

# MASTER OF NONPROFIT ADMINISTRATION

— CHANGE THE WORLD FROM HERE —



UNIVERSITY OF  
SAN FRANCISCO

Prepared by Dr. Marco Tavanti, 08/2019

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**Nonprofit Academic Centers Council**








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USF President and Chancellor  
Emeritus

Alyssa Perez,  
Jesuit Volunteer Service  
MNA '18

# BUILDING ON A 500 YEARS JESUIT TRADITION FOR SOCIAL CHANGE



# 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



## **I. LEADERSHIP**

*social sector value leadership and  
personal / professional growth*

## **II. MANAGEMENT**

*nonprofit organizational  
management and strategic  
governance*

# **MNA EXPERIENTIAL LEARNING**

*a social sector leadership journey*

## **III. DEVELOPMENT**

*resource development and  
nonprofit administration*

## **IV. ANALYSES**

*program evaluation, sector specific  
and social impact analysis*

# MNA COURSE SUBJECTS

NPA 601 - Nonprofit Ethical Leadership  
NPA 602 - Nonprofit Strategic Governance  
NPA 651 - Nonprofit Management: People, Programs & Policies

Fall Foundation  
Courses

NPA 610 - Nonprofit Fundraising & Philanthropy  
NPA 611 - Nonprofit Finance & Accountability  
NPA 612 - Nonprofit Marketing & Communication

Spring  
Management  
and Research  
Courses

NPA 621- Social Impact Analysis - Practicum  
NPA 622 - Nonprofit Data Analysis - Capstone

NPA 661 – Sustainable Development Reporting (2)  
NPA 662 – Social Enterprise and Innovation (2)  
NPA 663 – Refugee Service Management (2)

Summer  
Electives and  
AGIs



# MNA GOALS AND OUTCOMES

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.

**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.

# MNA PROGRAM **COMPETENCIES**

## **Leadership competencies**

SYSTEM THINKING, DESIGN THINKING,  
CROSS-SECTOR, CRITICAL THINKING,  
EXECUTIVE INTELLIGENCE

## **Management competencies**

FUNDRAISING, HR, FINANCIAL ADMIN.,  
MARKETING, COMMUNICATION,  
REPORTING, COLLABORATION

## **Innovation competencies**

SOCIAL ENTREPRENEURSHIP,  
SUSTAINABLE DEVELOPMENT  
REPORTING, HUMANITARIAN  
EMERGENCY





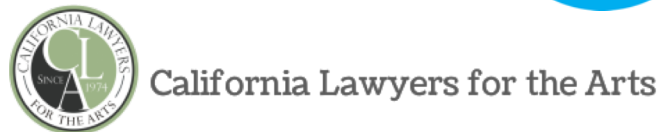
# MNA MINDSETS & SKILLS



## PRACTICUMS & CAPSTONES: SAMPLE OF PARTNERING ORGANIZATIONS



The Asia Foundation



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MAKES SOCIAL IMPACT YOUR CAREER

SEE ETHICAL ISSUES CLEARLY.  
EVEN WITH THE FOG.

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"I've always been passionate about nonprofit work and I was interested in getting an advanced degree. [I was] most particularly drawn to the fact that this was the first MNA program in the country, and that [it] really focused on professionalizing the nonprofit sector."

**—Imani Brown, MNA '13  
Senior Administrator, American  
Cancer Society**





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Supported by a  
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# Learning from experts on the future of nonprofit leadership





**CAPSTONE PROJECTS:** Nonprofit data analyses for developing your career and the social sector





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# MNA STUDENTS EXTEND THEIR LEARNING AND ENGAGEMENT WITH THE NONPROFIT STUDENT COUNCIL





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**THE MASTER OF NONPROFIT ADMINISTRATION:  
A BIRD'S EYE VIEW OF THE SOCIAL SECTOR**






# IMMERSE YOURSELF IN SAN FRANCISCO





A photograph of a man with grey hair and glasses, wearing a dark suit, light blue shirt, and patterned tie. He is gesturing with his right hand while speaking. To his left, the back of a woman's head and shoulders are visible; she has dark hair and is wearing a green patterned scarf. The background consists of a brick wall on the left and a window with light-colored curtains on the right.

“

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: International-by-design**



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**..USF IS A LEARNING COMMUNITY...**





**...WHERE OUR CITY IS OUR CLASSROOM**



**WHERE WE BUILD BRIDGES (of inclusion)**



**...INSTEAD OF WALLS (of exclusion)**



Engage with  
(UNHCR) sector  
leaders





Brandy  
Wright,  
MNA '18

**Transform your (Foster Care Policy)  
Passion into a Profession**

A photograph of Beatrice Cardenas Duncan, a woman with short grey hair, wearing glasses, a white blazer, and a red tie. She is sitting in a conference room with rows of chairs and posters in the background. The posters have text like "Do the thing", "Celebrate difference", and "Work better together".

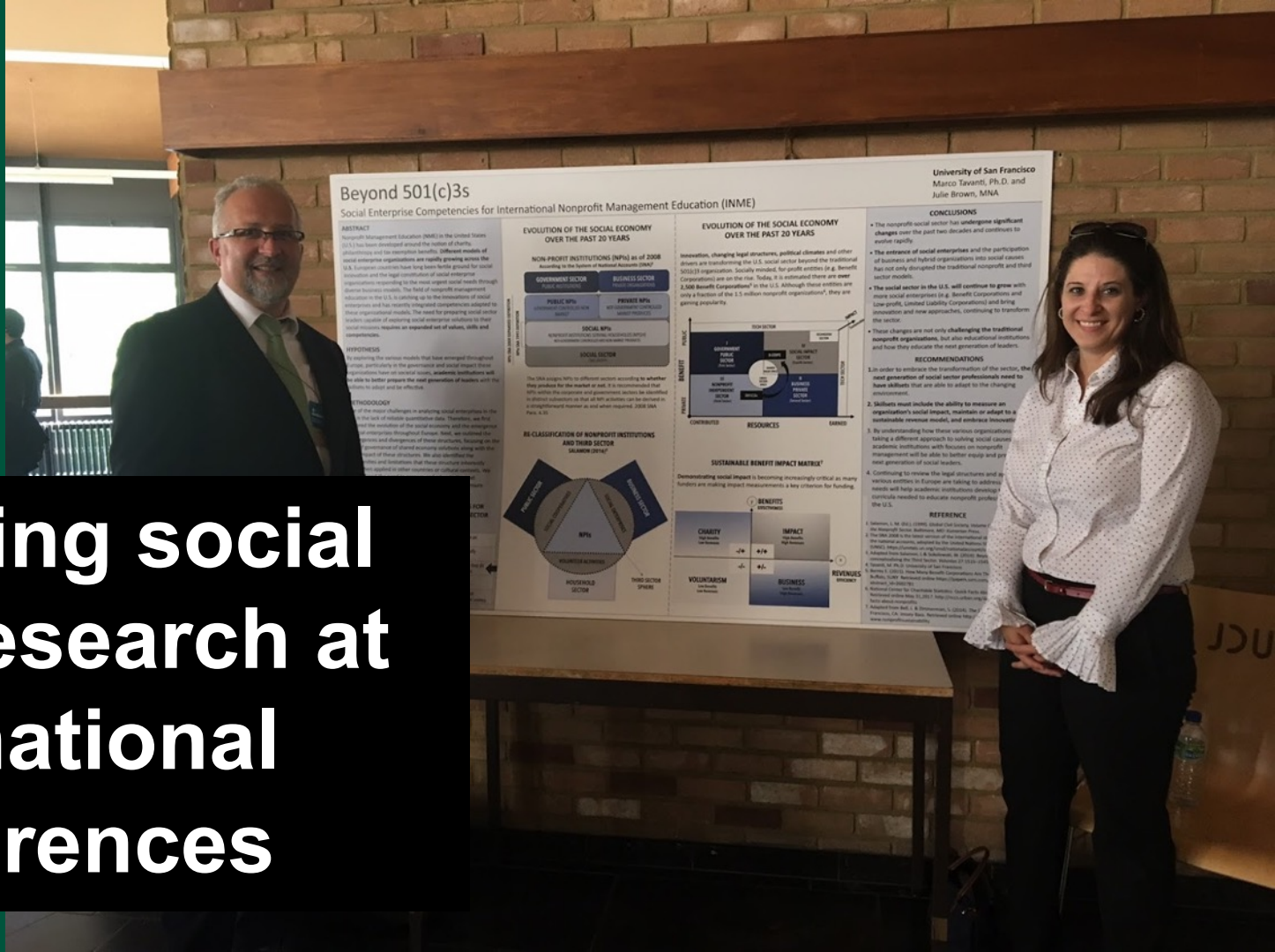
Beatrice  
Cardenas  
Duncan  
MNA '18

# Sharing Community Engagement for Transformational Leadership



Julie  
Brown  
MNA '17

# Presenting social sector research at international conferences



## Beyond 501(c)3s

Social Enterprise Competencies for International Nonprofit Management Education (INME)

### ABSTRACT

Nonprofit Management Education (NME) in the United States (U.S.) has been developed around the notion of charity, philanthropy, and the traditional nonprofit model. Different models of social enterprise organizations are rapidly growing across the U.S. Corporate executives have long been the primary target for social innovation and the major contributors of social enterprise organizations regarding the most urgent social issues through diverse business models. The field of nonprofit management education in the U.S. is seeking to update the innovations of social innovation and the recently engaged competencies aligned to these organizational models. The need for preparing social sector leaders capable of ensuring social enterprise values to their social missions requires an expanded set of values, skills and competencies.

### INTRODUCTION

In exploring the various models that have emerged throughout social enterprise, particularly in the government and social impact investment space, it is recommended that social enterprise and government leaders be identified in different categories so that all NPM activities can be defined in a straightforward manner as well as other required 2008 (2004) laws, 2, 3, 4.

### INTRODUCTION

One of the major challenges in analyzing social enterprise is the lack of a solid theoretical framework. Therefore, we first review the evolution of the social economy and the emergence of social enterprise throughout Europe, Asia, and the United States, and the convergence of these structures, focusing on the convergence of several business models along with the evolution of these structures. We also identify the challenges and limitations that these changes represent, and the implications for social enterprise leaders.

These changes are not only challenging the traditional nonprofit organizations, but also educational institutions and how they educate the next generation of leaders.

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### EVOLUTION OF THE SOCIAL ECONOMY OVER THE PAST 20 YEARS

NON-PROFIT INSTITUTIONS (NPIs) as of 2008

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University of San Francisco

Mario Tavani, Ph.D. and

Julie Brown, MNA

### CONCLUSIONS

• The nonprofit social sector has undergone significant changes over the past two decades and continues to evolve rapidly.

• The emergence of social enterprises and the participation of business and hybrid organizations into social causes has not only changed the traditional nonprofit and third sector models.

• The social sector in the U.S. will continue to grow with more social enterprises (e.g. Benefit Corporations and Low-profit, Limited Liability Corporations) and bring innovation and new approaches, continuing to transform the sector.

• These changes are not only challenging the traditional nonprofit organizations, but also educational institutions and how they educate the next generation of leaders.

### RECOMMENDATIONS


1. In order to embrace the transformation of the sector, the next generation of social sector professionals need to have skills that are able to adapt to the changing environment.

2. Skills must include the ability to measure an organization's social impact, maintain or adapt to a sustainable revenue model, and embrace innovation.

3. By understanding how these various organizations taking a different approach to solving social causes, academic institutions with focuses on nonprofit management will be able to better equip and prepare the next generation of social leaders.

4. Continuing to review the legal structures and various entities in Europe are taking to





ASSIGNMENTS ON SYLLABUS ARE  
CLOSER THAN THEY APPEAR

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**PLAN YOUR TASKS**  
**WELL**

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For specific questions contact Dr. Marco  
Tavanti, MNA Program Director at  
[mtavanti@usfca.edu](mailto:mtavanti@usfca.edu)