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UNIVERSITY-BASED EDUCATIONAL PROGRAMS IN THE MANAGEMENT OF NONPROFIT ORGANIZATIONS

An Updated Census of U.S. Programs

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During the past 20 years, we have seen a new form of government action—third-party government—where government agencies increasingly rely on third-party institutions to implement public policy (Salamon, 1995, p. 6). With the advent of the hollow state, this partnership between government and the nonprofit sector has only strengthened in recent years. There is increasing reliance by government on the nonprofit sector to deliver its programs and services in the community. As the interpenetration of nonprofit organizations in the work of government has increased, so has the need to build the organizational capacity of the sector to better equip the sector to carry out public missions. One way in which the capacity issue has been addressed is through university-based programs designed to educate leaders of nonprofit organizations. In fact, during the past 10 years, there has been tremendous growth in the number of colleges and universities providing education in the management of nonprofit organizations. This article highlights this growth and summarizes a recently developed curricular model of nonprofit management education.

To determine the current universe of graduate programs that focuses on the management of nonprofit organizations, data were collected from colleges and universities throughout the United States. To be included in this sample, programs had to be as follows:

1. Offered by a college or university.
2. Oriented primarily toward management rather than policy or history.
3. Focused primarily on nonprofit organizations rather than on the public and private sectors (e.g., courses on strategic planning in the nonprofit sector were included; courses on strategic planning in the public and nonprofit sectors were not).
4. Focused on the wide array of nonprofit organizations rather than a particular subgroup (such as health administration, arts administration, or religious institution management).

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In an earlier study undertaken in 1990, Wish found only 17 universities that offered a graduate concentration (three or more courses) in the management of nonprofit organizations. In a subsequent study in 1992, she found 32 universities with such programs (Wish, 1993). By 1996, Wish and Mirabella found that there were 76 universities and colleges offering graduate degree programs with a concentration (three or more courses) in the management of nonprofit organizations (Wish & Mirabella, 1998). A follow-up study was conducted in 2000 to supplement the initial findings. Now, on the 10th anniversary of the first report, Mirabella and Wish present the most recent data available, with a particular emphasis on the current census of university-based programs.

Method

In 1996, a questionnaire was mailed to deans and program directors at more than 1,000 colleges and universities that belong to the American Assembly of Collegiate Schools of Business (AACSB), the National Association of Public Affairs and Administration (NASPAA), the Association for Research on Nonprofit Organizations and Voluntary Action, and the Nonprofit Academic Centers Council. The results of that survey were published in Wish and Mirabella (1998) and Mirabella and Wish (2000).

Based on the interest generated from these initial publications, we concluded that this research was helpful to other universities interested in developing similar programs, as well as to current and future students of the programs. For example, during the past few years, we have received more than 400 e-mail messages requesting copies of our publications or additional information from our database. The counter recently installed on our Web site that summarizes the data shows more than 800 hits to the site in 3 months. Because of its usefulness, we felt that the research had to remain current. Therefore, in the intervening years, our initial mailings were continually updated with additional mailings, listserv postings, e-mail correspondence, and Internet research. Following the publication of the first reports (Mirabella & Wish, 2000; Wish & Mirabella, 1998) on these data, we also received unsolicited information from colleges and universities on their nonprofit programs. A Web site containing these data was published in the summer of 1999 (<http://pirate.shu.edu/~mirabero>) and, as it was accessed by other researchers in the field, we have learned of additional programs that have been established, changed their composition, or been eliminated. In addition, an annual reminder to check the Web site is sent to the various nonprofit management listservs serving academics in this field. In summary, this article is based on our initial data set in 1996 and the data gathered subsequently as described above. We feel that it reflects the current universe of nonprofit management programs in the United States as of June 2000. However, we also realize that it has been several years since we elicited information from all members of AACSB and NASPAA. During the next few months, we will be working with NASPAA and AACSB to notify their members of the current census results and request additional information that the next census will contain.

Summary of Results

EDUCATIONAL PROGRAMS IN THE MANAGEMENT OF NONPROFIT ORGANIZATIONS

As of June 2000, 91 universities and colleges offered graduate degree programs with a concentration (three or more courses) in the management of nonprofit organizations, a five-fold increase since the initial report 10 years ago (see Table 1 for a list of these universities). An additional 46 universities offered one or two graduate courses, usually a course in generic nonprofit management and financial management.

About one third of these programs are located in the Northeast and Midwest. Table 2 shows the number of universities by region of the United States and compares Wish's 1990 findings with the current findings. As is evident from the data, the regional location of these programs has shifted during the past 10 years. The Northeast region no longer dominates (falling from 53% of all programs in 1990 to 33% in 2000), as many more programs have been established in the Midwest, an increase from 24% to 36% during this same time period.

We next turn to an examination of the schools or colleges within universities that house the graduate nonprofit management programs. Table 3 displays the most recent data in comparison with the data from Wish's 1990 study. The study of nonprofit management in 2000 continues to be closely linked to the study of public administration. Of the graduate nonprofit management programs, 18% are located in colleges of public administration, but the educational coupling of the public with the nonprofit sector remains stronger than that. Many graduate programs in public administration that offer concentrations in nonprofit management continue to be located in colleges of arts and sciences. These programs (26% of the total), coupled with 18% in Public Affairs and Administration, show a continued strong link between the study of nonprofit management and the study of public administration.

Increasingly, however, nonprofit management programs are being housed elsewhere in universities. About 46% of the programs are located in university schools of professional studies or schools of social work, compared with 38% in 1990. Furthermore, an increasing number of the programs developed during the past 10 years are interdisciplinary, that is, students take courses within several departments or schools to complete their degree. The program at Case Western Reserve University, for example, offers courses in the schools of management, applied social sciences, and law. The University of Michigan recently developed a nonprofit management concentration, a collaboration among the schools of business, public policy, and social work. These programs are interdisciplinary, as the curriculum is developed and offered by faculty from multiple schools or departments. Finally, because the 1990 data did not include any nonprofit management programs that were housed in business schools, it is difficult to determine a trend in this category. As of 2000, about 4% of the graduate programs are housed in a business school and another 5% in a school of business and public administration, compared with 13% in 1990.

The degrees earned in nonprofit management education also differ on the master's level. Once again, our data substantiate the close relationship between professional education for leaders in the public sector and in the nonprofit sector. Table 4 shows that

Table 1. Universities and Colleges With a Nonprofit Management Concentration

<i>College/University</i>	<i>Master's Degree Offered</i>
Antioch University	Master of human services administration
Arizona State University	
Auburn University at Montgomery	MPA
Boston University School of Management	MBA
Boston University School of Social Work	MSW
Brandeis University	Master of management in human services
California State University–Hayward	MPA
California State University–Los Angeles	MS in public administration
Case Western Reserve University	Master of nonprofit organization
Cleveland State University	MA
Columbia University	MPA
CUNY–Baruch College	MPA
CUNY–Hunter College	MSW
DePaul University	MS in public service management
Eastern College	MBA
Florida State University	MSW
George Mason University	MPA
Georgia State University	Master in urban studies
Golden Gate University	MA
Grand Valley State University	MPA
Hamline University	MA in nonprofit management
Harvard University	Master in public policy/public administration
Indiana University	MA in philanthropic studies
Indiana University–Bloomington	Master of public affairs
Indiana University of Pennsylvania	MA in sociology (concentration in human services administration)
Indiana University–Purdue University–Indianapolis	Master in public affairs
Johns Hopkins University	MA in policy studies
Kennesaw State University	MPA
Kent State University	MBA
Lesley College	MS in fundraising management
Lindenwood University	MA in human services agency management
Long Island University	MPA
Loyola University–Chicago	
Marywood University	MPA
Moorhead State University	MS in public and human service administration
New School University	MS in nonprofit management
New York University–Wagner Graduate School	MPA
Northwestern University	Master of management
Oakland University	MPA
Ohio State University	MSW
Park College	MPA
Portland State University	MPA
Regis University	Master of nonprofit management
Rhode Island College	MPA
Roberts Wesleyan College	MS in organizational management
Roosevelt University	MPA
Rutgers University–Newark	MPA
Saint Mary's University of Minnesota	MA in philanthropy and development
San Francisco State University	MPA
Seattle University	Executive master in not-for-profit leadership

(continued)

Table 1 Continued

<i>College/University</i>	<i>Master's Degree Offered</i>
Seton Hall University	MPA
Southern Connecticut State University	MSW
Southern Illinois University—Edwardsville	MPA
Spertus Institute of Jewish Studies	MS in human services administration
St. Louis University	MSW
St. Louis University—School of Social Service	MSW
SUNY University at Albany	MPA
SUNY University at Buffalo	MSW
Temple University	Masters in social work administration
Tufts University	MA
The Union Institute	
University of Akron	MSW
University of Alabama at Birmingham	MPA
University of California at Berkeley	MBA
University of Colorado	MS in public administration
University of Colorado at Denver	MPA
University of Connecticut	MPA
University of Illinois at Urbana	MSW
University of Judaism	MPA in nonprofit management
University of Memphis	MPA
University of Michigan	MSW
University of Michigan School of Social Work	MSW in administration
University of Minnesota, Humphrey Institute	Master in public affairs
University of Missouri—St. Louis	Masters in public policy
University of Missouri at Kansas City	MPA
University of Nebraska	MPA
University of North Carolina—Greensboro	Masters in public affairs
University of North Carolina at Chapel Hill	MPA
University of Northern Iowa	MA
University of Northern Iowa American Humanics	MS in youth and human services
University of Pittsburgh	MPA
University of San Francisco	Master of nonprofit administration
University of Southern California	MPA
University of St. Thomas	MBA
University of Washington MPA Program	MPA
University of Washington School of Social Work	MSW
University of West Florida	MPA
Virginia Commonwealth University	MPA
Western Michigan University	MPA
Widener University	MPA
Yeshiva University	MSW

Note. MPA = master of public administration, MBA = master of business administration, MSW = master of social work, MS = master of science, and MA = master of arts.

almost half of the programs (47%) grant a master of public administration (MPA) degree, and almost three quarters of these MPA programs are housed in colleges of arts and sciences or public affairs and administration. Approximately 6% of the nonprofit programs lead to a master of business administration (MBA) degree. Most of these programs are housed in schools of business or schools of business and public adminis-

Table 2. Graduate Programs in Nonprofit Management, by Region (in percentages)

	1990 (n = 17)	2000 (n = 91)
Northeast ^a	53	33
Midwest ^b	24	36
South ^c	6	13
West ^d	18	18

a. Includes Connecticut, District of Columbia, Maryland, Massachusetts, New Hampshire, New Jersey, New York, Pennsylvania, and Rhode Island.

b. Includes Iowa, Illinois, Indiana, Michigan, Minnesota, Missouri, Nebraska, and Ohio.

c. Includes Alabama, Florida, Georgia, North Carolina, Tennessee, and Virginia.

d. Includes Arizona, California, Colorado, Oregon, Texas, and Washington.

Table 3. School or College That Houses Graduate Programs (in percentages)

	1990 (n = 16)	2000 (n = 91)
Arts and sciences	31	26
Business schools		4
Business and public administration	13	5
Public affairs and administration	19	18
Other school or college	38	46

Table 4. Graduate Nonprofit Management Programs, by Degree Granted (in percentages)

	1990 (n = 17)	2000 (n = 88)
Master of public administration (MPA)/policy/public affairs	47	47
Master of business administration (MBA)	6	6
Master of science (MS)	18	10
Master of arts (MA)		11
Master of social work (MSW)		17
Other degree	29	9

Note. Data not available for MA and MSW in 1990.

tration. As mentioned above, fully 46% of universities house their nonprofit management programs elsewhere in the institution. Therefore, the remaining 47% of the degrees are not MBAs or MPAs. Although the programs offering a master of science (MS) degree (10%) show no pattern in regard to location, of the remaining 37% of the degrees offered, 17% of the total degrees in nonprofit management are master of social work (MSW), 11% are master of arts, and 9% are other degrees such as master of nonprofit management.

Of the programs with a graduate concentration in nonprofit management education, 44 programs (48%) also offer a graduate certificate program. About 84% of these certificates are in nonprofit management or nonprofit management and leadership. The remaining certificate programs focus on areas such as fundraising, philanthropic studies, and specific subtopics such as arts administration.

Because outreach data were not collected in 1990, we can only compare the current outreach data with those collected in 1996. There has been tremendous growth in the number of universities with noncredit outreach programs since 1996—from 47 programs in 1996 to 62 at present. These outreach programs provide hundreds of workshops, seminars, and courses throughout the United States. Most noncredit courses focus on management and leadership in nonprofit organizations, fundraising, governance, and managing staff. Duke University, for example, offers a typical array of noncredit courses for nonprofit professionals through its continuing education division. Most of these courses are concerned with managing and raising funds, donor research, planned giving, and special events planning. Some focus on presenting a positive image within the community, strategic marketing, public relations, and building a media campaign, whereas others examine the management function, with courses on board and staff relations, strategic planning, and by-laws. At the University of Michigan, in contrast, the set of noncredit courses reflects the business, public policy, and social work schools that comprise its collaborative foundation. Noncredit courses such as social capital, creating community change in a diverse society, collaborative alliances in human services, property acquisition and tax reversions, and community-based participatory research accompany more typical courses such as grant writing.

A CURRICULAR MODEL OF NONPROFIT MANAGEMENT EDUCATION

Building on the work of Young (1987), Wish and Mirabella (1998) developed a curricular model of nonprofit management education, allocating courses in graduate programs in nonprofit management to one of seven major categories.¹ These categories are summarized in Table 5. The outside function categories in the curricular model are all concerned with activities that require the manager to be aware of and interact with relevant stakeholders within the organization's environment. They are as follows: (a) philanthropy and the third sector; (b) advocacy, public policy, and community organizing; and (c) fundraising, marketing, and public relations. Likewise, three inside functions in the curricular model are concerned with management within the nonprofit organization: (a) internal management skills; (b) financial management, finance, and accounting; and (c) human resource management. Those courses that span the boundary between internal and external management functions, such as those that cover strategic planning and legal issues, are included as a seventh category in Wish and Mirabella's curricular model.

What knowledge and skills do nonprofit managers need, and how do these compare with what is taught in professional programs? Table 6 shows the frequency of courses offered by function and degree type.² Not surprisingly, programs offering the master of nonprofit organization (MNO) degree and other nonprofit sector-specific programs tend to offer far more courses specifically focused on the nonprofit organization than any of the other programs. The average number of nonprofit management courses within these specialized degree programs is 16, whereas the average for the MBA and MSW degree programs is 6 and the average within an MPA degree program is 7.

Graduate programs offering the MPA or similar public administration degrees and those offering the MNO tend to have more of a balance between outside function and

Table 5. Courses in Nonprofit Management Education, by Category

<i>Category</i>	<i>Topics and Issues</i>	<i>Sample Courses</i>
Philanthropy and the third sector	History of philanthropy and the nonprofit sector; activities, scope, and methods of third-sector organizations; distinctions between third-sector organizations and their public- and private-sector counterparts; and motives and values behind philanthropic behavior	The third sector, overview of nonprofit organizations, perspectives on philanthropy, and ethics and values of philanthropy
Advocacy, public policy, and community organizing	Examination of nonprofit organizations' rights and responsibilities in the governmental process, with emphasis on the fundamental obligation to inform and influence political decisions; community organizing and planning; principles of citizen empowerment; performing needs assessments; collaboration and partnerships; and organizing citizens for action	Public policy, advocacy, and coalition building; social policy and community services; interest group activism and representation; and community planning
Fundraising, marketing, and public relations	Fundraising and development, proposal writing, planned giving, capital campaigns, investments, annual and membership campaigns, and marketing and public relations	Fundraising and development; orchestrating the capital campaign; fundraising professionals and practices; and conducting annual, federated, and membership campaigns
Nonprofit management skills	Overview of the principle management functions in the nonprofit organization, organization theory and behavior, communications, program development and evaluation, managing information systems, and ethics	Theory and practice of nonprofit management, organizations and management, information systems for nonprofit organizations, and program development and evaluation
Financial management, finance, and accounting	Budgeting, resource allocation, financial management, and accounting	Financial management for nonprofit organizations and management accounting for nonprofit organizations
Human resource management	Managing human resources, volunteer management, board and trustee relationships, and leadership	Human resource management in nonprofit organizations, volunteer management in nonprofit organizations, governance in nonprofit organizations, and nonprofit leadership issues
Boundary-spanning courses	Strategic planning, legal issues, and entrepreneurship	Strategic planning, entrepreneurship in the social sector, and legal aspects of philanthropy

Table 6. Frequency of Courses by Function and Nonprofit Degree Type

	<i>MBA</i>	<i>MNO</i> ^a	<i>MPA</i>	<i>MSW</i>
Number of programs ^b	5	7	54	22
Number of courses	31	112	385	141
Outside function (%)				
Philanthropy and the third sector	6	10	12	1
Advocacy, public policy, and community organizing	3	9	9	23
Fundraising, marketing, and public relations	26	27	24	12
Inside function (%)				
Internal management skills	29	23	22	33
Financial management	19	8	10	9
Human resource management	6	14	14	18
Boundary spanning (%)				
Legal issues	6	4	5	1
Strategic planning	3	4	4	3

Note. MBA = master of business administration, MNO = master of nonprofit organization, MPA = master of public administration, and MSW = master of social work. The number of courses available in each functional category is shown as a percentage of the total number of courses in the curriculum for all programs offering that degree. For example, within our census, there are 31 nonprofit management courses offered within the five MBA programs included in the analysis. Of those courses, 6% cover the topics of philanthropy and the third sector, whereas 29% focus on internal management skills.

a. This includes Case Western Reserve University, Indiana University (Center on Philanthropy), New School University, Regis University, Saint Mary's University of Minnesota, Seattle University, and University of San Francisco.

b. As 3 of the 91 programs are not associated with a specific degree, we did not include them in this analysis.

inside function courses than graduate programs offering the MBA or MSW degrees. Three of the degree programs (MBA, MPA, and MNO) tend to devote the same amount of coursework to boundary spanning topics, whereas MSW programs tend to have fewer courses in legal issues and strategic planning, with 4% in this category compared with 9% to 10% for the other degree programs. MSW programs tend to offer more courses with an emphasis on the inside function of nonprofit managers than do any of the other degree programs.

The majority of the courses within business administration programs (54%) examine skills related to the inside function of the nonprofit manager. Most of these inside function courses are concerned with internal management skills (29%) and financial management (19%), whereas fewer focus on human resource management. Although 35% of the courses reviewed examine the outside function of the nonprofit manager, most of these courses provide information on the fundraising, marketing, and public relations role of administration. Courses such as nonprofit marketing and fundraising, fundraising for nonprofit organizations, and strategic resource development are among those found in the curricula of these degree programs. Only 6% of the courses found within business school programs examine the topics of philanthropy and the third sector, and even fewer (3%) cover advocacy, public policy, and community organizing.

As mentioned above, programs offering the MPA, MNO, or similar degrees were found to have comparable programming across the board. Courses are evenly divided

between the inside function and outside function role of the nonprofit manager. MPA and MNO degree programs are more likely to have a course or courses focusing on philanthropy and the third sector (12% and 10%, respectively) than are the business or social work program models. Among the courses in this category offered within an MPA or MNO program are foundations of the nonprofit sector; perspectives in philanthropy; history, theory, and future of the nonprofit sector; and historical and philosophical foundations of nonprofits in America. These programs were found to pay more attention to the human resource function than did programs in business schools. In particular, many more courses in managing staff, governance, and mobilizing volunteers are found within MPA and MNO programs than within the business school curriculum.

Like their counterparts in business school programs, public administration and nonprofit organization programs offer a large percentage of courses in fundraising, marketing, and public relations. Course offerings within these professional degree programs reflect the scarcity of resources within the nonprofit sector, where increased competition has required a sharpening of manager's skills in the areas of resource development, marketing programs and services, and public relations. Most of the courses concerned with the inside function offered within the MPA and MNO degree programs examine the internal management skills required by the nonprofit manager.

Similar to findings in previous studies (Mirabella & Wish, 2000; Wish & Mirabella, 1998), social work schools were found to have a different approach to educating the nonprofit manager. Chief among these differences, which are reflected in the course offerings, is the attention paid within these degree programs to the advocacy and community organizing function of the nonprofit manager. Of all courses in social work schools, 23%—the overwhelming majority (63%) of all outside function courses—examine the role of the nonprofit organization in the governmental process, with a particular focus on citizen empowerment and social change. In contrast, only 1% of the coursework available within the social work setting is concerned with the history and role of philanthropy and the nonprofit sector. Students in the social work setting spend more of their time examining the internal management function than do students in other types of programs, as fully 60% of all courses offered are within this category. Whereas most of these examine the principle management functions such as managing the organization, managing information systems, and program evaluation, social work schools pay particular attention to the human resource function, with 18% of their coursework devoted to staffing and supervision within organizations.

Conclusion

Since 1990, the number of university- and college-based graduate programs in nonprofit management in the United States has grown tremendously. In 1990, Wish found 17 such programs; in 1992, she found 32. In 1997, 76 graduate programs included three or more courses focusing on nonprofit organizations. Now, just 3 years later, the most recent update found 91 graduate programs in nonprofit management education throughout the United States, representing a five-fold increase in 10 years. In our

review of courses offered through these degree programs, we continue to find an emphasis on internal organization management, those skills emphasizing the manager's inside function role. And, although many of the courses are concerned with the outside function, most of these continue to examine the need of the nonprofit manager to develop resources and market the organization to its external constituency. The advocacy function continues to be more thoroughly covered within schools of social work than in any of the other institutional homes.

Our findings show that only about 1 in 10 courses offered in these degree programs focuses on the outside function of advocacy, public policy, and community organizing. Perhaps this reflects our lack of conceptual models of organizations and networks to adequately capture the relationships between actors in the hollow state. As researchers and educators in the field of public administration and nonprofit management, we must critically examine the role of nonprofit managers in the public policy process and revise our organizational models to reflect the increasing reliance on partnerships between the sectors in the delivery of public services. Finally, we must revise our course curricula to enhance the skill set of nonprofit managers for managing relationships within networks, particularly those concerned with the nonprofit manager's outside function role in advocacy, public policy, and community organizing.

Notes

1. See Young (1987) and Wish and Mirabella (1998) for a complete discussion of the functional levels in which nonprofit managers must operate.

2. Of the 91 programs, 88 are included in this analysis. Programs were classified according to their institutional base, regardless of the degree offered. For example, programs within public administration schools offering a master of science (MS) degree are grouped with programs within public administration schools offering the master of public administration (MPA). Thus, the six types in Table 4 are collapsed into four types for this analysis. The groupings are as follows: master of business administration (MBA) programs is 5, master of nonprofit organizations (MNO) programs is 7, MPA programs is 54, and master of social work (MSW) programs is 22. The MNO grouping includes all universities offering a nonprofit sector-specific concentration, regardless of the degree offered.

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