

Self-Evaluation of the International MA Program in Nonprofit Management and Leadership

A joint program of the Paul Baerwald School of Social Work and Social Welfare
and the Rothberg International School

23.5.2017

A. MISSION STATEMENT OF THE PROGRAM

1.1 Current goals of the program, objectives of the program according to the founding document.

The major purpose of the program when it was established was to develop a generation of community leaders (Jewish as well as non-Jewish), and to provide them with the tools and advanced knowledge in areas of leadership, philanthropy, and nonprofit organization. The initial title of the program reflected this orientation: it was named the MA program in Community Leadership and Philanthropy Studies.

The objective of the program has changed over the years from developing community leaders to the current goal of creating a cadre of leaders in the nonprofit world. The program provides students with theoretical and practical knowledge for management and leadership in nonprofit organizations, and developing social entrepreneurship. Another major objective of the program that was added is to provide students with hands-on experience in nonprofit organizations by adding an internship component to the program.

1.2 History of the program

The international MA program in Community Leadership and Philanthropy began in the 2007/2008 academic year. It is a joint program of the Paul Baerwald School of Social Work and Social Welfare and the Rothberg International School. The program is offered in English.

Between 2007/2008 – 2011/2012, the program was a 2-year program. Prior to the 2012/2013 academic year, the program was re-assessed, taking into consideration student feedback. The decision was taken to focus more specifically on managing nonprofit organizations and practical components were added. The program was condensed into three semesters (one year program), the name changed to Nonprofit Management and Leadership and a required internship component was added (8 hours per week over the

course of autumn and spring semesters). Consequently, the tuition of the program was decreased from \$24,000 to \$17,000.

In the 2013/2014 academic year, the program entered into a collaboration with Tikkun Olam, a program of BINA-The Jewish Movement for Social Change, supported by the Reform Movement. Tikkun Olam provides Jewish, social and cultural enrichment for young people from all over the world. The collaboration between Tikkun Olam and the MA program consists of an optional joint enrichment track in which students participate in Tikkun Olam social building activities while pursuing MA studies at the Hebrew University. Some students are also able to set up their internships through Tikkun Olam's networks in south Tel Aviv and Jaffa.

In the 2015/2016 academic year, the program opened an optional joint specialization in Jewish Education with the Melton Centre of Jewish Education. This specialization was designed for students interested in working in nonprofit Jewish education by providing them with the unique combination of knowledge of the nonprofit world and Jewish education. As part of the specialization, students take four Jewish Education courses. Due to changes at the Melton Centre, the track will be discontinued after the current 2016/2017 academic year.

In 2016, an attempt was also made to collaborate with the Global Leadership Institute of the Jewish Agency to develop an optional enrichment track for Jewish communal leaders. So far, it has not attracted a sufficient number of students to open this track.

1.3 The main academic components of the program and the course of study

Courses offered in the program provide theoretical, practical and research-oriented knowledge necessary for management positions in nonprofit organizations.

The program consists of 38 credits: 26 credits are required courses, 6 credits are elective courses, and 6 credits are designated for the internship.

Two of the required courses include two year-long seminars:

- Project Workshop: Initiation, Planning and Implementation
- Internship Workshop

The aim of the internship is to provide a hands-on experience in the functioning of nonprofit organizations and in program management and development.

1.4 Interim summary: what can be learned from running the program thus far

The program has been in existence for almost ten years. In that time, the program was revised to better meet student needs and provide them with more practical tools. The focus of the program changed from a concentration on the development of community leadership to a more direct concentration on specialization in nonprofit organizations. The program was condensed into a one-year program and a mandatory internship was added. Collaborations were developed with partner organizations and institutions via the internships and joint enrichment tracks.

B. ORGANIZATIONAL STRUCTURE

2.1 List of staff and institutions involved in the program

The university bodies that administer the program are the Paul Baerwald School of Social Work and Social Welfare and the Rothberg International School's Division of Graduate Studies.

The staff consists of:

- Prof. Ron Shor, academic head of the program and faculty member of the Paul Baerwald School of Social Work and Social Welfare.
- Ms. Eileen Steinberg, Internship Advisor to the Nonprofit Management and Leadership Program, Rothberg International School.

The following staff serve the various graduate programs of the Rothberg International School, including the MA in Nonprofit Management and Leadership:

- Ms. Timna Zaray-Mizrahi, Coordinator, The Division of Graduate Studies, Rothberg International School.
- Ms. Ellie Baras, Secretary for Student Affairs, The Division of Graduate Studies, Rothberg International School.
- Ms. Amy Seroussi, Assistant Coordinator for Admissions and Marketing, The Division of Graduate Studies, Rothberg International School.

2.2 Description of the decision-making procedures in the program

All decisions pertaining to the program are made by the academic head of the program and the coordinator of the Division of Graduate Studies, in consultation with Prof. Mimi

Ajzenstadt, the Dean of the School of Social Work, and Prof. Malka Rappaport Hovav, the Provost of the Rothberg International School. Decisions are made following feedback from the teaching staff, internship advisors and students.

2.3 How the academic head is nominated

The academic head of the program is nominated by the Dean of the School of Social Work.

2.4 The administrative relationship between the School of Social Work and the Rothberg International School

The School of Social Work is responsible for all the academic components of the program. It should be noted that the School of Social Work has a parallel MA program in Hebrew in nonprofit management. A detailed comparison between the programs appears in section 4.4.

The academic head of the program is nominated by the School of Social Work to oversee the academics of the program. In his capacity, the academic head:

- Builds and oversees the curriculum
- Selects the teaching staff and maintains regular contact throughout the program
- Performs an academic assessment of applicant suitability for admissions to the program
- Advises the students on academic issues throughout the program and approves student course enrollment
- Performs regular assessments of various academic components of the program

The School of Social Work is the body that issues the diplomas for students who graduate from the program. Diplomas are signed by the Dean of the School of Social Work and the Provost of the Rothberg International School.

The Rothberg International School is responsible for the administrative aspects of the program.

The Nonprofit Management and Leadership program receives services from various administrative units of the Rothberg International School, such as: the Division of Graduate Studies, Human Resources, Bursar's office, Tuition and Housing office, and the Office of Student Life.

The various offices of the Rothberg International School oversee:

- Finances and manpower:
 - Provide the teaching budget for each academic year and hire faculty
 - Build the schedule in consultation with the academic head of the program
 - Award in-house scholarship funds to enrolled students and fulfill reporting requirements and audits for loans and grants issued to US students.
 - Handle billing, tuition, dorm reservations and health insurance for international students
- Admissions, marketing and pre-arrival assistance for enrolled students
 - Market the program through the Jerusalem-based office and offices located abroad (US, Canada, France & Australia)
 - Respond to inquiries from potential applicants
 - Process applications for admissions
 - Assist students with pre-arrival information to Israel (i.e. visa assistance, etc)
- Regular departmental duties:
 - Manage courses and course logistics (oversee enrollment and grade reporting)
 - Assist students with all administrative matters pertaining to their stay at the Hebrew University
- Special support services for international students:
 - Hold orientations and information sessions for new students
 - Plan extracurricular social activities and trips organized by a staff of madrichim
 - Assist students in acclimating to the security situation in Israel via security orientations and regular security updates regarding any changes
 - Offer emotional support services that address the unique challenges experienced by international students, provided by madrichim and the RIS staff psychologist

2.5 The administrative staff of the program and their roles

Name	Position
Ms. Timna Zaray-Mizrahi	Coordinator, Division of Graduate Studies
Ms. Ellie Baras	Secretary for Student Affairs, The Division of Graduate Studies
Ms. Amy Seroussi	Assistant Coordinator for Admissions and Marketing, Division of Graduate Studies

2.6 Application procedures

Students submit an online application to the Rothberg International School. Students must have a BA degree from an institution of higher education whose accreditation is recognized by the Hebrew University, a 3.2 GPA (80/100), and proof of high English proficiency in order to be eligible for the program. Applicants to the program must submit two academic letters of recommendation and a statement of purpose indicating their motivations for applying to the program.

Acceptance procedure:

- Applications are reviewed by two administrative staff (the coordinator and assistant coordinator of the Division of Graduate Studies) and the academic head of the program.
- Once the applicant's BA degree is approved by the Office of Overseas Admissions, we review all the material submitted by the applicant: grades from all institutions of higher education, academic achievements, letters of recommendation, and statements of purpose. Based on this review of material, we assess whether to accept the student. Students receive an acceptance letter from the Division of Graduate Studies.

2.7 The program's website: major feature and number of entries

The website was revised and updated in early 2016 to better reflect the unique features of the program and provide more comprehensive information. The website does not track site visits.

A new website will be launched in June 2017 that will track site visits. It will contain the following information about the program:

- Fast facts: why choose the MA in Nonprofit Management and Leadership at the Hebrew University and why study in Jerusalem
- Program overview
- Curriculum
- Faculty
- Internship component
- Admissions criteria and how to apply
- Student life
- Dates and deadlines
- Fees and scholarships

Current website: <https://overseas.huji.ac.il/manml>. The new website will be launched on June 10, 2017

2.8 Interim summary: assessment of the organization structure of the program

The School of Social Work is responsible for the academic features of the program and the Rothberg International School is responsible for the administrative aspects of the program. Despite this division of labor, there is a close collaboration between these two parties as it pertains to managing the program at all levels.

C. STUDENT ADMISSIONS

3.1 Student admissions: how many students expressed interest in the program since the program was founded, how many were accepted, and how many enrolled in the program.

Table 1: Student Admissions Statistics

Academic year	Applied	Rejected	Accepted	Enrolled in the Program	% of Accepted Students who Enrolled
2016-2017	36	4	23	12	52.17
2015-2016	28	3	19	11	57.89
2014-2015	40	11	28	20	71.43
2013-2014	36	10	21	15	71.43
2012-2013*	29	9	21	13	61.90
2011-2012	14	2	12	5	41.67
2010-2011	24	5	20	14	70.00
2009-2010	23	2	18	14	77.78
2008-2009	24	0	24	16	66.67
2007-2008	21	3	16	14	87.50
Mean	27.5	4.9	20.2	13.4	66.34

*One-year MA program in Nonprofit Management and Leadership begins.

On average, 27.5 students apply each academic year and approximately 20 students are accepted each year. Approximately 66% of those accepted join the program.

In 2011/2012, the program experienced a dramatic drop in the number of applicants and, consequently, in the number of students who ultimately enrolled in the program.

There was a significant increase in the number of applicants following the reduction in program tuition and the revision of the focus of the program. Between 2007/2008 to

2011/2012, an average of 21.2 students applied each year. Between 2012/2013 to 2016/2017, an average of 33.8 students applied each year.

3.2 Marketing: What steps were taken to market the program? What are the marketing plans of the program?

General marketing of programs by the Rothberg International School: Each year, the Division of Graduate Studies issues a brochure of all of the degree programs, including the Nonprofit Management and Leadership program. The brochure is sent to four offices abroad that recruit students, as well as a mailing list of 4000 recipients. In addition, email blasts are sent to partners, faculty and alumni. The Rothberg International School's Marketing Office, established in 2015-2016, runs social media campaigns for all Rothberg programs, and Rothberg's representatives abroad actively recruit students at program fairs.

Marketing specific to the MA in Nonprofit Management and Leadership: In 2016, the marketing of the program was assessed and some additional concrete steps were taken to enhance targeted marketing of the program. Examples include changing the website to highlight features of the program as well as editing the content to be more attractive and engaging; developing distribution lists for marketing abroad; launching a Facebook group for current students, alumni and potential applicants.

3.3 How many students studied in the program since its establishment, including division based on country of origin? How many students graduated each year? How many graduated with honors? Attach a table listing student enrollment and graduation according to academic year.

Student profile: 134 students enrolled in the MA in Nonprofit Management and Leadership since its inception.

Student demographics: 21 nationalities have been represented in the program. Students have come from Argentina, Australia, Brazil, Canada, China, Ethiopia, Finland, Germany, Greece, Honduras, Hungary, India, Israel, Italy, Jordan, Korea, Palestinian Territories, Panama, Russia, Switzerland and the United States. The vast majority of students are North American (73.8% of students). 41% of all students are *olim*, or have an Israeli background (born to Israeli parents abroad, or born in Israel and left during childhood).

Graduation statistics: 110 students graduated from the program (an average of 12 students per year).

Honors: 1 student graduated Summa Cum Laude, and 18 students graduated Magna Cum Laude.

Did not graduate: 10 students did not complete the degree.

Current enrollment: 14 students are currently enrolled and are expected to complete the program in August 2017.

Student enrollment and graduation according to year of study: please see attached table "Copy of Alumni Statistics."

3.4 General assessment of the marketing of the program

The program was promoted along with other programs offered at the Rothberg International School and limited attempts were made over the year to promote this program specifically. In 2016, we began the process of targeted marketing for this program, both in terms of optimizing our use of online media platforms and in terms of identifying target audiences. It should be noted that until 2016, limited means were available and devoted to marketing the program as needed.

D. COURSE OF STUDY

4.1 What is the learning outcome of the program? What is the profile of the graduates of the program?

The learning outcome of the program is to provide graduates with the theoretical, research-based and practical knowledge as well as the tools necessary to hold managerial and leadership positions in nonprofit organizations. Students in the program gain both a local and global perspective of the nonprofit world. In addition, students are educated in how to advance social entrepreneurship.

As a whole, most of the alumni go on to low- and mid-level management positions, having used the program as a stepping-stone to get into the nonprofit world or to advance their careers. In some cases, students in upper management positions join the program to further develop their management skills.

4.2 Describe the teaching staff, including their faculty affiliation (you may attach a table)

Table 2: Teaching Staff and Faculty Affiliation

	Title	Name	Faculty Affiliation
1	Dr.	Jonathan Mirvis	Senior faculty member, Jewish Education
2	Dr.	Itay Greenspan	Senior faculty member, School of Social Work
3	Mr.	Elli Malki	Adjunct faculty member, School of Social Work
4	Mr.	Nimrod Dwek	Adjunct faculty member, School of Social Work
5	Ms.	Rachel Benziman	Adjunct faculty member, School of Social Work
6	Dr.	Sydney Engelberg	Adjunct faculty member, School of Social Work
7	Dr.	Yoel Siegel	Adjunct faculty member, School of Social Work
8	Ms.	Tamar Gross	Adjunct faculty member, School of Social Work & Business School
9	Dr.	Michael Ganor	Rothberg International School
10	Dr.	Raviv Schwartz	Rothberg International School
11	Dr.	Yulia Zemlinskaya	Rothberg International School
12	Mr.	Rami Kleinmann	Visiting lecturer from abroad who co-teaches in a course

Note: "Adjunct faculty members" refers to instructors who teach both at the School of Social Work and the Rothberg International School. "Rothberg International School" refers to those instructors whose teaching commitments at the Hebrew University are only at the Rothberg International School.

4.3 What is the level of the instructors' commitment to the program?

All of the instructors have been teaching in the program for a number of years. We can measure their dedication to the program by their constant drive and interest in sharing ideas and brainstorming ways to improve the program.

4.4 What is the structure of the program? What are differences between the program in English and the similar program in Hebrew?

The M.A. program extends over three consecutive semesters and consists of 38 credits (26 credits are required courses, 6 credits are elective courses, and 6 credits are for the internship). Hebrew language study and supplementary courses are not included in these credits. Students are expected to conclude all courses for credit with a grade, except for the internship, which is assessed by pass/fail.

There are many similarities between the program in Hebrew and the program in English. Among the differences is that the international program has a required internship, is more

condensed, and has an international orientation with regards to the project workshop and the organizations where interns are placed. The international program does not provide the option for writing a thesis, whereas the program in Hebrew does provide this option. Students in the international program who wish to write a thesis may do so by extending their studies as research students in the School of Social Work only after they successfully complete the international MA program.

4.5 What is the ratio of courses specific to the program versus courses offered in other departments of the School of Social Work and Social Welfare, the Rothberg International School, and other departments of the Hebrew University? Are there special field trips and activities for the program? Is there a need to add tours, meetings, etc?

All the courses are offered by the program. Students who wish to focus on Jewish Education may exchange elective credits from the MA in Nonprofit Management with courses offered through the Melton Centre for Jewish Education. In special cases, students may obtain the academic head's permission to take one course from another program.

Two of the courses offered in the program are built around academic tours to nonprofit organizations, for a total of 8-10 tours each academic year. Students are required to participate in an internship and, by virtue of this component of the program, they are involved with agencies in the field.

4.6 Comparison with other programs in nonprofit organization in the world

Table 3: Program comparison with other international programs:

Name of the program	MA in Nonprofit Management and Leadership	MPA in Public and Nonprofit Management and Policy	MSc in Nonprofit Management and Policy	MA/PDip in Civil Society, NGO and Non-Profit Studies	Master of Not-for-Profit and Social Enterprise Management
University	Hebrew University, RIS	New York University	Northeastern University	University of Kent	University of Technology Sydney
Location	Jerusalem, Israel	New York City, USA	Boston, USA	Canterbury, UK	Sydney, Australia
Length of the program	1 year	2 years	1 year	1 year	1.5 years
Total cost of the program	\$17,000	\$74,385	\$29,070	\$18,908 for MA (with thesis); \$12605 for PDip (without thesis)	\$40,464
Internship component	Yes	Students who do not have previous experience must intern or work at a relevant job	No	No	No
Requirement of previous experience	No	Students who do not have previous experience must intern or work at a relevant job	No	No	No (exception: when undergraduate degree is in an unrelated field)
Requirement to write a thesis	No	No	No	Yes, for MA track	No
Requirement to develop a project	Yes	Yes	No	No	Yes

The length of the MA in Nonprofit Management and Leadership is similar to two of the four programs selected for comparison. The total cost of the program is significantly lower than three out of the four similar programs reviewed.

Hebrew University's program is the only program that requires all students to participate in an internship. However, the program at the Hebrew University does not require previous experience, whereas at least two of the four other programs assessed do have such a requirement.

The Hebrew University program does not require students to write a thesis, while at least one of the four other programs has this requirement.

Students of the Hebrew University program require students to develop a project; similarly, two out of the course universities reviewed also list this as a requirement.

Hebrew University's program is the only program from this list that is geared specifically to international students.

4.7 What are the plans to develop the program? Who are the decision-makers for developing the program?

Plans for development of the program:

- Over the last two years, an effort has been made to develop and expand the social entrepreneurship aspect of the program.
- We also are working on improving the integration between the academic courses and students' experiences during their internships.
- We are trying to strengthen the global orientation of the program by encouraging students to develop projects that can be implemented internationally.
- We intend to expand partnerships with other programs (recent examples: expanding the existing partnership with Tikkun Olam and working to partner with the Global Leadership Institute of the Jewish Agency).

Plans for development of the program are determined by the staff of the School of Social Work in collaboration with the staff of the Rothberg International School. Staff members involved include the Dean of the School of Social Work, the Provost and the Vice-Provost of the Rothberg International School, the academic head of the program, and the coordinator of the Division of Graduate Studies.

Table 4: List of courses and instructors

Course Name	Area of Study	Number of Students 2016/2017	Instructor Name	Affiliation (שייכות)	מעמד אקדמי
03499 Philanthropy: International and Local Perspectives	required	11	Itay Greenspan	Social Work	סגל רגיל
01914 Social Businesses and the Fourth Sector	elective	12	Rachel Benziman	Social Work	עמית הוראה
01906 Social Media Marketing for Nonprofit Organizations	required	9	Nimrod Dweck	Social Work	מורה מן החוץ
01794 Leadership and Social Responsibility	required	13	Sydney Engelberg	Social Work	עמית הוראה
01796 Internship Workshop: Working with Volunteers	required	12	Sydney Engelberg	Social Work	עמית הוראה
01912 Organizational Change	elective	5	Sydney Engelberg	Social Work	עמית הוראה
01776 Civil Society in Action: The Community Councils in Jerusalem	elective	7	Michael Ganor	Rothberg International School	עמית הוראה
01946 Field Workshop: Getting to Know Israeli Nonprofits	required	8	Michael Ganor	Rothberg International School	עמית הוראה
01793 Organizational Theory for Nonprofits	required	14	Tamar Gross	Social Work & Business School	מורה מן החוץ
01795 Practical Fundraising: Case Studies and Personal Experiences from the Field	required	9	Sydney Engelberg & Rami Kleinmann	Social Work	עמית הוראה & מורה אורח
01781 Planning, Budgeting and Control in Nonprofits	elective	15	Elli Malki	Social Work	מורה מן החוץ
01783 NGO Financing	required	14	Elli Malki	Social Work	מורה מן החוץ
01960 Strategic Approaches to Social Innovation	required	17	Jonathan Mirvis	Jewish Education	סגל רגיל
01790 The Third Sector and Civil Society in Israel and Internationally	required	13	Raviv Schwartz	Rothberg International School	עמית הוראה
01969 Managing Boards: Roles and Functions	elective	9	Raviv Schwartz	Rothberg International School	עמית הוראה
01981 Project Workshop: Initiation, Planning and Implementation	required	12	Yoel Siegel	Social Work	עמית הוראה
01723 Researching Nonprofits	required	11	Yulia Zemlinskaya	Rothberg International School	עמית הוראה

סגל רגיל / אמריטוס / מורה מן החוץ

For each course, please include (in an appendix) the syllabus. The syllabus should include the learning outcome, the structure of the course, course requirements and grading.

Please see attached syllabi.

4.8 Provide the teaching survey results from the last two years of the courses in the program according to the area of study.

We will only be able to provide partial information given the relative small number of students in the program. The university teaching survey issues data only if a minimum number of students respond.

It should be noted that, in addition to the survey conducted by the Hebrew University, qualitative evaluations are conducted internally for each course. In general, responses to these open-ended questions provide very positive feedback.

Table 5: Course evaluations (partial list based on availability)

Name Course	Year	Number of students who responded to the survey	Number of courses upon which the average is calculated	Course average (הערכה הממוצעת של הקורס)	Teacher average (ההערכה הממוצעת של המורה)
NGO Financing	2015/2016	8	4	5.59	7.15
The Third Sector and Civil Society in Israel and Internationally	2015/2016	9	4	9.14	9.12
Organization Theory for Non-Profits	2015/2016	9	4	8.15	8.16
Leadership and Social Responsibility	2015/2016	10	4	6.71	7.84
Strategic Approaches to Social Innovation	2016/2017	6	5	9.73	9.42

Describe the steps taken when the evaluations receive a low score.

The academic head holds a meeting with the instructor to explore ways to improve the course. In some extreme cases where we are not satisfied and the instructor does not improve their teaching performance, the instructor's employment is terminated.

4.9 Interim summary: Strengths and weakness of the program of study

Program strengths: The program succeeds in integrating both academic learning with hands-on experience and practical tools necessary to hold managerial and leadership positions in the nonprofit world. The program also succeeds to meet the needs of students with diverse backgrounds from around the world.

Program weaknesses: While the program has a very devoted teaching staff with rich experience in the nonprofit world, only two instructors are full-time teaching staff at the Hebrew University. We would like to consider developing a more balanced ratio between the full-time university faculty and adjunct faculty teaching in the program.

E. BUDGETING MODEL OF THE PROGRAM

5.1 How is the program budgeted?

The budget for the program is based upon the following:

- The number of courses offered and faculty hired each year
- The cost of employing the academic head and the administrative staff of the program
- Payment of Hebrew University overhead

5.2 What is the budgeting arrangement between the Schools?

Tuition and fees are collected and retained by the Rothberg International School.

The bulk of the courses are funded by the Rothberg International School which hires the instructors who teach in the program. One 2-credit course is offered annually by the School of Social Work. In 2015/2016 and 2016/2017, four 2-credit courses were cross-listed from the Melton Centre for Jewish Education.

5.3 How are students in the program funded? Are there specific scholarships for students in the program?

We do not have specific scholarships designated only for students in the MA program in Nonprofit Management and Leadership.

Approximately 80% of students receive financial assistance in the form of scholarships through the Rothberg International School, Hebrew University Offices abroad, Masa, private scholarships, and student loans.

Between 2013/2014 and 2016/2017, 48 out of 57 students were awarded some kind of financial assistance towards tuition, housing and living expenses.

5.4 Raising funds for the program via donations

Fundraising occurs for Rothberg programs in general, not for this program specifically.

5.5 Are there teaching assistant positions for students in the program?

No, the possibility does not exist. There are no exercises for any of the courses in the program. Additionally, most of the students in the program are in Israel on A/2 student visas which do not permit them to work in Israel.

5.6 Is teaching in the program recognized as part of the teaching load of the faculty members?

With the exception of Dr. Itay Greenspan and Dr. Jonathan Mirvis who are full-time faculty members of the Hebrew University, the courses in the program do not count towards the instructors' teaching load.

5.7 Interim summary: strengths and weaknesses of the budgeting mechanisms

Condensing the program into one year permitted reducing the tuition fees from \$24,000 to \$17,000, thereby making the program more affordable. As was noted in section 3.1, there was a significant increase of applicants to the program since the program was revised.

In addition, the Rothberg International School has been able to secure funding opportunities for the vast majority of students, with the understanding that without some kind of meaningful financial assistance, students would not be able to participate in the program.

Because the teaching budget from the program is based on income from student tuition, a minimum number of participants is necessary to maintain a balanced budget.

F. OVERALL ASSESSMENT

6.1 In which aspects does the program achieve the objectives that were set upon its founding and in which areas is there still room for improvement.

We will relate to the goals that were set in 2013/2014 when the program's focus was re-envisioned to provide specific theoretical, research and practical knowledge in the area of the management of nonprofit organizations as well leadership in such organizations.

We believe that the program meets these stated goals.

We have identified the following areas for improvement:

- The internship component of the program is relatively new. Therefore, we plan to continue to refine the experience of the students in the internship placements by working closely with the agencies to provide a more varied exposure to different facets of the organization.
- Continue to improve the integration between the different components of the program based on feedback from students and the teaching staff. One example is that students related the need to learn grant-writing more extensively. Another example is that students requested that they be taught earlier in the program how to develop practical skills in implementing research in nonprofit organizations so that they may apply this knowledge for their other courses and internships.

6.2 What are the objectives of the program for the next three years? Please specify quantitative and qualitative objectives.

The objectives of the program for the next three years are four-fold:

1. Expand the social entrepreneurship component of the program
2. Increase the number of students in the program (via intensifying the marketing efforts to targeted populations, changing the website, improving the admissions process by maintaining closer contact with potential applicants)
3. Expand recruitment to areas of the world where we have had little representation, such as the Far East and South America
4. Build an alumni network that provides support both for current students and alumni

6.3 What are the plans to develop the program over the next three years? Please specify plans for collaboration with other units in the university and other institutions.

The plans to develop the program can be divided into two categories: internal plans and external plans.

Internal development includes plans to expand the social entrepreneurship component of the program. Additionally, we have plans to develop closer collaboration between the program in Hebrew and the program in English (such as examining the possibility of collaboration around projects in the social entrepreneurship component in both programs).

External development includes providing new opportunities for students to specialize in specific areas of nonprofit management through collaboration with other programs. Although the Jewish Education specialization has been suspended for the 2017/2018 academic year, this short partnership confirmed the value of giving students the option to specialize in specific sectors within the nonprofit world.

6.4 What is the international status of the program? What are the plans to advance its international status?

We do not have parameters to assess the international standing of this program given that we have not been included in official international comparisons of nonprofit management programs. However, the fact that students come from around the world to study in the program provides some indication of its status. The program enjoys a good reputation as many of our applicants become aware of the program through our marketing efforts and through information transmitted by alumni.

6.5 What expectations do the program heads have from the management of the two Schools and the management of the Hebrew University?

The program currently enjoys full support and collaboration between the two Schools. We believe that with the support of the administration of the Hebrew University, this program will continue to grow and develop.