

Reference #	2210018
Status	Complete
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College/Department:	School of Management
What is the name of your nonprofit/philanthropy Masters Degree program for which you seek accreditation?	Master of Nonprofit Administration
Q1: How does the broad topic of Comparative Global Perspectives on the Nonprofit Sector, Voluntary Action and Philanthropy fit as part of your overall program mission and core learning objectives?	The topic is central to our program's mission and core learning objectives
Q2: If Comparative Global	PLG 1: Develop nonprofit leaders who are socially conscious, community engaged, and globally minded.

Perspectives on the Nonprofit Sector, Voluntary Action and Philanthropy is a part of your program's mission and core learning objectives please provide a narrative explanation showing how it is described in you mission statement or core learning objectives.

PLO 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.

Comparative Global Perspectives on the Nonprofit Sector, Voluntary Action and Philanthropy is represented by the USF Master of Nonprofit Administration (MNA) mission and core identity the University Jesuit mission expressed in the "Change the world from here" motto and translated into MNA mission to change the world through nonprofit leadership and nonprofit management education that embraces the examination of NPOs / NGOs throughout the program.

In the School of Management (SOM) / college level, the global comparative perspectives extends across sectors and through value-centered creation models as in the social enterprise classifications (See "New Frontiers of Global Philanthropy" in Lester Salamon 2014: New Frontiers of Philanthropy). Specifically, the MNA in the SOM exemplifies the SOM vision for being globally connected and running programs Academic Global Immersion Programs aiming at experiencing and understanding comparative elements in NGOs, NPOs, IGOs, SMOs. It also contributes to the SOM mission of educating globally responsible organizations and leaders for CSR, sustainability values, business for good, and sustainability reporting.

At the program level, "The program promotes competent nonprofit leaders and effective managers for innovative, strategic and systemic solutions to make the world a better place. Its carefully designed curriculum and embedded experiential learning enhance managerial competencies and leadership capacity in the area of [...] International, cross-cultural and diversity perspectives for effective operations of social solutions through NGOs and global enterprises." <https://www.usfca.edu/management/graduate-programs/nonprofit-administration/program-details>

The MNA program learning goal 1 is to "Develop nonprofit leaders who are socially conscious, community engaged, and globally minded." which clearly aligns with the NACC Graduate Curricular Guidelines (GCG) 1.0.

The MNA program learning outcomes 1 and 5 also specifically reflect the NACC-GCG 1.0 as following: "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." and "Integrate nonprofit ethical leadership: Demonstrate ethical leadership capacity and ethical reasoning for nonprofit leadership, global responsibility, social accountability, and ethical decision-making." Read more at <https://www.usfca.edu/management/graduate-programs/nonprofit-administration/program-details>

We cover this topic in the following courses:

1	NPA 601: Comparative Analysis of Nonprofit Charity Organizations with Social Ent
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List Related Individual Course Learning Objectives:

1	NPA 663: Cross-country comparison
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List Related Individual Course Assignments:

1	Case analysis of international NGOs
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2	Comparative policy analysis paper
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List any extra-curricular or non-course related activities (symposiums, faculty research, community service projects, etc.) where this guideline is addressed:

1	USF4Freedom.org annual conference on forced migration, anti-human trafficking and refugee service management that recall the global learning in the AGI and connects the audience to local NPOs
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Q3: Within the topic of Comparative Global Perspectives on the Nonprofit Sector, Voluntary Action and Philanthropy as covered by your program, are there any specific core learning objectives, specific class objectives or specific class assignments that you believe are particularly distinctive and noteworthy. Please limit this to two examples.	<p>Cross-country comparison: Recognize similarities and context specific elements in managerial, leadership and policy practices across countries, across sectors, across organizational types, and across diverse political, social and economic systems. •Analyze the international, inter-governmental, cross-sector, cross-cultural and multidisciplinary elements in NGO management. •Compare and contrast national policies and practices regarding forced migration affecting international NGOs and national NPOs programming. •Develop awareness of immigration policy issues and solutions through comparative policy analyses of European and American immigration policies.</p>
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These learning outcomes of NPA 663 are particular examples as they represent the pedagogy of these academic global immersions comparing country level organizational structure and legislative identities between community-based organizations, nonprofit organizations, foundations, and social enterprises.

Q1: How does the broad topic of Scope and Significance of	The topic is central to our program's mission and core learning objectives
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the Nonprofit Sector, Voluntary Action, and Philanthropy fit as part of your overall program mission and core learning objectives?

Q2: If Scope and Significance of the Nonprofit Sector, Voluntary Action, and Philanthropy is a part of your program's mission and core learning objectives please provide a narrative explanation showing how it is described in you mission statement or core learning objectives.

PLO 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.

We cover this topic in the following courses:

1	NPA 601
2	NPA 622

List Related Individual Course Learning Objectives:

1	601: Nonprofit Value Leadership: Identify, collect and report on ethical and value based leadership practices in social sector organizations
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List Related Individual Course Assignments:

1	601: Nonprofit Leadership paper in relation to an aspect of the nonprofit sector
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List any extra-curricular or non-course related activities (symposiums, faculty research, community service projects, etc.) where this guideline is addressed:

1	Poster presentation in NPA 622
<p>Q3: Within the topic of Scope and Significance of the Nonprofit Sector, Voluntary Action, and Philanthropy as covered by your program, are there any specific core learning objectives, specific class objectives or specific class assignments that you believe are particularly distinctive and noteworthy. Please limit this to two examples.</p>	<p>1. Nonprofit leadership interviews with nonprofit sector leaders. Assesses their style and prioritization in leadership and management</p> <p>2. Data analysis capstone project: improving organizational capacity, sustainability, and impact on social sector organizations</p>
<p>Q1: How does the broad topic of History and Theories of the Nonprofit Sector, Voluntary Action, and Philanthropy fit as part of your overall program mission and core learning objectives?</p>	<p>The topic is central to our program's mission and core learning objectives</p>
<p>Q2: If History and Theories of the Nonprofit Sector, Voluntary Action, and Philanthropy is a part of your</p>	<p>PLO 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.</p>

program's mission and core learning objectives please provide a narrative explanation showing how it is described in you mission statement or core learning objectives.

We cover this topic in the following courses:

1	NPA 601, NPA 602, NPA 651
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List Related Individual Course Learning Objectives:

1	NPA 601 Charity Leadership - history and scope of the nonprofit sectors across common, public, private, independent and shared values
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List Related Individual Course Assignments:

1	Topic discussion participation - discussion leaders
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List any extra-curricular or non-course related activities (symposiums, faculty research, community service projects, etc.) where this guideline is addressed:

1	MNA 35th anniversary - founder Michael O'Neill and scholar in evolution of nonprofit management education
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Q3: Within the topic of History and Theories of the Nonprofit Sector, Voluntary Action, and Philanthropy as covered by your program, are there any specific core learning objectives, specific class objectives or specific class

Use of TedTalks and other media that highlight the evolution and limits of nonprofit charity organizations.

Video: The Way We Think About Charities is Dead Wrong
-This is integrated into a reflection of the historic evolution of the sector

Comparative Studies of charity practices across different religious traditions and consideration of Saint Vincent De Paul

assignments that you believe are particularly distinctive and noteworthy. Please limit this to two examples.

Q1: How does the broad topic of Ethics and Values fit as part of your overall program mission and core learning objectives? The topic is central to our program's mission and core learning objectives

Q2: If Ethics and Values is a part of your program's mission and core learning objectives please provide a narrative explanation showing how it is described in your mission statement or core learning objectives. PLO 5: Integrate nonprofit ethical leadership: Demonstrate ethical leadership capacity and ethical reasoning for nonprofit leadership, global responsibility, social accountability, and ethical decision-making.

We cover this topic in the following courses:

1 NPA 601, NPA 602

List Related Individual Course Learning Objectives:

1 Critical ethical thinking: Recognize ethical challenges and moral responsibilities across sectors and in the specifics of nonprofit organizations and nonprofit leadership.

List Related Individual Course Assignments:

1 Nonprofit unethical case analysis

List any extra-curricular or non-course related activities (symposiums, faculty research, community service projects, etc.) where this guideline is addressed:

1	Reading of Chronicle of Philanthropy, sharing unethical case studies on MNA blog
<p>Q3: Within the topic of Ethics and Values as covered by your program, are there any specific core learning objectives, specific class objectives or specific class assignments that you believe are particularly distinctive and noteworthy. Please limit this to two examples.</p>	<p>Analysis of unethical cases that have produced concrete processes for advancing cases through litigations at the Attorney General's office. Through ongoing critical analysis of ethical responsibility of board of directors, administrators and anti-corruption methods of accountability. Also through electronic records</p>
<p>Q1: How does the broad topic of Nonprofit Governance and Leadership fit as part of your overall program mission and core learning objectives?</p>	<p>The topic is central to our program's mission and core learning objectives</p>
<p>Q2: If Nonprofit Governance and Leadership is a part of your program's mission and core learning objectives please provide a narrative explanation showing how it is</p>	<p>PLO 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.</p> <p>PLO 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.</p>

described in you
mission
statement or
core learning
objectives.

We cover this topic in the following courses:

1	NPA 602
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List Related Individual Course Learning Objectives:

1	LO1: Nonprofit Management: Demonstrate knowledge and critical thinking in nonprofit management theory and practice, locally and globally.
2	LO2: Board Management and Governance: Identify and critically review nonprofit board and staff responsibilities in relation to both legal compliance and overall organizational effectiveness.

List Related Individual Course Assignments:

1	Governance practices and processes profile
2	Case studies analysis with discussions

List any extra-curricular or non-course related activities (symposiums, faculty research, community service projects, etc.) where this guideline is addressed:

1	Nonprofit Student Council Symposiums on policy, ramifications, and inference in board governance in relation to the Johnsons amendment
2	Institution of Compliance and Ethics Officer in the Nonprofit Student Council

Q3: Within the topic of Nonprofit Governance and Leadership as covered by your program, are there any specific core learning objectives, specific class objectives or specific class assignments that you believe are particularly	Integration of legal elements into aspect of governance with a emphasis on good governance and the fiscal-public responsibility that the board of directors held in the sector.
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distinctive and noteworthy.
Please limit this to two examples.

Q1: How does the broad topic of Public Policy, Advocacy, and Social Change fit as part of your overall program mission and core learning objectives?

The topic is central to our program’s mission and core learning objectives

Q2: If Public Policy, Advocacy, and Social Change is a part of your program’s mission and core learning objectives please provide a narrative explanation showing how it is described in you mission statement or core learning objectives.

PLO 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.

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

We cover this topic in the following courses:

1	NPA 651
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List Related Individual Course Learning Objectives:

1	Students will understand how public policy participation can serve nonprofit missions and the ways that nonprofits can shape and implement public policy
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2	Students will learn the variety of forms and functions of nonprofit advocacy, including community organizing, policy research, lobbying, media relations, coalition-building, and other types of collect
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3 Propose plans, strategies, and methods for increasing organizational capacity for effective participation in public policy

List Related Individual Course Assignments:

1 Analytical paper on nonprofit organizations participation in public policy, describing the NPO inference in government laws and regulations

2 Letter to the editor - regarding a nonprofit public policy of interest. This gets sent to the Chronicle of Philanthropy, Washington Post, LA Times, Chronicle, Sacramento Bee

List any extra-curricular or non-course related activities (symposiums, faculty research, community service projects, etc.) where this guideline is addressed:

1 Symposium - Nonprofit and Philanthropy in the Trump Era

2 Nonprofit Sector Speaker Series with Public Officials

3 Panels of government representatives and other sectors' leaders reflecting on issues like; sustainability, poverty alleviation, homelessness in relation to a nonprofit

Q3: Within the topic of Public Policy, Advocacy, and Social Change as covered by your program, are there any specific core learning objectives, specific class objectives or specific class assignments that you believe are particularly distinctive and noteworthy. Please limit this to two examples.

Collaboration with lawyers from Sacramento who are involved in the legislations of California in relation to nonprofit philanthropy and social enterprises

Q1: How does the broad topic of Nonprofit Law fit as part of your

The topic is central to our program's mission and core learning objectives

overall program mission and core learning objectives?

Q2: If Nonprofit Law is a part of your program's mission and core learning objectives please provide a narrative explanation showing how it is described in you mission statement or core learning objectives.

PLO 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.

We cover this topic in the following courses:

1	NPA 611, NPA 601
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List Related Individual Course Learning Objectives:

1	Students will have a clear awareness of nonprofit financial accountability and legal requirements.
2	Students will have an understanding of nonprofit financial transparency requirements.
3	Students will become familiar with laws and regulations related to nonprofit finance and accountability.

List Related Individual Course Assignments:

1	Case studies and group presentations on IRS 990 forms in organizations
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List any extra-curricular or non-course related activities (symposiums, faculty research, community service projects, etc.) where this guideline is addressed:

1	Discussions on legal classifications in the annual social enterprise and innovation conferences
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Q3: Within the topic of Nonprofit

NPA 601 and NPA 663 - Compare legislations nationally for nonprofits in humanitarian affairs and social services

Law as covered by your program, are there any specific core learning objectives, specific class objectives or specific class assignments that you believe are particularly distinctive and noteworthy. Please limit this to two examples.

Q1: How does the broad topic of Nonprofit Economics fit as part of your overall program mission and core learning objectives?

The topic is covered as a core objective in individual classes but it is not central to our program's mission and core learning objectives

Q2: If Nonprofit Economics is a part of your program's mission and core learning objectives please provide a narrative explanation showing how it is described in you mission statement or core learning objectives.

PLO 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.

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

We cover this topic in the following courses:

1	NPA 601, NPA 611
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List any extra-curricular or non-course related activities (symposiums, faculty research, community service projects, etc.) where this guideline is addressed:

1 EMES Network, NetImpact,

Q1: How does the broad topic of Nonprofit Finance fit as part of your overall program mission and core learning objectives?

The topic is central to our program's mission and core learning objectives

Q2: If Nonprofit Finance is a part of your program's mission and core learning objectives please provide a narrative explanation showing how it is described in you mission statement or core learning objectives.

PLO 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.

We cover this topic in the following courses:

1 NPA 611

List Related Individual Course Learning Objectives:

1 Students will appreciate and be able to apply nonprofit financial management concepts.

2 Develop comfort with financial concepts and operations

3 Financial literacy

4 Working with financial professionals

List Related Individual Course Assignments:

1	Presentations
2	Budget exercises
List any extra-curricular or non-course related activities (symposiums, faculty research, community service projects, etc.) where this guideline is addressed:	
1	Meeting with accounting professor from MBA and exchange with students from finance
2	Collaboration and consultancies for Kiva with micro-finance
Q3: Within the topic of Nonprofit Finance as covered by your program, are there any specific core learning objectives, specific class objectives or specific class assignments that you believe are particularly distinctive and noteworthy. Please limit this to two examples.	We value the consultation and expertise of our Advisory Board Member, Jeanne Bell who has advised many nonprofits in their financial sustainability and proper accountability.
Q1: How does the broad topic of Fundraising and Resource Development fit as part of your overall program mission and core learning objectives?	The topic is central to our program's mission and core learning objectives
Q2: If Fundraising and Resource Development is a part of your	PLO 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

program's mission and core learning objectives please provide a narrative explanation showing how it is described in you mission statement or core learning objectives.

resource management, legal compliance, nonprofit marketing, program evaluation, policy and advocacy.

We cover this topic in the following courses:

1	NPA 610
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List Related Individual Course Learning Objectives:

1	Explain the role of fundraising in philanthropy and the nonprofit sector.
2	Review a nonprofit's financial structure and resources in order to grow revenues and strengthen overall fundraising.
3	Enhance their organization's performance by discerning and delivering on different strategies for various donor types.

List Related Individual Course Assignments:

1	Grant writing project
2	Annual fundraising project
3	Fund development assessment and participation

List any extra-curricular or non-course related activities (symposiums, faculty research, community service projects, etc.) where this guideline is addressed:

1	Nonprofit speaker series ran by nonprofit student council with San Francisco Foundation and Silicon Valley Community Foundation
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Q3: Within the topic of Fundraising and Resource Development as covered by your program, are

Presence of various foundations representatives as well as professional fundraisers among our advisory board and faculty members

there any specific core learning objectives, specific class objectives or specific class assignments that you believe are particularly distinctive and noteworthy. Please limit this to two examples.

Q1: How does the broad topic of Financial Management and Accountability fit as part of your overall program mission and core learning objectives? The topic is central to our program's mission and core learning objectives

Q2: If Financial Management and Accountability is a part of your program's mission and core learning objectives please provide a narrative explanation showing how it is described in you mission statement or core learning objectives. PLO 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.

We cover this topic in the following courses:

1 NPA 611

List Related Individual Course Learning Objectives:

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|---|--|
| 1 | Students will appreciate and be able to apply nonprofit financial management concepts. |
| 2 | Develop comfort with financial concepts and operations |
| 3 | Financial literacy |
| 4 | Working with financial professionals |
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List Related Individual Course Assignments:

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|---|------------------|
| 1 | Presentations |
| 2 | Budget Exercises |
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List any extra-curricular or non-course related activities (symposiums, faculty research, community service projects, etc.) where this guideline is addressed:

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|---|--|
| 1 | Meeting with accounting professor from MBA and exchange with students from finance |
| 2 | Collaboration and consultancies for Kiva with micro-finance |
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<p>Q3: Within the topic of Financial Management and Accountability as covered by your program, are there any specific core learning objectives, specific class objectives or specific class assignments that you believe are particularly distinctive and noteworthy. Please limit this to two examples.</p>	<p>We value the consultation and expertise of our Advisory Board Member, Jeanne Bell who has advised many nonprofits in their financial sustainability and proper accountability.</p>
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<p>Q1: How does the</p>	<p>The topic is central to our program's mission and core learning objectives</p>
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broad topic of Leadership, Management, Innovation, and Entrepreneurship fit as part of your overall program mission and core learning objectives?

Q2: If Leadership, Management, Innovation, and Entrepreneurship is a part of your program's mission and core learning objectives please provide a narrative explanation showing how it is described in you mission statement or core learning objectives.

PLO 6: Integrate social impact analysis: Demonstrate evaluative capacity benefiting organizational development, organizational learning, organizational effectiveness, and organizational sustainability for social impact and social innovation.

We cover this topic in the following courses:

1	NPA 651, NPA 662
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List Related Individual Course Learning Objectives:

1	Build an understanding of what it takes to run a social enterprise, above all managing the double bottom-line of a financially sustainable business that is mission-driven.
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2	Learn how enterprises differ in their delivery of social-impact products or services, and how they measure that impact.
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3	Develop a deeper understanding of the primary tasks of senior managers within social enterprises, and the decisions they typically face as they balance the needs of funders, employees, and customers.
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List Related Individual Course Assignments:

1	Analytical Interview of a Social Entrepreneur Leader
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2	Social Venture Business Plan
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List any extra-curricular or non-course related activities (symposiums, faculty research, community service projects, etc.) where this guideline is addressed:

1	Participation in preparation of social entrepreneurship and innovation conference
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<p>Q3: Within the topic of Leadership, Management, Innovation, and Entrepreneurship as covered by your program, are there any specific core learning objectives, specific class objectives or specific class assignments that you believe are particularly distinctive and noteworthy. Please limit this to two examples.</p>	<p>Our location in San Francisco and Silicon Valley allows us to benefit from innovative leaders for social good</p>
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<p>Q1: How does the broad topic of Nonprofit Human Resource Management fit as part of your overall program mission and core learning objectives?</p>	<p>The topic is central to our program's mission and core learning objectives</p>
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<p>Q2: If Nonprofit Human Resource Management is a</p>	<p>PLO 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</p>
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part of your program's mission and core learning objectives please provide a narrative explanation showing how it is described in you mission statement or core learning objectives.

resource management, legal compliance, nonprofit marketing, program evaluation, policy and advocacy.

We cover this topic in the following courses:

1	NPA 651
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List Related Individual Course Learning Objectives:

1	Identify key elements of nonprofit HR, including processes and policies
2	Analyze the multiple roles of HR leadership, management, and supervision and understand these roles in a nonprofit setting
3	Understand the recruitment, interviewing, and selection processes in a nonprofit organization

List Related Individual Course Assignments:

1	Reflection paper on HRM and hiring
2	Supervision and leadership in nonprofit culture

List any extra-curricular or non-course related activities (symposiums, faculty research, community service projects, etc.) where this guideline is addressed:

1	Trainings on diversity through our Office for Diversity and Inclusion
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Q3: Within the topic of Nonprofit Human Resource Management as covered by your program, are there any specific core learning

Integration and review of HR not only in this course, but in other practices on an organizational level that coordinates with leadership, governance, and organizational effectiveness

objectives,
specific class
objectives or
specific class
assignments that
you believe are
particularly
distinctive and
noteworthy.
Please limit this
to two examples.

Q1: How does the broad topic of Nonprofit Marketing and Communications fit as part of your overall program mission and core learning objectives?

The topic is central to our program's mission and core learning objectives

Q2: If Nonprofit Marketing and Communications is a part of your program's mission and core learning objectives please provide a narrative explanation showing how it is described in you mission statement or core learning objectives.

PLO 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.

We cover this topic in the following courses:

1	NPA 612
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List Related Individual Course Learning Objectives:

1	Identify goals and objectives of marketing for mission-driven organizations from a theoretical and practical perspective
2	Demonstrate strategies and tactics of nonprofit marketing through discussion, case study, small group analysis,
3	Apply knowledge of marketing by utilizing planning and implementation tools to improve organizational performance

List Related Individual Course Assignments:

1	Case study paper
2	Marketing plan

List any extra-curricular or non-course related activities (symposiums, faculty research, community service projects, etc.) where this guideline is addressed:

1	Consulting activities for nonprofit organization who needs marketing plan through our Malloy Group and our connections with advisory board
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Q3: Within the topic of Nonprofit Marketing and Communications as covered by your program, are there any specific core learning objectives, specific class objectives or specific class assignments that you believe are particularly distinctive and noteworthy. Please limit this to two examples.

Q1: How does the broad topic of Information Technology, Social Media, and

The topic is central to our program's mission and core learning objectives

Data
Management fit
as part of your
overall program
mission and core
learning
objectives?

Q2: PLO 4: Apply systemic solutions: Apply nonprofit management skills and leadership competencies for the promotion of cross-sector collaborations, social value creation, and systemic solutions.

If Information Technology, Social Media, and Data Management is a part of your program's mission and core learning objectives please provide a narrative explanation showing how it is described in you mission statement or core learning objectives.

We cover this topic in the following courses:

1 All courses are embedded in technology in delivery and tools/applications

List Related Individual Course Learning Objectives:

1 Creation of digital marketing through use of Salesforce in CRM. Use of blogs and social media in communication. Use of other communication tools for reporting

List Related Individual Course Assignments:

1 Advanced presentation technique, video production, data analysis through Salesforce

List any extra-curricular or non-course related activities (symposiums, faculty research, community service projects, etc.) where this guideline is addressed:

1 Partnerships with Sopact and Salesforce for technology trainings relevant to nonprofits, education, and social impact analysis

Q3: Within the topic of Information Technology, Social Media, and Data Management as covered by your program, are there any specific core learning objectives, specific class objectives or specific class assignments that you believe are particularly distinctive and noteworthy. Please limit this to two examples.

We are surrounded by technologically innovative partners, Mozilla, Google.org, Salesforce.org, We collaborate with numerous social innovative and tech-based nonprofits and enterprises housed in the many incubators exhilarators and co-working spaces like impact hub that are near to our building

Q1: How does the broad topic of Assessment, Evaluation, and Decision-Making Methods fit as part of your overall program mission and core learning objectives?

The topic is central to our program's mission and core learning objectives

Q2: If Assessment, Evaluation, and Decision-Making Methods is a part of your program's mission and core learning objectives please provide a

PLO 6: Integrate social impact analysis: Demonstrate evaluative capacity benefiting organizational development, organizational learning, organizational effectiveness, and organizational sustainability for social impact and social innovation.

narrative explanation showing how it is described in you mission statement or core learning objectives.

We cover this topic in the following courses:

1	NPA 621, NPA 622
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List Related Individual Course Learning Objectives:

1	Compare and contrast evaluation approaches and understand best practices in relation to organizational development and social impact analysis
2	Identify and Review Organizational Information Gaps and develop a feasible and relevant consultancy plan and process.
3	Apply select evaluation methods and techniques to aid data-driven decision-making. Summarize and interpret data typically gathered for program evaluation
4	Collecting, interpreting, and presenting practical challenges of contemporary and field specific nonprofit ethical leadership in organizations and in relation to their mission, programming, compliance

List Related Individual Course Assignments:

1	Poster and report
2	Project collaboration and plan
3	Project presentation and report

List any extra-curricular or non-course related activities (symposiums, faculty research, community service projects, etc.) where this guideline is addressed:

1	Poster presentations, projects, monitor and reporting presentations with nonprofit organizations
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Q3: Within the topic of Assessment, Evaluation, and Decision-Making Methods as covered by your	The program is designed to increase capacity for social impact measurements through data driven decision making process for nonprofit sustainability and social transformation
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program, are there any specific core learning objectives, specific class objectives or specific class assignments that you believe are particularly distinctive and noteworthy. Please limit this to two examples.

Example 1:

International-by-Design: The University of San Francisco Master of Nonprofit Administration has integrated international in global dimensions of nonprofit, philanthropy, NGOs and social enterprises into its curricular in program activities. Under the leadership of Dr. Marco Tavanti, the MNA Program in 2014 revised its curriculum to make the international dimensions of nonprofit, previously included in an elective course for NGO management, relevant to all other core courses. This has been possible through the integration of readings that compare and contrast NPOs/NGOs across legislative systems and cross-national countries. It has been possible thanks to the integration of faculty and international students who bring an international perspective. It has been possible through the adoption of cases and projects that are relevant to not-US based communities. The Academic Global Immersion programs are optional for the degree completion but highly desired by our students who want to gain knowledge of nonprofits, foundations, social cooperatives and international NGOs operating in the area of refugee service management, anti-human trafficking and forced migration. These options are integral part of three pre-post-in master level graduate certificates on sustainable development and sustainability reporting, nonprofit social entrepreneurship and innovation, and humanitarian emergency management.

Example 2:

Experiential-by-Design: The University of San Francisco's MNA program has always regarded experiential education and professional relevance of its education since its early design in 1993. However, in the last 5 years, it has strategically and structurally integrated various experiential project-based learning into its curriculum. Benefitting from the rich content of nonprofit organizations in the San Francisco Bay Area, the Program has established various partnerships with nonprofits, foundations and community based organizations that recognized the benefits of university projects to improve their performances. Every course has some experiential elements from ED/CEO leadership interviews to marketing analyses and fundraising plans. Specifically, the required practicum and capstone courses have the project based learning

integrated into their final projects in collaboration with and benefiting the capacity and effectiveness of partnering nonprofit organizations.

Example 3:

While we follow closely the process of establishing more standardized metrics for social impact measurement in the social / nonprofit sector, the MNA program at USF has been investing in building our students and our organizational partner’s capacity to measure and analyze their non-financial performances. We collaborate with innovative organizations and high-tech companies that provide platforms for identify proper indicators (e.g. Salesforce), align organizational performances with institutional priorities (e.g. through SDGfounders and the Foundation Center), and through dashboards and other tools that our students can apply into their organizations and projects (e.g. SoPact). Being in San Francisco we benefit from many innovative initiatives and technological developments that can lead the way for advancing and improving the measurement of nonprofit / third / social sector impact.

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