University of Central Florida

Master of Nonprofit Management

Strategic Plan

2018-2021

Approved November 7, 2017

EXECUTIVE SUMMARY

The Master of Nonprofit Management (MNM) program at the University of Central Florida is housed within the School of Public Administration. The current strategic plan ends in 2017, so the faculty, staff, and members of the Nonprofit Management Advisory Board engaged in strategic planning to develop this new three-year plan that will end in 2021.

This strategic planning process aligns with the decision by the faculty of the MNM program to pursue accreditation by NASPAA, the organization that accredits our Master of Public Administration program. During the summer of 2016 we submitted the application to be considered for review, and we began our strategic planning process in early fall of 2016 with a retreat of the MNM Curriculum Committee comprised of faculty, staff, librarians, alumni, and advisory board members. During this retreat the mission, vision, and values of the MNM program were revisited and revised. In addition, a review of the programmatic competencies was conducted to assess alignment with the curriculum. Based on this assessment the decision was made to convert the Ethics and Governance in Nonprofit Management course into a required core course and to change the Nonprofit Administration course into a capstone requiring a portfolio as a final project. These changes to the academic program were implemented in Academic Year 2017-2018.

In late fall of 2016 the MNM Curriculum Committee met and reviewed the competencies again and made revisions to them that increased the focus of the program on the policy process. In early 2017 the program director signed a service learning agreement with students in the PAD 6335 Strategic Planning to complete a strategic plan for the MNM program in during the spring semester. The students conducted a survey of key stakeholders for feedback on the issues, and a

student facilitated a strategic planning session with the Nonprofit Advisory Board that generated a SWOT analysis and identification of the strategic issues for the program's strategic plan.

The data gathered from the surveys and during the strategic planning session was then compiled and analyzed to help create this strategic plan. During the spring of 2017 the MNM Curriculum Committee comprised of everyone teaching in the MNM program, the advising staff, and key advisory board members met twice to develop the logic model for the program, to map the revised curriculum, and to develop a competency handbook. This competency handbook provides faculty, staff, students, and key stakeholders with the linkages between the competencies, the curriculum, the major assignments, and the ongoing assessment of the program.

The students developing the strategic plan working with the program director developed objectives, strategies, and indicators for the strategic plan. This draft of the strategic plan was reviewed by the advisory board at the May meeting, and additional changes were made by all faculty teaching in the program. The strategic plan was again reviewed by the advisory board at the November 2017 meeting and approved at the SPA Director's Council at the December 2017 meeting.

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ORGANIZATION HISTORY

The University of Central Florida's Master of Nonprofit Management (MNM) program is a degree program housed in the School of Public Administration (SPA), offering competency-based coursework leading to a graduate degree created to prepare students to lead and manage in the nonprofit sector. In 2000 faculty members in the Department of Public Administration conducted a survey of the Central Florida community, which determined that there was strong interest in the development of a graduate program in nonprofit management.

To assist in the development of graduate nonprofit management courses the University of Central Florida Nonprofit Management Advisory Board (advisory board) was created in early 2000 with key leaders in the nonprofit sector serving as the initial members.   Later that year the completely online Graduate Certificate in Nonprofit Management was approved with courses that addressed key management areas and nonprofit management competencies identified by the advisory board.

In 2001 the first Central Florida Community Partners Nonprofit Management Conference was held with broad support from advisory board members. The conference was attended by over eighty (80) nonprofit leaders and proved to be so successful that the advisory board assumed responsibility for planning an annual nonprofit conference. Over the years these conferences have grown in scope and attendance serving as in outstanding networking event for graduate and undergraduate students interested in nonprofit management. The 16th Annual Community Partners Nonprofit Management Conference was held in November of 2017 and focused on Nonprofit Advocacy in a Changing World.

From 2000 to 2004 the advisory board worked closely with the faculty to develop a competency-based curriculum that would elevate the professionalism of the sector. In spring of

2004 the Masters in Nonprofit Management (MNM) program was approved by the university

and classes began that fall. UCF provides extensive training in online pedagogy and teaching,

and all full-time faculty teaching in the program are required to complete this semester long

training. Classes were online from the beginning, making this the first degree program to be

earned entirely online at the University of Central Florida (UCF). In 2005, the MNM program

won the American Society for Public Administration's Curriculum Innovation Award.

In 2012 the Dual Master of Nonprofit Management/ Master of Public Administration

program was created. This was the first dual degree program at UCF, and provided a way for

students in both programs to advance their public service knowledge. Following the creation of

the dual degree, the Graduate Certificate in Fundraising was developed building on the strong

relationship the program had established with the Association of Fundraising Professionals

(AFP). The Central Florida Chapter of AFP had previously sponsored the creation of one of the

first Collegiate Chapters of AFP with the nonprofit management students at UCF. This strong

partnership continues today, with the UCF Collegiate AFP Chapter being very active partners

with the Central Florida Collegiate Chapter for student mentoring and programming.

The Master of Nonprofit Management program was recently ranked in the Top Twenty

Nonprofit Management Programs by *U.S. News and World Report.* The MNM program is

looking to the future and to further develop its role in the Central Florida Community and

beyond through programmatic offerings, service learning, and continuing education

professionalizing the nonprofit sector.

Since its inception, the Nonprofit Management program has had a strategic plan. The last

strategic plan was created in 2013 to provide guidance and direction through 2017. To continue

the strategic direction of the MNM program the advisory board, the curriculum committee, and the program director believe that now is the time for a new plan to be developed and initiated.

MANDATES

Mandates are constraints on how an organization can govern itself. They are the rules and guidelines within which the organization must operate. There are two types of mandates: formal and informal. Formal mandates are those that are from external forms of regulation. These types of mandates include legislation, rules of government agencies, and bylaws or policy manuals. Informal mandates are the expectations of stakeholders that impact the way an organization behaves. The Nonprofit Management Program, like all organizations, is subject to both formal and informal mandates.

Formal Mandates

Formal mandates that apply to the MNM program include all the formal mandates that apply to the University of Central Florida. This begins with state and federal legislation for the university system. Examples of federal legislation that apply are: the Civil Rights Acts, Individuals with Disabilities Education Act, the Family Educational Rights and Privacy Act (FERPA), and the Higher Education Act. State legislation that applies includes Florida Statutes, particularly, Title XLVIII the K-20 Education Code. Additionally, there are the rules and regulations of the State University System of Florida Board of Governors and the Internal Revenue Service's rules and regulations regarding tax-exempt status, disclosures and reporting. Additionally, the University of Central Florida's policies and procedures, as well as a supplemental policies and procedures of the School of Public Administration and College of Health and Public Affairs would be formal mandates the MNM program must comply with.

Informal Mandates

As stated prior, informal mandates are the expectations of stakeholders. The MNM program at UCF has stakeholders with varying viewpoints and expectations. First, you have the expectations of the students that the program will be a productive use of their time and money. The students expect an education that is applicable to their field of study, that will prepare them for their chosen career, and that will make them marketable to future employers. Additionally, those future employers and nonprofit organizations are stakeholders as well, and they expect that the program provide them with a potential employee pool that is knowledgeable, experienced, and prepared for work in the nonprofit sector. Other stakeholders, such as professional groups, student organizations, and the on-campus centers are competing for attention from the program, promotion to the students and expect to have students participate in their organizations.

Furthermore, the University of Central Florida, the College of Health and Public Affairs, and the School of Public Administration expect that the program continue to perform well and bring in tuition dollars and reflect positively on the school's reputation. They expect that the program remain highly ranked among those that make assessments of school rankings. Finally, the MNM program has expectations from the stakeholders that are staff members and faculty. They expect that the program will continue to provide for them and their careers. The last stakeholder is the accrediting body, NASPAA, which expects that the MNM program will meet the standards of excellence necessary for accreditation. The two-year accreditation review will be completed in the summer of 2018, and we anticipate the our MNM program will be the first standalone nonprofit management program to be accredited by NASPAA.

STAKEHOLDER ANALYSIS

After identifying the mandates that the MNM program must operate under, it is important

to identify and analyze the stakeholders for the program. A stakeholder is anyone who has an

interest in the resources, outcomes, or management of the organization. Stakeholders can be

either internal or external and can have varying interests and concerns. These concerns can at

times conflict, which means that the program should analyze them to prioritize their concerns.

Stakeholder	Internal or External	Concern
University of Central Florida	External	That the program reflects positively on the university and is financially proficient.
Students	External	That the program properly prepares them for their chosen career.
Nonprofit Community Partners	External	That the program provides a pool of qualified applicants for their employee needs.
Advisory Board	Internal	That the program is being run consistent with its mission and values.
Program Director	Internal	That the program is program is meeting its mission, funded properly, and continuing to provide the quality education that the students are paying for.
Faculty	Internal	That the program maintains success so as to provide them with career opportunities and employment. That the students are learning the skills that are necessary to work in the sector.
Staff	Internal	That the program provide them with meaningful employment.
Office of Experiential Learning	Internal	That the students are learning the necessary skills to work in the sector, so that they work productively with organizations.
Professional Organizations – AFP, NLA, YNPN	External	That there are new members to be recruited through the student body, and that the students that do join will be positive members to the organization.
Center for Public and Nonprofit Management	Internal	That students and faculty will join the Center and help with the research needs the center is hoping to fulfill.
College of Health and Public Affairs	Internal	That the program will provide additional funds through tuition and will reflect positively on the college bringing additional esteem to the college.
School of Public Administration	Internal	That the program will provide additional funds through tuition and will reflect positively on the school bringing additional esteem to the school.

Student Organizations – Collegiate Chapter AFP	External	That the program provides students to join the organizations and carry on the organization in leadership positions.
Alumni	External	That the program will have provided sufficient education and will help with job placement when necessary.
Accrediting Body - NASPAA	External	That the program will meet and maintain the standards for accreditation.
Library	External	That the program will provide students that need the services of the library.

VISION, MISSION STATEMENT and VALUES ANALYSIS

Review and analysis of the statements of an organization's vision, mission and values are important parts of strategic planning. These statements are the framework from which an organization's programming should be developing. The statements offer guidance and direction to the organization's goals. A vision statement identifies what the organization would like to achieve and describes the aspirational long-term change that an organization hopes to achieve. A mission statement is a statement of purpose. The mission statement is meant to offer in a clear and succinct way, who the organization is; while the vision statement explains how and why the organization will meet that mission. The values of an organization are important as well. Values are the fundamental principles that an organization uses to guide its behavior. These three components together offer insight into who the organization is and how and why it intends to meet its goals. In addition, the MNM Program has a statement of curriculum competencies. That statement is an additional statement providing guidelines and direction for its programming.

Vision Statement

The University of Central Florida's Master of Nonprofit Management program is an international leader in graduate nonprofit management education and research, providing the highest quality graduate public service education for careers in the nonprofit sector. In partnership with the community, the program positively impacts the nonprofit sector through a contemporary curriculum, innovative instruction, and scholarly and applied research.

Mission Statement

> The Master of Nonprofit Management program prepares students for professional public service leadership in the nonprofit sector through a competency-based curriculum set on a foundation of ethical principles, community engagement, and scholarship that creates usable, relevant knowledge to address complex societal issues in Central Florida and beyond.

Values

The Master of Nonprofit Management program is dedicated to advancing public service values and civic leadership in the nonprofit sector. For our faculty and students, public service values are demonstrated by adhering to ethical principles of behavior and by acting in a professional manner.

Ethical Principles

We advocate the following ethical principles of conduct as the foundation of public service:

- **Integrity** – to serve in a honest, transparent manner while honoring promises;
- **Benevolence** – to promote the public good, avoid doing harm, and respect the worth of each individual;
- **Fairness –** to act in way that is just and equitable to all, while avoiding undue burden on the most vulnerable in our society; and
- **Social Justice** – to identify and address the unfair burdens experienced by groups of individuals through intentional and unintentional policies, laws, and societal projects and practices.

Professional Principles

We advocate the following professional principles to advance public service as a profession:

- **Commitment** – to pursue a passion for the public interest with accountability and transparency;
- **Competence** – to utilize the most current knowledge, skills, and abilities to serve the public interest with efficiency and objectivity;
- **Scholarship** – to cherish and honor learning that enriches the human experience;
- **Stewardship** – to accept responsibility for decisions and actions regarding the protection of organizational and public resources;
- **Diversity and Inclusiveness –** to respect and value all perspectives and experiences, creating an environment that is open to all; and
- **Leadership –** to inspire others to advance the public interest while actively promoting democratic participation and collaboration**.**

Curriculum Competencies

The Master of Nonprofit Management program's competencies are based on the

NASPAA Universal Competencies adapted to the nonprofit sector. The MNM curriculum is

based on the following competencies:

- The ability to lead and manage in a dynamic, mission driven, nonprofit sector.

- The ability to analyze, synthesize, think critically, solve problems, and make

    decisions for strengthening nonprofit organizations, the nonprofit sector, and society

    at large.

- The ability to communicate and interact productively with a diverse and changing

    workforce and citizenry.

- The ability to articulate and apply a public service perspective emphasizing the role

    of civil society in democratic governance.

- The ability to participate in and contribute to the policy process while functioning in

    the nonprofit sector.

SWOT ANALYSIS

The program's strengths, weaknesses, opportunities and threats (SWOT) are considered

in a SWOT analysis. Strengths and weaknesses are internal factors, whereas opportunities and

threats are external factors. An organization should identify both internal and external factors

that affect its ability to meet its mission. Looking at external factors allows an organization to put

its strengths and weaknesses into the large context and identify ways in which the current

environment can help or hurt its efforts to build on strengths and adjust for weaknesses.

The strengths and weakness of the MNM program were identified during a strategic

planning meeting with the advisory board, faculty members, the program director, and other key

stakeholders. A survey was provided to key stakeholders to help in identifying factors in each of

these categories. The analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT)

matrix was completed by the writers of this strategic plan. The strategic planning meeting ended

with the identification of the SWOT factors.

SWOT MATRIX

STRENGTHS	WEAKNESSES
• **S1: Passionate and diverse students** • **S2: Quality faculty** • **S3: Strong community involvement** • **S4: Innovative online nature of program**	• **W1: Limited awareness of the program** • **W2: Limited relationship building opportunities** • **W3: Limited scholarships** • **W4: Limited student awareness of resources**
OPPORTUNITIES	THREATS
• **O1: Student networking opportunities** • **O2: Funded internship experiences** • **O3: Increased engagement of board** • **O4: Relationship building**	• **T1: Emerging competition** • **T2: Negative shifts in the nonprofit economy** • **T3: Limited job opportunities for students** • **T4: Decreased public funding**

MNM Strengths

This SWOT Analysis takes an internal and external look at the Master of Nonprofit

Management program offered by the University of Central Florida. The analysis identifies key

strengths, weaknesses, opportunities and threats impacting the program. First, the strengths

identified focused the key stakeholders. The students, faculty, alumni, advisory board and

program leadership all are considered strengths of the program. These individuals bring

diversity, experience, intelligence, and pride to the program. Other strengths identified are

related to the nature of the MNM program. The online nature of the program, the dual degree

opportunity, the Annual Community Partners Nonprofit Management Conference, the Center for

Public and Nonprofit Management, and the direct links to the undergraduate program are all

aspects of the MNM program that make it unique.

MNM Weaknesses

In regards to weaknesses the ones identified are tied to both internal and external communications. Internal communications between the faculty and students, between the program leadership and students, and between the faculty and the advisory board were all identified as issues that need to be addressed. Further, the external communication about the program to the community, specifically alumni, the advisory board, and local nonprofit organizations is also an issue to address.

MNM Opportunities

Further, a number of the opportunities were identified that may assist the program expand its curriculum. For example, the new undergraduate program, the potential of a new advocacy graduate certificate, and additional electives are ways the program could expand the ways it meets its curriculum competencies. In addition, the opportunities to increase funded internships, expand board engagement, increase diversity, and connect with local organizations show opportunity for advancement in other important ways to prepare students for work in the field.

MNM Threats

Finally, threats have been identified. Threats are external factors that may have negative effects on the organization. The changing political climate and economy leads to the identification of decreased federal funding and federal policy changes as a threat. Further the negative shift in nonprofit economy is a threat to the program, by increasing difficulty in finding job placements for its students.

GOALS, OBJECTIVES and STRATEGIES

Goals may be developed by the organization to achieve its mission and vision for the future, and goals may be developed from strategic issues identified through the SWOT analysis and TOWS matrix. For this strategic plan the goals were developed as part of the NASPAA Accreditation Self-Study by the MNM Curriculum Committee as the driving force for the MNM Logic Model. Then the strategic issues assessment was used to help develop the objectives and strategies that are specific to our environment and situation.

<div align="center">MNM Logic Model Goals</div>

- *Prepare public service professionals for the nonprofit sector*

- *Create usable, relevant knowledge to address societal issues*

- *Positively impact the nonprofit sector in Central Florida and beyond.*

Meta-Goal One - Prepare public service professionals for the nonprofit sector

- **Goal:** To continually evolve the competency-based curriculum by adapting to the changing nonprofit environment.

    - **Objective:** To ensure that graduating students are able to demonstrate the NASPAA five universal competencies every semester.

        - **Strategy:** Faculty members adhering to the MNM Logic Model and following the MNM Curriculum Map provide students competency-based assignments in every course designed to achieve mastery of the five universal competencies by the completion of the program.

        - **Strategy:** Faculty members track the effectiveness of the competency-based curriculum through the annual UCF Institutional Effectiveness

evaluation system and make changes to improve the program when

necessary.

- **Strategy:** The capstone course, Nonprofit Administration will require
  students to complete a portfolio of their work in the program and to
  identify and reflect on how that work has enhanced their competency in
  each of the five NASPAA universal competencies.

- **Strategy:** Faculty members will attend conferences and conduct research
  on nonprofit management and civil society to advance the field and to
  remain current with the research in the field.

- **Strategy:** The Nonprofit Advisory Board will host the Annual
  Community Partners Nonprofit Conference to provide students and the
  nonprofit community the opportunity to gain additional skills and
  knowledge.

- **Strategy:** The Program and the Center for Public and Nonprofit
  Management will offer additional training classes to expand the
  knowledge, skills and abilities of students and members of the nonprofit
  community.

  - **Indicator:** 100% of graduating students complete a portfolio in the
    capstone course demonstrating achievement of the five NASPAA
    universal competencies.

  - **Indicator:** Every Fall Semester the MNM Program Director
    completes the Institutional Effectiveness evaluation of the MNM

program and makes program changes if necessary based on the

evaluation

- **Indicator:** The Annual Community Partners Nonprofit

  Management Conference is offered annually.

- **Indicator:** The Program or the CPNM will present one (1) external

  training class/workshop is offered per semester to further the

  professionalism, knowledge, skills and abilities of students.

- **Objective:** To increase to 75% the number of graduated students who are

  employed in the nonprofit sector by 6 months after graduating.

  - **Strategy:** Form strategic partnerships with advisory board members and

    employers to guarantee UCF graduates are employed.

  - **Strategy:** Conduct an annual survey with MNM alumni who are

    employed and their employers determine competency mastery.

  - **Strategy:** Continuously provide students with employment opportunities

    via the PA Weekly and through e-mail communications.

    - **Indicator:** Two (2) or more employment opportunities are shared

      via the PA Weekly and through e-mail communications monthly.

    - **Indicator:** 60% of alumni and employers indicate mastery of the

      universal competencies annually.

Meta-Goal Two - Create usable, relevant knowledge to address societal issues

- **Goal:** To enhance the capacity of all stakeholders to positively address complex societal issues in Central Florida and beyond.

  - **Objective:** Expand faculty student research on the nonprofit sector by 5% each year demonstrated by faculty and student publications and presentations.

    - **Strategy:** Utilize the resources of the Center for Public and Nonprofit Management to support faculty research.

    - **Strategy:** Seek graduate research assistantships to fund students and aid faculty research.

    - **Strategy:** Utilize the COHPA Fellows program to seek grant funding by faculty members.

    - **Strategy:** Utilize service learning projects to produce research that addresses issues of the nonprofit sector.

      - **Indicator:** Faculty and student publications on the nonprofit sector increases by 5% each year.

      - **Indicator:** Faculty and student presentations on the nonprofit sector at conference increases by 5% each year.

      - **Indicator:** Faculty secure a minimum of one grant related to the nonprofit sector annually.

  - **Objective:** Expand and increase the number of partnerships by 20% for job and internship placement between nonprofit organizations and the MNM program by 2020.

    - **Strategy:** Utilize resources from Office of Experiential Learning (OEL).

- **Strategy:** Utilize resources and partnerships established by the University

- **Strategy:** Utilize resources and connections from professional circles, faculty, board members and fellow students

  - **Indicator:** A minimum of a 10% increase in students utilizing resources through OEL by 2020.

  - **Indicator:** 20% increase in partnerships for internships and job opportunities established by the MNM program by 2020.

  - **Indicator:** Five (5) graduates are hired through relationships with current/past faculty and board member connections each year.

Meta-Goal Three - Positively impact the nonprofit sector in Central Florida and beyond.

   Goal: To continuously grow strong relationships with the community, students, alumni, and others to expand student opportunities and resources.

- **Objective 1:** Create an online community with resources and opportunities for relationship building by January 2018.

  - **Strategy**: Faculty members partner to develop the model for this community as a project for the Faculty Center for Teaching FCTL Summer Conference.

  - **Strategy:** Request the creation of an open course to use as the shell for this online community and resource center.

  - **Strategy:** Work with faculty and staff to upload information to the resource center.

    - **Indicator:** The resource center shell is created by June 2017.

- **Indicator:** Faculty create the template for the resource center by June 2017.

- **Indicator:** The MNM Resource Center is operationalized by December 2017.

- **Objective 2:** Create an online community of mentors utilizing alumni and advisory board members within the MNM Resource Center December 2019.

  - **Strategy**: Develop the protocol for the online mentorship program.

  - **Strategy:** Recruit mentors from alumni and advisory board members.

  - **Strategy:** Train mentors on role and responsibilities.

  - **Strategy:** Develop an evaluation system for the mentoring program.

    - **Indicator:** Mentoring protocol developed by June 2018.

    - **Indicator:** Recruitment and training of mentors by December 2018.

    - **Indicator:** The Mentoring program is operationalized with ongoing evaluation by December 2019.

- **Objective 3:** Improve the graduation rate to 80% by December 2020.

  - **Strategy**: Utilize the MNM Resource Center to increase student interaction with faculty members and staff.

  - **Strategy:** Utilize the mentors to provide support to the students encouraging them to complete the MNM program.

  - **Strategy:** Develop the opportunity for peer mentors

  - **Strategy**: Utilize the advising staff to build relationships with the students to support completing the program.

- **Indicator:** The graduation rate increases to 80% by 2020.

- **Indicator:** The graduation rate increases by 10% annually until 2020.