

Proposal to create an online MA Degree in Philanthropic Studies

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Submitted by

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Prelude

Philanthropy is America's most distinctive virtue. There is no other aspect of American Life that is so vast in scale, so rooted in tradition, so broadly supported by law and public policy or more gratuitously neglected by the educational community.

...

The system of charity and philanthropy and voluntary service is at work in almost every aspect of our lives. We give to it and we receive from it. We use it to help others and to express our ideas about how life could be made better for all of us.

Philanthropy is a subject that touches the life of every student and every faculty member at every American college. It is easily related to every discipline of the humanities and social sciences and to professional studies like medicine, law, and business. It *could* be taught, and in my opinion it *should* be taught, but it is not. (Emphasis in the original.) (Source: Robert Payton, "Philanthropy as a Right," 1983, pp. 1; 15)

Introduction

Currently, the IU Lilly Family School of Philanthropy (School) offers a MA degree in both a traditional, full-time format, which normally takes two years to complete, and an executive format, which can be part-time and typically takes three to five years. The School would like to offer an entirely online version of the MA degree, which would serve students, who cannot locate here either full-time or in executive formats for many reasons. While we currently offer or will offer all of the courses

required for the online degree, we seek permission to offer and market it formally as an online degree program.

There are supply-side and demand-side considerations that must be taken into account. On the demand side, we field many calls and emails asking about the availability of entirely online degree programs. More importantly, it is estimated that due to growth and retirements, nonprofits will need to hire an additional 640,000 senior executives by 2016 (Tierney, Bridgespan Group, 2006). This estimate excludes small charities (those earning less than \$250,000 per year), as well as hospitals, colleges, and universities. Therefore, this estimate significantly underestimates the actual demand for education and training in philanthropy and nonprofits.

Additional demand-side considerations include the fact that we admit about 20 students per year in our traditional MA program and 15 or so annually in our Executive MA program. At these rates, we are fulfilling an infinitesimally small share of the projected demand for leadership posts. The philanthropic sector employs about 10 percent of the entire US labor force and is growing faster than either the for-profit or governmental sectors over any long period of time. Further evidence of the demand side is the fact that we have placed nearly 100 percent of our MA students, who are looking for a job, within 90 days of graduation.

In 1983, Bob Payton, then a member of the Independent Sector research committee (and, later, the first full-time Director of the Center on Philanthropy at IU) wrote a paper (which was quoted in the Prelude to this document) that challenged colleges and universities to develop university-quality course-work and research related to philanthropy and the nonprofit sector. At the time, little attention was being paid to this important part of American society by America's colleges and universities. The Indiana University Center on Philanthropy was among the first to take this study seriously. Twenty-seven years later, the field is recognized nationally and internationally and the School is perceived by all to be a leader in this space.

Indiana University has an opportunity to provide state, national, and international leadership to the nonprofit and philanthropic sector by establishing the first entirely online MA degree in Philanthropy in the world. Indiana University has the interdisciplinary faculty to provide leadership for the field and to engage the practitioner base. Extraordinary knowledge prepares students to become a powerful force for change, and it can come only from extraordinary, dedicated faculty members. By offering the MA degree entirely online, we can reach far

more students in far more states and nations—as well as many Hoosiers who simply cannot afford the time and money to be away from jobs, families, or other responsibilities for protracted periods of time.

There is growing interest in philanthropy around the world—often for different reasons. For example, in Europe, there has been much interest in philanthropy in replacing government funding as the social-welfare state has imploded in many countries. On the other hand, the role of philanthropy has grown dramatically in Africa, Asia and Latin/South America as rapidly growing wealth and faltering governments have created the capacity and climate for philanthropy to play an increasingly important role in those societies.

Some of the faculty talent to teach in the online MA will be captured as core faculty members in the new school. Affiliate faculty from around IU and adjuncts may be utilized as well but only after careful vetting and engagement. IU was the first university to offer a MA in Philanthropic Studies in 1993. It has grown in a slow and stable manner mostly based on our limitations to provide financial aid for full-time students. While these programs (traditional and Executive MA degrees) are relatively small, they fill an important niche. Their scale is primarily limited by faculty and financial aid. Students are coming to IU and IUPUI from all over the state, the nation and the world because of the reported quality of the School's academic programs. Currently, Fifty percent of our students are from Indiana, 42 percent are national (excluding Indiana), and 8 percent are international. By offering an online MA, we expect to grow the enrollments overall and to increase the diversity of our enrollments nationally and internationally.

The IUOnline MA Degree in Philanthropic Studies

1. Characteristics of the Program

- a. Campuses offering the program: This program will be offered through the IUPUI campus.
- b. Scope of delivery: given that this is an online degree program, it will be offered anywhere in the world.
- c. Mode of Delivery: The MA degree is already offered in both traditional and Executive formats. The new degree will be offered entirely online. Students in the traditional and ExMA programs may take courses online, as well in person.
- d. Other delivery aspects: there is a required internship program, which can be handled remotely and online.

- e. Academic unit offering the program: The IU Lilly Family School of Philanthropy, which is proudly headquartered at IUPUI, will be offering the IUOnline MA Degree in Philanthropic Studies.

2. Rationale for Program

- a. Institutional Rationale (e.g., alignment with institutional mission and strengths): The IUPUI Strategic plan has a commitment to community engagement as one of its core tenets (Goal 7: Deepen our Commitment to Community Engagement, IUPUI Strategic Plan, p14), therefore a degree program like the IUOnline MA in Philanthropic Studies fits neatly in the campus' mission. It also helps fulfill IUPUI's vision of offering a "robust suite of online capabilities to expand our reach to learners, researchers, and partners across the city, state, nation, and beyond." (Goal 3, Transform Online Education, IUPUI Strategic Plan Draft, 8/4/2014, p. 5 and p. 13). It also fits in with IUPUI's second goal of Increased Capacity for Graduate Education, especially the goal of creating unique interdisciplinary graduate programs, (p. 13).
- b. State Rationale: the School's reputation and this degree program will attract students from all over the state and all over the world to become affiliated with IU and therefore Indiana.
- c. Evidence of labor market need:
 - i. The philanthropic sector employs 10 percent of the US labor force. The philanthropic employment base has been growing more rapidly than that of the for-profit and governmental sectors for the past several decades.
 - ii. As cited above, the Bridgespan Group (2006) estimated that there will be demand for over 640,000 senior executives in the sector by 2016—and that excludes small nonprofits, hospitals and universities. Therefore this is a lower bound of the likely growth in demand.
 - iii. Virtually all of our students who are looking for jobs are placed before they graduate or shortly thereafter.
 - iv. A report commissioned by IU and conducted by Deloitte (Indiana University: Support for Online Education Initiative [June 5, 2013]) examined the market for the online version of the MA degree in Philanthropic Studies (as well as other degrees). It estimates that the labor market for philanthropic occupations has grown at 1.3 percent per year and is projected to grow at 1.4 percent per year. The unemployment rate in the

field was 4.5 percent, which was substantially lower than the overall rate then. The average annual wage was in excess of \$83,000 (Deloitte, p. 12).

3. Cost and Support for the Program

a. Costs

i. Faculty and Staff

1. No new faculty will be hired explicitly to teach in this degree program. However, we have added seven new, core faculty members in the last two years (this list is not for the actual proposal, but to facilitate counting: LehnB, KatieH, DavidK, SaraK, DebM, AmirP, and TimS) and are conducting three faculty searches, including two for endowed chairs (Mott, Stead, and TFRS Dir/Lecturer). In addition, we expect to conduct at least one more search for an endowed chair next year (Lake) and expect to search for at least two more chairs (Hartsook and Simon, and possibly more) as gifts are paid off (and verbal commitments are actualized) over the next few years.
2. With the new hires already here and the three planned searches this year and next (and there could be more), these new hires will quadruple our teaching capacity within our core faculty compared to two years ago. In addition, with the committed, but not yet paid chair agreements, the teaching capacity in a few years will be more than five times what it was only two years ago.
3. It is expected that many (but likely not all) of these new faculty members will teach in the IUOnline program over time.
4. In addition, pending approvals for this new degree program by the Lilly Family School of Philanthropy's faculty, the IUPUI campus administration, the IU Board of Trustees and the Indiana Commission for Higher Education, at least one net-new staff member will be hired to be the point person leading this new effort. That person will be responsible for working with existing staff and faculty in the School and within IU to market this new degree program, recruit and advise students, coordinate with faculty teaching in the program to

facilitate a community of online instructors, and serve as the interface between IUOnline, online faculty, and online students to the degree necessary to provide a seamless educational opportunity.

5. Existing staff will cover the staffing of other aspects of the degree program—keeping in mind that IUOnline and the Center for Teaching and Learning are providing specialized staff for both the tech support and the pedagogical development and support for the IUOnline degree programs and courses.
 6. If it grows dramatically, then tuition revenue generated will be used to hire additional faculty and/or staff to cover the needs of the students.
 7. Faculty developing most if not all of the online courses have been given curriculum development grants that were funded by an external gift and an IUOnline grant.
 8. There will be systematic advising: There will be a required check-in with the advisor twice in the first semester and at least once per semester thereafter.
 9. We will also provide an online tutorial in how to use Canvas and other technological tools.
 10. It is expected that this online degree program will generate positive net cash flow within a few years. This will provide additional resources to support the online MA degree program, as well as other academic programs.
 11. We have begun a Faculty Learning Community, and this will be continued and enhanced for an online faculty to include pedagogical and technical support issues that may be specific to online teaching and learning.
- ii. Facilities: no new facilities are required.
 - iii. Other capital costs (e.g., equipment)
 1. All of our faculty are provided with adequate computer and software, as well as support for teaching online.
 2. If this becomes a much larger program, there will be net new tuition revenue to fund unexpected or new needs for equipment and software and their support.

b. Support

- i. Nature of support (new, existing, or reallocated)

1. As mentioned above, there has been some externally funded support to provide curriculum development grants to faculty initially developing and teaching online courses.
2. There is strong support from the campus for technological and pedagogical infrastructure support of these courses.
3. IUOnline and the Center for Teaching and Learning are collaborating to provide course development and technical support. This will help faculty design the courses to exploit the technological tools to address the curricular goals and provide appropriate assessment of student learning and feedback to the faculty.
4. These approaches have already been used by several other schools within IU including SPEA, Public Health, McKinney School of Law, and Jacobs School of Music
5. In addition, the School of Social Work and the Kelley School of Business both developed online programs prior to IUOnline, and we will continue to try to learn from them as well.

ii. Special Fees above baseline: N/A

4. Similar and Related Programs

- a. List of programs and degrees conferred: our program with its emphasis on the liberal arts aspects of philanthropy (both the humanities and social sciences) is widely recognized as both unique and important.
- b. Based on our search of the web, there are just under 40 degree programs around the world offering online degrees in the following related fields: nonprofit management, community leadership, philanthropy and nonprofit leadership, public management, nonprofit leadership, organizational leadership, philanthropic leadership, social entrepreneurship, philanthropy and nonprofit development, nonprofit organizational management, and nonprofit management and leadership.
- c. There are hundreds of programs around the country and the world with a focus on nonprofit management. These would include the MPA degrees with a concentration in nonprofit management that are offered by SPEA-IUB and SPEA-IUPUI. In addition, some universities offer nonprofit management programs through their

schools of business or social work. However, our degree programs carve out a unique niche in this market with its focus on philanthropy through the lens of the humanities and social sciences.

- d. The School does permit and encourage our students to take classes in other programs of interest, especially SPEA's nonprofit management certificate. This is likely to continue with the online degree as a way of meeting several of the electives.

5. Quality and other aspects of the program

- a. Credit hours required and time to completion:
 - i. This degree program would require 36 credit hours—identical to the traditional and executive MA formats.
 - ii. The time to completion would be even more flexible than in the other formats. Many students in this program are likely to be working full-time, so they would normally take two to three years to complete this degree. However, there should be enough flexibility that somebody desiring to complete it more quickly could do so.
- b. Exceeding standard credit hours? No.
- c. Program competencies or learning outcomes: The School has not yet developed Principles of Graduate learning for any of our graduate degree programs. This is something that we will address in the coming year and will apply these to the IUOnline MA degree as well as the other degree programs.
- d. Assessment
 - i. Each course would be assessed by a teacher course evaluation at the end of the semester.
 - ii. Each faculty member is peer-reviewed at least once per year in their early stages of their career and at least once every three years thereafter.
 - iii. The Teaching, Learning and Assessment Committee will provide feedback on the qualitative and quantitative factors that can be captured for the online degree program.
 - iv. The IUOnline MA Program Director will provide an annual report to the academic administration of the School and the Faculty.
 - v. Each degree program is part of a 7-year review process that is conducted by the campus.
 - vi. The campus is subject to the normal accreditation reviews.
- e. Licensure/certification: N/A

- f. Placement of Graduates:
 - i. Historically, we have placed virtually all of our MA students, who were looking for a job, either before they graduated or shortly thereafter. We have placed 99.75% of our graduate students, who were looking for a job, within one year of their graduation and nearly all of them within 90 days of graduation.
 - ii. Many of our MA students come from Indiana or desire to stay here afterwards, and our connections to the local labor market are quite strong. We have helped students find jobs all over the country and to a lesser degree the world.
 - iii. One of the challenges of an online degree program will be placing a larger number of students in a larger number of different places. We are optimistic that given the demand projections for this space, we will be able to help students find appropriate employment in the places they prefer.
- g. Accreditation: N/A

6. Projected Headcount and FTE Enrollment and Degrees Conferred

- a. We expect to add between ten and fifteen students per year for the first several years and then reach steady state at 75-100 students within a decade.
- b. If we have these levels of enrollments, we will more than cover our costs of instruction and additional staffing for this degree program.
- c. Of course, given that there are millions of nonprofits in the USA and around the world, the actual demand for this online degree program could be substantially greater. This provides us with an opportunity to have even more impact on the philanthropic sector.
- d. IUOnline has just hired a new Assistant VP/Director of the Office of Online Education. One the key tasks for this office will be marketing the online degree programs for IU. This should help drive additional enrollments into our programs.
- e. While some of these students will be effectively full-time students, many will be working full-time and taking a part-time load as students. Therefore, we expect to grow the FTE enrollments at rate of five per year before reaching a steady state of between 40 and 50 FTE students within a decade.
- f. If the enrollment projections hold, we would expect to award between 35 and 50 degrees per year in this degree program.

7. **Admissions criteria:** same as for our traditional MA or our Executive MA degrees, which is overseen by the IUPUI Graduate offices and our faculty.
8. **Pricing of the IUOnline MA Degree in PHST:** We propose an average of the residential and non-residential rate which would yield about \$23,500 per student for the degree program.

Degree Requirements

Required

Courses

Number	Name	Fall	Online Spring	Summer
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Core Courses (18 Credits)

P521	Nonprofit and Voluntary Sector	TF, DB,		
P524	Civil Society in Comparative Perspective		CH	
P542	Ethics and Values in Philanthropy		KB	
E514	Nonprofit Economy and Public Policy			PR
P535	Law on Nonprofit Org's			PP
P515	History of Philanthropy	GW		

Human Resources and Financial Resources (6 credits)

P558	Fund Development for NPOs			
P530	Grantmaking & the Role of Foundations	CH		

Internship

590	Internship	STAFF	STAFF	STAFF
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Electives Philanthropy

Vbl topic	in Latin America	VE		
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Vbl

topic	Gender and Philanthropy		DM	
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vbl topic	Others are forthcoming and under development			
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SPEA Nonprofit Mgmt Certificate Courses up to 15 SCH's		SPEA	SPEA	SPEA
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In Lieu of thesis

online courses in other fields	STAFF	STAFF	STAFF
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Prospective PHST courses?

Independent Readings

By arrangement	STAFF	STAFF	STAFF
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Bibliography

Deloitte. "Indiana University: Support for Online Education Initiative." June 5, 2013.

"Our Commitment to Indiana and Beyond: IUPUI Strategic Plan Draft," 8/4/2014. www.iupui.edu

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