

UNIVERSITY OF SAN FRANCISCO
College of Professional Studies

Master of Nonprofit Administration—Program Assessment Plan

Program Goals

Students who complete the Master of Nonprofit Administration will:

1. Understand the roles of the nonprofit sector in the political, economic, legal, and social environment in the US and internationally.
2. Understand the similarities and differences between managing a nonprofit organization and managing a for-profit or public sector organization.
3. Be prepared to carry out and/or supervise the functional areas necessary for managing nonprofit organizations: financial management, fundraising, strategic planning, board governance, legal requirements, human resources, marketing, and advocacy
4. Identify and appreciate the ethical considerations inherent in all aspects of nonprofit management.
5. Know how to conduct research and evaluation and use data analysis to improve decision making

Program Learning Outcomes

- Students will describe the roles of the nonprofit sector in the US and the roles of NGOs internationally and will provide examples of those roles. (Goal 1)
- Students will identify and explain the similarities and differences between nonprofit management and management in the for-profit and public sectors. (Goal 2)
- Students will demonstrate knowledge in strategic planning, board governance, fundraising, nonprofit financial management, legal requirements, human resources, marketing, and advocacy. (Goal 3)
- Students will apply their knowledge of strategic planning, board governance, fundraising, nonprofit financial management, legal requirements, human resources, marketing, and advocacy in their work. (Goal 3)
- Students will identify ethical issues brought forth in each of their classes and discuss how these ethical considerations impact the work of nonprofit managers. (Goal 4)
- Students will design and carry out an appropriate applied research project to answer a research question faced by a nonprofit organization. (Goal 5)
- Students will analyze data and make recommendations based on their findings. (Goal 5)

Curriculum Map

Your Program/Departmental Goals/Outcomes	Your Course Numbers																
	NPA 671	NPA 638	NPA 677	NPA 673	NPA 631	NPA 674	NPA 675	NPA 678	NPA 612	NPA 614	NPA 616	NPA 672	NPA 676				
1. Understand the roles of the nonprofit sector in the political, economic, legal, and social environments in the US and Internationally.																	
a. Students will describe the roles of the nonprofit sector in the US and the roles of NGOs internationally and will provide examples of those roles.	C			M		M		M									
2. Understand the similarities and differences between managing a nonprofit organization and managing a for-profit or public sector organization.																	
a. Students will identify and explain the similarities and differences between nonprofit management and management in the for-profit and public sectors.	C	M	I		I	M	I					I					
3. Be prepared to carry out and/or supervise the functional areas necessary for managing nonprofit organizations: financial management, fundraising, strategic planning, board governance, legal requirements, human resources, marketing, information management, and advocacy.																	
a. Students will demonstrate knowledge in strategic planning, board governance, fundraising, nonprofit financial management, legal requirements, human resources, marketing, information management, and advocacy.			C	C	C	C	C	C				C	C				
b. Students will apply their knowledge of strategic planning, board governance, fundraising, nonprofit financial management, legal requirements, human resources, marketing, information management, and advocacy in their work.			C	C	C	C	C	C				C	C				
4. Identify and appreciate the ethical considerations inherent in all aspects of nonprofit management.																	
a. Students will identify ethical issues brought forth in each of their classes and discuss how these ethical considerations impact the work of nonprofit managers.	M	M	M	M	M	M	M	M	I	I	I	M	M				
5. Know how to conduct research and evaluation and use data analysis to improve decision making																	
a. Students will design and carry out an appropriate applied research project to answer a research question faced by a nonprofit organization.										C	C	C					
b. Students will analyze data and make recommendations based on their findings.										C	C	C					

Key I = Introduced with minimal coverage

M = Moderate Coverage

C = Comprehensive Coverage

Outcome Rubrics

Outcome	Very Poor Achievement of Outcome	Poor Achievement of Outcome	Average Achievement of Outcome [Benchmark Standard]	Good Achievement of Outcome	Very Good Achievement of Outcome
1. Describe the roles of NPOs in the US and NGOs internationally and provide examples of those roles.	Poor identification of roles of NPOs in the US and NPOs internationally and/or failure to provide adequate examples	Identification of one role of NPOs in the US and NPOs internationally and/or failure to provide adequate examples	Identification of at least 2 roles of NPOs in the US and NGOs internationally and provision of at least one NPO and one NGO example	Identification of at least 3 roles of NPOs in the US and NGOs internationally and provision of at least two NPO and two NGO examples	Identification of at least 4 roles of NPOs in the US and NGOs internationally and provision of at least two NPO and two NGO examples
2. Identify and explain the similarities and differences between NP management and management in for-profit and public sectors and provide examples for illustration	Unable to compare NPOs to either FPOs or public sector and/or failure to provide adequate examples	Failure to compare NPOs to either FPOs or public sector and/or failure to provide adequate examples	Identification of at least one similarity and one difference between mgmt in NPOs when compared to FPOs and public sector orgs and provision of one example for each sector	Identification of at least two similarities and two differences between mgmt in NPOs when compared to FPOs and public sector orgs and provision of two examples for each sector	Identification of at least three similarities and three differences between mgmt in NPOs when compared to FPOs and public sector orgs and provision of two examples for each sector
3. Demonstrate knowledge in strategic planning, board governance, fundraising, nonprofit financial management, legal requirements, human resources, marketing, and advocacy.	Unable to identify at least 3 important concepts or facts for half or more of the 8 nonprofit management areas, and/or identification showing superficial understanding of key concepts.	Unable to identify at least 3 key concepts or facts for one or more of the 8 nonprofit management areas, and/or identification showing superficial understanding of key concepts.	Able to identify at least 3 key concepts or facts that are important for a nonprofit executive to understand about each of the 8 nonprofit management areas.	Able to identify at least 4 key concepts or facts that are important for a nonprofit executive to understand about each of the 8 nonprofit management areas.	Able to identify at least 5 key concepts or facts that are important for a nonprofit executive to understand about each of the 8 nonprofit management areas.
4. Apply knowledge of strategic planning, board governance, fundraising, nonprofit financial management, legal requirements, human resources, marketing, and advocacy in their work.	Unable to identify at least 3 actions that they would take (or are taking) in carrying out or supervising half or more of the 8 nonprofit management areas, and/or identification showing superficial understanding of management roles.	Unable to identify at least 3 actions that they would take (or are taking) in carrying out or supervising each of the 8 nonprofit management areas, and/or identification showing superficial understanding of management roles.	Able to identify at least 3 actions that they would take (or are taking) in carrying out or supervising each of the 8 nonprofit management areas, showing adequate understanding of management roles.	Able to identify at least 4 actions that they would take (or are taking) in carrying out or supervising each of the 8 nonprofit management areas, showing adequate understanding of management roles.	Able to identify at least 5 actions that they would take (or are taking) in carrying out or supervising each of the 8 nonprofit management areas, showing adequate understanding of management roles.

5. Identify ethical issues brought forth in each MNA course and discuss how ethical considerations impact the work of nonprofit managers.	Unable to identify issues in at least half of the course areas, and/or superficial writing about how ethical considerations impact the work of nonprofit managers.	Unable to identify issues in all course areas, and/or superficial writing about how ethical considerations impact the work of nonprofit managers.	Able to identify at least one ethical issues from each MNA course and to write an essay on how ethical considerations impact the work of nonprofit managers.	Able to identify at least 2 ethical issues from each MNA course and to write an above-average-quality essay on how ethical considerations impact the work of nonprofit managers.	Able to identify at least 3 ethical issues from each MNA course and to write a superior-quality essay on how ethical considerations impact the work of nonprofit managers.
6. Design and carry out an applied research project to answer a research question faced by a nonprofit organization	Unable to complete the capstone research project required of MNA students.	Unable to meet acceptable standards of quality in designing their capstone research project, carrying out the research, and/or reporting the results.	Able to design an appropriate capstone research project, carry out the research, and report the results, meeting acceptable standards of quality	Able to design an appropriate capstone research project, carry out the research, and report the results, meeting above average standards of quality	Able to design an appropriate capstone research project, carry out the research, and report the results, meeting superior standards of quality
7. Analyze data and make recommendations based on their findings.	Unable to complete the capstone research project required of MNA students.	Unable to produce an acceptable analysis of research results from their capstone project, and/or recommendations are not consistent with data.	Able to produce an acceptable analysis of research results from their capstone project and make appropriate recommendations based on their analysis.	Able to produce an above-average analysis of research results from their capstone project and make appropriate recommendations based on their analysis.	Able to produce a superior-quality analysis of research results from their capstone project and make appropriate recommendations based on their analysis.

Assessment Measures

Outcomes 1-5

At the end of almost every course, there will be a brief written assignment required of students to measure the learning outcome(s) relevant to that course. The assignment will be posted on Blackboard as a self-assessment of individual student learning in the course, and doing the assignment will be part of the course grade.

Introduction to the Nonprofit Sector (NPA 671):

Outcome 1:

Identify at least 2 roles of (a) NPOs in the US and (b) NGOs internationally. Provide 2 examples of US nonprofits and 2 of NGOs that illustrate the roles you have identified.

Outcome 2:

Identify 2 ways in which management in the nonprofit sector differs from management in (a) the for-profit sector and (b) the government sector.

Governance and Strategic Planning (NPA 671)

Outcome 3:

Identify at least 2 key concepts or facts about nonprofit boards and at least 2 about strategic planning that you feel are important for a nonprofit executive to understand.

Outcome 4:

Identify at least 2 actions that you would take (or are taking) in (a) working with a board of directors and (b) strategic planning.

Outcome 5:

Identify at least 2 ethical issues regarding boards of directors that were discussed in class and write a brief paragraph about how you think those issues should be addressed.

Fundraising in Nonprofit Organizations (NPA 673)

Outcome 3:

Identify at least 3 key concepts or facts about fundraising in nonprofit organizations that you feel are important for a nonprofit executive to understand.

Outcome 4:

Identify at least 3 actions that you would take (or are taking) in fundraising for a nonprofit organization.

Outcome 5:

Identify at least 2 ethical issues regarding fundraising that were discussed in class and write a brief paragraph about how you think those issues should be addressed.

Human Resources Management (NPA 631)

Outcome 3:

Identify at least 3 key concepts or facts about human resources management in nonprofit organizations that you feel are important for a nonprofit executive to understand.

Outcome 4:

Identify at least 3 actions that you would take (or are taking) in managing human resources for a nonprofit organization.

Outcome 5:

Identify at least 2 ethical issues regarding human resources management that were discussed in class and write a brief paragraph about how you think those issues should be addressed.

Legal Issues in Nonprofit Organizations (NPA 674)

Outcome 3:

Identify at least 3 key concepts or facts about legal issues in the nonprofit sector that you feel are important for a nonprofit executive to understand.

Outcome 4:

Identify at least 3 actions that you would take (or are taking) in the legal area while managing a nonprofit organization.

Outcome 5:

Identify at least 2 ethical issues regarding legal issues that were discussed in class and write a brief paragraph about how you think those issues should be addressed.

Nonprofit Financial Management (NPA 675)

Outcome 3:

Identify at least 3 key concepts or facts about financial management in nonprofit organizations that you feel are important for a nonprofit executive to understand.

Outcome 4:

Identify at least 3 actions that you would take (or are taking) in managing finances for a nonprofit organization.

Outcome 5:

Identify at least 2 ethical issues regarding nonprofit financial management that were discussed in class and write a brief paragraph about how you think those issues should be addressed.

Nonprofits and Public Policy (NPA 678)

Outcome 3:

Identify at least 3 key concepts or facts the role of nonprofit organizations in the public policy arena that you feel are important for a nonprofit executive to understand.

Outcome 4:

Identify at least 3 actions that nonprofits might best accomplish public policy goals.

Outcome 5:

Identify at least 2 ethical issues regarding nonprofits and public policy that were discussed in class and write a brief paragraph about how you think those issues should be addressed.

Marketing for Nonprofit Organizations (NPA 672)

Outcome 3:

Identify at least 3 key concepts or facts about marketing in nonprofit organizations that you feel are important for a nonprofit executive to understand.

Outcome 4:

Identify at least 3 actions that you would take (or are taking) in marketing and communications for a nonprofit organization.

Outcome 5:

Identify at least 2 ethical issues regarding nonprofit marketing that were discussed in class and write a brief paragraph about how you think those issues should be addressed.

Outcomes 6 and 7

These outcomes are measured by the capstone project that the students complete during their last semester. The completed project receives a letter grade based on a rubric designed especially for evaluating their research product.

Time Frame

Outcomes 1 and 2: Assessment will begin in Spring 09 after the first course in the MNA program, NPA 671, with cohort N1409.

Outcomes 3, 4, and 5: Assessment will begin for courses NPA 677 and NPA 673 in Spring 09 with cohort N0109, for course NPA 678 with cohort N0808; and for course NPA 672 with cohort N0907.

Outcomes 6 and 7: Assessment will begin for course NPA 616 in Fall 08 with cohort N0707.

Assessment of all outcomes will continue each time a course related to the outcomes is completed.

Who Will Do the Assessment?

MNA Program Director Kathleen Fletcher will be responsible for the assessment, working with each instructor to carry out the assessment using Blackboard. Students will not receive a grade for their responses to the learning outcome assignments, but their course grade will be negatively impacted if they fail to do the assessment, just as with any other assignment in the course.

How Data Will Be Used to Improve Program

Responses to the self-assessments will be evaluated by the Program Director in consultation with each course instructor. An overall assessment of the achievement of program learning outcomes will be prepared on an annual basis by the Program Director and shared with the faculty through email distribution and at the annual faculty meeting. Changes in the curriculum or in individual courses suggested by the assessment will be implemented.