ALGONQUIN COLLEGE

PRESENTATION TO THE BOARD OF GOVERNORS

Program Title:	Nonprofit Sector Management
Credential:	Ontario College Graduate Certificate
Program Length:	One Year
School:	Business
Dean:	Dave Donaldson
Proposed Start Date:	Spring 2013

PURPOSE

The Nonprofit Sector Management program is a one-year Ontario College Graduate Certificate that will provide students with the skills and competencies necessary to work in nonprofit organizations. Students will learn about strategic planning, human resources management, volunteer management, marketing and communications, legal and ethical issues, governance, program planning and evaluation, advocacy and governmental relations, financial management, technology, resource development and risk management.

This graduate certificate will appeal to working professionals who are in the nonprofit sector or who are pursuing a career in the sector. Employment opportunities exist in a variety of nonprofit organizations, such as charities, foundations and professional associations.

BACKGROUND

The nonprofit sector employs a significant portion of Canadian employees and most organizations are concentrated in Ontario and Quebec. The majority of these organizations are small nonprofit organizations with a median of five employees. Management of these organizations is highly complex since executive directors and managers have to be able to perform management functions, as well as front "line" duties. In addition, the work of most nonprofit organizations involves complex social issues.

Several studies have been conducted highlighting the need for governance and accountability in the nonprofit sector, noting the "serious need for resources, institutions and programs aimed at sustaining and expanding research and training." Recent initiatives by various organizations have highlighted the need for expanded education in management of nonprofit organizations. These include the Canadian Revenue Agency's (CRA) Charities File, Imagine Canada's standards initiative, and Charity Village's web training seminars.

Existing facilities will be used to deliver the program on campus with classes scheduled at off-peak times. Courses will be offered in hybrid and online formats. In-class sessions will be scheduled to run two weekends out of three, and approximately two-thirds of the program hours will be delivered online. This format is designed to accommodate mid-career working professionals who need to develop their skills, while still working.

CONSIDERATIONS

(i) **Evidence of Need**

The labour market analysis has identified a growing demand for training and development by employers and employees. The non-profit sector in Ontario employs 960,000 people, or 15% of the workforce. Ottawa, as the Nation's Capital, is home to at least 2,500 nonprofit organizations. Nonprofit jobs, particularly those in

management, increasingly require formal training and/or certification and business competencies are becoming ever more important. The "leadership deficit" and skill gaps in the sector are expected to grow in the coming years.

Many universities and colleges in Canada offer management programs and courses tailored to the nonprofit sector. Most of these programs are more narrowly focused on specific functions, such as fundraising and/or volunteer management.

(ii) **Student Interest**

Student interest was gauged in two ways:

- An in-house survey was conducted, both online and in person, of various programs where students would work for nonprofit organizations with 70 of the 130 students surveyed indicating an interest in the program.
- While on sabbatical in 2009/10, a faculty member connected with the nonprofit sector by attending conferences and workshops both as an attendee and as a presenter. Anecdotal information from discussions with various people at nonprofit seminars, conferences and events indicates unanimous support for the program.
- The Canadian Society for Association Executives (CSAE) has expressed interest in possibly using some of the courses from this program for their certification program.

(iii) **Staffing**

Program teaching costs will be attributed to part-time professors. A full-time faculty member will coordinate the program. Alternate staffing plans may be undertaken based on program performance.

(iv) **Admissions Requirements**

Program Eligibility:

- College diploma (minimum) or equivalent
- Qualified applicants who do not have a business-related diploma or degree, will be sent the Nonprofit Sector Eligibility Package via mail. Applicants will be required to complete and return the following three components:

    1. A letter of intent, which requires the applicant to state their previous experience related to the nonprofit sector, their program expectations and what skills, knowledge and attitudes they bring to the program
    2. Applicant's Curriculum Vitae
    3. Copy of applicant's transcript

Applicants with International transcripts must provide proof of a TOEFLiBT score with at least a total score of 90, with the following minimum section requirements: Reading: 21; Listening: 20; Speaking: 27; Writing: 22.

(v) **Advisory Committee Support**

An Advisory Committee was established to provide input and guidance into the development of the program. Members endorsed the need for the program in the community and recommended it for approval to the President's Executive Committee and to the Board of Governors. The motion was presented and carried at the committee meeting on September 7, 2011. The motion was subsequently re-presented and carried for approval by email on October 6, 2011.

(vi) **Strategic Alignment**

The implementation of this program reflects the strategic directions of the College including the commitment to digital learning with 70% online, alternative delivery, leveraging of our relationships with business and industry, and meeting the needs of students and the community. This program was not identified at the time of the Strategic Programs and Services Planning Project Report; however, it provides additional opportunities and was deemed as a valuable addition to our offerings.

Appendix 1: Program of Study
Appendix 2: Cash Flow Analysis

RECOMMENDATION

That the Board of Governors approve the Nonprofit Sector Management program effective Spring 2013 and seek validation of the program title and outcomes from the Credentials Validation Service and approval for funding from the Ministry of Training, Colleges and Universities.

Appendix 1: Program of Study

LEVEL 1 – 15 weeks

COURSE NUMBER	COURSE TITLE	Hours					
		Theory		Lab		Field / Clinical	Total Hours
		In class	Online	In class	Online		
MGT1105	Introduction to Nonprofit Management	30	30				60
MGT1106	Information Technology Management	30	30				60
ENL1102	Communication Strategies	30	30				60
MGT1107	Governance and Organizational Structures		60				60
MGT1108	Human Resource and Volunteer Management		60				60
	TOTAL LEVEL HOURS	**90**	**210**				**300**

LEVEL 2 – 15 weeks

COURSE NUMBER	COURSE TITLE	Hours					
		Theory		Lab		Field / Clinical	Total Hours
		In class	Online	In class	Online		
FIN1201	Financial Management	45	45				90
LAW1201	Legal Issues		60				60
MKT1206	Community Development and Advocacy		60				60
MGT1204	Strategic Planning and Leadership	45	45				90
	TOTAL LEVEL HOURS	**90**	**210**				**300**

Certificate Program Total Hours: 600

NONPROFIT SECTOR MANAGEMENT

Ontario College Graduate Certificate

Cash Flow Analysis

TOTAL ENROLMENT	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19
Year 1**	27	28	38	48	51	58
Tuition Fee per Semester	3,529	3,579	3,629	3,679	3,729	3,779
REVENUE						
Fees	95,283	100,212	137,902	176,592	190,179	219,182
Grant*			19,611	39,948	67,549	82,802
Total Revenue	95,283	100,212	157,513	216,540	257,728	301,984
EXPENSES						
FT Academic + Fringe (22.04%)						
Temp Acad + Fringe (9%)	66,463	66,463	66,463	66,463	66,463	66,463
FT Supp + Fringe (26.47%)						
Temp Supp + Fringe (10%)						
Operating	13,450	7,850	8,243	8,655	9,087	9,542
Total Expenses	79,913	74,313	74,706	75,118	75,550	76,005
CONTRIBUTION BEFORE	**15,370**	**25,899**	**82,807**	**141,422**	**182,178**	**225,979**
INVESTMENTS						
Equipment						
Course Development	30,000	0	0	0	0	0
Renovations						
Total Capital	30,000	0	0	0	0	0
NET CONTRIBUTION	**-14,630**	**25,899**	**82,807**	**141,422**	**182,178**	**225,979**
%	**-15.35%**	**25.84%**	**52.57%**	**65.31%**	**70.69%**	**74.83%**

* Grant Value $ 4,358

Program Weight 1.0, Funding Unit 1.0 (Estimate)

A number of variables are considered when calculating tuition and expenses; these are changed based on government direction as required

Note:

The purpose of the Cash Flow Analysis for a new program is to capture the direct revenues and expenses associated with the program. The resulting contribution indicates the funds the program will generate to help support the current operations of the Academic Area. Therefore, pre-existing costs such as department overheads and space costs are not included in the cash flow. These costs are captured in the annual Program Costing exercise.

Enrolment Detail**						
Level 01	15	15	20	25	27	30
Level 02	12	13	18	23	24	28
	27	28	38	48	51	58