



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](#)

[Why Choose This Program?](#)

[Program Features](#)

[Alumni](#)

[CSUN: A Leader in Online
Graduate Education](#)

[Accreditation](#)

[Curriculum](#)

[Course Highlights](#)

[Distinguished Faculty](#)

[Supporting the Educational Success
of Midcareer Professionals](#)

[Admission to the Program](#)

[Contact Us](#)



There are more than 1.7 million nonprofit organizations in the United States. The number of nonprofits has grown at a steady rate of 1.4% annually over the last 20 years.



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.



Nonprofits employ 10% of the US workforce making them the third largest employment sector behind manufacturing and retail.



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 total revenue of nonprofits has grown from a little more than \$1 trillion in 2000 to almost \$3 trillion today.



Program Features Designed to Meet the Needs of Working Professionals

- **Work-friendly scheduling** – Online learning provides convenience and flexibility in where to complete weekly assignments as well as easy access to the support of fellow students.
- **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 400,000 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*





"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

- MPA 610 | Introduction to Contemporary Public Administration
- MPA 620 | Research Methods for Public Administrators I
- MPA 621 | Research Methods for Public Administrators II
- MPA 643 | Public Sector Human Resources Management
- MPA 644 | Public Finance and Budgeting in the Public Sector
- MPA 650 | Contemporary Public Policy Making

CULMINATING EXPERIENCE

- MPA 697S | Comprehensive Examination

NONPROFIT SECTOR MANAGEMENT OPTION COURSES

Following are option courses within the MPA Nonprofit Sector Management. Students will complete five pre-selected courses below.

- 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

MPA 610 | Introduction to Contemporary Public Administration

This course examines the evolution of the study of public administration with a focus on current debates and approaches in the field. Significant attention will be paid to the numerous challenges facing America's large and diverse metropolitan areas. This course will address these issues and review new strategies to improve public governance through effective public management and community engagement.

MPA 620 | Research Methods for Public Administrators I

The course combines design methodology, data collection and management (processing), and pertinent domain knowledge in the public sector. The course reviews the benefits and challenges presented in public sector research, as well as ethical issues, risks and biases associated with the design and data collection process. Students will develop habits of mind of evidence-based managers and understand the evidence requirements for ethical and inclusive decision-making.

MPA 621 | Research Methods for Public Administrators II

This course builds upon the MPA 620 Research methods for public administration. Public sector managers who adopt an evidence-based, value-driven mindset must translate analytical know-how and an understanding of complex problems into actionable insights. This course entails learning by doing, considering a range of topics/problems, design purposes (exploratory, descriptive, explanatory), data types and sources, application domains, and key measurement indicators within organizations. Prerequisite: MPA 620.

MPA 632D | Management of Nonprofit Organizations

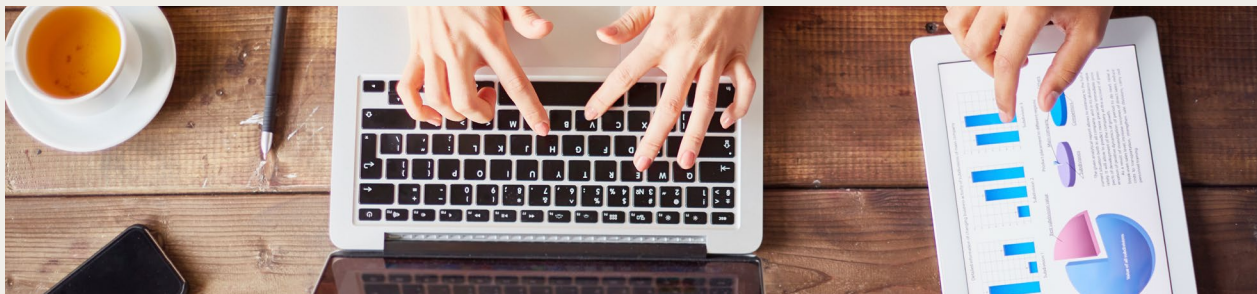
The non-profit sector is growing in both size and importance in our nation. This course meets the needs of the professional administrator who works within the sector as well as the government employee who works in cooperation with the sector. Participants examine and analyze impacts on social policy, 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 643 | Public Sector Human Resources Management

This course educates students about human resources management as they will experience it in leadership positions within various non-profits and the civil service. Beyond the core functions, the course will teach students to apply theories, concepts, and best practices, including diversity management, to the ethical challenges they will face in senior leadership positions.

MPA 644 | Public Finance and Budgeting in the Public Sector

This course provides students with a foundation in the concepts, terminology, and techniques in the art and science of public sector budgeting and fiscal administration. Students use real-world examples to analyze various forms of inclusive budgeting and revenue and expenditure planning, evaluate & analyze financial health, problem-solve fiscal activities in governmental units, and gain "hands-on" budget analysis and written and oral presentation experience. Recommended preparatory courses: MPA 620 and 621.

MPA 650 | Contemporary Public Policy Making

This course will provide a comprehensive introduction to the various approaches and processes of public policymaking by connecting theory with practice. Students will develop a breadth of knowledge and skills necessary to address the pre-decision, decision, and post-decision stages of policymaking. Students will examine the relationship between values, including equity, efficiency, social justice, and procedural fairness, and the politics of policymaking in the public sector.

MPA 697S | Comprehensive Exam

Students selecting this option prepare for examination in General Public Administration and in two Specialized Subfields.



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)



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. Faculty bios can be read on the [Faculty webpage](#).

- Varouj Abkian, M.S.
- Lawrence Becker, Ph.D.
- Suzanne Beaumaster, Ph.D.
- David Cain, MPA.
- Shauna Clark, MBA.
- Ariane David, Ph.D.
- Jonathan Delgado, DPA
- Maurice Franklin, DPA
- Rhonda Franklin, Ed.D.
- Marc D. Glidden, Ph.D.
- Steven J. Golightly, Ph.D., MPA
- Tom Hogen-Esch, Ph.D.
- Paul D. Krivonos, Ph.D.
- James S. Larson, Ph.D.
- Julio L. Lima Ph.D.
- Dean C. Logan, MPA
- Thomas D. Lynch, Ph.D.
- Sarmistha R. Majumdar, Ph.D.
- Deborah Martin, MPA, CPA
- Lauren McDonald, Ph.D.
- Henrik P. Minassians, Ph.D.
- Jason L. Morin, Ph.D.
- Philip M. Nufrio, Ph.D.
- Patty Oertel, MBA
- David Powell, Ph.D.
- Ravi Roy, Ph.D.
- Mikayel Safaryan, Ph.D.
- Tatevik Sargsyan, Ph.D.
- Talin Saroukhanian, Ph.D.
- H. Eric Schockman, Ph.D.
- Linda-Marie Sundstrom, DPA
- Ward Thomas, Ph.D.
- Zeynep Toker, Ph.D.
- Anaïs Valiquette L'Heureux, Ph.D.
- Steve Wantz, MPA
- Kim Williams, Ed.D.
- Mylon Winn, Ph.D.
- Bryce Yokomizo, DPA



The average non-Profit Manager salary in the United States is \$90,000 between February 2023 and February 2024.

Lightcast



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

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

- Bachelor's degree from a regionally accredited college or university.
- Minimum cumulative undergraduate GPA of 2.5.
- Admission may be awarded to students with a 2.5-2.99 GPA and the following:
 - Bachelor's degree from a regionally 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.

☑ *GRE is not required.*

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