

Philanthropy and Nonprofit Leadership

This section presents the requirements for programs in:

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

Program Requirements

Master of Philanthropy and Nonprofit Leadership (6.5 credits)

Requirements - 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 (5.0 credits - Professional Entry)

Requirements - 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

PANL 5009 [0.5]	Internship
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 5306 [0.5]	Advanced Topics in Fundraising
PANL 5307 [0.5]	Community 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 Philanthropy and Nonprofit Leadership
PANL 5791 [0.5]	Directed Studies in Philanthropy and Nonprofit Leadership

Other courses as approved by the PNL Supervisor

Graduate Diploma in Philanthropy and Nonprofit Leadership (3.0 credits)

Requirements:

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 5306 [0.5]	Advanced Topics in Fundraising
PANL 5307 [0.5]	Community 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 Philanthropy and Nonprofit Leadership
PANL 5791 [0.5]	Directed Studies in Philanthropy and Nonprofit Leadership
Other courses as approved by PNL Supervisor	
Total Credits	3.0

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's 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

Master of Philanthropy and Nonprofit Leadership

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 accordance with Section 3.6 of the General Regulations of this Calendar.

Students who have completed courses equivalent to the PANL courses or taken approved graduate courses on the recommendation of the PNL Graduate Supervisor, and obtained a grade of at least B+, may receive advanced standing with transfer of credit for up to 1.0 credit. This will be determined on an individual basis by consultation with the PNL Supervisor and the Faculty of Graduate and Postdoctoral Affairs, pursuant to Section 6.1 of the General Regulations of this Calendar.

Graduate Diploma in Philanthropy and Nonprofit Leadership

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

All applicants whose first language is not English must demonstrate English proficiency in accordance with Section 3.6 of the Graduate Calendar.

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

Philanthropy and Nonprofit Leadership (PANL) Courses

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 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 5306 [0.5 credit]**Advanced Topics in Fundraising**

Specialized aspects and advanced methods of fundraising including planned giving, major campaigns, new technologies, ethical issues and leadership skills.

Prerequisite(s): PANL 5301 or permission of the Philanthropy and Nonprofit Leadership graduate supervisor.

Online course.

PANL 5307 [0.5 credit]**Community Philanthropy**

Formal and informal mechanisms communities use to mobilize their assets for public benefit and social change; analysis of major innovations and trends in community philanthropy from a global perspective.

Online

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 Philanthropy and Nonprofit Leadership**

One or more specialized or advanced aspects of philanthropy and nonprofit leadership such as the ethics, history, cross-cultural dimensions and management of particular types of organizations. The topics will change each year.

PANL 5791 [0.5 credit]

Directed Studies in Philanthropy and Nonprofit Leadership

A directed reading course on selected subjects related to philanthropy and nonprofit leadership, as arranged with a faculty supervisor.

Prerequisite(s): PANL 5001 and PANL 5002, at least an A- average in PANL courses, and permission of the Philanthropy and Nonprofit Leadership supervisor.

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

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