**CSUN**®

CALIFORNIA
STATE UNIVERSITY
NORTHRIDGE

# MASTER OF

# PUBLIC ADMINISTRATION

## WITH AN OPTION IN

# NONPROFIT SECTOR MANAGEMENT

**Be an Agent of Change**

# Table of Contents

# Program Overview

CSUN's [two-year, fully online Master of Public Administration Program with specialization in Nonprofit Sector Management](#) develops management skills that enable graduates to function successfully within a wide range of public sector roles and throughout nongovernmental and nonprofit organizations, including the arts, museums and community development groups. Since many nonprofits rely on public sector funding and contract their services out to those same public agencies, it is crucial for those involved to have the capacity for managing both domains.

This program emphasizes both the quantitative aspects of management (i.e., decisions based on analytical data) and the human dynamics of leadership. In addition, by focusing on conceptual knowledge as well as professional development, this program offers a broad perspective on the field.

The Nonprofit Sector Management option is designed for purpose-driven individuals who wish to develop professionally by acquiring expertise in budgeting, financial management, advocacy, leadership, stakeholder relations, and strategic planning specific to the nonprofit world. This breadth of knowledge results in well-rounded leaders who appreciate both the internal and external factors involved in decision making and problem solving at all levels of public sector and nonprofit management.

*While hospitals and universities are dominant employers, medium-sized nonprofits still employ 44.9% of personnel.*

*Nonprofit Impact Matters*

With a Master's Degree in Public Administration and a Nonprofit Sector Management Certificate in hand, graduates will have significant professional advantages across both the public and nonprofit sectors and the ability to maneuver easily between the two industries throughout the course of their careers.

*The economic strength of the nonprofit sector has increased in recent years and the sector is now the 3rd largest employer in the U.S. Nearly 2 million nonprofit organizations employ 10.7 million people and produce revenue in excess of $1.9 trillion.*

*Source: Nonprofit Employment Practices Survey, Nonprofit HR*

*50% of nonprofits anticipate creating new positions in the coming year. This growth is particularly impressive when compared to the private sector, in which only 36% of private companies are expecting to increase their staff size.*

*Nonprofit Employment Practices Survey, Nonprofit HR*

# Why Choose This Program?

- Taught by a powerful combination of CSUN faculty and distinguished public administration experts, CSUN's MPA program provides an essential knowledge base for career development and advancement in today's increasingly competitive public- and nonprofit-sector workplaces.

- CSUN's MPA program prepares students to successfully address managerial and administrative challenges in the public sector and nonprofit organizations of all kinds.

- Over the past 38 years, CSUN has had the privilege of graduating more than 3,600 students from its MPA program. Our graduates are in major roles across Southern California and beyond.

- Courses focus on strategy, program design, and organizational management specific to the nonprofit world as well as the public sector, creating a powerful and versatile combination.

- Upon completion of the program, students receive a Nonprofit Sector Management Certificate in addition to their master's degree, so that they have the qualifications needed for leadership roles in various institutions.

*"I enjoyed the variety of students and professors who contributed their diverse skills and experiences to the program. I appreciated the opportunity to expand my professional network, analytical/research abilities and knowledge of management strategies."*

*Kamal Bhate, MPA Nonprofit Sector Management program Alumnus*

*The nonprofits that on average pay the most are science and technology research centers ($96,392), medical research organizations ($77,608), and international and foreign affairs organizations ($85,617).*

*Nonprofit Impact Matters*

# Program Features Designed to Meet the Needs of Working Professionals

- **Work-friendly scheduling** — Online learning allows students to complete most course assignments on their own time.

- **Structured learning** — Regular assignments, activities and due dates enable students to plan ahead.

- **Scheduled group discussions** — Scheduled course activities provide opportunities for student interaction in real time.

- **A community of peers** — Students enter and progress through the course of study as a group or cohort. The cohort format not only ensures on-time completion and maximizes interaction with faculty but also encourages the development of valuable professional relationships with classmates who share similar career interests and goals.

- **Exceptional support services** — Chief among these is the personal assistance of a program coordinator whose expertise with program-related administrative matters frees students to focus on their studies and careers.

- **Guaranteed enrollment** — Students admitted into the program are guaranteed enrollment in all required courses.

- **Federal financial aid** — Many of our students access financial aid to help pay for their education. A team of financial-aid specialists dedicated specifically to our professional students is available to help process applications and distribute funding for those who qualify.

# Alumni

Graduating from CSUN will make you a part of an extensive network of over 200,000 alumni in California, across the nation, and around the globe that will help build relationships for continued professional success.

*"My employer is private industry but 99% of our customers are nonprofits. Having the MPA in nonprofit emphasis helps me understand my clients needs and goals."*

*Lindsay Sargent,
Senior Project Manager,
Social Solutions Global*

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> *"This program helped me understand the history and current state of nonprofit sector. It also helped me gain understanding of the nonprofit sector in much more depth than just their "field work". I have been able to successfully apply what I learned to my work with nonprofits across the Los Angeles County."*

*Karla Mercado,*
*Director of Special Events*
*at Carl Terzian Associates*

# CSUN: A Leader in Online Graduate Education

CSUN is a model institution for cultural diversity and rigorous scholarship in Greater Los Angeles and beyond. Here, students combine academic pursuits with hands-on experience to assemble the robust skills needed to thrive in today's global economy.

Each year, CSUN's online programs receive national recognition for their innovative curriculum, instruction and methods. All online curriculum is designed by the same distinguished faculty and leading practitioners as on-campus programs. This approach ensures that each course, whether on-campus or online, is held to the same high standards of academic excellence and student achievement.
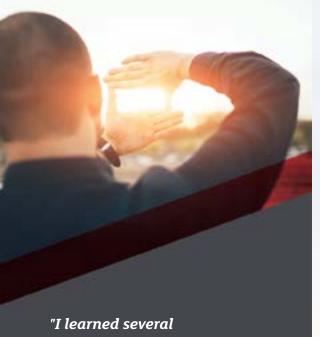
CSUN's award-winning online programs are developed through a strong collaboration between faculty, instructional design teams and technical professionals. This partnership creates an engaged online learning community and adds enormous flexibility to the demanding personal and professional lives of participants.

Faculty receive individualized training and ongoing support to ensure smooth and effective use of online educational technology. CSUN's professional distance-learning staff also provides training and start-to-finish technical support to students in online degree programs.

Education-technology specialists, assigned to each online program and cohort, develop strong working relationships with those enrolled. This real-world support comes from actual people on the CSUN campus, and not just at a "virtual help desk," who remain fully committed to student success from day one until graduation.
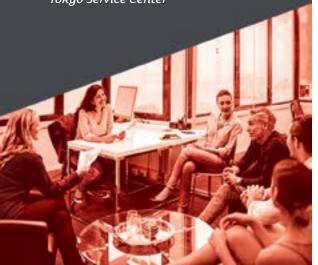
# Distinction in Accreditation

California State University, Northridge is accredited by The Western Association of Schools and Colleges (WASC), a regional institutional accrediting body, recognized by the U.S. Council of Higher Education and Accreditation. In 2012, the WASC Commission stated, "The Commission commends CSUN for becoming a model learning organization characterized by collaborative and evidence-based planning, decision making and problem solving. Among its accomplishments during this review are its deep understanding of the characteristics and needs of CSUN students, which has led to programs and activities that promote student success. As noted by the team, the foundation at CSUN could not be stronger." Visit the University Accreditation web page for more information.

# Advantages of the Carefully Crafted Curriculum

CSUN's MPA Nonprofit Sector Management Option features carefully crafted curriculum, specifically designed to meet the career-development needs of current or aspiring nonprofit sector management professionals. The faculty, working as a creative team with leading practitioners, develop programs in a cohort format. Faculty look at the program as an educational whole from start to finish to ensure the educational experience is powerful, comprehensive, and focused on the essentials that will lead to success in both public and nonprofit sectors after graduation.

The MPA program is taught by CSUN faculty who also work in the field in a range of settings and roles. The program uses an evidence-based approach to learning and problem solving through the study of real-world cases. The faculty's combination of traditional scholarship and applied research puts CSUN in a position to offer midcareer professionals the advantage of advanced education rooted in the realities of practice and the challenges facing professionals and organizations today.

The curriculum for this program consists of 12 three-unit courses, for a total of 36 units:

## CORE MPA COURSES
(six required, 3.0 units each)

| | | |
|---|---|---|
| MPA 610 | \| | Seminar in Public Administration & Its Environment |
| MPA 620 | \| | Research Methods for Public Administration |
| MPA 630 | \| | Seminar in Organization Theory and Human Behavior |
| MPA 642A | \| | Ethics and Professionalism (new core requirement for students admitted Spring 2019 and thereafter) |
| MPA 644 | \| | Public Budgeting and Financial Administration |
| MPA 650 | \| | Seminar in Public Policy Process |

## CULMINATING EXPERIENCE:
MPA 698S | Graduate Project

## OPTION COURSES
(six required, 3.0 units each)

Following are option courses within the MPA Nonprofit Sector Management.

| | | |
|---|---|---|
| MPA 632D | \| | Overview of Non-Profit Organizational Management |
| MPA 632E | \| | Strategic Planning, Needs Assessment and Program Design |
| MPA 632F | \| | Issues and Problems in Human Resources, Board and Volunteer Management in Non-Profits |
| MPA 632G | \| | Non-Profit Finance and Financial Management |
| MPA 632H | \| | Funding and Resource Development for Non-Profit Organizations |
| MPA 632I | \| | Program Implementation and Management for Non-Profit Services |

*"I learned several management skills through the program, and am able to apply them now that I am supervising staff."*

*Jessica Kanai, Community Outreach & Education Coordinator and Development Associate, Little Tokyo Service Center*

# Course Highlights

The following courses are listed in the order in which they are taken in this program.

### MPA 610 Seminar in Public Administration and Its Environment

In this seminar, students' personal experiences and insights create the base from which to explore the theoretical and practical aspects of public administration. This course examines the role of public administration in our society-and the role of society in public administration.

### MPA 620 Research Methods for Public Administration

Sound research methods are an essential tool for helping public professionals gain an understanding of public needs and measure the success of programs. This course introduces students to the concepts, approaches and methods of research in public administration. Students explore different data collection methodologies (including experimental design, survey, observation, content analysis, case study, and evaluation) and use the computer lab (as needed) to compile statistical data for various projects and class assignments.

### MPA 630 Organization Theory and Human Behavior

This course gives students a historical perspective on organization theory and examines contemporary approaches to the study of organization. The concepts discussed apply to public, private and nonprofit organizations. Students take an active role in bringing their own observations to the discussion of topics such as decision-making, power, conflict, communication, leadership, motivation, group effectiveness, organizational change, personal and organizational autonomy.

### MPA 632D Management of Nonprofit Organizations

The non-profit sector is growing in both size and importance in our nation. This course meets the needs of the professional administrator who works within the sector as well as the government employee who works in cooperation with the sector. Participants examine and analyze impacts on social policy, governance through boards of directors, legal and fiscal responsibilities, policy formulation, operational and strategic planning, budgets, finance, fundraising and fund development, public and private ventures, and partnerships with business, government and the community.

### MPA 632E Strategic Planning, Needs Assessment and Program Design

This course examines the critical interconnections among the organization's strategic goals and objectives, community needs assessments, program design to meet those needs, and meeting the organization's stated mission. Students will gain knowledge of the strategic planning process through an experiential approach that creates the mission, identifies long-range goals, and develops objectives and effective action plans. The course then gives students exposure to the full cycle of activities to examine organizational effectiveness by exploring approaches to community needs assessment and building programs and evaluation processes to meet the issues reflected in that assessment.

### MPA 632F Issues and Problems in Human Resources, Board and Volunteer Management in Non-Profits

This course is an introduction to the aggregate of the human resource management process in complex organizations. The course will focus on current policy issues and problems that challenge not only human resource specialists but supervisory and managerial personnel as well. Further, beyond the internal focus, the course will also examine the external human resource issues brought to non-profit organizations by governing boards and volunteers. Students will study important HR policy issues for their political, legal, social, ethical, and organizational ramifications.

## MPA 632G Non-Profit Finance and Financial Management

This course exposes the student to non-profit financial management concepts and practices, including the framework for budgeting, financial analysis, internal controls, and reporting. Students will engage in practical exercises and learn to use tools for ethical and competent financial management. The course will introduce and cement the partnership between non-profit programming and effective financial management, identifying the intersections among governance, programmatic vision and financial practices.

## MPA 632H Funding and Resource Development for Non-Profit Organizations

This course examines how fundraising functions and its critical role in non-profit management. In this course, students will learn what elements must be in place before a non-profit organization raises money; how to design and implement various approaches to raising funds, including grant writing, events and major gifts; and how to develop, manage and evaluate an annual fundraising plan.



## MPA 632I Program Implementation and Management for Non-Profit Services

This course will examine the policies, strategies and the decision-making process to support successful program implementation from a manager's perspective. Non-profit policy formulation places emphasis on training managers to develop and analyze problems, in terms of choosing goals and organizing resources to achieve them. Students will be given the opportunity to formulate strategic implementation considerations using environmental analysis, resource assessment, goal determination, program planning and evaluation and performance overview. This course will concentrate on the process of implementing programs and the role of advocacy in achieving programmatic and overall mission attainment.

## MPA 642A Ethics & Professionalism

Ethical questions and challenges are part of professional life and are particularly present for those who work in the public trust. Students in this course prepare to analyze and confront ethical issues in their professional life studying professional relationships and responsibilities as well as questions of public power, violence, deception and justice.

## MPA 644 Public Budgeting and Financial Administration

The ability of public officials to manage budgets, distribute resources and predict costs is crucial to a community's well-being. This course gives students a solid grounding in the concepts, terminology and techniques in the art and science of public sector budgeting and financial administration. Students use real world examples to analyze various approaches to public budgeting and revenue planning, evaluate and problem solve fiscal activities in governmental units, and gain "hands-on" budget preparation and presentation experience.

## MPA 650 Public Policy Process

Public policy often determines the core of our political and personal lives. This course examines the development of legislative and regulatory policies and the role of public administrators as active participants in the policymaking process by studying problem identification, agenda setting, policy proposal and adoption. Students develop the breadth, skill and knowledge, as well as the understanding of our diverse society, needed for comprehensive analyses of public programs.

## MPA 698S Graduate Project

This culminating course requires students to demonstrate their mastery of their specialization in Public Administration. Students will revise an existing research paper that they produced in one of their graduate seminars in the MPA Program and develop it into a manuscript that could be submitted as a conference paper, journal article, or academic writing sample. This course is to be taken only in the student's final semester. Available for NC/CR only.

# Distinguished Faculty

The Master of Public Administration with an option in Nonprofit Sector Management program is designed and taught by CSUN faculty members in collaboration with public administration professionals who are leaders in their areas of specialization. This blend of practitioners with outstanding CSUN faculty ensures that you will graduate with a solid academic background and be well prepared for the realities of practice in the field. Faculy bios can be read on the Faculy webpage.

- Varouj Abkian, P.E.
- Pauline Arneberg, Ph.D.
- Lawrence Becker, Ph.D.
- Maurice Bisheff, Ph.D.
- David Cain, M.P.A.
- Warren M. Campbell, Ph.D.
- Michael J. Carter, Ph.D.
- Shauna Clark, M.B.A.
- Ariane David, Ph.D.
- Joseph C. De Ladurantey, Ph.D.
- Jonathan Delgado, DPA
- Steven J. Golightly, Ph.D.
- Thomas Hartman, Ph.D.
- Tom Hogen-Esch, Ph.D.
- Paul D. Krivonos, Ph.D.
- James S. Larson, Ph.D.
- Julio L. Lima Ph.D.
- Dean C. Logan, M.P.A.

- Thomas Lynch, Ph.D.
- Sarmistha R. Majumdar, Ph.D.
- Debbie Martin, MPA
- Kristy E.H. Michaud, Ph.D.
- Henrik Minassians, Ph.D.
- Patty Oertel, M.B.A.
- David Powell, Ph.D.
- Ravi Roy, Ph.D.
- Martin Saiz, Ph.D.
- Talin Saroukhanian, Ph.D.
- H. Eric Schockman, Ph.D.
- Ward Thomas, Ph.D.
- Zeynep Toker, Ph.D.
- Anaïs Valiquette L'Heureux, Ph.D.
- Steven Wantz, M.P.A.
- Kim Williams, Ed.D.
- Mylon Winn, Ph.D.
- Bryce Yokomizo, M.P.A.

*The MPA program is ranked 18th nationally in the SuccessfulStudent.org list of "Best Online MPA Programs: Master's in Public Administration Online Programs" (2020)*

# The Advantages of CSUN's Approach to Supporting the Educational Success of Working Professionals

*Nonprofits also generated the third largest payroll income of any U.S. industry in 2017, behind only manufacturing and professional services.*

*Nonprofit Impact Matters*

Starting a degree program is a big step, but – for working adults – the real value is in completing the program. That is why CSUN focuses on providing the outstanding student support services that ensure participants meet their educational goals and succeed in graduating. We recognize that midcareer professionals undertaking advanced professional education need to focus on their academic work to be successful in the program. This recognition prompted the development of a level of support services rare among public universities.

Students should not have to spend time trying to figure out and navigate the university's administrative systems. With that in mind, the program coordinator assigned to each cohort works with students from the point of application through graduation. This practice ensures that each student will have direct personal support with a specific person to email or call with any questions or concerns at any time during the program. Each program coordinator is also a proactive part of the cohort experience, providing ongoing information, regular reminders and consistent encouragement.

*CSUN graduate programs are proud to have achieved high graduation rates with some cohorts reaching up to 90%.*

Each degree program also has an assigned academic lead. This is a faculty member with specific responsibilities for coordinating the work of the faculty teaching in the program and responding to academic questions students may have that go beyond the scope of an individual course. Participants in each cohort know their academic lead well and can take advantage of this resource for guidance whenever they face an academic challenge.

With this approach, CSUN graduate programs are proud to have achieved high graduation rates with some cohorts reaching up to 90%.

# Admission to the Master of Public Administration program

CSUN admits those who apply for admission to the Master of Public Administration program in one of two categories: Classified or Conditionally Classified.

### Admission Requirements for Classified Status

- Bachelor's degree from an accredited college or university.
- Minimum cumulative undergraduate GPA of 3.0.

### Admission Requirements for Conditionally Classified Status

Conditionally classified admission may be awarded to students with a 2.5-2.99 GPA and the following:

- Bachelor's degree from an accredited college or university.
- At least two years of work experience in the public sector.
- Students with less than a 3.0 GPA must provide three letters of reference from supervisors that include information about work assignments and their completion, overall work performance and growth in responsibility in the workplace.

*Note:* Admission to the MPA program is competitive and admission files are adjudicated based on all contents of the file, including resume and related experience, transcripts, statement of purpose, and letters of recommendation. Strong candidates will have a cumulative undergraduate GPA of 3.0 or higher, extensive work experience in the public sector, a clear statement of purpose, and stellar letters of recommendation. Students must achieve fully classified standing prior to completing no more than 12 units of graduate coursework in the program of study. No more than 12 units of work taken prior to attaining fully classified status will be applied to a master's degree program.

### English Proficiency Requirements for Non-U.S. Degree and International Students Only

If a graduate applicant has earned a bachelor's or master's degree from a college or university outside the U.S., then an English language proficiency exam may be required.

For more information, please visit Admission Requirements web page.

**For More Information**

(818) 210-3063

programs@csun.edu

**Learn More**