

Standing Requirements

Outcomes Library

Nonprofit Leadership Concentration (2015)

1. Communication, Marketing, and Public Relations

Highlights knowledge, attitudes, and activities that nonprofit organization use to understand, inform, and influence their various constituencies.

Outcome	Mapping
1.1 Identify tools for building public awareness Students will identify the community development tools for building public awareness and stakeholder relations.	No Mapping
1.2 Design an integrated public relations and community relations campaign Students will design an integrated public relations and community relations campaign	No Mapping
1.3 Define marketing concepts, processes, and approaches Students will recognize and define key marketing concepts, processes, and approaches.	No Mapping
1.4 Adapt personal and organizational messaging strategies Students will adapt personal and organizational messaging strategies, combining techniques to best advance the mission and communicate effectively with the audience.	No Mapping
1.5 Incorporate technologies into marketing plans Students will identify and incorporate the appropriate technologies into comprehensive communications, public relations, and marketing plans	No Mapping

2. Cultural Competency and Diversity

Highlights the development of cultural competency preparation for professional practice in culturally diverse settings.

Outcome	Mapping
2.1 Define the dimensions of culture Students will define the dimensions of culture to include language, sexual orientation, gender, age, race, ethnicity, disability status, religious beliefs (including atheism), socioeconomic status, educational attainment, veteran status, etc.	No Mapping
2.2 Contribute to culturally competent program designs Students will research and contribute to the planning, implementation, and evaluation of culturally competent program designs.	No Mapping
2.3 Identify how culture affects prejudice and discrimination Students will identify how culture and ethnocentrism affect personal and institutional prejudice and forms of discrimination.	No Mapping
2.4 Conduct culturally appropriate assessment, management, and communication strategies Students will conduct culturally appropriate risk and asset assessment, management, and communication strategies with nonprofit stakeholders.	No Mapping
2.5 Develop interactions with culturally different others	No Mapping

Students will initiate and develop interactions with culturally different others.

3. Financial Resource Development & Management

Highlights financial resource acquisition, budgeting, financial management, control and transparency in nonprofit organizations

Outcome	Mapping
3.1 Define fundraising methods and donor motivations Students will define traditional fundraising methods and the related donor motivations	No Mapping
3.2 Write a case statement to persuade others to give Students will demonstrate the ability to write an organizational case statement to persuade others to give	No Mapping
3.3 Specify a new strategy for an existing resource development plan Students will specify a new strategy for an existing resource development plan based on existing organizational capacity	No Mapping
3.4 Define the role of development as a strategic function Students will define the role of development as a strategic function for nonprofit organizations, impacting all departments, affecting service delivery and stakeholder satisfaction, and influencing ability to fulfill mission	No Mapping
3.5 Construct a development plan Students will construct a comprehensive development plan	No Mapping
3.6 Define budgeting methods Students will list and define a range of budgeting methods	No Mapping
3.7 Prepare a budget Students will prepare a program budget	No Mapping
3.8 Identify the concepts of transparency and accountability Students will identify the concepts of transparency and accountability in the nonprofit context	No Mapping
3.9 Identify contributions and net assets Students will identify restricted, temporarily restricted, and unrestricted contributions and net assets	No Mapping
3.10 Classify accounting methods Students will classify the different accounting methods relevant to nonprofit operations (cash, accrual, fund)	No Mapping
3.11 Translate the roles of compliance and monitoring in the grants Students will translate the roles of compliance and monitoring in the grants economy	No Mapping
3.12 Detect gaps in control/compliance system Students will detect gaps in a control/compliance system based on knowledge of smart practices for nonprofits	No Mapping

4. Foundations & Management of the Nonprofit Sector

Highlights the history, contributions, and unique characteristics of the nonprofit sector and its management.

Outcome	Mapping
4.1 Describe the forces that shape nonprofits and civil society Students will describe the historical, philosophical, economic, religious, political, and social forces that shape development, role, and significance of nonprofits and civil society	No Mapping

4.2 Recommend the appropriate organizational design No Mapping

Students will recommend the appropriate organizational design (size, impact, type, structure) for a nonprofit organization

4.3 Define mission orientation No Mapping

Students will define mission orientation for a nonprofit organization

4.4 Design a program that supports the mission No Mapping

Students will design a program that supports the organization's mission

4.5 Define characteristics of a mission statement No Mapping

Students will define characteristics of an effective mission statement

4.6 Identify the characteristics of the various sectors No Mapping

Students will identify the characteristics associated with the for-profit, nonprofit, and government/ public sectors

5. Governance, Leadership, & Advocacy

Highlights the stewardship and advocacy roles, responsibilities and leadership of the board of directors, staff and volunteers in the development of policies, procedures, and processes by which nonprofits operate and are help accountable.

Outcome

Mapping

5.1 Outline board and committee roles and responsibilities No Mapping

Students will outline board and committee roles and responsibilities including such documents as board member job descriptions, board member agreements and committee expectations for a real or fictitious nonprofit organization

5.2 Compare and contrast the impact of leadership and management No Mapping

Students will compare and contrast the impact of leadership and management on nonprofit organizational effectiveness and efficiency

5.3 Construct a strategic plan No Mapping

Students will construct a strategic plan based on appropriate analysis providing strategic direction to an organization

5.4 Develop evaluation methods No Mapping

Students will develop evaluation methods to assess strengths, weaknesses, and job performance for the Board of Directors and Chief Executive Officer.

5.5 Identify leadership characteristics No Mapping

Students will identify leadership characteristics, styles, and competencies which promote organizational effectiveness and efficiency

5.6 Identify the function of nonprofits in advocacy and public policy No Mapping

Students will identify the critical function of nonprofit organizations in advocacy and the public policy process

6. Legal and Ethical Decision Making

Highlights basic laws, regulations and professional standards that govern nonprofit sector operations, including a basic knowledge of risk and crisis management, ethics, and decision making.

Outcome

Mapping

6.1 Examine the impact of laws and regulations No Mapping

Students will critically examine the practical impact that laws and regulations have on the operation and structure of nonprofits in relation to their intended outcome

6.2 Engage in a risk management assessment No Mapping

Students will engage in a risk management assessment to identify areas of vulnerability for a real or factitious nonprofit organization

6.3 Develop a crisis management plan No Mapping

Students will develop a proactive and reactive crisis management plan

6.4 Explain the types of organizational values No Mapping

Students will explain the different types of organizational values (e.g. accountability, transparency, responsiveness, equity, efficiency, effectiveness)

6.5 Identify personal values system No Mapping

Students will identify personal values system

6.6 Apply the code of conduct No Mapping

Students will apply the components of a code of conduct for nonprofit professionals, volunteers, and other stakeholders

6.7 Compare and contrast the impact of ethical vs. legal priorities No Mapping

Students will compare and contrast the impact of ethical versus legal priorities in making decisions that protect the mission and the organization itself.

7. Personal & Professional Development

Highlights the nature of employment in the nonprofit sector, from researching career opportunities, applying and interviewing for a job, to continuing professional development.

Outcome

Mapping

7.1 Analyze personal expectations for employment opportunities No Mapping

Students will analyze appropriate personal expectations for employment opportunities based on training, mission interest, size of organization or position

7.2 Conduct an application, interview, and negotiation process No Mapping

Students will conduct a real or mock application, interview and negotiation process

7.3 Implement a personal professional development plan No Mapping

Students will create and implement a personal professional development plan

7.4 Create a professional network No Mapping

Students will create a professional network by developing relationships with contracts and mentors and incorporating continuing outreach through networking

8. Program Development

Highlights program design, implementation, and evaluation strategies applicable to all nonprofits (youth services, arts, environment, health, recreation, social services, advocacy, etc.)

Outcome

Mapping

8.1 Complete a community asset map No Mapping

Students will complete a comprehensive community asset map/community needs assessment

8.2 Design program outcomes No Mapping

Students will design research-based, measurable program outcomes that support the organizational mission

8.3 Define resource needs No Mapping

Students will defend the resource needs of a program

8.4 Manage an inclusive project or program No Mapping

Students will manage an inclusive project or program that provides for reasonable accommodations

8.5 Present a logistical plan No Mapping

Students will present a logistical plan for a program they will implement

8.6 Plan, implement, and evaluate a program marketing plan No Mapping

Students will plan, implement, and evaluate a program marketing plan

8.7 Integrate mentoring components No Mapping

Students will integrate mentoring components within a program delivery model

8.8 Conduct a program evaluation No Mapping

Students will conduct a program evaluation

9. Volunteer and Human Resource Management

Highlights the knowledge, skills, and techniques for managing volunteer and paid staff.

Outcome	Mapping
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9.1 Define terminology associated with nonprofit human resources No Mapping

Students will define key terminology associated with nonprofit human resources planning and management

9.2 Construct a position description, solicit applicants, interview, and hire No Mapping

Students will construct an appropriate position description, solicit qualified applicants, interview, and hire for position

9.3 Design human resource policies and practices No Mapping

Students will design human resource policies and practice that comply with labor and employment legislation and regulations

9.4 Outline subject areas for a SOP Manual No Mapping

Students will outline subject areas recommended for a Standard Operating Procedures (SOP) Manual

9.5 Institute a training project No Mapping

Students will institute a training project using the appropriate theories and facilitation skills

9.6 Design competitive pay structures and incentive systems No Mapping

Students will design competitive pay structures and performance-based incentive systems

9.7 Design a reward system for volunteers No Mapping

Students will design a reward system for volunteer staff

9.8 Integrate techniques in evaluating employee performance No Mapping

Students will integrate the various techniques managers can use in evaluating employee or volunteer performance

9.9 Design and apply performance appraisal forms and corrective performance management actions No Mapping

Students will design and apply performance appraisal forms and corrective performance management actions including feedback and disciplinary measures so that they are effective and legally sustainable

10. Future of the Nonprofit Sector

Highlights the dynamic nature of the nonprofit sector, the importance of continuous improvement, emerging trends and innovations, and the critical role research plays in shaping best practices.

Outcome	Mapping
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10.1 Describe the concepts related to research, program design, and evaluation No Mapping

Students will describe the scientific concepts related to research, program design, and evaluation (Note: Ties to 8.1,8.2, and 8.8)

10.2 Identify external factors that impact nonprofits No Mapping

Students will identify external factors that impact nonprofit organizations and sector in terms of operations and decision making within organizations and the sector (factors may include economic, social, and environmental factors)

10.3 Evaluate an organizational structure No Mapping

Students will evaluate a current organizational structure to determine need (or not) and appropriateness of implementation of trends

10.4 Determine which practice may resolve needs No Mapping

Students will determine which emerging practice might be useful in resolving an organization's needs

10.5 Construct an organizational technology plan No Mapping

Students will construct an organizational technology plan

10.6 Describe international non-governmental organizations No Mapping

Students will describe the operating environment and various types of international non-governmental organizations

10.7 Discuss culture within a global context No Mapping

Students will discuss one's own culture within a global and comparative context

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