Organizations</td>
<td>3</td>
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<tr>
<td>MAND 501</td>
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Electives may also be selected from courses offered by other schools at Case Western Reserve University.

Master of Nonprofit Organizations Executive Option

The MNO - Executive Option is a professional degree option designed for nonprofit managers and practitioners with at least 10 years of professional experience and five years or more of management and/or supervisory experience. The MNO - Executive Option is based upon the Master of Nonprofit Organizations curriculum.

The MNO - Executive Option consists of 45 credit hours typically taken over 18 months of full-time study or approximately three years of part-time study. Classes are offered primarily in the evening and on weekends to accommodate working professionals. MNO - Executive Option students typically take 30 hours of required courses and 15 hours of elective courses. Students who have taken prior coursework in the required areas may, with faculty approval, replace specific required courses with other elective courses.

Admission to this option will be considered only at the time of initial admission into the Mandel Center’s master’s degree program. Students may not apply for this option once they have matriculated into the 60-hour program.
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