NPM 5976. Directed Study. 1-4 Hours.
Offers independent work under the direction of members of the department on a chosen topic.

NPM 5978. Independent Study. 1-4 Hours.
Offers independent work under the direction of members of the department on a chosen topic.

NPM 5984. Research. 1-4 Hours.
Offers students an opportunity to conduct research under faculty supervision.

NPM 6110. Legal and Governance Issues in Nonprofit Organizations. 3 Hours.
Examines the U.S. federal and state laws under which nonprofit organizations operate and considers their effect on the establishment and operation of nonprofit organizations. Offers students an opportunity to learn about incorporation and tax-exempt status, general liability, regulatory compliance/reporting, and contracts. Emphasizes the roles, responsibilities, processes, and powers of boards of directors.

NPM 6120. Financial Management for Nonprofit Organizations. 3 Hours.
Introduces students to the major financial management concepts and techniques required for effective management of nonprofit organizations. Managing one’s budget well is an essential skill for the nonprofit manager because the organization's core mission cannot be served if the financial health of the organization is in jeopardy. Offers students an opportunity to learn about nonprofit accounting, budget management, revenue forecasting, financial statements and reports, tax issues, grant compliance, internal expenditure control, audits, cash flow management, long-term financial planning, endowment management, and capital financing.

NPM 6125. Promoting Nonprofit Organizations. 3 Hours.
Explores the uses of traditional and nontraditional ways to promote nonprofits to an array of actual and potential audiences for a variety of purposes. All nonprofit organizations at some point must be visible to the public in order to fulfill their missions; nonprofit managers must know how to promote their organizations to current and potential supporters, the broader public, and the mass media. Topics include program and organizational branding, targeting respective audiences, and preparing materials for greatest effect.

NPM 6130. Fund-Raising and Development for Nonprofit Organizations. 3 Hours.
Examines sources of funding and strategies for development planning, including donor profiles, proposals and case statements, foundation and corporate philanthropy, government grant and contract programs, special events, marketing and public relations functions, direct mail and membership campaigns, planned giving, major gifts, and capital campaigns. Fund-raising and development are essential skills for managers because nonprofit organizations depend upon individual, government, and foundation resources to fulfill their mission.

NPM 6140. Grant and Report Writing. 3 Hours.
Introduces grants and grant proposal writing. Knowledge of the grant writing cycle allows nonprofit professionals to use their time productively. Topics include effective research, creating a plan for the program, elements of a good proposal, components of the proposal package, and strategies for getting a proposal read by a foundation or corporation. Offers students an opportunity to research an RFP or identify a foundation, write a grant proposal, and ready it for submission to a funding source.

NPM 6150. Human Resources Management in Nonprofit Organizations. 3 Hours.
Examines methods of developing, supervising, motivating, and recognizing volunteers and staff; communicating effectively within an organization; staff-volunteer relations; and stress, conflict, and crisis management. Managers in nonprofit organizations face the challenge of working with both paid and unpaid stakeholders in the organization’s future. Explores HRM topics such as legal employment issues, recruiting and hiring practices, diversity in the workplace, compensation and benefits, performance appraisal, and discipline.

NPM 6160. Public Management Context and Challenges. 3 Hours.
Examines the public management environment, current challenges and opportunities facing public managers, ethical standards and issues, and the legal environment. Offers students an opportunity to assess their own knowledge and skills and develop a personal development plan.

NPM 6162. Approaches to Service Delivery. 3 Hours.
Considers multiple approaches to public service delivery, focusing on performance measurement; benchmarking, best practices, innovative program identification, adoption, and implementation; use of technology; contracting out and contract management; and public-private partnerships. Assesses broader societal factors that affect which modes of delivery may be preferred to others.

NPM 6164. Budgeting and Financial Management. 3 Hours.
Offers an overview of state and local public budgeting and financial management. Topics include the budget process; approaches to public budgeting; the basics of financial management, including cash management, fund accounting, and expenditure control; internal controls; understanding financial auditing and reading financial audits; capital financing; and alternative funding sources.

NPM 6165. Personnel Management. 3 Hours.
Highlights the fundamental importance of personnel to public-sector performance and examines a range of public personnel management functions: the concept of human capital, the recruitment and selection of qualified staff, performance appraisal, the development of personnel, labor relations, and employment law issues in the public sector.

NPM 6166. Productivity and Program Evaluation. 3 Hours.
Focuses on practical issues pertaining to and methodologies for evaluating public program productivity and effectiveness. Emphasizes assessing alternative methods for evaluation and standards for performance auditing, political and organizational factors that affect program effectiveness, presentation of results, and advocacy for change.

NPM 6168. Leadership in Public Management. 3 Hours.
Focuses on the challenges facing public-sector leaders, the importance of identifying and understanding the organization’s internal and external environments, strategic planning, executive-legislative relations, media relations, different styles of leadership and decision making, and the importance of implementing and maintaining high standards of integrity.
NPM 6400. Management in Cultural Arts Administration. 4 Hours.
Offers students an opportunity to build strategic thinking skills through case analyses of relevant cultural arts organizations and institutions and, based on these analyses, to develop recommendations for success and actions to influence strategic change. Effective managers look within and beyond their organizations to determine the right direction for action. Management capability extends beyond operational excellence; it requires an appreciation of the external environment and its impact on the organization. A common gap in management competence of today's administrators is the ability to consider the role of the organization within its wider environment. The comparative portion may take place as an intensive or integrated overseas component with counterparts who are academics or professionals in renowned cultural arts venues abroad.

NPM 6405. Cultural Policy. 4 Hours.
Provides an overview of cultural policy and introduces students to the individual components of the cultural arts sector. Offers students an opportunity to gain an understanding of how the sector is managed through key organizations and of its economic contribution to society. The comparative portion may take place as an intensive or integrated overseas component with counterparts who are academics or professionals in renowned cultural arts venues abroad.

NPM 6410. Principles and Practices in Cultural Arts Administration. 3 Hours.
Provides a survey of the history and practice of cultural arts administration. Focuses on the responsibilities of arts administrators in nonprofit organizations, the different challenges faced by arts institutions, and the role of commercial arts institutions. Emphasizes nonprofit governance and the roles and responsibilities of boards of directors.

NPM 6420. Audience Development and Strategic Marketing for Cultural Arts. 3 Hours.
Investigates the elements of marketing strategy and audience development and considers their application to cultural arts administration. Offers students an opportunity to develop a critical awareness of the external environment in which their organization operates and how the elements of the marketing mix can be used to improve demand, as well as to develop the student's understanding of this management technique.

NPM 6430. Cultural Arts and Social Policy. 3 Hours.
 Analyses the role of cultural arts in society and investigates key aspects of cultural policy in the United States and elsewhere. Offers students an opportunity to investigate how cultural policy is created at federal, state, and local levels. Topics include arts education, multiculturalism, freedom of expression, and copyright issues.

NPM 6440. Urban Development and Cultural Arts Administration. 3 Hours.
Examines the role of artists and arts organizations in the process of local arts policy development. Focuses on the arts as the impetus for social and economic development, integrating the arts into public programs, partnerships with civic institutions, public art programs, and the role of cultural arts in the building of community identity.

NPM 6450. Marketing in the Cultural Sector. 3 Hours.
Investigates the elements of marketing management and considers their application to administration and leadership in the cultural arts sectors. Offers students an opportunity to develop an understanding of the use of marketing planning as a management technique, specifically, to develop an awareness of the external environment in which their respective organizations operate and to learn how the elements of the marketing mix can be used to improve demand.

NPM 6460. Project and Resource Management. 3 Hours.
Offers students an opportunity to identify, develop, and apply personal and team project management knowledge and skills and apply them to their own work experience. Students design, develop, and document a work-related project plan, indicating its resource requirements and how the plan can be implemented.

NPM 6470. Human Resources Management in For- and Nonprofits. 3 Hours.
Examines methods of developing, supervising, motivating, and recognizing volunteers and staff; communicating effectively within an organization; staff-volunteer relations; and stress, conflict, and crisis management. Managers in cultural arts organizations face the challenge of working with both paid and unpaid stakeholders in the organization's future. Explores HRM topics such as legal employment issues, recruiting and hiring practices, diversity in the workplace, compensation and benefits, performance appraisal, and discipline.

NPM 6961. Internship. 1-4 Hours.
Provides students with an opportunity for internship work. May be repeated without limit.

NPM 6962. Elective. 1-4 Hours.
Offers elective credit for courses taken at other academic institutions. May be repeated without limit.

NPM 6964. Co-op. 0 Hours.
Provides eligible students with an opportunity for work experience.

NPM 6966. Practicum. 1-4 Hours.
Provides eligible students with an opportunity for practical experience.

NPM 6970. Seminar. 1-4 Hours.
Offers an in-depth study of selected topics.

NPM 6980. Capstone. 3 Hours.
Integrates theory, practice, case studies, and experiential learning with operational and organizational concepts including, but not limited to, nonprofit law, financial management, human resource management, fund-raising and development, promotions, and grant writing. Aims to synthesize learning in a practical manner. Offers students an opportunity to prepare for working in or volunteering at a nonprofit organization. Presents an interrelationship of student learning and real-world practice through a series of pedagogical paradigms.

NPM 6983. Topics. 1-4 Hours.
Covers special topics in nonprofit management. May be repeated without limit.

NPM 6995. Project. 1-4 Hours.
Focuses on in-depth project in which a student conducts research or produces a product related to the student's major field. May be repeated without limit.

NPM 7961. Internship. 1-4 Hours.
Provides students with an opportunity for internship work. May be repeated without limit.

NPM 7976. Directed Study. 1-4 Hours.
Offers students an opportunity to carry out an individual reading and research project under the supervision of a faculty member. The directed-study format allows for the in-depth analysis of a particular topic not covered in-depth or the study of a subject not typically covered in the curriculum. A directed study proposal must be approved by the faculty sponsor, division head, and dean of academic affairs.

NPM 7978. Independent Study. 1-4 Hours.
Offers independent work under the direction of members of the department on a chosen topic.
NPM 7980. Capstone. 1-4 Hours.
Provides students with an opportunity to select an issue of professional interest for assessment, to develop the appropriate project scope and methodology, to follow through on the assessment according to the project plan, to write up the analysis, and to present results for discussion. Encourages students to work in teams.

NPM 7983. Topics. 1-4 Hours.
Covers special topics in nonprofit management. May be repeated without limit.

NPM 7990. Thesis. 1-4 Hours.
Offers thesis supervision by members of the department.

NPM 7994. Thesis Continuation—PT. 0 Hours.
Offers continuing thesis supervision by members of the department.

NPM 7995. Project. 1-4 Hours.
Focuses on in-depth project in which a student conducts research or produces a product related to the student's major field. May be repeated without limit.

NPM 7996. Thesis Continuation. 0 Hours.
Offers continuing thesis supervision by members of the department.