



Concentration in Healthcare Administration in MPA Degree

RES 252613

AAC, BPC

RESOLVED: That the Academic Senate approves the proposed new concentration in Healthcare Administration in the Master of Public Administration degree program.

RATIONALE: The new concentration formally recognizes longstanding student interest in a specialization in healthcare administration within the Master of Public Administration degree program. The Department of Public Policy and Administration already offers the necessary courses to support this area of study. Creating the new concentration in Healthcare Administration will allow students to publicize their specialized graduate study and will enhance their standing and job-market desirability. The existing program resources are sufficient to support this new concentration.

Attachment: 2025-2026 13_Proposal for New Concentration_MPA_NPM

Distribution List:

President
Provost and VP for Academic Affairs
VP for Student Affairs and Strategic Enrollment Management
AVP for Faculty Affairs
AVP Academic Affairs and Dean of Academic Programs
College Deans
Associate Deans
Dean of Libraries
Dean of Antelope Valley
Dean of Extended Education and Global Outreach
Department Chairs
General Faculty

Approved by the Academic Senate:

Sent to the President:

President Approved:



ACADEMIC SENATE
CSU BAKERSFIELD

2025-2026 REFERRAL #13

Proposal for New Concentration in Nonprofit Management in MPA

Date: September 15, 2025
From: Melissa Danforth, Academic Senate Chair
To: Tiffany Tsantsoulas, Academic Affairs Committee (AAC) Chair
Amanda Grombly, Budget and Planning Committee (BPC) Chair
cc: Katherine Van Grinsven, Academic Senate Administrative Analyst

At their meeting on September 9, the Academic Senate Executive Committee requested that the Academic Affairs Committee (AAC) and Budget and Planning Committee (BPC) review and address the Proposal for a New Concentration in Nonprofit Management in the Master of Public Administration (MPA) degree.

During your discussion, please consider:

- rationale as presented in the attached proposal
- impact on any students in the program.

Please take up this matter with your committee and get back to me with your recommendation. If your recommendation requires Senate action, please prepare a resolution and the rationale for the resolution.

Thank you.

Attachment: MPA_NPM_concentration - signed.pdf

DR. MELISSA DANFORTH, CHAIR, ACADEMIC SENATE

California State University, Bakersfield

9001 Stockdale Hwy. • Mail Stop: 20 BDC • Bakersfield, CA 93311

academicsenatechair@csub.edu csub.edu/senate

THE CALIFORNIA STATE UNIVERSITY



California State University, Bakersfield
Academic Operations in Enrollment Systems
Mail Stop: EDUC 22, 9001 Stockdale Highway
Bakersfield, California 93311-1022
Email: curriculum@csub.edu
Tel. (661) 654-2285

CHANGES TO PROGRAM FORM

Form Number

Reset Form

PROPOSAL ACTION (Select One)

EFFECTIVE CATALOG YEAR: FALL 2025

- ☐ PROGRAM REVISION ☐ PROGRAM CANCELLATION
☐ PROGRAM PLACED IN MORATORIUM ☒ ADD CONCENTRATION ☐ ADD EMPHASIS
☐ ADD OPTION ☐ ADD MINOR

PROGRAM OR SCHOOL & DEPARTMENT (Required)

School/Program: Business and Public Administration
Department: Public Policy & Administration
Proposed by: Dept. of Public Policy & Administration

RATIONALE FOR DEGREE PROPOSAL (Required):

Provide Rationale for Degree Proposal:

The Department of Public Policy and Administration (PPA) has long offered an informal focus on Nonprofit Management within its Master of Public Administration using the 3 elective courses that each student has to complete. Several students choose Nonprofit Management courses as their electives. We wish to formalize this arrangement through a Concentration in Nonprofit Management.

DEGREE INFORMATION (MAJOR, CONCENTRATION/EMPHASIS/OPTION/MINOR)

Degree Title:

Concentration in Nonprofit Management in the Master of Public Administration degree

REVISIONS TO CURRENT DEGREE DESCRIPTION AND REQUIREMENTS

Degree Description (Attach or copy catalog copy; Use Track Changes to Add/Revise Details):

Requirements for Concentration in Nonprofit Management (9 units)

The Nonprofit Management Concentration (NPMGC) will be a 9-unit (3 courses) minor drawing from MPA students. Students will complete three core courses. These courses will not be sequenced. However, PPA 5190, Management in Non-Profit Organizations is recommended to be taken first by students when possible.

- PPA5190: Management in Non-Profit Organizations (3)
- PPA 5200 Fundamentals of Grantwriting (3)
- HCA 5360 CQI in Health, Human Services, and Nonprofits (3)

The Nonprofit Management Graduate Concentration (NPMGC) prepares students to successfully manage nonprofit organizations either as a career or through volunteer work. The program will provide outstanding academic and practical instruction in operational, management and leadership practices that are essential for nonprofit success. The program's primary mission is to prepare graduate students who are technically proficient, ethical, and competent leaders that help improve the sustainability and effectiveness of local, state, and national nonprofit organizations. The concentration seeks to engage students through high impact learning practices including small seminar instruction, collaborative assignments and projects, and experiential learning opportunities through community service projects.

ADDING AN OPTION, CONCENTRATION OR SPECIAL EMPHASIS (ATTACH APPROPRIATE DOCUMENTS):

Per [EO 1071](#), before any option, concentration, or special emphasis (or similar subprogram) approved under this delegation, can be implemented, the campus shall obtain a Chancellor's Office confirmation of compliance with CSU policy and applicable law. Campus notifications shall be submitted to the Department of Academic Programs and Faculty Development (degrees@calstate.edu). The following information must be submitted:

- The exact title of the new subprogram and the complete degree designation and title of the major degree program housing the new subprogram (e.g., Bachelor of Science in Biology with a Concentration in Biochemistry);
- A list of courses and required units constituting that new subprogram;
- Total units required to complete the entire degree, including the combination of subprogram and major program;
- The complete list of courses and required units constituting the major degree program as approved by the Chancellor's Office;
- A 4-year major-and-subprogram roadmap for freshmen and a 2-year major-and-subprogram roadmap for transfer students;
- The CSU degree program code (formerly called "HEGIS") that students use to apply to the major degree program;
- The campus-proposed CSU degree program code to be used to report enrollments in the concentration (may be the same as the degree code);
- A detailed cost-recovery budget for self-support subprograms to be offered within state-support major degree programs; and
- Documentation of all campus-required curricular approvals.

ADDING A MINOR

Provide the Program Description and Minor Requirements:

N/A.

IMPACT OF DEGREE PROPOSAL ON OTHER PROGRAMS OR DEPARTMENTS

What Is the Impact of This Degree Proposal on Course Offerings from Other Department(S) Or Programs?

Please Include Supporting Emails with This Proposal:

N/A.

IMPACT OF DEGREE PROPOSAL ON COURSE(S)

List All the New and Revised Courses Required for This Degree Proposal (If Applicable):




Attach/Submit All the Course Proposal Forms and Catalog Copy Together with This Form for Curricular Review and Approval

N/A.

NEXT STEPS

- Attach Course Proposal Form(s) to This Proposal (If Applicable)
- Attach Catalog Copy w/ revisions (using track changes) to This Proposal
- Attach Appropriate Documents if Adding an Option, Concentration or Special Emphasis
- Attach Revised Academic Roadmap
- Submit to Department/Program Curriculum Committee for Review & Approval
- Department Submits to School/Program Curriculum Committee for Review & Approval
- School/Program Curriculum Committee Submits Related Forms to GECCo (If Applicable)
- Chancellor's Office (CO) Notification for Implementation of Option, Concentration or Special Emphasis
- If No Additional Approvals Are Required, School/Program Curriculum Committee Submits to Academic Operations After Final Approvals Have Been Recorded. [See Annual Catalog & Curriculum Deadlines Dates](#)

SCHOOL/PROGRAM COMMITTEE & OTHER APPROVALS:

Department Chair/Program Director:  <small>Chandra Commuri (Feb 15, 2025 09:31 PST)</small>	Date: Feb 15, 2025
School/Program Curriculum Committee Chair:  <small>Mansik Hur (Feb 15, 2025 09:50 PST)</small>	Date: Feb 15, 2025
Dean of School:  <small>Deborah Cours (Feb 15, 2025 10:08 PST)</small>	Date: Feb 15, 2025
Director of GE:	Date:
CO Notification for Implementation of Option, Concentration or Special Emphasis:	Date:
CO Confirmation of Compliance for Options, Concentration or Special Emphasis:	Date:
President's Approval for Minor:	Date:
WSCUC Approval:	Date:
Director of Academic Operations:	Date:

ACADEMIC OPERATIONS USE ONLY:

Effective Term:	Catalog Year:
CIP Code:	HEGIS Code:
Program Code:	Plan Code:
SubPlan Code:	

(Feb. 11, 2025)

Proposal for the Nonprofit Management Graduate Concentration area in the MPA degree program, Public Policy and Administration Department

1. Program Identification

Full and exact degree designation and title: Nonprofit Management Graduate Concentration program (NPMGC) in the Master of Public Administration degree program.

Term and Academic Year of Implementation: Fall 2025

Total number of units required for completion: 9 units.

The Department of Public Policy and Administration proposes the Nonprofit Management Graduate Concentration in the Master of Public Administration program. This concentration consists of three courses of three units each for a total of nine units. We believe that the concentration designation can enhance students' career opportunities in the job market and does not impact the growth of other existing academic programs.

The Nonprofit Management Graduate Concentration (NPMGC) aligns with the mission of the University by offering "excellent undergraduate and graduate programs that advance the intellectual and personal development of its students." Students who complete the NPMGC will receive the foundational knowledge and skills in nonprofit management including knowledge to govern and lead, volunteer and staff management, collaboration, grantwriting and resource development and strategic management and quality control.

Knowledge in these areas is important for students pursuing an MPA degree. Knowledge of nonprofit organizations (NPOs) provides graduate students with a comprehensive understanding of the critical role of NPOs in providing public goods and services through formal and informal collaborations, partnerships and through contracting. This knowledge is important for career success for student's seeking to work for a nonprofit organization.

CIP Code: XXX

CSU Code: XXX

2. Program Overview and Rationale

Description

The Nonprofit Management Concentration (NPMGC) will be a 9-unit (3 courses) minor drawing from MPA students. Students will complete three core courses. These courses will not be sequenced. However, PPA 5190, Management in Non-Profit Organizations is recommended to be taken first by students when possible.

- PPA5190: Management in Non-Profit Organizations (3)

- PPA 5200 Fundamentals of Grantwriting (3)
- HCA 5360 CQI in Health, Human Services, and Nonprofits (3)

The Nonprofit Management Graduate Concentration (NPMGC) prepares students to successfully manage nonprofit organizations either as a career or through volunteer work. The program will provide outstanding academic and practical instruction in operational, management and leadership practices that are essential for nonprofit success. The program's primary mission is to prepare graduate students who are technically proficient, ethical, and competent leaders that help improve the sustainability and effectiveness of local, state, and national nonprofit organizations. The concentration seeks to engage students through high impact learning practices including small seminar instruction, collaborative assignments and projects, and experiential learning opportunities through community service projects.

The National Council on Nonprofits suggests that “[t]he top three trends for nonprofits will continue to be: (1) limited resources; (2) increased demands on nonprofits, stemming from increased needs in communities; and (3) the growing awareness that every nonprofit and board member needs to be an active, vocal advocate for her/his nonprofit’s mission to affect policies in the community, and at a national level” (National Council for Nonprofits, 2021) . See: <https://www.councilofnonprofits.org/nonprofit-sector-trends>

Audience

Graduate students who are enrolled in the Master’s in Public Administration program. MPA students are enrolling in these courses. A formal concentration designation will assist in career advancement as it can be listed as a credential. In other words, the market for the concentration already exists within the program.

Rationale

What are Nonprofit organizations and why they matter?

According to an Independent Sector (2021) report: “[a] healthy nonprofit sector is essential to an American society in which all people can thrive. Nonprofit organizations provide a significant portion of the nation’s health care, higher education, environmental stewardship, human services, religious services, arts and culture, and other vital services essential to flourishing communities. Nonprofits also are among the most trusted institutions in America, relied upon to shape better policies and deliver better results in local communities” (National Council of Nonprofits, 2022).

“America’s 1.3 million charitable nonprofits feed, heal, shelter, educate, inspire, enlighten, and nurture people of every age, gender, race, and socioeconomic status, from coast to coast, border to border, and beyond. Nonprofit organizations foster civic engagement and leadership, drive economic growth, and strengthen the fabric of our communities. Every single day (National Council of Nonprofits, 2021)” (<https://www.councilofnonprofits.org/what-is-a-nonprofit>)

The Nonprofit Management Graduate Concentration (NPMGC) Graduate Concentration will provide a comprehensive overview of nonprofit leadership management through an in-depth

study of both theory and practice preparing students to excel in the nonprofit sector as staff, managers, and leaders.

Catalog Copy

A student must take two courses in the master's in public administration (MPA) program and one course listed in the HealthCare Administration master's degree program for a total of 9 units.

3. Curriculum

There are three required courses for the Nonprofit Management Graduate Concentration (NPMGC) program:

- **PPA 5190 Management in Non-Profit Organizations (3)**
This elective seminar focuses on distinctive features of managing and governing nonprofit organizations. Drawing on current theories, concepts and real-world examples, this course helps students develop a comprehensive understanding of nonprofit management, and thus become effective organizational leaders and managers.
- **PPA 5200 Fundamentals of Grant Writing (3)**
Topics in this elective course include researching funding sources, developing a case for funding, identifying assessment strategies, and writing a grant proposal. Students will learn about grants in the context of wider fundraising strategies that support an organization's mission.
- **HCA 5360 CQI in Health, Human Services, and Nonprofits (3)**
This course introduces the student to quality initiatives and the specific concepts of organizational leadership and behavior, strategic management, workflow management, statistical process control, analytic techniques, and research strategies applicable to the quality improvement process. This course satisfies the PPA Department's Applied Learning requirement through service learning.

Goals:

1. The NPMGC deepens MPA student's theoretical knowledge with a practice orientation.
2. The NPMGC prepares MPA students for careers in the field and affiliated fields.
3. The NPMGC prepares students to make ethical decisions using public service values.

Student Learning Outcomes for the Nonprofit Management Graduate Concentration:

Objective 1. Functional Knowledge of the Scope and Significance of The Nonprofit Sector, Voluntary Action, and Philanthropy

1. Students achieve theoretical and practical understanding of the nonprofit sector, voluntary action, and philanthropy.

Objective 2: Functional Knowledge and Application of Ethics and Values

1. Students demonstrate knowledge of the foundations and theories of ethics in the discipline.
2. Students demonstrate knowledge of the standards and codes of conduct that are appropriate to paid and unpaid staff working in philanthropy and the nonprofit sector.
3. Students apply ethical theory, practice and use ethical codes to make ethical decisions outcomes as an indicator of trustworthiness, transparency, and competence.

Objective 3: Students Apply knowledge through high impact practices with service-learning partners.

1. Students apply practical knowledge of grantwriting concepts by writing grants for partner organizations.
2. Students apply practical knowledge of strategic management and other quality control tools in a community service project.

Assessment Plans

Student learning outcomes will be assessed using methods including quizzes, exams, group projects and presentations, in-class practice exercises, and case analysis assignment, seen below in table one.

Table One:

Nonprofit Graduate Concentration Assessment Plan Matrix			
Objective 1. Functional Knowledge of the Nonprofit Sector	PPA 5190: Management of Non-Profit Organizations	PPA5200 Fundamentals of Grantwriting	HCA 5360 CQI in Health, Human Services, and Nonprofits
1: Students achieve theoretical and practical understanding of the Nonprofit Sector, Voluntary Action, and Philanthropy.	Case Analysis assignment, in class exercises, reading question assignments.	In-class exercises, Non-profit profile assignment, community service project.	In-class exercises, case analysis, community service project.
Objective 2. Functional Knowledge of Ethics and Values	PPA 5190: Management of Non-Profit Organizations	PPA5200 Fundamentals of Grantwriting	HCA 5360 CQI in Health, Human Services, and Nonprofits
1: Foundations and theories of ethics as a discipline and as applied to make ethical decisions including, but not	Case Analysis assignment, In-class exercises, reading question assignments.	Foundation Prospect Research Assignment, in class exercises.	XXX

limited to an understanding of measuring impact for social mission outcomes as an indicator of trustworthiness, transparency, and competence.			
2: Students demonstrate knowledge of the standards and codes of conduct that are appropriate to paid and unpaid staff working in philanthropy and the nonprofit sector.	Case Analysis assignment, discussion boards, In-class exercises, reading question assignments.	In-class exercises; foundation prospect research assignment on mission alignment.	XXX
Objective 3: Students Apply knowledge through high impact practices with service-learning partners.	PPA5200 Fundamentals of Grantwriting	HCA 5360 CQI in Health, Human Services, and Nonprofits	
1: Students apply practical knowledge of grantwriting concepts by writing grants for partner organizations.	Grant Writing, Community service project	XXX	
2: Students apply practical knowledge of strategic management and other quality control mechanism by developing a program for a partner agency.	XXX	Community service project to create a new service line proposal for a sponsoring agency (hospital, public and mental health, healthcare district, and nonprofits).	

Accreditation

The addition of this concentration will not produce a substantive change under WASC policies and will not affect WASC accreditation. The Network of Schools of Public Policy and Administration (NASPAA) will not require a separate accreditation for the concentration.

4. Need for the Proposed Program

Other Programs Offering Nonprofit Management Degrees

In the California State University (CSU) system, there are 18 universities within the 23-university system that currently offer the MPA degree. Fifteen of the 18 MPA programs are NASPAA accredited. One program, Sonoma State is no longer accepting applicants for admissions to its MPA program, according to the website.

Only three CSU universities offer of nonprofit concentration: CSU-Dominguez Hill, CSU-Northridge (CSUN) and CSUS-San Bernadino (CSUB). All three universities are NASPAA accredited, Both CSUN and CSUB offer a stand-alone graduate certificate in nonprofit management. Neither university is a member of the Nonprofit Academic Centers Council (NACC) despite having stand-alone nonprofit management graduate certificates in addition to having a concentration in the MPA degree program.

1. **CSU San Bernadino Nonprofit Concentration.** The concentration consists of three courses:

- a.) *PA 5140. Nonprofit Management and Leadership.* Units: 3. Introduction to the theory and practice of nonprofit management. Students will identify the unique role of nonprofits as public serving private organizations; understand the nonprofit legal framework; review concepts in nonprofit leadership and governance, including the roles and responsibilities of the board of directors; learn how to strategically manage staff and volunteers; and understand the unique financial management practices of nonprofit organizations. Formerly offered as PA 514.
- b.) *PA 5150. Executive Nonprofit Leadership.* Units: 3. Focus on building effective nonprofit leadership skills including understanding of leadership styles, emotion management, self-regulation, work-life balance, building shared vision, and intrapersonal and interpersonal skills needed to motivate and develop sustainable relationships with staff, donors, board members, volunteers, and government and private sector organizations.
- c.) *A 5170. Nonprofit Fundraising and Grantwriting.* Units: 3. Students will learn the practical skills necessary to generate resources for nonprofit organizations. This course will emphasize foundational principles in philanthropy, including donor prospecting, donor relation management, and the design and production of fundraising campaigns. Students will also learn specific grant writing techniques for various funder types, such as foundations, corporations, and government agencies. A full overview of the grant cycle, which involves locating grant opportunities, developing proposals, and the management of grant reporting will be covered.

2. **CSU Dominguez Hills Nonprofit Concentration.** The concentration consists of three courses, including:

- a.) *PUB 580. Nonprofit Leadership and Management.* (3 Units).
Prerequisites: PUB 500 and PUB 501 are recommended. Provides an overview of the nonprofit sector and addresses leadership and management issues. Emphasizes the context, institutional setting of the sector and nonprofit governance, leadership, ethics, marketing, strategic communications, advocacy, lobbying, program evaluation and human resource management.
- b.) *PUB 582. Public and Nonprofit Financial Management.* (3 Units).
Prerequisite: PUB 510 is required. Examines financial management functions in government and nonprofit organizations, such as financial planning, accounting, cost control, fund structures, debt and cash management, financial reporting, and financial trend monitoring.
- c.) *PUB 584. Fundraising and Development for Nonprofit Organizations.* (3 Units).
Prerequisites: PUB 500 and PUB 502 are required. Examines key aspects of the fundraising process, techniques and management, such as sources of donations, planning, development, fund goal-setting, major gifts, capital campaigns, trustee participation, and managing the fundraising process.

3. **CSU Northridge Nonprofit Concentration.** The concentration consists of four courses. Names of courses.
- a.) *MPA 632D Management of Nonprofit Organizations.* 3 Units. 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.
 - b.) *MPA 632G Non-Profit Finance and Financial Management.* 3 Units. 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.
 - c.) *MPA 632H Funding and Resource Development for Non-Profit Organizations.* 3 Units. 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.
 - d.) *MPA 632I Program Implementation and Management for Non-Profit Services.* 3 Units. 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.

None of the universities in the CSU system offer a stand-alone nonprofit management and leadership master's degree. Three Universities in California offered advanced degrees in nonprofit management and leadership, specifically at the master's degree level. These universities are differently focused than the CSU system MPA programs with concentrations in nonprofit management.

The University of San Diego, the University San Francisco and the University of Southern California all offer stand-alone master's degrees in nonprofit management and leadership. University of San Diego and the University of San Francisco are NACC accredited. NACC only accredits stand-alone nonprofit management programs that are not also NASPAA accredited due to an arrangement, the University of Southern California is a NACC member. These university are all Research 1 universities, two with the programs in the field and well-established research centers.

Other Curricula at CSUB Similar to the Nonprofit Management Graduate Concentration

There are no other curricula similar to the Nonprofit Management Graduate Concentration.

Community participation, if any, in the planning process. This may include prospective employers of graduates.

Leaders of nonprofit organizations sit on the Department's Advisory Board. Over the years, they have given input to help us keep the curriculum relevant for the local nonprofit workforce. Also, we have used practitioners from nonprofit organizations to teach these courses and as guest speakers.

The program has offered these courses for over 25 years. These courses have always had robust attendance. MPA graduates self-identify as having nonprofit concentration. With an official concentration, the degree will reflect the specialization.

Applicable workforce demand projections and other relevant data

There is need and a demand for nonprofit professionals with a robust skill set to administer and manage organizations and programs and to provide high quality services to the community. The National Council on Nonprofits suggests that "[t]he top three trends for nonprofits will continue to be: (1) limited resources; (2) increased demands on nonprofits, stemming from increased needs in communities; and (3) the growing awareness that every nonprofit and board member needs to be an active, vocal advocate for her/his nonprofit's mission to affect policies in the community, and at a national level" (National Council for Nonprofits, 2021). See:

<https://www.councilofnonprofits.org/nonprofit-sector-trends>

According to the Independent Sector (2023) the following data points describe a robust nonprofit, philanthropic and volunteering picture for the nonprofit sector, nationally.

- "U.S nonprofits contributed 1.5 trillion dollars to the U.S. economy in Q1 of 2023" (p.1).
- "U.S. nonprofits made up 6.6 percent of the overall workforce. A larger overall workforce than local government at 6.5%, state government at 4.8% and the federal government at 2.5%.
- Females make up 67.3% of the nonprofit workforce, which is a change upwards by 3.2 % since Q4 in 2022. Female nationally make up 47%. Percent of the overall workforce" (p.3).

Cause IQ (2022) gives a snapshot of the nonprofit data in California and Bakersfield City.

An overview of the Nonprofit Sector in California:

- “There are 189,218 organizations in California” (Cause IQ, 2022).
- “Californian nonprofits employ 2 million people” (Cause IQ, 2022).
- “California nonprofits earn more than \$516 billion in revenue each year, and have assets of \$1 trillion” (Cause IQ, 2022).

An overview of the Nonprofit Sector in Bakersfield City:

- “There are 2,887 organizations in the greater Bakersfield metro area”. (Cause IQ, 2022).
- Bakersfield metro nonprofits employ 18,692 people.” (Cause IQ, 2022).
- Bakersfield nonprofit organizations “earn more than \$3 billion in revenue each year, and have assets of \$8 billion” (Cause IQ, 2022).

Concentration Program Purpose

The Nonprofit Management Graduate Concentration (NPMGC) prepares students to successfully lead and manage nonprofit organizations either as a career or through volunteer work. The program will provide outstanding academic and practical instruction in operational, management and leadership practices that are essential for nonprofit success. The program’s primary mission is to prepare a cohort of technically proficient, ethical, and competent leaders that help improve the sustainability and effectiveness of local, state, and national nonprofit organizations.

The NPMGC program seeks to engage students through high impact learning practices including small seminar instruction, collaborative assignments and projects, and experiential learning opportunities through coursework.

The Washington Post’s data department reported in May of 2023 that “over the past 15 years, nonprofit employment has grown 33 percent, dwarfing the 9 percent job growth enjoyed by the for-profit private sector over that time. Nonprofits have passed local government to become the second-largest source of employment in the country, behind the for-profit sector.”(Retrieved from: <https://www.washingtonpost.com/business/2023/05/12/force-behind-americas-fast-growing-nonprofit-sector-more/#>)

The U.S. Bureau of Labor Statistics (BLS) in October of 2023 reported data for 2022 noting that “[p]rivate nonprofit workers had the most formal education, with nearly two-thirds of those age 25 and over holding a bachelor’s degree or higher. Almost 2 of 3 people employed in the nonprofit sector worked in the education and health services industry” (Gallagher, 2023). Retrieved from: <https://www.bls.gov/spotlight/2023/for-profit-nonprofit-and-government-sector-jobs-in-2022/home.htm>

Further, the BLS reported in 2022 that Hispanics and Latinos were underrepresented in the nonprofit sector. “Among those employed in 2022, 60.6 percent were non-Hispanic White, 18.5 percent were Hispanic or Latino, 11.7 percent were non-Hispanic Black, and 6.5 percent were non-Hispanic Asian” (Gallagher, 2023). Retrieved from: <https://www.bls.gov/spotlight/2023/for-profit-nonprofit-and-government-sector-jobs-in-2022/home.htm> Given the demographics of the

county , city and CSUB, there is an opportunity to increase Hispanic and Latino employment in the nonprofit sector. As a Hispanic Serving Institution (HSI) , CSUB should be a leader in meeting community needs and employment needs by educating a strong Hispanic and Latino Workforce. The above data shows. That the nonprofits have assets of over 8 billion dollars in while earning 3 billion in the city of Bakersfield. There is ample opportunity to MPA graduates to maximize employment opportunities locally statewide or with national nonprofit organizations.

Deaton, Wilkes and Douglas (2013) note that “[t]he nonprofit sector has always had one advantage over the for-profit sector in attracting and retaining key talent: nonprofit leaders experience deep meaning and sense of purpose in their work” (p34) Despite the meaningfulness of the work, they and other scholars tell us that the nonprofit sector is facing a leadership gap and one path to reduce the gap is leadership development. Here, in the PPA Department we see one way to build sector and organizational capacity is by offering a formal concentration in the MPA program for students who currently work in the sector or hope to work in the sector with the needed skills, tools and values; thereby . reducing the sector’s leadership gap.

The MPA with a nonprofit concentration designation provides specialized management and administration skills obtained in the MPA program. Students armed with an MPA in seeking to work in the sector will be well situated to join this workforce and advance to leadership positions reducing future leadership gaps.

5. Student Demand

Given the number of jobs in the nonprofit sector as evidence in this proposal by the data at the national, state and local levels, there is a demand for classes to prepare students for careers in the field.

Evidence of Student Interest

As a benchmark for this proposal, we examine student interest in these classes is documented for the three classes for fall 2023, 2022 and 2023 as well as spring 2021, 2022 and 2023. Except for the fall of 2023, the PPA classes have had enrollment at 15 or above and the HCA class at 20 or above.

Enrollment in PPA 5190 and 5200

Six semesters of data show that the nonprofit electives are highly enrolled. The average elective in the MPA program is 15 and 30 for the HCA. The below enrollment data in tables two and three shows that. There is both demand and interest.

Table Two: 2021- 2023 Data for PPA 5190 and 5200

Term	Subject	Catalog	Descr	Tot Enrl
Fall 2021	PPA	5190	Management in Nonprofit Org	19

Fall 2022	PPA	5190	Management in Nonprofit Org	15
Fall 2023	PPA	5190	Management in Nonprofit Org	10
Spring 2021	PPA	5200	Fundamentals of Grant Writing	27
Spring 2022	PPA	5200	Fundamentals of Grant Writing	29
Spring 2023	PPA	5200	Fundamentals of Grant Writing	19

Table Three: Enrollment in HCA 5360, Fall 2021-2023

Term	Subject	Catalog	Descr	Tot Enrl
Fall 2023	HCA	5360	CQI in Hlth & Hum Serv	20
Fall 2022	HCA	5360	CQI in Hlth & Hum Serv	26
Fall 2021	HCA	5360	CQI in Hlth & Hum Serv	29

The NPGCM program develops future leaders for our community's nonprofit organizations. Students that have taken nonprofit classes with the Department of Public Policy and administration in the MPA and HCA program have found jobs in a variety of nonprofit organizations like Goodwill Industries of South Central California, the Open Door Network (previously known as, the Bakersfield Homeless Center), New Advances for People with Disabilities, Bakersfield ARC and other non-profit organizations.

Diversity and Access

The Public Policy and Administration Department believes that providing a pathway for our students will increase the local capacity of the nonprofit sector by diversifying the sector. Further, having Hispanic and Latino graduates working in nonprofit organizations in the county and the community will allow clients to see services provided by staff and leaders who are representative of the community and understand the community. Students are presented with theories, practices to inform discussions in the classroom and often with leaders from the sector in which to explore diversity and access in the field. Students will be given readings (both theoretical and practitioner) to explore diversity and access for a career in the nonprofit sector. The curriculum will explore issue of diversity and access, as exemplified below.

Students will have discussions that for nonprofit organizations to recruit diverse staff, there will need to be systemic and structural changes in the sector. See:
<https://www.philanthropy.com/article/how-to-diversify-your-staff-nonprofit-leaders-share-views>

Both the academic and practitioner arenas in nonprofit management, volunteer management and philanthropy are concerned with diversifying the employment. The Council for Certification Volunteer Management is currently engaged in examining diversity and equity practices among the hiring of volunteer managers. See: <https://cvacert.org/adevi/> Students in the fall PPA 5190, were introduced to these concepts from Dr. Mark Hager, ASU Emeritus and a national recognized volunteer management scholarship who is heading this research. See: <https://cvacert.org/adevi/>

Likewise, the field of philanthropy is also seeking to change the face of staff at foundations through its own DEI practices that are intentional to understand communities and connect to lived experience. Students are presented with workforce data in the field showing persons of color and women lag behind in leadership roles See: <https://philanthropynewsdigest.org/news/diversity-of-foundation-staff-leadership-lags-study-finds>

Students then are given readings and have guest speakers come to class where these topics can be considered for change. Students through the grant writing project can examine how such practices might be funded or even in the creation of a new program how a diversity office or staff could increase effectiveness.

Professional Uses for the Nonprofit Management Graduate Concentration

Students graduating with the Nonprofit Management Graduate Concentration will improve eligibility for both entry level professional positions (if they are preservice) or advancement in their current organizations or elsewhere if they are mid-career professionals. with nonprofit organizations, community development corporations, philanthropic and government funders locally and across the country in training and development, employee relations, and compensation and benefits careers.

Expected Number of Students

As these courses are offered currently, the expected number of students will remain consistent with an enrollment of approximately 25 students annually.

6. Existing Resources

Faculty in the Program

- Chandra Commuri, PhD, Professor and Department Chair
- R. Steven Daniels, PhD, Professor
- Thomas Martinez, Professor
- Anthony Pallitto, PhD, Full-Time Lecturer
- Jinping Sun, PhD, Professor
- Creed Tumblison, PhD, Assistant Professor

An adjunct professor or professors with appropriate degree qualifications from the existing pool of adjunct professors may be utilized, if needed.

Existing Facilities

The NPMGC will use existing facilities, offices, library, and other resources.

7. Additional Support Resources Required**Additional Faculty Resources**

The proposed minor does not require any additional resources since all the courses included in the NPMGC are currently offered in the School of Business and Public Administration, Public Policy and Administration Department.

Additional Lecture/Laboratory Space

None

Additional Library Resources

None

Additional Academic Technology

None