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I am pleased to welcome you to the Master of Science in Management – Non-Profit Leadership (MSNPL) online program at New England College (NEC). Our goal is to help you become the exceptional non-profit leader you aspire to be.

Whether you work for a large or small organization, government agency, or other tax-exempt entity in the non-profit environment, you face the ever-intensifying demands of serving as a steward of the public good with decreasing resources and increasing competition. As non-profit projects become more challenging, the importance of leadership intensifies. At NEC, we offer you the knowledge and skills necessary to become a leader in the non-profit sector. Our program gives you the opportunity to gain the advanced communication, financial and organizational management, strategic planning, and ethical decision-making skills that are vital to the success of non-profit organizations.

Studying online, supported by NEC’s 24/7 live technical support system, enables our students to continue their present jobs, and offers them the opportunity to apply what they learn in class to current challenges in their jobs and organizations.

With a manageable time commitment of approximately 15 to 20 study hours per week and faculty who appreciate the challenges of balancing this commitment with home and work schedules, the MSNPL program offers working professionals the perfect avenue for personal and professional growth. Take the next step toward achieving leadership in the non-profit sector by enrolling in the MSNPL programs.

I look forward to welcoming you to New England College.

Sincerely,

Nelly Lejter, Ph.D.
Dean of Graduate and Professional Studies
New England College
School of Graduate and Professional Studies
Make a difference.  
Be an agent of change. Become a citizen advocate.  
Study Non-Profit Leadership online at New England College.

The Master of Science in Management – Non-Profit Leadership (MSNPL) online program is the distillation of the best of our management degrees and is tailored for those with goals in non-profit leadership. You will delve into topics such as dynamics on non-profit governance, human resources management, and fundraising.

“My experience as a student at New England College has been wonderful so far. The classes are challenging and informative. The combination of readings, discussions, and written assignments has been fundamental to creating a stimulating learning environment.”

Colby Herzog,  
MSNPL Online Student

Online, Convenient, Flexible

The MSNPL online program consists of ten courses for a total of 36 credit hours. To complete the program in less than two years, you will take two online, seven-week courses per semester, focusing on one course at a time. This course delivery method is specifically designed for working professionals like you to make the most efficient use of your time and to optimize your learning experience.

You can start the program six times per year in spring, summer, or fall.
Learning Outcomes

Find out for yourself how New England College’s quality curriculum can enrich your career.

New England College’s (NEC) Master of Science in Management – Non-Profit Leadership (MSNPL) online program focuses on preparing students for leadership positions within the non-profit sector. NEC recognizes the importance of non-profit organizations, and our goal is to offer sector leaders the tools and skills they need to foster the sustainable growth of their particular organization.

The 36-credit-hour MSNPL program at NEC offers you the building blocks to develop or enhance a culture of community, service, and fiscal responsibility in your organization. Whether your non-profit focuses on charitable, educational, or political goals, the knowledge presented in the program offers you the possibility of maximizing your effectiveness in your efforts to serve others.

“...This NEC program is flexible, affordable, and unique in that it has allowed me to continue working and having a family life. It has helped me to fine tune my financial management skills, my marketing and strategic thinking skills, and has brought me a great sense of accomplishment. The faculty and instructors brought a wealth of knowledge to the program, and the interactions with staff and students brought a whole new world of education into focus.

The support has been great, and I feel that the staff works extremely hard to help the students succeed in their career goals. The information shared from faculty and staff has been detailed, informational, and brought me a great deal of insight into other healthcare organizations. This program has allowed me the opportunity to reach a career milestone that I previously was unsure I would be able to accomplish.”

Lawrence Cowan, MSNPL Online Student
NEC’s curriculum provides a way for students to achieve their cherished lifelong learning goals.

The Master of Science in Management – Non-Profit Leadership online program consists of ten courses for a total of 36 credit hours. You will begin the program with core courses and then progress into the concentration courses that delve further into your area of interest. At the end of the program, you will use the skills learned within the program in a practical problem-solving capstone project.

Below is a listing of the core courses, concentration courses, and the capstone project:

**Organizational Leadership and Change – 4 credits**
This course combines theory and practice by encouraging students to learn traditional and contemporary leadership theories and apply them in analyzing the behavior of leaders, colleagues, and subordinates. Through a variety of readings, cases, and exercises, students will examine effective leadership models. Topics include the evolution of leadership; the roles of strategy and vision in transformational change; the development of leaders; the leadership responsibilities of creating effective teams, organizations, and cultures; the exploration of different leadership styles; and current popular approaches to leadership theory.

**Project Management – 4 credits**
This course presents an overview of managing a project from start to finish. Students will examine project organizational structure, work breakdown, scheduling, budgeting, costing, resource allocation, and human resource considerations throughout the project process.

Topics include the management of human resources and team building; planning and control; scope management; time and cost management; quality and risk management; and technical tools, including GANTT and PERT charting.

**Grant Writing and Contract Management – 4 credits**
This course examines the use of contracts and grants in providing services in not-for-profit organizations. The course explores the theoretical background of government and private contracts and grants; the management of third-party services from the perspectives of government agencies, private sector contractors, and non-profit organizations; and the skills needed to write effective grant and contract proposals.

**Organizational Communication, Negotiation and Conflict Resolution – 4 credits**
This course will focus on strategies and tactics revolving around successful negotiation and mediation to improve individual and organizational effectiveness. Topics include preparing for a negotiation, understanding individual preferences, identifying ethical and cross-cultural issues that might arise, and when and what kind of outside resources may be necessary. Students will examine the daily negotiations required in managing employees and working well with colleagues and teams.

**Strategic Planning and Policy for Non-profits – 4 credits**
The primary goal of this course is to expose students to a variety of approaches to successful strategic planning. Using independent research and their own organizations as current cases, students will explore the complexity involved in successful planning, and enhance their competency in managing this process. The goal will be to move the organization beyond creating a document to utilizing the strategic plan to transform organizations.
Dynamics of Non-profit Governance – 4 credits
This course examines the new trends and standards in the area of non-profit governance. It is designed to explore policy issues associated with governance and to provide practical applications for those in non-profit management. The structure of non-profits in relation to board composition and arrangement is examined. Topics include interactivity with the executive director and staff, board development, board management, committee operation, and areas of board responsibility.

Strategic Human Resource Management – 4 credits
This course takes a proactive approach to the management of people and resources. Using their workplace as the starting point, students will walk through a strategic, competency-based facilitation model of human resource management. The course deals with practical aspects of managing people in the workplace, emphasizing the strategic rather than the administrative role of Human Resources. Its thrust will be HR’s status within the organization as a partner in the effort to gain and sustain competitive advantage. The basics in the functional areas of HR are addressed: job analysis, staffing, job design, training, performance appraisal, compensation, succession planning, work-life balance, termination, and the implications of a global economy for human resource management.

Strategic Fundraising – 4 credits
This course presents the techniques and strategies behind successful non-profit fundraising. The areas of planning, budgeting, control, and other development are addressed. Topics include identification and evaluation of potential donors, development of strategies, differentiating your organization, regulatory compliance, and developing a comprehensive plan.

Research Methods – 2 credits
This course will provide an overview of graduate level research for the capstone project in both the Master of Science in Management and the Master of Arts in Public Policy. Students will learn about the various methods of research in the discipline, research design, and proper formatting and writing of formal papers. Specific focus will be placed on topic development, developing a research outline, conducting a literature review, constructing an annotated bibliography, and proper citation styles that make use of the Chicago Manual of Style (for MAPP students) and the APA style (for MSM students). This course will provide all students the tools to do research and, in addition, will prepare them for the final capstone project to be developed in the subsequent Strategic Capstone course.

Strategic Capstone – 2 credits
The Strategic Capstone has two main components: a research phase and a final project report and presentation phase. Students draft their problem statements and research ideas during a research methods course, and then produce research, arguments and solutions that will approach solving the problem.

Each student will undertake a major investigation of a real and substantial challenge that exists either in the workplace or as a matter of public policy. The project may be related to the student’s own experience or in a field in which the student hopes to secure employment. Developed in a problem-and-solution format, the student is expected to use extensive research into best practices and associated methodologies. The product of this work is a comprehensive written plan for implementing the solution. The report is also submitted as a PowerPoint presentation with accompanying notes, demonstrating the student’s ability to convey the significance and the results of research and planning to key stakeholders in the problem-solution set that the student has investigated.
Students have an opportunity to excel academically.

New England College (NEC) has a rich tradition of academic excellence. Our online programs are designed for professionals who have already achieved success in their careers and who want to enrich their knowledge with advanced study.

We understand how important it is to be able to pursue a graduate degree without disrupting your career or uprooting your family. NEC’s online programs satisfy those needs, while delivering a highly respected online degree that is as demanding and rewarding as our traditional on-campus programs.

The Convenience of Learning Online

Online learning can be even more satisfying than traditional classroom learning because it focuses on you. You learn from the convenience of your home or office, at the time of day that suits you, while maintaining communication with faculty and fellow students. Here are some examples of the many benefits of e-learning.

Flexible scheduling
E-learning is designed for busy professionals like you. You plan your study time around your schedule and work at your own pace. The program is based on an innovative, asynchronous model, so there is no need to disrupt your work and family life. Your instructor lays out the course in a detailed schedule, so you know what to expect and how to prepare.

Accessible resources
All printed materials and textbooks are conveniently delivered to you before the start of each seminar. Our extensive online library and resource center is available 24 hours a day, 7 days a week, all year long. Many students report that using the online library is easier and more convenient than visiting a traditional “brick-and-mortar” library.

Immediate responses
With just a click, you can send questions or requests to professors, fellow students, and student services advisors. Our faculty and staff will respond within 24 hours.

Intimate classes
You will progress through the program with a small group of 12 to 15 fellow students. This cohort system ensures that you are part of a community of your peers, a community that provides support, challenges your abilities, and encourages discussion.

Individual attention
Because the virtual class size is so small, you will receive individual attention from your professors. They are experienced professionals who are also highly trained in online instruction. Your instructor also serves as a group instructor who encourages you and your classmates to develop into a learning community eager to engage in discussions of current issues and realistic scenarios.
The NEC community is committed to offering personal **support and attention** to each student.

Helping our master’s degree candidates is the goal of each member of the New England College online learning team. We are here to help you every step of the way by providing you with:

1. Your own personal **Enrollment Advisor**
2. Your own personal **Student Services Advisor**
3. Your own personal **Instructor**
4. The College’s most highly regarded **Faculty**
5. Helpful live **technical support**. You will be able to talk with a highly qualified professional technician whose goal is to provide you with helpful, friendly advice for resolving your hardware and software issues.

This program has been structured for those seeking both challenging graduate studies and the tools needed by non-profit professionals. Integral to this degree is the online collaboration among you, your small group and instructor, and the outstanding New England College faculty members, all in the privacy and convenience of your home or office.
New England College gives you the opportunity to fulfill your goals.

Domestic Students
- Applicants should have a bachelor’s degree from a college or university in the United States, accredited by one of the six regional accrediting bodies.

International Students
- Applicants should have the equivalent of a U.S. bachelor’s degree.
  Students are required to use a credentialing organization such as WES.org, ECE, or ACCRO.
- Students for whom English is not their first language may require a TOEFL score of 550 (pbt), 213 (cbt), 80 (ibt) or IELTS 6.5.

All Students
- Depending on your undergraduate course of study, prerequisite courses may be required.
- Applicants should have an undergraduate GPA of 2.75 or higher based on a 4.0 grading scale; applicants with a score lower than 2.75 will be considered for admission on a case-by-case basis depending on professional accomplishments and work experience.

“The professors were excellent and took every opportunity to understand where the student worked and relate the course material to the student’s individual needs.”

Ronald Messner,
MSNPL Online Student

1.866.817.2226 Ext. 3321 (U.S./Canada) ★ +1.647.723.6680 Ext. 3321 (International)
New England College gives you the opportunity to advance with relevant, practical, and affordable education.

The tuition fee includes:

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tr>
<td>Application Fee</td>
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<tr>
<td>Total Tuition (36 credit hours)</td>
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<tr>
<td>Books</td>
<td>$800*</td>
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<tr>
<td>Graduation Application Fee</td>
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<tr>
<td><strong>Grand Total</strong></td>
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Cost per credit hour = $680 Course Tuition = $2,720

Course tuition is due on a course by course basis and must be paid at the start of each class. Students using financial aid should have all requirements complete prior to the start of class.

*Approximate book cost. This is based on the purchase of new copies from the NEC Bookstore.

All prices are subject to change without prior notice. The prices provided by the Admissions Department are for the current academic year and may be changed for future academic years.

Financial Aid

The ability to pay for your education is an important consideration. Our Admissions Office can assist you in exploring alternative financing options. If you are a resident of the United States and want to apply for financial aid, please complete a Free Application for Federal Student Aid (FAFSA), which can be obtained from the FAFSA website at [www.fafsa.ed.gov](http://www.fafsa.ed.gov). Students may be eligible for a range of loans available specifically for graduate study and are encouraged to apply. Financial aid eligibility is renewed each year, and revisions or adjustments are made to ensure that aid is proportionate with each family’s financial circumstances.

Employer Tuition Assistance

Many organizations offer employee tuition assistance and, in some cases, cover 100 percent of tuition costs. Programs and policies vary among employers. Consult your human resources department to learn more about employer tuition assistance at your organization.
We are here to **support** you and answer your questions from enrollment to graduation.

**How is New England College (NEC) accredited?**
NEC is accredited by the New England Association of Schools and Colleges. For more information, visit [www.neasc.org](http://www.neasc.org).

**Is the online graduate degree any different from degrees earned on campus?**
No, you will receive the same degree and your diploma is the same as the on-campus student diploma.

**How many credits and courses do I take each term?**
There are six terms per year with one course offered per term. Each course is worth four credit hours. In total, you must complete nine terms to earn your degree.

**How much does the online graduate program cost?**
The online graduate program is competitively priced. See tuition and fees on page 9. For more information, please contact our Enrollment Advisors.

**How much time is required for the online graduate programs?**
The online graduate programs are designed for working professionals with demands of work and home. Most students study 15 to 20 hours per week. Your instructor will help keep you on track, and your cohort will be a tremendous source of support.

**Do I need to take the GRE, GMAT, or other standardized tests?**
No, standardized tests are not required for entry into the online graduate programs. Admission is based on your experience and professional accomplishments.

**Do you accept transfer credits?**
We will assess transfer credits that may reduce the total number of credits required to complete the program, up to six credits. This will be done on a case-by-case basis. NEC does not grant credit for work experience.
Since 1946, New England College has been providing learners with the opportunity for a quality and rigorous education.

New England College (NEC) was created in 1946 to serve the educational needs of servicemen and women after the Second World War. It pioneered the three-year baccalaureate degree that combined critical thinking skills from the arts and sciences with practical and professional education in business and engineering.

NEC has retained its mission to be a pragmatic liberal arts and professional college, committed to understanding the needs of all humanity in an interconnected world. It seeks to develop self-confident, informed individuals able to find their way to a rewarding life with professional success and personal service. Students drawn from a range of social and cultural backgrounds choose among academic and professional disciplines, and enhance their learning through a broad range of internships.

In the coming decade, NEC will build on its strengths and the values of its founders while embracing the social, technological, and ethical challenges of contemporary civilization. NEC will provide a liberal arts education for the twenty-first century. Human rights and social responsibility will remain crucial to our learning and living community, where students will make reasoned academic choices and explore imaginative career options, with a maximum use of alumni connections. Recently the College has grown from 700 to 1,000 undergraduates and from 75 to 1,100 graduate students, while adhering to the philosophy of our founders by providing curricular and co-curricular programs for integrated learning with respect for diversity of thought and expression.

Accreditation

NEC is accredited by the New England Association of Schools and Colleges through its Commission on Institutions of Higher Education.

Statement of Fair Practices

NEC prohibits discrimination on the basis of race, color, creed or religion, national origin, sex, sexual orientation, age, marital status, pregnancy, veteran's status, or disability in regard to treatment, access to, or employment in its programs and activities, in accordance with federal and state laws and regulations. In compliance with the Americans with Disabilities Act (ADA), individuals with disabilities needing accommodation should contact the ADA compliance officer.

“I have learned a lot about the structure, function, theory, and practice of our government. I have come to realize that ‘the people’ are fictitious and that politics and economics are inseparable.”

YaAdam Fye, MSNPL Online Student
Master of Science in Management
Non-Profit Leadership
Online

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