

Philanthropy and Nonprofit Leadership

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

Master of Philanthropy and Nonprofit Leadership

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

The School of Public Policy and Administration provides two points of entry into the Master of Philanthropy and Nonprofit Leadership: a standard admission and a professional entry that recognizes significant leadership experience.

Most applicants are considered for the standard admission into the 6.5 credit Master program. They 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. Students can enter the program from a variety of backgrounds, including the social sciences, humanities, and sciences.

The School also considers mid-career applicants for standard admission who do not satisfy this academic 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 PNL Supervisor. Contact the School for details.

Applicants who have at least seven years of work experience in the philanthropic and nonprofit field over which they have exhibited significant leadership and increasing levels of responsibility are considered for entry into the limited number of spaces in the 5.0 credit professional Master program. In addition to such work experience, they must have an undergraduate degree or post-graduate degree (or equivalent) with an average of B+ or higher.

Students who seek admission to either the 6.5 or 5.0 credit Master program following satisfactory completion of the Diploma of Philanthropy and Nonprofit Leadership may, with permission of the PNL Supervisor, apply 2.0 of the Diploma credits toward the Masters.

All applicants whose first language is not English must demonstrate English proficiency in one of the following ways:

a) Present an official transcript to indicate that they have completed a degree within the past three years in a university in Canada, the United States, the United Kingdom or any other country in which the primary language is English, and where the language of instruction in the relevant educational institution was exclusively English; or

b) Provide official documentation of a satisfactory English proficiency test score. Minimum scores for the program are: CAEL: 70; TOEFL (paper-based test): 600; TOEFL (computer-based test): 250; TOEFL (internet-based test): 100, with a minimum score of 25 on each component; IELTS: 7, with a minimum of 6.0 in each band score.

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 PNL 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.

Program Requirements

Master of Philanthropy and Nonprofit Leadership: Standard Admission (6.5 credits) - Standard Admission

1. 3.5 credits in core courses:	3.5
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	
2. 2.0 credits listed under Electives below, with at least 1.0 credit in PANL	2.0
3. 1.0 credit in:	1.0
PANL 5010 [1.0] Capstone Project	
Total Credits	6.5

Master of Philanthropy and Nonprofit Leadership: Professional Entry (5.0 credits)

1. 3.5 credits in core courses:	3.5
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	
2. 1.5 credits listed under Electives below, with at least 1.0 credit in PANL	1.5
Total Credits	5.0

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 Philanthropy and Grantmaking for Social Change
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 PNL 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:

1. 1.0 credit in required courses:	1.0
PANL 5001 [0.5] Foundations of Philanthropy	
PANL 5002 [0.5] Policy and Legal Environment	
2. 2.0 credits in 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 Philanthropy and Grantmaking for Social Change	
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	
Total Credits	3.0

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 core courses.

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 5010 [1.0 credit]

Capstone Project

An integrative research project on a topic related to the philanthropic or nonprofit sector. Prerequisite(s): completion of core courses.

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 Philanthropy and Grantmaking for Social Change**

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.