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INTRODUCTION

Welcome

Dear Student,

Welcome to the Fordham Center for Nonprofit Leaders.

This Student Handbook provides you with all the pertinent information – academic and non-academic – that you will need to successfully navigate Fordham University and to take full advantage of your year at the Center for Nonprofit Leaders.

Please read the handbook carefully. You are expected to be familiar with its content, including instructions, rules and procedures, whether they pertain to Fordham in general or to the Center in particular.

This Student Handbook is intended only to provide information for the guidance of students at the Center for Nonprofit Leaders (NPL students). The information is subject to change and the Center reserves the right to depart without notice from any policy or procedure referred to in this handbook. This handbook is not intended to be and should not be regarded as a contract between the Center for Nonprofit Leaders and any student or other person.

Please do not hesitate to contact the program administration if you have any questions or concerns.

Qualification and Requirements for Success in the Fordham Master of Science in Nonprofit Leadership Program

As an NPL student and a leader in the nonprofit world, you are expected to possess certain abilities and attributes beyond meeting academic standards in order to successfully graduate with a Master of Science in Nonprofit Leadership. These qualities and attributes include cognitive, emotional and character requirements. Attention to these requirements and standards will be part of the evaluation of your classroom performance. The qualifications include:

Communication Skills
NPL students must communicate effectively and sensitively with other students, faculty, mentors, staff, and other professionals. They must express their ideas and feelings clearly and demonstrate a willingness and ability to listen to others. They must have sufficient skills in spoken and written English to understand the content presented in the program, and to complete adequately all oral and written assignments. They must write clearly, use correct grammar and spelling, and apply appropriate writing style, appropriate source citation, and documentation. In addition, NPL students must be computer literate.

Interpersonal Skills
NPL students must demonstrate the interpersonal skills needed to relate effectively to other students, faculty, mentors, staff, and other professionals. Students must exhibit compassion, altruism, integrity, and
the demonstration of respect for and consideration of others. NPL Students must take appropriate responsibility for their own actions and consider the impact of these actions on others.

**Stress Management**
NPL students need to recognize the importance of handling stress within the context of family life, work, social life and rigorous academic requirements. The Center encourages NPL students to implement strategies for appropriate self-care and nurturance so that stress does not interfere with meeting program requirements.

**Self-Awareness**
The development of self-awareness is an ongoing process and an invaluable tool for nonprofit leaders. NPL students must know how their values, beliefs, attitudes, emotions, and past experiences affect their thinking, behavior and relationships. They must show awareness of self and how one is perceived by others—and be willing to examine and change their behavior when it interferes with their working with other professionals.

**Ethical Obligations**
As an NPL student you must:

- Respect the rights of others
- Appreciate the value of diversity and recognize the dignity and uniqueness of each person, regardless of the person’s age, class, race, ethnicity, religious affiliation (or lack thereof), gender, ability, sexual orientation and value system
- Maintain confidentiality in the class room, in mentor meetings, and all other professional and personal arenas
- Adhere to University policies

**Professional Behavior**
As an NPL student you are expected to:

- Being punctual and dependable
- Capable of prioritizing responsibilities
- Regularly attend class and mentor meetings
- Observing deadlines and completing assignments on time
- Keeping appointments (or making appropriate arrangements) with faculty, mentors, Program staff and other professionals
- Accepting criticism in a positive manner
  Advocating for yourself in an appropriate and responsible manner and use proper channels for conflict resolution

**Registration**
Registration for classes will be done by the Program Administration. **You are required to take all courses**, without exceptions.
If you need to drop a class due to extenuating circumstances, you must drop the class before the add/drop period or you may incur additional charges. Missed courses can be taken the following school year when the class (or a comparable class) is offered again.

Financial Aid
Financial Aid information for graduate students is available online at: [http://www.fordham.edu/info/20787/graduate_financial_aid](http://www.fordham.edu/info/20787/graduate_financial_aid).

Please note:
- The Free Application for Federal Student Aid (FAFSA) must be completed annually. This assessment determines which loans you are eligible to receive. You must include information from your income tax report.
- Federal Subsidized & Unsubsidized Loans cover up to $20,500 per year.
- Graduate Plus Loans may be taken out to cover a remaining balance.

Students will be notified of scholarship opportunities via e-mail. Students are also encouraged to seek outside scholarships.

Orientation Session
All students are required to attend the scheduled orientation session. Orientation will provide valuable information you will need throughout the course of your program. **If you miss orientation, you are responsible for obtaining the information given out during orientation.**

Identification Cards
Everyone in the Fordham University community is required to have an ID card while on campus. Please follow the instructions on your Fordham Portal (my.fordham.edu) to upload your picture in order to receive your ID. A $20 fee will be charged the first time you lose your ID card. A $30 fee will be charged for each additional card replacement. Report lost or stolen ID cards via your Fordham portal. To request a replacement during business hours, visit ID Services Office. After hours, please contact the office of Public Safety. Your Fordham ID Number (FIDN) is required to obtain a new card.

Security
To reach security, please call the appropriate phone number:

- Public Safety Supervisor 212-636-6076
- Main Public Safety Desk, Lowenstein Lobby 212-636-6075
- Public Safety Desk, Law School 212-636-6975
- Public Safety Desk, McMahon Hall 212-636-7112

**My.Fordham.edu and Student E-Mail**
Your My.Fordham.edu account is your portal to Fordham information. Upon acceptance to the program, you will receive information about creating your account. This will allow you access to your personal...
information, registration, classroom assignments, and financial information. It is also your access to your Fordham email account and Blackboard.

**It is very important to check your Fordham email on a regular basis or set it to forward to your personal email. University offices will only send information to your Fordham account.**

**Fordham ID Number (FIDN)**
Your FIDN is a random 8-digit number assigned to you at the time you enter the University. After you set up your my.fordham.edu account, you can find your FIDN listed on the first page of your account. You will need this number for many University systems as well as communication with administrative and financial aid offices.

**Blackboard**
Blackboard is a web-based teaching tool used in many courses. When you click on Blackboard from your my.fordham.edu account, you will see the courses in which you are enrolled. If a course is not listed, it may be that the professor is not using Blackboard. If you drop a course, it will eventually disappear from Blackboard.

**Immunizations**
New York State Law (2165) requires all students born on or after January 1, 1957 to demonstrate proof of immunity against measles, mumps and rubella. Students must submit documentation from their physicians or former school health official stating they have had the necessary vaccinations or copies of lab work (titers) demonstrating immunity from these diseases. Measles, mumps and rubella immunizations are available for Fordham student at the Health Center for a fee. New York State Law also requires all students to have received a meningitis vaccine or sign a waiver of refusal. This vaccine is also available at the Health Center for a fee. The waiver can be downloaded from [www.fordham.edu/health](http://www.fordham.edu/health). The Health Center may be reached at 212-636-7160.

**UNIVERSITY POLICIES**
The University Code of Conduct as well as other University policies and procedures apply to you as an NPL student. You are responsible for knowing the Center and University policies and procedures.

**Statement of Sexual Harassment Policy**
Sexual harassment will not be tolerated in the University community. Any member of the faculty, staff, or student body who believes that he or she has been or is being sexually harassed is strongly urged to follow the resolution procedures found on the University Policies webpage. Failure to do so could impact your legal rights in the future. Detailed information can be found at: [http://www.fordham.edu/info/22826/title_ix_sexual_misconduct](http://www.fordham.edu/info/22826/title_ix_sexual_misconduct)

**Non-Discrimination Policy**
Fordham University is an academic institution that, in compliance with federal, state, and local laws, does not discriminate on the basis of race, color, creed, religion, age, sex, gender, national origin, marital or parental status, sexual orientation, citizenship status, veteran status, disability, or any other basis
prohibited by law. Complaints should be directed to the Director of Institutional Equality and Compliance who may be reached at 718-817-3112.

University Policies on Academic Integrity
Students must maintain the highest standards of honesty, effort, and performance. Violations of academic integrity include, but are not limited to: plagiarism, cheating on exams, false authorship, and destruction of library materials needed for a course. These policies will be enforced rigorously and without discrimination.

Violations of Academic Integrity

Plagiarism
Plagiarism occurs when an individual attempts to present material as their own which has come from another source. Plagiarism occurs when such theft is accidental or deliberate. Examples include but are not limited to:

- Using another person’s ideas, whether or not such ideas are paraphrased from a source including oral, print, broadcast, or computer-mediated communication.
- Rewriting borrowed material by dropping an occasional word, substituting several words, or rearranging words or sentences.
- Presenting borrowed material without placing quotation marks around it in the approved style. “Forgetting” to do so is not a defense.
- Presenting as one’s own a paper or assignment partially or wholly prepared by any other person or online service that sells papers.

Cheating
Cheating occurs when individuals share course material or information when it is unauthorized or prohibited to do so. Examples include but are not limited to:

- Having or using unauthorized material at an exam, test, or quiz or copying another student’s assignment.
- Permitting another student to copy an assignment, paper, project, exam, test or quiz.
- Obtaining and/or using an examination, test, or quiz prior to administration.
- Having another person act as a proxy and take the examination, test, or quiz.

Additional Violations of Academic Integrity
Additional violations include but are not limited to:

- Theft, destruction of, or tampering with library materials, audio and video tapes, computer hardware or software, or other materials necessary for a course.
- The submission or presentation of a falsified excuse for an absence from a course requirement, exam, test, or quiz.
- The presentation or false identification credentials in order to gain admission to a course, exam, test, quiz or degree program.
- Submission of a paper or project to more than one course during the time in which a student is attending Fordham University, without explicit permission from an instructor.
**Code of Conduct**
As a member of the larger Fordham University community, NPL students must adhere to the Code of Conduct at Fordham University. If a student is found violating the University Code of Conduct, the University may impose a sanction or sanctions. Violations of the Code of Conduct include but are not limited to: physical, sexual, verbal – either oral or written- harassment; physical abuse, threats, intimidation, coercion and/or any other conduct which threatens or endangers the health or safety of another person; and the unauthorized selling, purchasing, producing or possession of any lethal weapons, explosives, fireworks or incendiary device. A detailed definition of the Code of Conduct can be found on the [University Website](#).

For information about the procedures resulting from the violation of Center and/or University policies, please review the paragraph “Termination from the Program.”

**ACADEMIC PROGRAMS**

**Academic Calendars**
The Academic Calendar for the Master of Science in Nonprofit Leadership can be found online [here](#). The program dates are listed on the Graduate School of Social Service general academic calendar. Please note that the program dates are in a different font. You will also receive one at orientation. Please review it for important dates and holidays.

**Class Schedules**
Classes are scheduled in the evenings and in a weekend immersion format. This design helps to make the program accessible to students who work during the week. Our program is a cohort model and therefore you will have to choose between a Tuesday or Wednesday schedule. Switching between cohorts is not advised and may only be done under special circumstances and with administrative approval. It may also temporarily affect your ability to benefit from financial aid.

- [Tuesday Cohort Schedule](#)
- [Wednesday Cohort Schedule](#)

**Student Advancement Policy**
You are required to maintain a 3.0 grade point average to graduate from the program. If you fall below a 3.0 for a term, you will automatically be placed on academic probation and you must see a student advisor. You may not remain on academic probation for more than one term.
ADVISING

Advisement
Advisement with regard to academic issues in general will be provided by the Program Director and Program Staff. Questions regarding course content should be directed to faculty members. Issues related to the implementation of course materials should be directed to your mentor.

Mentors
A mentor will be assigned to you to help you integrate classroom knowledge into every day work, both professional and personal. For advisement about the mentor program please read the mentorship guidelines in the Welcome Package; for additional questions please contact the Program Director.

Extenuating Circumstances
If you are unable to continue in your course of study due to extenuating circumstances, please contact the Program Director immediately.

Graduation
You must maintain a 3.0 grade point average throughout your program in order to graduate.

ACADEMIC GUIDELINE

Attendance
To gain the most from the program, you must attend classes regularly. If you need to miss a class, please contact the professor as early as possible. If an emergency or illness prohibits you from attending class for a prolonged period of time, you must contact the professor and the Program Director immediately. Excessive absences jeopardize your academic standing.

Leave of Absence and Withdrawal
If you find it necessary to withdraw from a course, you must speak with a Program Director immediately. You must complete a form in the registrar’s office. There is no financial penalty for withdrawals prior to the start of the term. Withdrawal from a course after the semester begins will result in a “W” on your transcript, and you will be charged on a pro-rated basis according to the date of withdrawal. The University policies regarding tuition refund or, “institutional charges,” may be found on the Fordham website at: http://www.fordham.edu/info/21262/refunds

If it is necessary to take a leave of absence, please contact the Program Director immediately. Since the program is only 3 terms in length, you may need to defer your completion and begin the program the following fall season.

Re-entry after Educational Disruption
According to Fordham University policy, students who have taken a leave of absence, withdrawn from classes for medical reasons, or have had a disruption in their educational program may be required to participate in the re-entry process. This process is managed by the Program Administration in cooperation with Counseling and Psychological Services and Student Health Services. Students may be required to
present documentation verifying readiness to return to the program. Please contact Program Staff for further information.

**Consultation**
If a student has a concern about a course, they should first consult the course instructor. If the concern is not resolved, the student or instructor may approach the Program Director.

**Administrative Review Committee**
An administrative review is held when a student’s difficulties are serious in nature. An administrative review may consist of a meeting with the Program Director and/or Program Staff and the student to address the matter. The review may lead to a reduced course load, leave of absences, or recommendation for discontinuing the program. The review takes place when a student fails a course, falls below the minimum 3.0 grade point average or if there is a concern about academic integrity.

**Committee on Academic Progress**
There is an established procedure to determine whether or not a student with academic difficulty should continue in the program or not. This often follows an administrative review. A faculty member or advisor may request a review from the Committee on Academic Progress (CAP) and make a recommendation to the Dean of the Graduate School of Social Service (GSS). Outcomes may include but are not limited to: dismissal from the program, a recommended leave of absence, or extension. After the committee reaches a decision, it is communicated to the student verbally and in writing. The student has 10 days to appeal the decision to the GSS Dean. The Dean’s decision is final and will be sent to the student in writing.

**Grading**
The graduate schools use a letter grading system for all courses as follows: A, excellent; B+, very good; B, good; C, passing; F, failure. There is no grade D in the graduate school. The grade P (passed) is sometimes used in place of a letter grade for research and reading courses. Other grades in the graduate school are: INC, ABS, AUD, and W.

**Incomplete Policy**
An “incomplete” grade in a course is only employed when faculty determine that coursework could not be completed due to extenuating circumstances. A request for an “incomplete” must be made by the student in writing to the faculty member. The faculty member and the student must agree upon an acceptable extension for unfinished assignments. The extension due date shall not extend beyond four weeks from the initial due date. The instructor is under no obligation to accept work after four weeks. An “incomplete” will be converted to an “F” after four weeks.

If work is not submitted during the semester and no requests have been made in writing, a “No Grade Reported” will be given. After four weeks this status will also be converted to an “F.”

The instructor’s decision about a grading-related matter is final. Only the original course instructor can change an “incomplete” or an “F” on a transcript to another grade. The instructor will complete the necessary form and submit it to Program Staff.
TERMINATION FROM THE PROGRAM

A student may be terminated for three reasons:

**Failure to maintain a 3.0 GPA**
Students must maintain a 3.0 cumulative grade point average. The administration team monitors academic progress. When a student’s cumulative GPA falls below a 3.0, the following steps are taken:

1. The student is placed on academic probation. The student will be notified in writing via mail or e-mail.
2. The Program Director and Program Staff will meet with the student to develop a plan of correction. They will help the student assess learning needs. Recommendations will be given.
3. The student’s progress is monitored by Program Staff.

**Violation of Academic Integrity**
Students are expected to uphold the standards of academic integrity at all times. The Academic Integrity policy is attached to every syllabus. Please see, “Violations of Academic Integrity” for more detailed definitions. Violations are handled in the following manner:

1. Notification of violations of academic integrity are brought to the attention of the Program Director. The Program Director will inform the Associate Dean for Academic Affairs at the Graduate School of Social Service (GSS).
2. The Associate Dean for Academic Affairs at GSS will meet with the student and the faculty member for an Administrative Review. The student’s overall performance and alleged violation will be reviewed in detail.
3. If an appropriate resolution can be reached in the Administrative Review, a letter summarizing the meeting and the outcome will be sent to the student and a copy will be kept on file.
4. If no resolution is reached during the Academic Review, the Committee on Academic Progress will convene. Possible outcomes of the CAP hearing are:
   a. No further action is necessary
   b. Termination of the student from the program. Written notification of termination will be sent to the student.
   c. The student has ten days to appeal the decision in writing to the Dean of GSS.
   d. The Dean’s decision of appeal is final and will be sent in writing to the student.

All decisions and communications with the student are documented and placed in the student’s file.

**Violation of University Code of Conduct**
If a student is found violating the University Code of Conduct, the University may impose a sanction or sanctions. Violations include but are not limited to: physical, sexual, verbal – either oral or written-harassment; physical abuse, threats, intimidation, coercion and/or any other conduct which threatens or endangers the health or safety of another person; and the unauthorized selling, purchasing, producing or possession of any lethal weapons, explosives, fireworks or incendiary device.

When there is an alleged Code of Conduct violation, the Program Director notifies the University Dean of Students who initiates the following steps:
1. A preliminary investigation is conducted to determine whether the infraction can be resolved informally or if a formal hearing is necessary.
2. When a hearing is warranted, the process is as follows:
   a. The student is notified in writing by the University Dean of Students and shall have the opportunity for a hearing.
   b. The hearing is conducted by the University Dean of Students or a designee and the student. The student will present his/her full and final version of the alleged violation.
3. The accused student shall be free from conduct sanctions upon conclusion of the hearing unless the University Dean of Students determines that there is a risk to the student or the University community.
4. When a student has been found guilty of violating a rule under the Code of Conduct, the sanction imposed may range from disciplinary reprimand, to suspension from the University, to expulsion from the University. The University Dean of Students shall inform the student of the sanction verbally and in writing.

The Associate Dean of Students at the Graduate School for Social Service works closely with the University Dean of Students in such incidents. Additional information about the Code of Conduct, violations, and hearing processes can be found in the Lincoln Center Student Handbook online: http://www.fordham.edu/student_affairs/deans_of_students_an/student_handbooks/lincoln_center_stude

Upon conclusion of the University assessment and process, the following steps are taken by the Center for Nonprofit Leaders:

1. If the University Dean of Student determines that the student is permitted to remain at the University and return to the program, the Program Director will conduct an Administrative Review.
2. The Administrative Review will examine the University’s decision with the student. The outcome of this examination may be: resolution, recommendation of additional actions, or initiation of a Committee on Academic Progress meeting.
3. If a CAP meeting is initiated, formal proceedings of the CAP are followed.

All decisions and communication with the student is documented and placed in the student’s file.

GRIEVANCES

Initiating a Grievance
If you believe that you have been treated unfairly regarding course enrollment, classroom treatment, final course grades, academic probation, suspension, or dismissal, you have the right to seek and impartial and formal review.

Informal Procedures
You must first make a complaint to the faculty member or Program Staff responsible for treatment you regarded as unfair. If a satisfactory resolution of the complaint is not obtained, you must appeal to the Program Director in writing. If satisfactory resolution is not obtained, you may initiate a formal appeal.
Formal Procedures
If the informal appeal procedures do not result in resolution, you may request a formal investigation by the Academic Grievance Appeals Committee. This request must be made in writing and provide details of the perceived unfair treatment. It must identify the informal appeal procedures that were followed and explain why no resolution was reached. This request must be made to the committee within two weeks of the completion of the informal appeal.

The Academic Grievance Appeals Committee
The Academic Grievance Appeals Committee is chaired by the Dean of Students at GSS and includes two faculty members and two mentors of the program. The committee’s function is advisory.

The committee meetings are closed. Committee decisions are made by majority vote. Each member of the committee has one vote. The Dean of Students at GSS chairs the committee and does not vote, except in the case of a tie. In judging the appeals, the committee weighs the evidence supplied by the student filing the complaint. The committee may call upon a member of the program for personal or written testimony. The faculty member or administrator against whom the complaint is lodged has the right to present evidence to the committee as well.

The chairperson will prepare a written report detailing the committee’s findings and submit it to the Dean of GSS. The committee may also offer recommendations for appropriate remedies when appropriate. The Dean makes the final decision and determines if suitable compensation is warranted.

Non-Academic Grievances
Students are encouraged to inform the Program Director if such an incident occurs. The Program Director will facilitate communication with the University Dean of Students or the Dean of Students at GSS, depending on the severity of the underlying grievance.

A complete description of Title IX Grievance Procedures of Sex Discrimination (including Sexual Harassment), Sexual Assault and Violence, Stalking and Domestic Violence as well as the informal and grievance procedures can be found on the University’s website at: http://www.fordham.edu/info/21366/policies/2719/sexual_misconduct_policies_and_grievance_procedures

Please follow the website for the most up to date grievance procedures.

GRADUATION INFORMATION AND CONTINUING OPPORTUNITIES

Completing Your Degree
Please be mindful of the following additional requirements for graduation.

Candidate-for-Degree Request
In the Spring semester of your course of study, all students must file a candidate-for-degree request online. Due dates are listed on the academic calendar and posted on the campus. Filing the candidate-for-degree request initiates the formal process for approving and ordering your diploma. You must file even if
you do not intend to participate in the graduation ceremony. After your application is submitted your transcript will be reviewed. You will be contacted only if you have not met all the requirements for graduation. Please check DegreeWorks to make sure that you have met your requirements.

**Commencement & Graduation**

The commencement ceremony for August graduates is held in May. If you plan to participate, you must order a cap and gown. Order forms are available in February and must be submitted in early April. Tickets, invitations and detailed information will be available in April. Even though you will not complete your last course, and thus not graduate, until the close of summer session, you are invited to participate in the commencement ceremony in May. The Fordham Center for Nonprofit Leaders will host a graduation celebration after the conclusion of the program in fall.

Graduation parties for you and your guests will be held on campus. Dates will be announced.

**Transcripts of Record**

There are two types of transcripts.

**Official Transcripts**

Official transcripts are sent at your request to other universities, agencies, state or federal government entities and bear the official seal of the University. They are sent directly to you in a sealed envelope. Contact Enrollment Services in person or at 212-636-6735. You may also apply online. There is no fee. However, no transcripts (official or unofficial) are available to you if there is a financial hold on your account.

**Unofficial Transcripts**

Unofficial Transcripts are for your personal or general use and do not bear the official seal of the University. You can print your unofficial transcript from your myfordham.edu account.

**Career Planning**

Workshops given by the offices of Career Development of The Graduate School of Social Service and Gabelli School of Business are both open to the students of the MS in Nonprofit Leadership program. Students seeking one-on-one assistance should first contact their Career Development professor. Students wanting additional support may seek assistance from Program Staff. For more information visit: https://www.fordham.edu/info/23918/career_planning

**Continuing Education**

The Graduate School of Social Service offers a post-master’s continuing education program. For more information please visit the continuing education program [here](https://www.fordham.edu/info/23918/career_planning).

**Alumni Events**

You will receive information about Fordham University Alumni events through the University’s Alumni Office. Most information will be sent electronically so you must keep your email address current with that office. An Alumni tab will appear on your my.fordham.edu account. All graduates are eligible for a Ram Pass alumni card which allows you building access and browsing privileges at the library. You can apply for the Ram Pass online through the University’s Alumni homepage. Student-run Affinity group will also be in touch with you after graduation.
APPENDIX I: COURSE DESCRIPTIONS

**History and Public Roles of Nonprofits (3 Credits)**

As an introduction to this degree program, students will learn the history of nonprofit organizations, their supporters and opponents, and the influential factors shaping nonprofit organizations. The focus will be on the nonprofit organization and its role in social change and the forces shaping its work. In this immersion course students will learn about the political, economic religious and socio-cultural factors that impact on the creation, survival, and growth of nonprofit organizations. Legal and ethical constraints for nonprofits will be discussed. Students will be introduced to theories of leadership and increase their understanding of the role of nonprofit leaders including paid staff (CEOs and management), as well as volunteers (Board of Directors) in leading nonprofit organizations.

**Public Advocacy (3 credits)**

Students will learn how to develop and lead social change initiatives and understand how they benefit nonprofit leaders, their agencies, and society. Students will also learn how to recruit and manage long term volunteers to help with advocacy and other agency efforts. They will gain experience in doing public policy advocacy and an awareness of the many players involved in public advocacy and the leadership that they require. Students will form teams and select public policy proposals from their own or another student’s nonprofit agency’s work. They will have the opportunity to develop advocacy change campaigns for these issues, and present them to a panel of public officials. The hands-on experience will also help participants to engage in public advocacy efforts in the future.

**Organizational Planning (1.5 credits)**

In Organizational Planning, students will learn how to achieve agency goals through planning, ongoing oversight, and building strengths within the organization. Setting and monitoring goals for an organization in cooperation with the Board and staff members will be discussed. This course will address the business planning process, with special attention paid to unique issues facing nonprofits involved with these types of ventures.

**Organizational Finance (1.5 credits)**

Organizational Finance focuses on planning, reporting, and financial decision making in nonprofit organizations, and is intended to build off organizational planning, as well as help in other courses. These topics are critical for organizational survival and success. The course will focus on developing operating budgets, managing working capital, and analyzing organizational fiscal health.

**Fundraising (3 credits)**

Students will address all aspects of fundraising knowledge necessary for the sustainability of a nonprofit organization. Topics to be reviewed include: the board development committee; individual donors, major donors, foundations, corporations, special events, using social media, online fundraising, and getting
government grants. In preparation for fund raising, the Nonprofit Leader needs to know each functional area of the organization, even though staff with specialized experience may be hired to run these departments.

**Program Design and Grant Development (3 credits)**

Students will learn how an organization identifies new ideas and turns them into programs, applies for funding to support these efforts, and then evaluates their impact. They will study how an agency can identify public policy issues that can affect a large sector as one of its issues, and then design a program around it, bringing in different departments of the nonprofit.

**Career Development (1.5 credits)**

Students will learn how to develop and advance their careers in the nonprofit field. After preparing resumes, students will have the opportunity to role play interviews with panels of individuals from search firms. Finally, the use of transition planning in nonprofit leadership will be addressed.

**Ethics and Legal Requirements and Board Development (1.5 credits)**

This course will cover ethics, legal requirement, outside reporting mandates, and governance. Students will study the internal and external oversight requirements in a nonprofit organization and agencies that have developed to monitor, rate and evaluate nonprofit organizations. They will learn about the legal requirements affecting a nonprofit, gain understanding of the ethical conduct standards appropriate to professional and volunteer relationships in a nonprofit. They will explore how to handle competition and cooperation between nonprofits.

**Capstone I: Creating a Nonprofit (1.5 credits)**

From a framework of human rights, social and economic justice and empowerment, students will draw on knowledge they gained from previous courses to design a charitable agency. They will create mission, goals and objectives, structure and services of the organization. Board development, the incorporation process, budgeting, fundraising and marketing will be addressed as well as program evaluation. The focus will be on creating a charitable agency that through the process of design, the design itself, and the development and operations, will offer a transformative experience for clients, staff and board and make an impact through effective social change.

**Capstone II: Social Entrepreneurship Organization (1.5 credits)**

The concepts covered relate to social innovation and how social justice can be achieved through enterprising organizations. The class focuses on the understanding of societal problems and opportunities, the development and creation of a strategy and a theory of change as well as a variety of ensuing resource mobilization models. Students review case studies of social enterprises and propose for development their own social enterprise.

**Technology for Nonprofits (1.5 credits)**
The Technology for Nonprofits course will focus on using technology to advance a program and increase its management efficiency. Students will learn how to manipulate and understand data to show progress to directors and funders and improve programs.

**International Nonprofit (1.5 credits)**

The international nonprofit section will focus on carrying out the functions for an international NGO. Students will study how to understand how an international nonprofit and a domestic nonprofit differs and various influences that affect international nonprofits. Fundraising for international nonprofits will also be addressed. Students will learn how to create and support an international nonprofit to promote a social justice mission. They will review the global, social, economic, and political influences affecting the international nonprofit sector and the ability to pursue wanted social change. The various religious and cultural traditions affecting nonprofits will also be addressed.

**Staff Management (1.5 credits)**

The Staff Management course will cover laws and regulations regarding employees including policies on hiring and discharging employees. Issues such as creating a diverse work force, increasing motivation, troubleshooting job issues, and maintaining staff morale will be discussed. Challenges in working with union and nonunion staff, as well as professional, support, and volunteer staff members will be addressed, as well as ethical issues and dilemmas that may arise.

**Research & Program Evaluation (1.5 credits)**

Using an evidence-informed model of program Getting to Outcome (GTO) as a foundation for the study of program evaluation, this course cover the essentials of evaluating nonprofit organizations using both formative and summative evaluation designs. This course will teach students to formulate evaluation designs that promote the human rights, advance social justice, and promote well-being. The protection of the rights of clients and consumers of human services are emphasized.

**Public Relations and Marketing (1.5 credits)**

In this public relations and marketing course students will learn how to market their nonprofit organization through different media outlets, including but not limited to the press, T.V., and social media. They will study what marketing strategies are most effective for nonprofits and how to maintain the nonprofits mission and social justice throughout marketing campaigns.

**Personal & Professional Communications (1.5 credits)**

This is a two part course where students will learn how to gain public recognition for their organization and themselves. There will be a focus on public speaking and how to communicate effectively with different audiences. Students will gain skills in marketing their nonprofit and themselves.
APPENDIX II: RESOURCES FOR STUDENTS

Libraries
Library Handbooks and self-instructional guides are available at each campus library. A valid student ID card is required to enter the library. Students may also use other college and university libraries by obtaining METRO referral card at the reference desk. Required readings for courses are placed on reserve or e-reserve at the request of your professor. Journal articles and books from any of the Fordham campuses can be obtained within three days through inter-library loan. Materials from other colleges and universities can be obtained through intra-library loan.

For hours and additional library information visit: http://www.library.fordham.edu/

Computer Centers
Computers are available on campus. All Fordham students are charged a technology fee each semester. This allows you access to computer labs on campus and access to the University’s system remotely. The Student Technology Reference Guide is emailed to students during the summer. It can be obtained at any computer lab on campus. At Lincoln Center, computer labs are located in Room 712, and inside Quinn Library at Street Level.

The Fordham University Instructional Technology (IT) website provides additional information: www.fordham.edu/campus_resources/fordham_it. IT Customer Care may be reached at HelpIT@fordham.edu or 718-817-3999.

Media Centers
All classrooms are SMART classroom and have the capacity to video-teleconference. Lincoln Center Media Services is located in room 418 and can be reached at 212-636-6313.

The Writing Center
The Writing Center is a free service for all Fordham students who seek to improve their writing. The center provides personalized instruction and free workshops. It is located in room 302e of the Lowenstein Building. Visit their website for more information: http://fordhamwc.wordpress.com

Change of Address
Students changing either their permanent or local mailing address are required to notify the Registrar. The Registrar is located in the Office of Enrollment Services in Lowenstein 203. This office can be reached at 212-636-6700. Students may also change their address via their my.fordham portal.

Housing
Off-Campus: Graduate housing is available on the West Side of Manhattan. Limited dorm space may also be available. Please visit: http://www.fordham.edu/info/21875/graduate_housing for additional information.

Other off-campus housing opportunities are posted outside the Student Activities Office.

Alternate Housing: The YMCA Residence offers options. Please call 914-428-1130.
Athletic Facilities
Students are welcome to use the athletic facilities at both the Lincoln Center and Rose Hill campuses. Fordham student ID is required to enter. The gym is located on the second floor of McMahon Hall at Lincoln Center.

Automatic Teller Machine (ATM)
The ATM is located on the street level of Lowenstein near the bookstore.

University Shop and Bookstore
The University Shop and Bookstore at Lincoln Center is located on the street level of Lowenstein in the corridor to the left of the escalators. For hours and information visit their website:
http://www.fordham.edu/campus_resources/campus_facilities/bookstore_89280.asp

Campus Ministries
The chaplain's office and chapel are located on the second floor of Lowenstein in rooms 217 and 221, respectively. The Mass schedule is posted outside the chapel. For information on campus ministry activities and events, please visit:

General Fee
Students are billed a general fee that covers registration, student activities, add/drops, graduation processing and accidental insurance. All Students are covered by a mandatory accident policy with a $2,500 limit on each accident. Benefits are supplemental to other insurance. Covered medical expenses will be payable at 100% inside or outside of MultiPlan network and no deductible will be applied.

Health Insurance
Effective with this fall semester, all domestic graduate carrying 6 or more credits will be automatically enrolled in the Student Health Insurance Plan (SHIP) and the fall semester charge for this program will be included on your student account. The charge for this coverage can be removed by demonstrating that you have other coverage. Your request to waive coverage under the program and thus have the charge removed from your account must be completed by September 10, 2017. Students who waive coverage in the plan for the fall semester will be automatically waived for the spring semester. Students who do not waive coverage in the Fall are automatically billed for both terms. For more information on health insurance, please visit the Health Center website:
http://www.fordham.edu/campus_resources/student_services/student_health_servi/insurance_92293.asp

Health Services
Health Services at Lincoln Center is located in McMahon Hall, Room 203. The phone number is 212-636-7160. Please call for an appointment. There is no charge for visits, however students will be billed or charged for laboratory tests, medications, and transport to the hospital emergency room.

Counseling Center
The Counseling Center is located on the second floor of McMahon Hall and may be reached at 212-636-6225. It is staffed by mental health professionals and provides individual counseling and testing. Referrals are available for private practitioners and mental health agencies. Please call for an intake appointment. All services are confidential.
**Office of Disability Services**
The Office of Disability Services (ODS) at Fordham University help to ensure equal educational access and opportunity for all members of our community. In the Jesuit tradition of cura personalis, members of the ODS staff work individually with each student to understand his or her strengths and limitations in order to develop a comprehensive and effective accommodation plan.

In addition to working in a direct service capacity with students, the Office of Disability Services also collaborates with administrators, faculty, and staff to ensure that the facilitation of reasonable and appropriate accommodations for students with documented disabilities is provided. Fordham will offer reasonable and appropriate auxiliary aids and services to assist otherwise qualified individuals in achieving access to its programs, services, and facilities. Documentation must submitted to ODS and an intake appointment conducted to develop an accommodation plan with the student in accordance with Section 504 of the Federal Rehabilitation Act of 1973 and Title III of the Americans with Disabilities Act of 1990.

Please visit the Office of Disabilities website for more information: [www.fordham.edu/campus_resources/student_services/disability_services](http://www.fordham.edu/campus_resources/student_services/disability_services)

**Lockers**
Lockers are available at Lincoln Center for a nominal fee on a first come, first-served basis. Visit the Student Activities Office in Lowe Main Room 408 to register. The University is not responsible for locker contents.

**Lowenstein Cafeteria**
The Lowenstein Cafeteria, located on the plaza level of the Lowenstein Building, is open Monday–Thursday, 8 AM–8 PM/ Friday, 8 AM–5 PM; Saturday, 10 AM–4:00 PM. Since hours vary with holiday and summer schedule changes, it is always good to double check the postings outside the cafeteria entrance. In addition to the cafeteria on campus, there are many delicatessens and restaurants to explore in the area.

**Parking**
Discounted parking is available with proper validation from the Student Activities Office in Lowenstein Room 408. The following garages participate:

- **Prior Parking**
  West 61st St. (between Columbus & Broadway)
- **Allied Garage**
  425 West 59th St. (between 9th & 10th Avenues)
- **Central Parking**
  345 West 58th St.
- **Holiday Inn**
  440 West 57th St. (between 9th & 10th Avenues)
- **Lincoln Center Parking**
  150 West 66th St. (between Columbus & Broadway)
Entertainment Vouchers
A limited number of two-for-one Broadway theater ticket vouchers and discount movie tickets are available in the Office of Student Leadership and Community Development located in Lowenstein, Room 408.

Special Events & Announcements
Please check the bulletin boards in the hallway for special events and announcements. You can also visit the website or our Fordham GSS Facebook, Instagram or Twitter for updates:
https://twitter.com/fordhamgss