



# Nonprofit Management Certificate Program Approved Elective Courses

## Notes

- Students must complete **four** courses (totaling 12-16 credits) of approved electives from the list below.
- At least **two** electives must be taken in the Evans School.
- Students may take **one** elective with Satisfactory/Not Satisfactory or Credit/No Credit grading.
- Elective courses not included on this list can be petitioned on a case-by-case basis. To recommend a course for consideration, send the syllabus to [nmcp@uw.edu](mailto:nmcp@uw.edu).

Evans School of Public Policy and Governance	
PUBPOL 503 Executive Leadership	Nature of executive life in the public sector, the function of leadership in implementing, making, and changing policy. Leadership styles, the relation of leadership to its constituencies and communities.
PUBPOL 509 Managing People in Public & Nonprofit Agencies	Emphasizes the role of the program manager rather than that of the personnel officer. Managing people within a variety of programmatic, bureaucratic, and political settings. Case studies form basis of class discussion, assignments.
PUBPOL 521 Managing Public Grants and Contracts	This course explores how to best design, manage, and evaluate contracts/grants to improve performance, including the process through which contracts and grants are managed, and how to effectively evaluate performance to inform future partnerships.
PUBPOL 541 The Role of NGOs in International Development	Examines various topics of public importance in nonprofit management. Integrates the political, managerial, and economic dimensions of these issues.
PUBPOL 551 Measuring Social Impact: Advanced Program Design and Evaluation ( <i>requires previous experience or coursework in program evaluation</i> )	Explores the means through which nonprofit organizations establish strategies to expand their impact, sustain their organizations, and shape the future, and the steps through which they develop effective new programs to implement those strategies.
PUBPOL 552 Philanthropy and Society	Provides students a holistic background of the philanthropic sector. Begins with an in-depth analysis of history and context and ends with a discussion of current strategies and approaches to giving by foundations. Builds in sequence: history, context, sub-sectors, accountability, and results.

<p>PUBPOL 553 Nonprofit Financial Management (<i>requires previous experience or coursework in budgeting or financial management</i>)  Provides an understanding of the financial framework of nonprofit organizations. Focuses on the financial principles of management of nonprofits, with an emphasis on financial reporting, strategic financial planning, managerial decision-making and budgeting.</p>
<p>PUBPOL 555 Grant Writing  This course offers broad exposure to grant writing concepts, strategies, and preparation. The methods include lecture and extensive activities in and out of class.</p>
<p>PUBPOL 555 Marketing Social Innovation (<i>former title: Marketing for Mission-Driven Organizations</i>)  This class will give students an understanding of how organizations can use marketing to strategically advance their mission. We will look at how you create a comprehensive and strategic marketing plan—the why, what, who and how. By the end of the quarter, students will have the skills and knowledge to market an organization, idea, cause, project, service, product or program, so long as it is intended to make the world a better place.</p>
<p>PUBPOL 555 Nonprofit Advocacy and Public Policy</p>
<p>PUBPOL 555 Social Enterprise: New Models for Mission-Based Business  This seminar course offers students a deep understanding of the changing landscape for social investments and the tools to become an effective social entrepreneur or practitioner working in the social enterprise and mission-based business space.</p>
<p>PUBPOL 555 Funding the Social Sector  This course will explore innovative approaches to fund social impact work. The class will be a combination of lectures by faculty and practitioners, and case studies of innovative examples of financial instruments and the societal impact of the projects they support.</p>
<p>PUBPOL 556 Public-Private Partnerships  Provides a comprehensive overview and examination of partnerships and their implications for public policy and nonprofit and public management. Examines the diverse array of partnerships in the UW and abroad and the management challenges involved in the development and implementation of different partnership strategies.</p>
<p>PUBPOL 558 Collaboration and Management Across Sectors  Organizations from different sectors (public, business, nonprofit) increasingly work together to achieve unique, collaborative outcomes. Managing cross-sector relationships presents dynamic process and governance challenges that go well beyond the difficulties of managing within an organization. Explores the opportunities and risks involved in working across organizational boundaries.</p>
<p>PUBPOL 559 Quadruple Bottom Line Performance  This new course offering examines the Quadruple Bottom Line (QBL) as a conceptual framework and emerging set of tools for a more comprehensive and balanced accounting of organizational and institutional behavior and outcomes related to economic efficiency, social equity, environmental sustainability, and creative cultural vitality.</p>
<p>PUBPOL 566 Community Economic Development</p>

<p>Explores the relationship between local community economic development, environmental sustainability, cultural vitality, and trend in regional and national economics, with specific focus on how to make community and economic investments that yield development outcomes that contribute to economic, equitable, environmental, and cultural vitality.</p>
<p>PUBPOL 567 Community Engagement and Urban Governance  Investigates interactions between citizen participation and efforts to measure and improve policy and program performance in large cities. Develops analytic frameworks and practical strategies for sustaining and enhancing participation and performance.</p>
<p>PUBPOL 578 Asset Building for Low-Income Families  Explores assets and finances for low income families primarily in the United States. Identifies programs and policies targeted toward asset building and looks at evidence of their efficacy. Uses a multi-disciplinary perspective to examine the economic, social, and political contexts for these policies.</p>
<p>PUBPOL 599 Effective Communication for Public and Nonprofit Leaders  Learn how to write more clearly and persuasively, how to speak confidently to a town hall, and how to understand and interact with the pesky media. This course will cover blogging, public speaking, role-playing press conferences, crisis communications, successful op-eds.</p>

<p><b>Foster School of Business</b></p>
<p>BA 501 Leading Teams and Organizations  This course takes a strategic view of how Organizational Behavior (OB) can enhance organizational effectiveness, and will give you an overview of the major areas of OB and the fundamental principles underlying leading teams and organizations.</p>
<p>EMBA 529 Board Fellows Seminar</p>
<p>ENTRE 579 Business Models and Opportunities in Global Health</p>
<p>MGMT 540 Managing Human Capital  Covers principles and techniques for recruiting, selecting, and developing employees, appraising their performance, and rewarding their contributions. Explores key topics primarily through case studies, readings, class discussion, and fieldwork. Reviews legal and regulatory issues that surround these methods. Intended for both general managers and human resource professionals.</p>
<p>MGMT 545 Leading and Managing High-Performance Organizations  Focuses on the nature and function of effective leadership in high-performance systems. Includes visionary and transformational leadership, decision-making and empowerment, power and influence in organizations desiring flexibility and innovation, and leading organizational change. Places emphasis on leadership of emerging forms of organization such as learning organizations, virtual organizations, and networks.</p>
<p>MGMT 550 CEO and Board Governance  Prepares students both to be effective board members and to work productively with board members as executives. Focuses on board effectiveness in creating value in oversight and strategic leadership within organizations regardless of size and form of business.</p>
<p>MGMT 579 Transforming Leadership &amp; Strategic Thinking</p>

MGMT 579 Prominent Business Leadership Highlight Governance
MGMT 591 Sociological Foundations of Strategic Leadership Explores the sociology of organizations from multiple perspectives while introducing fundamental sociological questions and preparing students for conducting research in organizations. Emphasis on structural contingencies, institutions, resource dependence, population ecology, negotiated order and culture, organizational learning and decision making, organizational power and politics, networks, and inter-organizational relations.
OPMGMT 550 Project Management Management of complex projects, and tools and techniques (e.g., CPM and PERT) developed to aid the planning, scheduling, and control of projects. Includes work breakdown structures, precedence networks, Gantt charts, resource leveling and allocation, and the use of microcomputer programs. Prerequisite: B A 502 or OPMGT 502 or equivalent.

<b>Information School</b>									
INFX 598 Information and Social Change The course is structured very roughly around a simple 2x2 matrix:									
<table border="0"> <tr> <td></td> <td>Positive change</td> <td>Negative change</td> </tr> <tr> <td>What technology does to society</td> <td>Technological optimism</td> <td>Technological pessimism</td> </tr> <tr> <td>What society does with technology</td> <td>Social construction opportunity</td> <td>Social construction darkness</td> </tr> </table>		Positive change	Negative change	What technology does to society	Technological optimism	Technological pessimism	What society does with technology	Social construction opportunity	Social construction darkness
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INFX 598 Digital Media and Community Development The focus of this course is to explore the role of digital and social media in the global exchange of information. The course will draw on theory from media and cultural studies, information science, visual culture, and education with a strong slant towards feminist theory, anti-capitalism, and critical race studies.									
LIS 584 Knowledge Management Introduction to contemporary topics in management of knowledge creation and use in organizations. Discussion topics include knowledge generation, knowledge taxonomy, knowledge transfer, organizational knowledge management practice, and knowledge management systems. Prerequisite: LIS 500; LIS 580, or permission of instructor									

<b>School of Social Work</b>
SOC W 520 Policy/Services: Multigenerational Investigates how social and economic inequality in America is established, manifested, and maintained. Also examines interventions that purportedly address inequality. Provides analytic tools to help with critical thinking about competing views of inequality and the interventions that address it.
SOC W 551 Human Resource Management in Human Services

<p>Theories and techniques for 1) designing human services workplaces that support employees' performance and well-being, and 2) managing diverse, satisfied, and high-performing human service staffs. Topics include job quality analyses; job descriptions; employee interviewing, supervision and performance evaluation; models of negotiation and conflict resolution; and strategies for working with volunteers.</p>
<p><b>SOC W 552 Financial Management of Human Services Programs</b>  Covers key financial management components of human service programs, including development and use of business plans, budgets, and financial statements. Helps students to demonstrate an understanding of financial management through budget preparation, financial statement analysis, new project cost projections, audits, and presentations using computer-based spreadsheets and presentation software.</p>
<p><b>SOC W 570 Anti-Racist Organizing for Economic and Social Change</b>  Applies an institutional analysis of racism and white privilege to the strategies of community organizing by communities of color and indigenous peoples. Examines anti-racist organizational transformation, intersectionality of oppressions and privileges, white allies in anti-racist struggles, and the role of social workers in maintaining and combating institutional racism.</p>
<p><b>SOC W 574 Collaborative Community-Based Program Evaluation</b>  Focuses on carrying out a formative and process evaluation of a community program in conjunction with program staff and clients. In addition to learning about program theory, measurement construction, study design, and data analysis, students develop consultative and presentation skills needed in utilization-focused evaluation.</p>
<p><b>SOC W 580 Grant Writing and Fund Development</b>  Prepares students to participate and provide leadership in grant writing and fundraising for community-based human services. Opportunity to practice skills required for developing a successful grant proposal and planning a successful fundraising program. Identify, cultivate, and develop sources of funding. Students assist in writing a complete grant proposal as final project.</p>
<p><b>SOC W 598 Transformative Justice in Non-Profit Settings</b>  This course will explore the basic principles of Transformative Justice and Harm Reduction. We will engage in honest conversation about the challenges we face when using this model and the limits of our field.</p>

<p><b>Museology</b></p>
<p><b>MUSEUM 560 Museum Administration and Leadership</b>  Principles and practices of museum administration and leadership. Organizational structures and policies; management and leadership theory; board issues; organizational conflicts; planning issues; collection concerns; financial constructs; professional standards; and museum/community relations from an organizational and management perspective.</p>
<p><b>MUSEUM 566 Grant Writing in Museums</b>  Students learn how to identify relevant grant funding opportunities for museums and determine the fit for a particular institution or project; gain familiarity with the components of a grant proposal; understand how proposals are reviewed, what funders typically look for, and the characteristics of a high quality grant proposal.</p>

**MUSEUM 583 Directed Fieldwork in Museum Operations**

Application of general museological training in one or more areas of supervised operation areas, including registration, education, exhibition, development, marketing or public relations. Credit/no-credit only.

**School of Law**

**LAW E 514 The Law of Nonprofit Organizations**

Examines laws generally applicable to nonprofit corporations and legal issue relating to cooperatives, credit unions, and thrift/mutual associations. Attention given to the Washington Nonprofit Corporations Act with comparable statutes and model legislation.

**LAW T 512 Exempt Organizations**

**College of Arts and Sciences**

**COM 570 Organizational Communication**

Examination of social scientific theory and research on communication in organizations. Topics include quantitative and qualitative approaches to process of organizational communication, function and structure of macro networks, superior-subordinate relationships, and the role of communication in organizational change, development, and effectiveness.

**JSIS A 574 Civil Society in Japan and East Asia**

Examines a wide range of nongovernmental organizations (NGOs), nonprofits, and voluntary groups under the unifying rubric of civil society. Theoretical introduction to civil society and ideas of social capital. Investigates general aspects of civil society, focusing on its specific characteristics in Japan and other parts of Asia. Not open to students who have taken JSIS A 474.

**College of Education**

**EDLPS 550 The Dynamics of Educational Organizations**

Exploration of the literature in organizational theory and leadership, the assumptions that underlie the development of various approaches to organizational theory and how these approaches are applied, and an acquaintance with different conceptual frames that can be used to determine how to improve and change organizations. Credit/no-credit only.

**EDLPS 565 Race, Equity, and Leading Educational Change**

An introduction to key leadership theories, research, and practice, with a central focus on issues of race, class, power and privilege in addressing educational inequities. Applies a leadership lens to examine research and problems of practice in organizational transformation in U.S. schools and educational organizations.

**EDLPS 579 Grantwriting Essentials**

Use hands-on practice to learn to write successful grants.

**EDLPS 580 The American College and University**

Introduction to contemporary United States higher education, with special emphasis on emerging trends, roles of the several kinds of institutions, the composition and character of student bodies and faculty, and the state coordination of colleges and universities.

EDC&I 505 Coaching and Mentoring Adult Learners

This online course provides a foundation in the work of coaching in educational settings. We will explore a variety of coaching models in American schools, and identify the contexts within which each is most appropriate.

### **School of Marine and Environmental Affairs**

SMEA 519 Marine Policy Analysis

This course focuses on methods and approaches used in marine policy analysis. We will examine and apply most commonly used interdisciplinary approaches and methods for policy feasibility evaluation, assessment and projection of policy impacts and outcomes, and evaluation of policy alternatives.

### **School of Public Health**

GH 524 Project Management in Global Health

Covers the fundamentals of project management, including conducting needs assessments, creating planning and implementation documents, managing resources, transitioning projects, and monitoring and evaluating projects. Discusses practical tips, tools, and techniques for how to address unexpected challenges that inevitably arise in international and other low resource settings.

NUTR 531 Public Health Nutrition

This course provides an overview of public health nutrition and an introduction to the process of applying the science of nutrition to improve the health of populations.