

# Philanthropy and Nonprofit Leadership

- Master of Philanthropy and Nonprofit Leadership
- Diploma in Philanthropy and Nonprofit Leadership

## Master of Philanthropy and Nonprofit Leadership

### About the Program

The Master of Philanthropy and Nonprofit Leadership provides a rigorous preparation for making substantive professional contributions within or through philanthropic and nonprofit, organizations, or the public and private organizations that engage with them. The core courses provide an understanding of the roles and ethics of philanthropy, policy processes and regulatory contexts, the procedures and strategies for governance, financing and accountability, and the concepts fundamental to evaluation and research. The elective courses provide a focus either on the raising or effective disbursement of funds or on the organizational development and social impact of the sector.

### Academic Regulations

See the General Regulations section of this Calendar.

A grade of B- or higher must normally be obtained in each course credited towards the Master degree. A candidate may, with the recommendation of the MPNL Supervisor and the approval of the Dean of the Faculty of Graduate and Postdoctoral Affairs, be allowed a grade of C+ in courses totaling 0.5 credit.

### Admission Requirements

Applicants must have an undergraduate or post-graduate degree (or equivalent) with an average of B+ or higher. The level of academic performance and potential as revealed through the degree is more important than the discipline. Indeed, students enter the program from a wide variety of backgrounds in the social sciences, humanities, and sciences.

The School also considers mid-career applicants who do not satisfy this degree requirement, but who have demonstrated professional excellence over at least five years. Such applicants may use their high achievement in several designated university courses as evidence of their academic potential. These university courses are determined on an individual basis in consultation with the MPNL Supervisor. Contact the School for details.

Students whose first language is not English, or who have not completed a previous degree at an English speaking university, must demonstrate an adequate command of English by attaining, at least: a TOEFL score of 580 written, or 237 CBT (computer-based test) or 86 IBT (internetbased test) with a minimum score in each component (22 in writing, 22 in speaking, 20 in reading, and 20 in listening); or a CAEL score of 70; or an IELTS score of 7.0.

Students may receive advanced standing with transfer of credit for up to 1.0 credit. Advanced standing will be considered only for core courses. It will be determined on an individual basis in consultation with the MPNL Supervisor and the Faculty of Graduate and Postdoctoral Affairs, pursuant to Section 6.1 of the General Regulations section of this Calendar. In general, a grade of B+ or higher is necessary in the equivalent courses in order to receive advanced standing. Appendix C - 88

### Program Requirements

#### Master of Philanthropy and Nonprofit Leadership (6.0 credits)

<b>1. 3.5 credits in core courses:</b>	<b>3.5</b>
PANL 5001 [0.5]	Foundations of Philanthropy
PANL 5002 [0.5]	Policy and Legal Environment
PANL 5003 [0.5]	Finances for Philanthropy and the Nonprofit Sector
PANL 5004 [0.5]	Governance and Leadership
PANL 5005 [0.5]	Organizational Development
PANL 5006 [0.5]	Research Methods
PANL 5007 [0.5]	Policy and Program Evaluation
<b>2. 2.0 credits listed under Electives below, with at least 1.0 credit in PANL</b>	<b>2.0</b>
<b>3. 0.5 credit in:</b>	<b>0.5</b>
PANL 5008 [0.5]	Capstone Project
<b>Total Credits</b>	<b>6.0</b>

### Electives

#### Philanthropy Cluster

The Philanthropy cluster provides an understanding of the principles, practices and institutions involved in the responsible stewardship of philanthropic funds, including both how funds are raised and how they are invested and distributed.

PANL 5301 [0.5]	Planning and Management of Integrated Fundraising
PANL 5302 [0.5]	Responsible and Impact Investing
PANL 5303 [0.5]	Social Media, Communications and Marketing
PANL 5304 [0.5]	Strategic Grantmaking
PANL 5305 [0.5]	Globalization of Philanthropy
PANL 5372 [0.5]	Special Topics in Philanthropy

#### Organizational Leadership and Management Cluster

The Organizational Leadership and Management cluster provides an understanding of the challenges and opportunities that confront nonprofits, charities, social enterprises and other civil society organizations in making and implementing change, both within organizations and in public policy.

PANL 5701 [0.5]	Social Innovation
PANL 5702 [0.5]	Social Entrepreneurship
PANL 5703 [0.5]	Public Policy Advocacy
PANL 5704 [0.5]	International Civil Society Organizations
PANL 5772 [0.5]	Special Topics in Organizational Leadership and Management
PADM 5212 [0.5]	Civil Society and Public Policy
PADM 5215 [0.5]	Benefit-Cost Analysis
PADM 5411 [0.5]	Organization Theory

PADM 5418 [0.5]	Human Resources Management
PADM 5814 [0.5]	Program and Project Management
PADM 5815 [0.5]	Civil Society Organizations and Development
INAF 5003 [0.5]	Project Operations in a Developing Country Context
ACCT 5001 [0.25]	Financial Accounting *
ACCT 5002 [0.25]	Managerial Accounting *
ACCT 5011 [0.25]	Financial Statement Analysis
ACCT 5012 [0.25]	Performance Measurement and Control
ACCT 5013 [0.25]	Financial Reporting and Control in Public Organizations
MGMT 5100 [0.5]	Managing People and Organizations
MGMT 5111 [0.25]	Conflict and Negotiation
MGMT 5112 [0.25]	Power and Influence
MGMT 5113 [0.25]	Managing Teams
MGMT 5114 [0.25]	Managing Diversity
MGMT 5115 [0.25]	Leadership
MGMT 5116 [0.25]	Managing Performance
MGMT 5117 [0.25]	Knowledge Management

\* Please note that ACCT 5001 and ACCT 5002 are the prerequisites for ACCT 5011, ACCT 5012, and ACCT 5013.  
MGMT 5100 is the prerequisite for all MGMT courses.

#### International and Policy Contexts Cluster

The International and Policy Context cluster provides an understanding of the globalized environment in which philanthropy and nonprofit organizations operate, and of various policy fields of particular relevance to them.

PADM 5221 [0.5]	Health Policy in Canada
PADM 5222 [0.5]	Economics and Health Policy
PADM 5224 [0.5]	Aboriginal Policy
PADM 5225 [0.5]	Trade Policy
PADM 5227 [0.5]	Education Policy
PADM 5228 [0.5]	Social Policy
PADM 5422 [0.5]	Urban and Local Government
PADM 5612 [0.5]	Industrial Policy, Innovation and Sustainable Production
PADM 5615 [0.5]	Politics and Policy of Energy in Canada
PADM 5619 [0.5]	Urban Sustainability
PADM 5620 [0.5]	The Science, Politics and Economics of Global Climate Change
PADM 5811 [0.5]	The International Policy Framework
PADM 5812 [0.5]	Governance in Developing Countries
PADM 5817 [0.5]	Health Policy in Developing Countries
PADM 5818 [0.5]	Theories of Development
Other courses as approved by the MPNL Supervisor	

## Diploma in Philanthropy and Nonprofit Leadership

**Note: the Diploma in Philanthropy and Nonprofit Leadership will be offered under the Graduate Diplomas in Public Policy and Administration**

The Graduate Diplomas serve the needs for continuous learning by working professionals who seek to strengthen or broaden their conceptual and technical skills in particular areas relevant to public policy and administration. Those areas are: Health Policy; Philanthropy and Nonprofit Leadership; Public Management; Public Policy and Program Evaluation; and Sustainable Development;

### Academic Regulations

See the General Regulations section of this Calendar. All candidates are required to obtain a grade of B- or higher in each course in the program.

### Admission Requirements

Applicants must have a bachelor's degree (or equivalent). Normally, an average of B+ or higher is required for admission.

Students whose first language is not English, or who have not completed a previous degree at an English speaking university, must demonstrate an adequate command of English by attaining, at least: a TOEFL score of 580 written, or 237 CBT (computer-based test), or 86 IBT (internetbased test) with a minimum score in each component (22 in writing, 22 in speaking, 20 in reading, and 20 in listening); or a CAEL score of 70; or an IELTS score of 7.0.

**Note:** students in the Diploma programs are not eligible to receive university funding.

### Program Requirements

Each of the Diplomas comprises 3.0 credits. The composition of the required and elective courses varies by specialization, as outlined below. The Diplomas are designed to be completed in two years while working full-time, although students may take the program on either a part-time or full-time basis.

#### Diploma in Philanthropy and Nonprofit Leadership (3.0 credits)

Students must complete:

<b>1. 1.0 credit in</b> required courses:		1.0
PANL 5001 [0.5]	Foundations of Philanthropy	
PANL 5002 [0.5]	Policy and Legal Environment	
<b>2. 2.0 credits in</b> electives from:		2.0
PANL 5003 [0.5]	Finances for Philanthropy and the Nonprofit Sector	
PANL 5004 [0.5]	Governance and Leadership	
PANL 5005 [0.5]	Organizational Development	
PANL 5006 [0.5]	Research Methods	
PANL 5007 [0.5]	Policy and Program Evaluation	
PANL 5301 [0.5]	Planning and Management of Integrated Fundraising	
PANL 5302 [0.5]	Responsible and Impact Investing	

PANL 5303 [0.5]	Social Media, Communications and Marketing
PANL 5304 [0.5]	Strategic Grantmaking
PANL 5305 [0.5]	Globalization of Philanthropy
PANL 5372 [0.5]	Special Topics in Philanthropy
PANL 5701 [0.5]	Social Innovation
PANL 5702 [0.5]	Social Entrepreneurship
PANL 5703 [0.5]	Public Policy Advocacy
PANL 5704 [0.5]	International Civil Society Organizations
PANL 5772 [0.5]	Special Topics in Organizational Leadership and Management
Other courses as approved by MPNL Supervisor	
<b>Total Credits</b>	<b>3.0</b>

**PANL 5001 [0.5 credit]**

**Foundations of Philanthropy**

The motivations, values and ethics, and history of philanthropy, and a critical examination of its role in relation to government, business and society. Trends and emerging challenges in philanthropy and voluntary action over time and in different cultures and regions.

**PANL 5002 [0.5 credit]**

**Policy and Legal Environment**

The legal, tax and regulatory context in which philanthropy, charities and nonprofits operate; the processes of policy formation and means of participating in them.

**PANL 5003 [0.5 credit]**

**Finances for Philanthropy and the Nonprofit Sector**

Revenue source development, business planning, financial management and accountability covering a range of financing options.

**PANL 5004 [0.5 credit]**

**Governance and Leadership**

Theories of leadership, ethical decision making, and the function of governance, boards and strategic planning in directing effective sustainable organizations, building external relationships and managing multiple accountabilities.

**PANL 5005 [0.5 credit]**

**Organizational Development**

Theories and application of organizational development for nonprofit and philanthropic organizations; human resource management for staff and volunteers, control systems, and project and risk management.

**PANL 5006 [0.5 credit]**

**Research Methods**

Understanding of qualitative and quantitative methods with application to philanthropy and nonprofit research. Topics may include research design, techniques for collecting and managing evidence, an introduction to qualitative and statistical analysis and communication of results. Precludes additional credit for PADM 5113 or 5114.

**PANL 5007 [0.5 credit]**

**Policy and Program Evaluation**

Selected concepts, issues and processes in applied planning and evaluation, utilizing both Canadian and comparative experiences. Also listed as PADM 5420.

**PANL 5008 [0.5 credit]**

**Capstone Project**

An integrative research project on a topic related to the philanthropic or nonprofit sector. Prerequisite(s): completion of six core courses, or simultaneous registration in the seventh and final core course.

**PANL 5009 [0.5 credit]**

**Internship**

This course requires supervised work experience over 10 weeks in an appropriate placement approved by the graduate supervisor. It culminates in a 25-30 page (or equivalent) analytical work graded by the academic supervisor.

**PANL 5301 [0.5 credit]**

**Planning and Management of Integrated Fundraising**

Strategic and tactical management, oversight and ethical considerations of a diversity of fundraising methods; donor relationships; planning and managing major, integrated campaigns.

**PANL 5302 [0.5 credit]**

**Responsible and Impact Investing**

The financial instruments, organizational implications and measurement of program-related and other investments that lever economic, social and environmental value by organizations in or straddling the nonprofit and for-profit sectors.

**PANL 5303 [0.5 credit]**

**Social Media, Communications and Marketing**

The use of social media and other information technologies for brand building, marketing, fundraising, and social/political activism. An overview of marketing and communications theory, principles and techniques, and their application in philanthropic, nonprofit, and social entrepreneurial environments.

**PANL 5304 [0.5 credit]**

**Strategic Grantmaking**

Alternative approaches to effective grantmaking and funding practices, including managing the associated accountabilities for both grantmaking bodies and recipient organizations.

**PANL 5305 [0.5 credit]**

**Globalization of Philanthropy**

Understanding global civil society and the effects that globalization has on giving and organizing. The legal, regulatory and cultural considerations for philanthropy, volunteerism, and civil society organizations that work transnationally.

**PANL 5372 [0.5 credit]****Special Topics in Philanthropy**

One or more specialized aspects of philanthropy. The topics will change each year.

**PANL 5701 [0.5 credit]****Social Innovation**

The processes, business models and leadership of 'social innovation' – system changing approaches to dealing with social, cultural, economic and environmental challenges. Use of case studies and prototypes to test assumptions and alternatives.

**PANL 5702 [0.5 credit]****Social Entrepreneurship**

The theory, leadership and management of social entrepreneurship, from evaluating the opportunity through implementation. Includes assessment of startup strategies, raising funds, assessing risks, legal aspects, marketing ideas, managing resources and growth, and creation of socially responsible models.

**PANL 5703 [0.5 credit]****Public Policy Advocacy**

Examination of how nonprofit organizations and voluntary action can affect social change and influence public policy processes in both national and international contexts. Practical development of advocacy and public education strategies.

**PANL 5704 [0.5 credit]****International Civil Society Organizations**

Understanding the role of international non-governmental organizations in a global civil society, and how they strategically plan and manage key functions including regime creation, humanitarian and development assistance and internal governance and operations.

**PANL 5772 [0.5 credit]****Special Topics in Organizational Leadership and Management**

One or more specialized aspects of organizational leadership and management. The topics will change each year.

**Summer session:** some of the courses listed in this Calendar are offered during the summer. Hours and scheduling for summer session courses will differ significantly from those reported in the fall/winter Calendar. To determine the scheduling and hours for summer session classes, consult the class schedule at [central.carleton.ca](http://central.carleton.ca)

Not all courses listed are offered in a given year. For an up-to-date statement of course offerings for the current session and to determine the term of offering, consult the class schedule at [central.carleton.ca](http://central.carleton.ca)