MASTER OF NONPROFIT ADMINISTRATION (MNA)

Leadership for Social Impact

Prof. Marco Tavanti, Ph.D.
MNA Program Director
mtavanti@usfca.edu
About
NONPROFIT
EDUCATION
Changing Markets in Master Degree Programs

Traditional Master’s vs Professional Master’s

<table>
<thead>
<tr>
<th>Traditional Master’s</th>
<th>Professional Master’s</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-time, residential</td>
<td>Part-time, low residence</td>
</tr>
<tr>
<td>Thesis</td>
<td>Project or work experience</td>
</tr>
<tr>
<td>Path to PhD</td>
<td>Path to employment</td>
</tr>
<tr>
<td>Designed around faculty research interests</td>
<td>Designed around employer hiring interests</td>
</tr>
<tr>
<td>Taught exclusively by tenure-stream faculty</td>
<td>Taught by tenure-stream faculty and adjuncts</td>
</tr>
<tr>
<td>Housed within single department</td>
<td>Cross-disciplinary/multiple departments</td>
</tr>
<tr>
<td>Financial aid available</td>
<td>Typically self-pay</td>
</tr>
<tr>
<td>Younger, less experienced students</td>
<td>Often older students with work experience</td>
</tr>
</tbody>
</table>

SOURCE: Understanding the Changing Market for Professional Master’s Programs: An Introduction for Deans and Other Academic Leaders
Career and Professional Orientations

<table>
<thead>
<tr>
<th>Entry into new field</th>
<th>Advancement in current field</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Career Starters</strong></td>
<td><strong>Career Advancers</strong></td>
</tr>
<tr>
<td>Recent graduates seeking professional degree before entering workforce</td>
<td></td>
</tr>
<tr>
<td>- Accelerated format</td>
<td></td>
</tr>
<tr>
<td>- Stackable credentials</td>
<td></td>
</tr>
<tr>
<td>- Practical experience</td>
<td></td>
</tr>
<tr>
<td>Mid-career professionals seeking graduate degrees for promotion or raise</td>
<td></td>
</tr>
<tr>
<td>- Flexible delivery</td>
<td></td>
</tr>
<tr>
<td>- Stackable credentials</td>
<td></td>
</tr>
<tr>
<td>- Professional development</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Career Changers</th>
<th>Career Crossers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mid-career adults seeking graduate degrees to move into new fields</td>
<td></td>
</tr>
<tr>
<td>- Accelerated format</td>
<td></td>
</tr>
<tr>
<td>- Interdisciplinary pathways</td>
<td></td>
</tr>
<tr>
<td>- Practical experience</td>
<td></td>
</tr>
<tr>
<td>Mid-career professionals seeking cross-training to advance in current fields</td>
<td></td>
</tr>
<tr>
<td>- Flexible delivery</td>
<td></td>
</tr>
<tr>
<td>- Interdisciplinary pathways</td>
<td></td>
</tr>
<tr>
<td>- Professional development</td>
<td></td>
</tr>
</tbody>
</table>

**Professional Goals**

**In related discipline**

**In unrelated discipline**

SOURCE: Understanding the Changing Market for Professional Master's Programs: An Introduction for Deans and Other Academic Leaders
### Program Delivery Changes

<table>
<thead>
<tr>
<th>Flexible Delivery</th>
<th>Accelerated Format</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Accommodates adults with competing professional and personal commitments</td>
<td>• Reduces opportunity cost for those taking time off of work for degree</td>
</tr>
<tr>
<td>• May expand audience to include new geographic and demographic markets</td>
<td>• May also reduce price, depending on credit and tuition structures</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Stackable Credentials</th>
<th>Interdisciplinary Pathways</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Allows students to pick out modular, often specialized, parts of degrees</td>
<td>• Tailors content and pedagogy to students formally trained in another discipline</td>
</tr>
<tr>
<td>• Encourages students to apply credits toward later, more advanced credentials</td>
<td>• Provides common knowledge base to students with varied backgrounds</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Practical Experience</th>
<th>Professional Development</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Fulfills employer demand for new hires with work experience</td>
<td>• Encourages application of program content in current work setting</td>
</tr>
<tr>
<td>• Enhances employment outcomes by producing better-prepared graduates</td>
<td>• Allows for networking, mentorship, and other career advancement benefits</td>
</tr>
</tbody>
</table>

Obstacles to Achieve a Master Level Education

Obstacles to Enrollment in Master’s Programs

Geography
“I can’t travel or move to this program.”

Schedule
“I can’t fit this program into my full-time work schedule.”

Age or Work Experience
“I’m too young (or too old) and have too little (or too much) work experience for this program.”

Academic Preparation
“I have the skills for this program—but not the standard qualifications.”

OTHER OBSTACLES

• Language knowledge
• Discipline relevance
• Balancing of activities
• Technology gaps

SOURCE: Understanding the Changing Market for Professional Master’s Programs: An Introduction for Deans and Other Academic Leaders
## From Program-centered to Community-centered

<table>
<thead>
<tr>
<th>If Your Students Are...</th>
<th>Then You Need to Offer...</th>
</tr>
</thead>
<tbody>
<tr>
<td>In fast-changing industries</td>
<td>Faster program approval</td>
</tr>
<tr>
<td>Strongly focused on ROI</td>
<td>Rigorous market research</td>
</tr>
<tr>
<td>Long out of college</td>
<td>More flexible admissions requirements</td>
</tr>
<tr>
<td>Evaluating multiple programs</td>
<td>Student-centric program design</td>
</tr>
<tr>
<td>Shopping online</td>
<td>Online marketing and recruiting</td>
</tr>
<tr>
<td>Working full-time</td>
<td>Flexible delivery modes</td>
</tr>
<tr>
<td>Expecting 24/7 support</td>
<td>Working adult support services</td>
</tr>
<tr>
<td>Looking to rise within their organization</td>
<td>Leadership development</td>
</tr>
<tr>
<td>Seeking a degree as route to a specific job</td>
<td>Career placement</td>
</tr>
</tbody>
</table>

“What you need to know and what you want to know”

From Teacher-centered to Student-Centered And to Community-centered

**SOURCE:** Understanding the Changing Market for Professional Master’s Programs: An Introduction for Deans and Other Academic Leaders
About SOCIAL SECTOR
WHAT DO THESE ORGANIZATIONS HAVE IN COMMON?

THEY ARE ALL NONPROFITS
<table>
<thead>
<tr>
<th>Public-serving organizations</th>
<th>Member-serving organizations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service &amp; expressive</td>
<td>Labor unions</td>
</tr>
<tr>
<td>501(c)(3)</td>
<td>501(c)(5)</td>
</tr>
<tr>
<td>Social welfare &amp; action</td>
<td>Business leagues</td>
</tr>
<tr>
<td>501(c)(4)</td>
<td>501(c)(6)</td>
</tr>
<tr>
<td>Funding intermediaries</td>
<td>Social &amp; recreational</td>
</tr>
<tr>
<td>501(c)(3)</td>
<td>501(c)(7) +</td>
</tr>
<tr>
<td>Religious organizations</td>
<td>Fraternal societies</td>
</tr>
<tr>
<td></td>
<td>501(c)(8) +</td>
</tr>
<tr>
<td></td>
<td>Mutual benefit</td>
</tr>
<tr>
<td></td>
<td>501(c)(9) +</td>
</tr>
</tbody>
</table>

THE NONPROFIT WORLD

Dr. Lester Salomon, The Johns Hopkins Center for Civil Society Studies, http://ccss.jhu.edu/
SERVICE ORGS: REVENUE SOURCES

- **Private giving / philanthropy**
  - Individuals (including bequests)
  - Foundations
  - Corporations
  - Federated funders
  - 10%

- **Government support**
  - Grants
  - Reimbursements/vouchers
  - Fee-for-service contracts
  - 38%

- **Fees and charges**
  - Payments for services
  - Membership dues
  - Earnings from investments
  - 52%

NOT AN EXCLUSIVELY U.S. PHENOMENON
NONPROFIT WORKFORCE AS % OF EAP, by country

- 43-country average: 5.5%
- Korea, Republic of: 2.5% (Paid), 1.7% (Volunteers)
- Portugal: 3.0% (Paid), 1.3% (Volunteers)
- South Africa: 1.7% (Paid), 1.7% (Volunteers), 3.4%
- Brazil: 2.7% (Paid), 3.3%
- Egypt: 3.1% (Paid), 3.2%
- Uganda: 1.0% (Paid), 1.4% (Volunteers), 2.4%
- Colombia: 1.7% (Paid), 2.3%
- Mexico: 1.5% (Paid), 2.2%
- Kenya: 1.3% (Paid), 0.8% (Volunteers), 2.1%
- Peru: 1.3% (Paid), 0.8% (Volunteers), 2.1%
- Hungary: 1.7% (Paid), 2.0%
- Tanzania: 1.4% (Paid), 1.9%
- Philippines: 1.2% (Paid), 1.9%
- Czech Republic: 1.4% (Paid), 1.7%
- India: 0.8% (Paid), 1.5%
- Morocco: 0.8% (Paid), 1.5%
- Russia: 1.2%
- Slovakia: 1.0%
- Pakistan: 1.0%
- Poland: 0.9%
- Romania: 0.7%
SOURCES OF NONPROFIT REVENUE GROWTH, by field, 1997-2007

<table>
<thead>
<tr>
<th>Field</th>
<th>FEES</th>
<th>GOVERNMENT</th>
<th>PHILANTHROPY</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL</strong></td>
<td>58%</td>
<td>30%</td>
<td>12%</td>
</tr>
<tr>
<td><strong>EDUCATION, RESEARCH</strong></td>
<td>67%</td>
<td>20%</td>
<td>14%</td>
</tr>
<tr>
<td><strong>HEALTH</strong></td>
<td>64%</td>
<td>34%</td>
<td>2%</td>
</tr>
<tr>
<td><strong>CULTURE, RECREATION</strong></td>
<td>45%</td>
<td>11%</td>
<td>44%</td>
</tr>
<tr>
<td><strong>SOCIAL SERVICES</strong></td>
<td>40%</td>
<td>41%</td>
<td>20%</td>
</tr>
<tr>
<td><strong>ENVIRONMENT</strong></td>
<td>18%</td>
<td>17%</td>
<td>66%</td>
</tr>
</tbody>
</table>

Nonprofits in California

Economic strength

Nonprofits are a large and vital part of California’s economy, with nonprofit economic activity contributing

15%

or 1/6 of California’s Gross State Product (GSP).

California foundations make nearly

$2 billion

in grants
to California nonprofits annually.

Nonprofits generate

$208 billion

in annual revenue
and hold $328 billion in assets.

Despite being exempt from corporate income tax, nonprofits generated

$37 billion

in taxes
in 2012 at federal, state and local levels.

There are

25,000 nonprofits with paid staff
and 50,500 identified as grassroots or mostly voluntary.

Each year California nonprofits bring in at least

$40 billion in revenue from out-of-state sources.

The nonprofit sector is a growth industry: while the total number of nonprofits has leveled off since 2009, the California sector has grown in revenue, assets, jobs, and wages.

calnonprofits.org/ causes-count
# Examples of Non-Profits

<table>
<thead>
<tr>
<th>Type</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arts, Culture, Humanities</td>
<td>Museums, symphonies, theaters, public TV/radio, historical societies</td>
</tr>
<tr>
<td>Higher Education</td>
<td>Private, nonprofit universities &amp; colleges</td>
</tr>
<tr>
<td>Education, other</td>
<td>Pre-schools, private secondary schools, libraries</td>
</tr>
<tr>
<td>Environment</td>
<td>Botanical gardens, land conservation, zoos, aquariums, animal services / rescue, environmental beautification</td>
</tr>
<tr>
<td>Hospitals</td>
<td>Nonprofit hospitals</td>
</tr>
<tr>
<td>Health, other</td>
<td>Community clinics, rehab facilities, blood banks, research instit.</td>
</tr>
<tr>
<td>Human Services</td>
<td>Housing, shelter, food, employment, legal aid, youth</td>
</tr>
<tr>
<td>International / foreign affairs</td>
<td>Overseas relief &amp; development, cultural exchange, peace and human rights, UN associations</td>
</tr>
<tr>
<td>Mutual, public &amp; societal benefit</td>
<td>Civil rights, community development, advocacy groups, civic clubs, credit unions, public foundations, science &amp; tech orgs</td>
</tr>
<tr>
<td>Religion</td>
<td>Churches, synagogues, temples, affiliated institutions</td>
</tr>
</tbody>
</table>

Source: Causes Count: The Economic Power of California’s Non-Profit Sector, 2014 Calnonprofits.org
About

NONPROFIT CAREERS
A career for mission and quality

Doing good and doing it well

“The foundation for doing good is doing well but…” Peter Drucker, quoted in Jim Collins – Good to Great and the Social Sectors, pg. 22

“It’s not enough to do good, it must be done well.” Louise de Marillac to Vincent de Paul - considered the founders of organized charities
## Where MNA Grads & Students Work

<table>
<thead>
<tr>
<th>Type</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Arts, Culture, Humanities</strong></td>
<td>Palo Alto Art Center; Oakland Museum (OMCA)</td>
</tr>
<tr>
<td><strong>Higher Education</strong></td>
<td>USF; Northwestern; Presidio Graduate School; Santa Clara U.</td>
</tr>
<tr>
<td><strong>Education, other</strong></td>
<td>The Presentation School, Buck Institute For Education</td>
</tr>
<tr>
<td><strong>Environment</strong></td>
<td>Ctr for Natural Lands Mgt; Nature Conservancy; SF Zoo; MEarth; We Care Animal Rescue; Intl Council on Clean Transportation</td>
</tr>
<tr>
<td><strong>Hospitals</strong></td>
<td>UCSF Medical Center</td>
</tr>
<tr>
<td><strong>Health, other</strong></td>
<td>Caminar for Mental Health; Community Recovery Resources</td>
</tr>
<tr>
<td><strong>Human Services</strong></td>
<td>Breast Cancer Emergency Fund; The Grateful Garment Project; Volunteer Center Santa Cruz; Jewish Community Ctr-SF; Children’s Empowerment Inc.; Summer Search</td>
</tr>
<tr>
<td><strong>International / foreign affairs</strong></td>
<td>U.S. Fund for UNICEF</td>
</tr>
<tr>
<td><strong>Mutual, public &amp; societal benefit</strong></td>
<td>Business For Social Responsibility; Commonwealth Club, The Women’s Foundation of CA; Bay Area Justice Funders Network; SF Trial Lawyers Association</td>
</tr>
<tr>
<td><strong>Religion</strong></td>
<td>Ignatian Center For Jesuit Education; Congregation Emanu-El</td>
</tr>
</tbody>
</table>
Five Key Ideas for making nonprofit education relevant to the field:

1. **PURPOSE**: Establishing Community Value
2. **CHANGE**: Understanding How Change Happens
3. **COLLABORATIVE**: Working Collaboratively
4. **CAPITALIZATION**: Selecting an Appropriate Organizational Structure and Business Model
5. **EXPERIENTIAL**: Practicing in the Field

Curricular Guidelines

Graduate & Undergraduate Study
in Nonprofit Leadership, the Nonprofit Sector and Philanthropy
About the Competencies in the Nonprofit Field

2011 Nonprofit Leadership Alliance Research Report The Skills the Nonprofit Sector Requires of Its Managers and Leaders
www.nonprofitleadershipalliance.org/cnp/cnprevalidation/Final%20Report.pdf

Competency #1: Ethics and Values
Competency #2: Board and Committee Development
Competency #3: Nonprofit Accounting and Financial Management
Competency #4: Diversity Awareness
Competency #5: Nonprofit Management
Competency #6: Community Outreach, Marketing and Public Relations
Competency #7: Risk Management and Legal Issues
Competency #8: Fundraising Principles and Practices
Competency #9: Program Planning, Implementation and Evaluation
Competency #10: Volunteer Management
Competency #11: Historical and Philosophical Foundations
Competency #12: Information Management and Technology
Competency #13: Youth and Adult Development
Nonprofit Top Titles of Alumni of Main Nonprofit Master Education Programs

Top Titles for Nonprofit Management and Leadership Program Graduates
December 2014-November 2015, Regional Data
n=3,089 job postings, 0 unspecified postings

- Executive Director: 194
- Director of Finance: 71
- Chief Financial Officer: 50
- Chief Executive Officer: 46
- Director of Development: 39
- Development Director: 33
- Program Manager: 31
- Director of Education: 30
- Regional Director: 28
- Controller: 25
- Chief Operating Officer: 23
- Director of Human Resources: 19
- Director of Communications: 16
- Community Manager: 16
- Program Director: 14
- Administrative Specialist: 13
- Communications Manager: 12
- Development Associate: 12
- Major Gifts Officer: 11
- Deputy Director: 11

3) Burning-Glass Labor/Insight™.
Nonprofit Top Employers of Alumni of Main Nonprofit Master Education Programs

Top Employers for Nonprofit Management and Leadership Program Graduates

December 2014-November 2015, Regional Data
n=3,089 job postings, 468 unspecified postings

- California State University: 50 job postings
- Cambia Health Solutions: 40 job postings
- Employer Fred Hutch: 33 job postings
- University Of Washington: 31 job postings
- University Of California: 30 job postings
- Kaiser Permanente: 24 job postings
- Options For Southern Oregon: 23 job postings
- Crg: 22 job postings
- Bill & Melinda Gates Foundation: 21 job postings
- University of Oregon: 20 job postings
- Dell: 20 job postings
- Public Health Institute: 20 job postings
- PeaceHealth: 18 job postings
- Stanford University: 18 job postings
- Tenderloin Housing Clinic: 17 job postings
- Catholic Health Initiatives: 17 job postings
- Fred Hutchinson Cancer Research Center: 17 job postings
- The Department Of Enterprise Services: 15 job postings
- Wested: 15 job postings
- Reading Partners: 14 job postings
- Emq Familiesfirst: 14 job postings

Legend:
- Blue: University Systems
- Orange: Health Care Organizations
Nonprofit Top Industries of Graduates of Main Nonprofit Master Education Programs
Nonprofit Courses Provided by Main Nonprofit Master Education Programs

<table>
<thead>
<tr>
<th>Employer Demanded Skills</th>
<th>Course Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fundraising, Grant Writing</td>
<td>Fundraising</td>
</tr>
<tr>
<td></td>
<td>Nonprofit Grant Writing</td>
</tr>
<tr>
<td>Accounting, Financial Management</td>
<td>Financial Management of Nonprofit Organizations</td>
</tr>
<tr>
<td></td>
<td>Nonprofit Financial Management</td>
</tr>
<tr>
<td>Program Development, Program Evaluation</td>
<td>Program Evaluation in Nonprofit Organizations</td>
</tr>
<tr>
<td></td>
<td>Program Development for Nonprofit Organizations</td>
</tr>
<tr>
<td>Business Administration, Collaboration</td>
<td>Legal Issues in Nonprofit Management</td>
</tr>
<tr>
<td></td>
<td>Leadership in Nonprofit Organizations</td>
</tr>
</tbody>
</table>
Nonprofit Skills Provided by Main Nonprofit Master Education Programs

Top Specialized Skills for Nonprofit Management and Leadership Program Graduates
December 2014–November 2015, Regional Data
n=3,089 job postings, 0 unspecified postings

- Grant Writing: 1,172
- Fundraising: 962
- Collaboration: 879
- Accounting: 516
- Program Development: 491
- Business Administration: 339
- Social Media: 337
- Decision Making: 327
- Financial Management: 313
- Financial Reporting: 301
- Program Evaluation: 294
- Contract Management: 293
- Event Planning: 291
- Public Health and Safety: 287
- Public Speaking: 267
- Mentoring: 262
- Business Development: 232
- Workshops: 231
- Mental Health: 230
- Social Services: 201

Skills related to the procurement and management of financial assets

Number of Job Postings
Nonprofit Baseline Skills Provided by Main Nonprofit Master Education Programs
Nonprofit Concentrations and Emerging Fields

Potential Program Concentrations for Master’s in Nonprofit Management and Learning Programs

Social Impact

- Sustainable Development
- Arts and Cultural Heritage
- Fundraising and Philanthropy
- Global Non-Governmental Organization Operations
About the MNA PROGRAM
Master of Nonprofit Administration

Develop a deeper understanding of nonprofit management as you investigate the political, economic, legal and social environments of nonprofit organizations. Pictured: Rebecca Kirkpatrick MNA ’16, Kenyon DeVault MNA ’16
Challenge the everyday practices of nonprofit management and values-based leadership.

The Master of Nonprofit Administration (MNA) at the University of San Francisco (USF) Masagung School of Management was founded to enable present and future nonprofit leaders to accelerate social progress and improve the human condition worldwide. Through its rigorous curriculum, engaged scholars, diverse cohorts, and rich alumni network, the MNA program will take your career to the next level and empower you to change the world from here.
Today’s nonprofit leadership requires a global perspective while seeking innovative, sustainable, and cross-sector solutions. The USF MNA program is distinguished by its focus on the Jesuit values of academic excellence and human dignity. It is an opportunity to enhance your intellectual, intercultural, and professional intelligence to become a transformational nonprofit leader.”

MARCO TAVANTI
Program Director
MNA CONTEXTS → PNA → SOM → USF

MNA

Global National Local

PNA
MPA

SOM
MBA MSOD MSFA...

USF
School of Law
School of Education
School of Nursing
College of Arts & Science

Private / Businesses
Public / governmental
Nonprofit/nongovernmental
About the Nonprofit Administration program (MNA)

“The Master of Nonprofit Administration (MNA) degree program prepares experienced adults for management and leadership roles in the nonprofit sector. The MNA program is designed for students already working or planning to work in nonprofit corporations, foundations, voluntary associations, community organizations, or nongovernmental organizations.”

www.usfca.edu/management/mna
MNA Key Facts

1. **The First MNA**: The first master degree in Nonprofit in the country (30 years of success).

2. **Streamlined requirements**: 36 credits, 10 courses with ethical leadership and hands on learning across the curriculum.

3. **Part time MNA**: 2 Years cohort program with 2 Saturday sessions in SF (Fall)

4. **Full time MNA**: One year cohort program with emphasis on social impact and collaborative projects with key nonprofits (Fall 2016).

5. **Engagement**: Optional global immersion programs, internships, and consultations.

6. **Sound Curriculum**: Culminated with a capstone and portfolio
About the School of Management (SOM)

“The University of San Francisco’s School of Management is at the epicenter of global innovation and can help you develop the skills to excel in today’s dynamic business, government and nonprofit environments. Our internationally recognized faculty is committed to teaching you what you need to succeed, including the hallmarks of Jesuit education — social justice and global citizenship.”

www.usfca.edu/management
MNA Program Competency Focus Area

Ethics
Values global responsibility

Management
Skills for good to great

Engagement
Across sectors and communities

Policy
Governance for the common good
I. LEADERSHIP
   Third Sector Value Leadership

II. MANAGEMENT
    Nonprofit Organizational Management and Governance

III. DEVELOPMENT
    Resource Development and Administration

IV. ANALYSIS
    Social Impact Analysis

MNA
EXPERIENTIAL LEARNING
for professional capacity development
MNA LEARNING GOALS

The MNA program focuses on three main goals:

1. Develop **nonprofit leaders** who are socially conscious, community engaged, and globally minded.

2. Develop **nonprofit managers** who are competent, strategic, effective, and system thinkers.

3. Develop **nonprofit administrators** who discern ethical decisions for the common good.
MNA LEARNING OUTCOMES

By the end of the program, students will be able to:

1. **Develop nonprofit sector knowledge**: Demonstrate knowledge and understanding of the past, present, and future trends of the nonprofit sector across organizations, policies, and sectors in the U.S. and internationally.

2. **Develop social sector values**: Demonstrate strategic, appreciative, and critical thinking to articulate and discern social sector values for the promotion of just, inclusive, prosperous, responsible, and sustainable communities.

3. **Apply nonprofit management competencies**: Apply principles and approaches of nonprofit management to problem-solve using strategic planning, board governance, resource development, financial administration, human resource management, legal compliance, nonprofit marketing, program evaluation, policy and advocacy.

4. **Apply systemic solutions**: Apply nonprofit management skills and leadership competencies for the promotion of cross-sector collaborations, social value creation, and systemic solutions.

5. **Integrate nonprofit ethical leadership**: Demonstrate ethical leadership capacity and ethical reasoning for nonprofit leadership, global responsibility, social accountability, and ethical decision-making.

6. **Integrate social impact analysis**: Demonstrate evaluative capacity benefiting organizational development, organizational learning, organizational effectiveness, and organizational sustainability for social impact and social innovation.
A QUALITY EDUCATIONAL INVESTMENT
**Administration:** Between Management and Leadership

- **MNA**
  - Nonprofit Administration
  - Between MBA and MPA

- **MNM**
  - Nonprofit Management:
    - Doing things right

- **MNL**
  - Nonprofit Leadership
    - Doing the right things
Michael O'Neill, Professor Emeritus, is the founder and former Program Director of the Master of Nonprofit Administration program. Dr. O'Neill has held many esteemed positions, including President of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), and Editorial Board member of the journal *Nonprofit Management and Leadership*. His prodigious body of research is an invaluable resource for students who recognize the critical role of nonprofits in meeting societal and environmental needs.
MNA Faculty

The MNA faculty are award winning academics and accomplished professionals in the nonprofit sector. They represent the diverse competencies and practices in foundations, nonprofit organizations, nongovernmental organizations and other social sector organizations. They are committed to creating a rich educational environment, enabling you to help nonprofit organizations provide quality programs, improving their services, and impact public policy to foster social change.
MNA 3.0 curriculum: CORE COURSES

NPA 601 - Nonprofit Ethical Leadership (4)
NPA 602 - Nonprofit Strategic Governance (4)
NPA 610 - Nonprofit Fundraising & Philanthropy (4)
NPA 611 - Nonprofit Finance & Accountability (4)
NPA 612 - Nonprofit Marketing & Communication (4)
NPA 621 - Social Impact Analysis - Practicum (4)
NPA 622 - Nonprofit Data Analysis - Capstone (4)
Students select two or more elective courses for 8 credits.

**NPA 651 - Nonprofit Management: People, Programs & Policies (4)**
**NPA 661 - Sustainable Development Leadership (4)**
**NPA 662 - Social Entrepreneurship Leadership (4)**
**NPA 663 - Humanitarian Emergency Management (4)**
**NPA 664 - Negotiation & Conflict Management (4)**
**NPA 697 - Internship (2-4) by special arrangement.**
**NPA 698 - Directed Study (2-4) by special arrangement.**
**NPA 699 - Special Topics (2-4) by special arrangement.**
FT-MNA 3.0

Semester 1: Theory and competency foundation

Semester 2: Hybrid organizational project based learning

Summer Semester: Online data based impact analyses

AGI DEVELOPMENT PRACTICUM CAPSTONE PROJECT

CORE + CERTIFICATES DEVELOPMENT PRACTICUM INTERNSHIP-EXTERNSHIP

INTERNERSHIP-EXTERNSHIP
MNA
Program developments
MNA Program developments

Certifications
Online platforms
Full time program
Organizational consultancies
MNA: on the branches of innovation

- **HIGH**
  - NONPROFIT CORPORATION
  - FOR-PROFIT CORPORATION
  - SOCIAL ENTERPRISES

- **LOW**
  - PROFIT
MNA: Real world education

Academic Global Immersions (AGI) – Rome, Italy
AGI PEDAGOGICAL MODEL

**PREPARATION:**
- Integration with nonprofit curriculum
- Global perspectives for international legal and cultural dimensions of nonprofits and NGOs

**IMMERSION**
- Balance between lectures of leaders and managers and experiential learning through organizational visits
- 4C approach: Cultural + Content + Competence + Continuation

**RETURN**
- Assignments aligned with the needs of the org.
- Events (conferences) geared at ‘localising’ the global experience

A collaboration between international NGOs and Bay Area NPOs engaged in service, advocacy, and accompaniment of forced migrants and victims of modern slavery
MNA: Real world education
Academic Global Immersions (AGI) – Washington DC

Nonprofit Advocacy

MNA-AGI Washington DC Program
January 12-14, 2016 (Winter Intercession)
MNA: Developing Paradigms

1. Community Needs Class Project (Career Services)
   - Capstone Projects and Course Assignments

2. Field specializations / Certificates
   - Social impact;
   - Global engagement;
   - Emergency management;
   - Health services;
MNA Developments

1. Hybrid learning platforms (Zoom + Echo 360)
2. Internships and consultancies (Practicum)
3. Career development integration (Career Services)
4. Electives and cross-discipline courses ((Customization)
5. Online based networks (LinkedIn, G+, Blog)
6. MNA alumni mentoring and collaborations (Events)
7. MNA and graduate students advising, Graduate Students Affairs
8. MNA Advisory Board, Chair of MNA Advisory Board
9. Nonprofit Student Council (NSC), President of NSC
Contact information

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