Program Outcomes Assessment

Nonprofit Leadership

Created on: 08/26/2015 02:46:00 PM CST
Last Modified: 11/12/2015 01:53:00 PM CST
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General Information (Program Outcomes Assessment)
Standing Requirements

Mission Statement

The Nonprofit Leadership Concentration strives to strengthen the social sector with a talented, prepared workforce.

Outcomes Library

<table>
<thead>
<tr>
<th>Nonprofit Leadership Concentration (2015)</th>
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</thead>
</table>

### 1. Communication, Marketing, and Public Relations

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

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

### 2. Cultural Competency and Diversity

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

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Mapping</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Define the dimensions of culture</td>
<td>No Mapping</td>
</tr>
<tr>
<td>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.</td>
<td></td>
</tr>
<tr>
<td>2.2 Contribute to culturally competent program designs</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will research and contribute to the planning, implementation, and evaluation of culturally competent programs.</td>
<td></td>
</tr>
</tbody>
</table>
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.

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.

2.5 Develop interactions with culturally different others
Students will initiate and develop interactions with culturally different others.

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

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Mapping</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Define fundraising methods and donor motivations</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will define traditional fundraising methods and the related donor motivations</td>
<td></td>
</tr>
</tbody>
</table>

| 3.2 Write a case statement to persuade others to give | No Mapping |
| Students will demonstrate the ability to write an organizational case statement to persuade others to give |

| 3.3 Specify a new strategy for an existing resource development plan | No Mapping |
| Students will specify a new strategy for an existing resource development plan based on existing organizational capacity |

| 3.4 Define the role of development as a strategic function | No Mapping |
| 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 |

| 3.5 Construct a development plan | No Mapping |
| Students will construct a comprehensive development plan |

| 3.6 Define budgeting methods | No Mapping |
| Students will list and define a range of budgeting methods |

| 3.7 Prepare a budget | No Mapping |
| Students will prepare a program budget |

| 3.8 Identify the concepts of transparency and accountability | No Mapping |
| Students will identify the concepts of transparency and accountability in the nonprofit context |

| 3.9 Identify contributions and net assets | No Mapping |
| Students will identify restricted, temporarily restricted, and unrestricted contributions and net assets |

| 3.10 Classify accounting methods | No Mapping |
| Students will classify the different accounting methods relevant to nonprofit operations (cash, accrual, fund) |

| 3.11 Translate the roles of compliance and monitoring in the grants | No Mapping |
| Students will translate the roles of compliance and monitoring in the grants economy |

| 3.12 Detect gaps in control/compliance system | No Mapping |
4. Foundations & Management of the Nonprofit Sector
Highlights the history, contributions, and unique characteristics of the nonprofit sector and its management.

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Mapping</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.1 Describe the forces that shape nonprofits and civil society</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will describe the historical, philosophical, economic, religious, political, and social forces that shape development, role, and significance of nonprofits and civil society</td>
<td></td>
</tr>
<tr>
<td>4.2 Recommend the appropriate organizational design</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will recommend the appropriate organizational design (size, impact, type, structure) for a nonprofit organization</td>
<td></td>
</tr>
<tr>
<td>4.3 Define mission orientation</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will define mission orientation for a nonprofit organization</td>
<td></td>
</tr>
<tr>
<td>4.4 Design a program that supports the mission</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will design a program that supports the organization's mission</td>
<td></td>
</tr>
<tr>
<td>4.5 Define characteristics of a mission statement</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will define characteristics of an effective mission statement</td>
<td></td>
</tr>
<tr>
<td>4.6 Identify the characteristics of the various sectors</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will identify the characteristics associated with the for-profit, nonprofit, and government/public sectors</td>
<td></td>
</tr>
</tbody>
</table>

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 held accountable.

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Mapping</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.1 Outline board and committee roles and responsibilities</td>
<td>No Mapping</td>
</tr>
<tr>
<td>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</td>
<td></td>
</tr>
<tr>
<td>5.2 Compare and contrast the impact of leadership and management</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will compare and contrast the impact of leadership and management on nonprofit organizational effectiveness and efficiency</td>
<td></td>
</tr>
<tr>
<td>5.3 Construct a strategic plan</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will construct a strategic plan based on appropriate analysis providing strategic direction to an organization</td>
<td></td>
</tr>
<tr>
<td>5.4 Develop evaluation methods</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will develop evaluation methods to assess strengths, weaknesses, and job performance for the Board of Directors and Chief Executive Officer.</td>
<td></td>
</tr>
<tr>
<td>5.5 Identify leadership characteristics</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will identify leadership characteristics, styles, and competencies which promote organizational effectiveness and efficiency</td>
<td></td>
</tr>
<tr>
<td>5.6 Identify the function of nonprofits in advocacy and public policy</td>
<td>No Mapping</td>
</tr>
</tbody>
</table>
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.

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Mapping</th>
</tr>
</thead>
<tbody>
<tr>
<td>6.1 Examine the impact of laws and regulations</td>
<td>No Mapping</td>
</tr>
<tr>
<td>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.</td>
<td></td>
</tr>
<tr>
<td>6.2 Engage in a risk management assessment</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will engage in a risk management assessment to identify areas of vulnerability for a real or fictitious nonprofit organization</td>
<td></td>
</tr>
<tr>
<td>6.3 Develop a crisis management plan</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will develop a proactive and reactive crisis management plan</td>
<td></td>
</tr>
<tr>
<td>6.4 Explain the types of organizational values</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will explain the different types of organizational values (e.g. accountability, transparency, responsiveness, equity, efficiency, effectiveness)</td>
<td></td>
</tr>
<tr>
<td>6.5 Identify personal values system</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will identify personal values system</td>
<td></td>
</tr>
<tr>
<td>6.6 Apply the code of conduct</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will apply the components of a code of conduct for nonprofit professionals, volunteers, and other stakeholders</td>
<td></td>
</tr>
<tr>
<td>6.7 Compare and contrast the impact of ethical vs. legal priorities</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will compare and contrast the impact of ethical versus legal priorities in making decisions that protect the mission and the organization itself.</td>
<td></td>
</tr>
</tbody>
</table>

### 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.

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Mapping</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.1 Analyze personal expectations for employment opportunities</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will analyze appropriate personal expectations for employment opportunities based on training, mission interest, size of organization or position</td>
<td></td>
</tr>
<tr>
<td>7.2 Conduct an application, interview, and negotiation process</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will conduct a real or mock application, interview and negotiation process</td>
<td></td>
</tr>
<tr>
<td>7.3 Implement a personal professional development plan</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will create and implement a personal professional development plan</td>
<td></td>
</tr>
<tr>
<td>7.4 Create a professional network</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will create a professional network by developing relationships with contracts and mentors and incorporating continuing outreach through networking</td>
<td></td>
</tr>
</tbody>
</table>

### 8. Program Development
### Program Outcomes Assessment

**Nonprofit Leadership**

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Mapping</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>8.1 Complete a community asset map</strong>&lt;br&gt;Students will complete a comprehensive community asset map/community needs assessment</td>
<td>No Mapping</td>
</tr>
<tr>
<td><strong>8.2 Design program outcomes</strong>&lt;br&gt;Students will design research-based, measurable program outcomes that support the organizational mission</td>
<td>No Mapping</td>
</tr>
<tr>
<td><strong>8.3 Define resource needs</strong>&lt;br&gt;Students will define the resource needs of a program</td>
<td>No Mapping</td>
</tr>
<tr>
<td><strong>8.4 Manage an inclusive project or program</strong>&lt;br&gt;Students will manage an inclusive project or program that provides for reasonable accommodations</td>
<td>No Mapping</td>
</tr>
<tr>
<td><strong>8.5 Present a logistical plan</strong>&lt;br&gt;Students will present a logistical plan for a program they will implement</td>
<td>No Mapping</td>
</tr>
<tr>
<td><strong>8.6 Plan, implement, and evaluate a program marketing plan</strong>&lt;br&gt;Students will plan, implement, and evaluate a program marketing plan</td>
<td>No Mapping</td>
</tr>
<tr>
<td><strong>8.7 Integrate mentoring components</strong>&lt;br&gt;Students will integrate mentoring components within a program delivery model</td>
<td>No Mapping</td>
</tr>
<tr>
<td><strong>8.8 Conduct a program evaluation</strong>&lt;br&gt;Students will conduct a program evaluation</td>
<td>No Mapping</td>
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</table>


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

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Mapping</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>9.1 Define terminology associated with nonprofit human resources</strong>&lt;br&gt;Students will define key terminology associated with nonprofit human resources planning and management</td>
<td>No Mapping</td>
</tr>
<tr>
<td><strong>9.2 Construct a position description, solicit applicants, interview, and hire</strong>&lt;br&gt;Students will construct an appropriate position description, solicit qualified applicants, interview, and hire for position</td>
<td>No Mapping</td>
</tr>
<tr>
<td><strong>9.3 Design human resource policies and practices</strong>&lt;br&gt;Students will design human resource policies and practice that comply with labor and employment legislation and regulations</td>
<td>No Mapping</td>
</tr>
<tr>
<td><strong>9.4 Outline subject areas for a SOP Manual</strong>&lt;br&gt;Students will outline subject areas recommended for a Standard Operating Procedures (SOP) Manual</td>
<td>No Mapping</td>
</tr>
<tr>
<td><strong>9.5 Institute a training project</strong>&lt;br&gt;Students will institute a training project using the appropriate theories and facilitation skills</td>
<td>No Mapping</td>
</tr>
<tr>
<td><strong>9.6 Design competitive pay structures and incentive systems</strong>&lt;br&gt;Students will design competitive pay structures and performance-based incentive systems</td>
<td>No Mapping</td>
</tr>
<tr>
<td><strong>9.7 Design a reward system for volunteers</strong>&lt;br&gt;</td>
<td>No Mapping</td>
</tr>
</tbody>
</table>
9.8 Integrate techniques in evaluating employee performance
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
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.

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Mapping</th>
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</thead>
<tbody>
<tr>
<td>10.1 Describe the concepts related to research, program design, and evaluation</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will describe the scientific concepts related to research, program design, and evaluation (Note: Ties to 8.1, 8.2, and 8.8)</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcome</th>
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</tr>
</thead>
<tbody>
<tr>
<td>10.2 Identify external factors that impact nonprofits</td>
<td>No Mapping</td>
</tr>
<tr>
<td>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)</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcome</th>
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</thead>
<tbody>
<tr>
<td>10.3 Evaluate an organizational structure</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will evaluate a current organizational structure to determine need (or not) and appropriateness of implementation of trends</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcome</th>
<th>Mapping</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.4 Determine which practice may resolve needs</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will determine which emerging practice might be useful in resolving an organization's needs</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcome</th>
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</thead>
<tbody>
<tr>
<td>10.5 Construct an organizational technology plan</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will construct an organizational technology plan</td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcome</th>
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</thead>
<tbody>
<tr>
<td>10.6 Describe international non-governmental organizations</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will describe the operating environment and various types of international non-governmental organizations</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcome</th>
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</thead>
<tbody>
<tr>
<td>10.7 Discuss culture within a global context</td>
<td>No Mapping</td>
</tr>
<tr>
<td>Students will discuss one's own culture within a global and comparative context</td>
<td></td>
</tr>
</tbody>
</table>

**Curriculum Map**

**Active Curriculum Maps**

- **Nonprofit Leadership** (See appendix)
- **Alignment Set:** Nonprofit Leadership Concentration (2015)
- **Created:** 11/05/2015 1:17:26 pm CST
- **Last Modified:** 11/12/2015 1:15:55 pm CST
Archive (This area is to be used for archiving pre-TaskStream assessment data and for current documents.)
2009-2010 Assessment Cycle

Assessment Plan

Assessment Findings

Action Plan

<table>
<thead>
<tr>
<th>Actions</th>
</tr>
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</table>

Status Report

<table>
<thead>
<tr>
<th>Action Statuses</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Status Summary</th>
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</table>

No text specified

Summary of Next Steps

No text specified
2010-2011 Assessment Cycle

- Assessment Plan
- Assessment Findings
- Action Plan
- Status Report
2012-2013 Assessment Cycle

- Assessment Plan
- Assessment Findings
- Action Plan
- Status Report
2013-2014 Assessment Cycle

- Assessment Plan
- Assessment Findings
- Action Plan
- Status Report
2014-2015 Assessment Cycle

Assessment Plan

Outcomes and Measures

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.

1.1 Identify tools for building public awareness
Students will identify the community development tools for building public awareness and stakeholder relations.

No measures specified

Assessment Findings

Finding per Measure

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.

1.1 Identify tools for building public awareness
Students will identify the community development tools for building public awareness and stakeholder relations.

Overall Recommendations

No text specified

Overall Reflection

No text specified

Action Plan
Status Report
Assessment Plan

Outcomes and Measures

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.

1.1 Identify tools for building public awareness
Students will identify the community development tools for building public awareness and stakeholder relations.

[Measure: Course Exam]

Direct - Exam

[Details/Description: Course Exam 483]

[Target:]

Implementation Plan (timeline): Fall 2015 and every 3 years thereafter

[Responsible Individual(s): Course Instructor]

1.2 Design an integrated public relations and community relations campaign
Students will design an integrated public relations and community relations campaign.

[Measure: Course Exam]

Direct - Exam

[Details/Description: Course Exam 483]

[Target:]

Implementation Plan (timeline): Fall 2015 and every 3 years thereafter

[Responsible Individual(s): Course Instructor]

1.3 Define marketing concepts, processes, and approaches
Students will recognize and define key marketing concepts, processes, and approaches.

[Measure: Course Exam]

Direct - Exam

[Details/Description: Course Exam 483]

[Target:]

Implementation Plan (timeline): Fall 2015 and every 3 years thereafter

[Responsible Individual(s): Course Instructor]

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.

[Measure: Phone Solicitation Assignment]

Direct - Student Artifact

[Details/Description: Phone Solicitation Assignment 483]

[Target:]

Implementation Plan (timeline): Fall 2015 and every 3 years thereafter

[Responsible Individual(s): Course instructor]
### 1.5 Incorporate technologies into marketing plans

Students will identify and incorporate the appropriate technologies into comprehensive communications, public relations, and marketing plans.

**Measure:** Donor Assignment  
Direct - Student Artifact

**Details/Description:** Donor Management System Assignment 483  
**Target:**  
**Implementation Plan (timeline):** Fall 2015 and every 3 years thereafter  
**Responsible Individual(s):** Course Instructor

### 2. Cultural Competency and Diversity

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

#### 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.

**Measure:** Leadership Role Rubric  
Direct - Student Artifact

**Details/Description:** Leadership Role Rubric 410  
**Target:**  
**Implementation Plan (timeline):** Spring 2016 and every 3 years thereafter  
**Responsible Individual(s):** Course instructor

#### 2.2 Contribute to culturally competent program designs

Students will research and contribute to the planning, implementation, and evaluation of culturally competent program designs.

**Measure:** Leadership Role Rubric  
Direct - Student Artifact

**Details/Description:** Leadership Role Rubric 410  
**Target:**  
**Implementation Plan (timeline):** Spring 2016 and every 3 years thereafter  
**Responsible Individual(s):** Course instructor

#### 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.

**Measure:** Leadership Role Rubric  
Direct - Student Artifact

**Details/Description:** Leadership Role Rubric 410  
**Target:**  
**Implementation Plan (timeline):** Spring 2016 and every 3 years thereafter  
**Responsible Individual(s):** Course instructor

#### 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.

**Measure:** Leadership Role Rubric  
Direct - Student Artifact

**Details/Description:** Leadership Role Rubric 410  
**Target:**  
**Implementation Plan (timeline):** Spring 2016 and every 3 years thereafter  
**Responsible Individual(s):** Course instructor
2.5 Develop interactions with culturally different others

Students will initiate and develop interactions with culturally different others.

**Measure:** Leadership Role Rubric
Direct - Student Artifact

**Details/Description:** Leadership Role Rubric 410

**Target:**

**Implementation Plan (timeline):** Spring 2016 and every 3 years thereafter

**Responsible Individual(s):** Course instructor


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

3.1 Define fundraising methods and donor motivations

Students will define traditional fundraising methods and the related donor motivations.

**Measure:** Course Exam
Direct - Exam

**Details/Description:** Course Exam 483

**Target:**

**Implementation Plan (timeline):** Fall 2016 and every 3 years thereafter

**Responsible Individual(s):** Course Instructor

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.

**Measure:** Case Statement Assignment Rubric
Direct - Exam

**Details/Description:** Case Statement Assignment Rubric 483

**Target:**

**Implementation Plan (timeline):** Fall 2016 and every 3 years thereafter

**Responsible Individual(s):** Course Instructor

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.

**Measure:** Course Exam
Direct - Exam

**Details/Description:** Course Exam 483

**Target:**

**Implementation Plan (timeline):** Fall 2016 and every 3 years thereafter

**Responsible Individual(s):** Course Instructor

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.

**Measure:** Course Exam
Direct - Exam

**Details/Description:** Course Exam 483

**Target:**

**Implementation Plan (timeline):** Fall 2016 and every 3 years thereafter

**Responsible Individual(s):** Course Instructor

3.5 Construct a development plan

**Measure:** NLSA Rubric
Direct - Student Artifact
### Students will construct a comprehensive development plan

**Details/Description:** NLSA Development Plan Assignment Rubric 483

**Target:**

**Implementation Plan (timeline):** Fall 2016 and every 3 years thereafter

**Responsible Individual(s):** Course instructor

---

### 3.6 Define budgeting methods

**Students will list and define a range of budgeting methods**

**Measure:** Course Exam 332

**Direct - Exam**

**Details/Description:** Course Exam 332

**Target:**

**Implementation Plan (timeline):** Spring 2016 and every 3 years thereafter

**Responsible Individual(s):** Course Instructor

---

### 3.7 Prepare a budget

**Students will prepare a program budget**

**Measure:** Course Exam 332

**Direct - Exam**

**Details/Description:** Course Exam 332

**Target:**

**Implementation Plan (timeline):** Spring 2016 and every 3 years thereafter

**Responsible Individual(s):** Course Instructor

---

### 3.8 Identify the concepts of transparency and accountability

**Students will identify the concepts of transparency and accountability in the nonprofit context**

**Measure:** Ethics Case Study Rubric

**Direct - Student Artifact**

**Details/Description:** Ethics Case Study Rubric 332

**Target:**

**Implementation Plan (timeline):** Spring 2016 and every 3 years thereafter

**Responsible Individual(s):** Course Instructors

---

### 3.9 Identify contributions and net assets

**Students will identify restricted, temporarily restricted, and unrestricted contributions and net assets**

**Measure:** Course Exam

**Direct - Exam**

**Details/Description:** Course Exam 483

**Target:**

**Implementation Plan (timeline):** Fall 2016 and every 3 years thereafter

**Responsible Individual(s):** Course Instructor

---

### 3.10 Classify accounting methods

**Students will classify the different accounting methods relevant to nonprofit operations (cash, accrual, fund)**

**Measure:** Course Exam 332

**Direct - Exam**

**Details/Description:** Course Exam 332

**Target:**

**Implementation Plan (timeline):** Spring 2016 and every 3 years thereafter

**Responsible Individual(s):** Course Instructor
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

**Measure:** Course Exam
Direct - Exam

**Details/Description:** Course Exam 483
**Target:**
**Implementation Plan (timeline):** Fall 2016 and every 3 years thereafter
**Responsible Individual(s):** Course Instructor

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

**Measure:** Ethics Case Study Rubric
Direct - Student Artifact

**Details/Description:** Ethics Case Study Rubric 332
**Target:**
**Implementation Plan (timeline):** Spring 2016 and every 3 years thereafter
**Responsible Individual(s):** Course Instructors

4. Foundations & Management of the Nonprofit Sector

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

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

**Measure:** Course Exam 150
Direct - Exam

**Details/Description:** Course Exam 150
**Target:**
**Implementation Plan (timeline):** Fall 2017 and every 3 years thereafter
**Responsible Individual(s):** Course instructor

4.2 Recommend the appropriate organizational design

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

**Measure:** Course Exam 150
Direct - Exam

**Details/Description:** Course Exam 150
**Target:**
**Implementation Plan (timeline):** Fall 2017 and every 3 years thereafter
**Responsible Individual(s):** Course instructor

4.3 Define mission orientation

Students will define mission orientation for a nonprofit organization

**Measure:** Course Exam 150
Direct - Exam

**Details/Description:** Course Exam 150
**Target:**
**Implementation Plan (timeline):** Fall 2017 and every 3 years thereafter
**Responsible Individual(s):** Course instructor
Program Outcomes Assessment
Nonprofit Leadership

4.4 Design a program that supports the mission

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

- **Measure:** Program Development Assignment Rubric
  - Direct - Student Artifact
  - **Details/Description:** Program Development Assignment Rubric 205
  - **Target:**
  - **Implementation Plan (timeline):** Fall 2015 and every 3 years thereafter
  - **Responsible Individual(s):** Course Instructor

4.5 Define characteristics of a mission statement

Students will define characteristics of an effective mission statement

- **Measure:** Course Exam 150
  - Direct - Exam
  - **Details/Description:** Course Exam 150
  - **Target:**
  - **Implementation Plan (timeline):** Fall 2017 and every 3 years thereafter
  - **Responsible Individual(s):** Course instructor

4.6 Identify the characteristics of the various sectors

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

- **Measure:** Course Exam 150
  - Direct - Exam
  - **Details/Description:** Course Exam 150
  - **Target:**
  - **Implementation Plan (timeline):** Fall 2017 and every 3 years thereafter
  - **Responsible Individual(s):** Course instructor

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 held accountable.

5.1 Outline board and committee roles and responsibilities

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

- **Measure:** Course Exam 489
  - Direct - Exam
  - **Details/Description:** Course Exam 489
  - **Target:**
  - **Implementation Plan (timeline):** Spring 2017 and every 3 years thereafter
  - **Responsible Individual(s):** Course Instructor

5.2 Compare and contrast the impact of leadership and management

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

- **Measure:** Course Exam 315
  - Direct - Exam
  - **Details/Description:** Course Exam 315
  - **Target:**
  - **Implementation Plan (timeline):** Spring 2017 and every 3 years thereafter
  - **Responsible Individual(s):** Course Instructor
### 5.3 Construct a strategic plan

**Measure:** Course Exam 489
**Direct - Exam**

**Details/Description:** Course Exam 489
**Target:**
**Implementation Plan (timeline):** Spring 2017 and every 3 years thereafter
**Responsible Individual(s):** Course Instructor

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

### 5.4 Develop evaluation methods

**Measure:** Course Exam 489
**Direct - Exam**

**Details/Description:** Course Exam 489
**Target:**
**Implementation Plan (timeline):** Spring 2017 and every 3 years thereafter
**Responsible Individual(s):** Course Instructor

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

**Measure:** Course Exam 315
**Direct - Exam**

**Details/Description:** Course Exam 315
**Target:**
**Implementation Plan (timeline):** Spring 2017 and every 3 years thereafter
**Responsible Individual(s):** Course Instructor

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

**Measure:** Course Exam 489
**Direct - Exam**

**Details/Description:** Course Exam 489
**Target:**
**Implementation Plan (timeline):** Spring 2017 and every 3 years thereafter
**Responsible Individual(s):** Course Instructor

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

### 6. Legal and Ethical Decision Making

**Measure:** Course Exam 489
**Direct - Exam**

**Details/Description:** Course Exam 489
**Target:**
**Implementation Plan (timeline):** Spring 2017 and every 3 years thereafter
**Responsible Individual(s):** Course Instructor

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.

### 6.1 Examine the impact of laws and regulations

**Measure:** Course Exam 489
**Direct - Exam**

**Details/Description:** Course Exam 489
**Target:**
**Implementation Plan (timeline):** Spring 2017 and every 3 years thereafter
**Responsible Individual(s):** Course Instructor

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

**Measure:** Course Exam 450
**Direct - Exam**

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

<table>
<thead>
<tr>
<th>6.3 Develop a crisis management plan</th>
</tr>
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<tbody>
<tr>
<td><strong>Details/Description:</strong> Course Exam 450</td>
</tr>
<tr>
<td><strong>Target:</strong></td>
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<tr>
<td><strong>Implementation Plan (timeline):</strong> Fall 2015 and every 3 years thereafter</td>
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<tr>
<td><strong>Responsible Individual(s):</strong> Course Instructor</td>
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<table>
<thead>
<tr>
<th>6.4 Explain the types of organizational values</th>
</tr>
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<tbody>
<tr>
<td><strong>Details/Description:</strong> Course Exam 489</td>
</tr>
<tr>
<td><strong>Measure:</strong></td>
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<td><strong>Target:</strong></td>
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<tr>
<td><strong>Implementation Plan (timeline):</strong> Spring 2017 and every 3 years thereafter</td>
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<tr>
<td><strong>Responsible Individual(s):</strong> Course Instructor</td>
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<table>
<thead>
<tr>
<th>6.5 Identify personal values system</th>
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<tbody>
<tr>
<td><strong>Details/Description:</strong> Course Exam 315</td>
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<tr>
<td><strong>Measure:</strong></td>
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<tr>
<td><strong>Target:</strong></td>
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<tr>
<td><strong>Implementation Plan (timeline):</strong> Spring 2017 and every 3 years thereafter</td>
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<tr>
<td><strong>Responsible Individual(s):</strong> Course Instructor</td>
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<table>
<thead>
<tr>
<th>6.6 Apply the code of conduct</th>
</tr>
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<tbody>
<tr>
<td><strong>Details/Description:</strong> Course Exam 483</td>
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<tr>
<td><strong>Measure:</strong></td>
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<td><strong>Target:</strong></td>
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<tr>
<td><strong>Implementation Plan (timeline):</strong> Fall 2015 and every 3 years thereafter</td>
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<td><strong>Responsible Individual(s):</strong> Course Instructor</td>
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<table>
<thead>
<tr>
<th>6.7 Compare and contrast the impact of ethical vs. legal priorities</th>
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<tbody>
<tr>
<td><strong>Details/Description:</strong> Course Exam 353</td>
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<tr>
<td><strong>Measure:</strong></td>
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<tr>
<td><strong>Target:</strong></td>
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<tr>
<td><strong>Implementation Plan (timeline):</strong> Spring 2017 and every 3 years thereafter</td>
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<tr>
<td><strong>Responsible Individual(s):</strong> Course Instructor</td>
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</tbody>
</table>
## 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.

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

**Measure:** Career Center Assignment Rubric  
**Direct - Student Artifact**

<table>
<thead>
<tr>
<th>Details/Description</th>
<th>Career Center Assignment Rubric 462</th>
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</thead>
<tbody>
<tr>
<td><strong>Target:</strong></td>
<td>Fall 2018 and every 3 years thereafter</td>
</tr>
<tr>
<td><strong>Responsible Individual(s):</strong></td>
<td>Course instructor</td>
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</table>

### 7.2 Conduct an application, interview, and negotiation process
Students will conduct a real or mock application, interview and negotiation process.

**Measure:** Career Center Assignment Rubric  
**Direct - Student Artifact**

<table>
<thead>
<tr>
<th>Details/Description</th>
<th>Career Center Assignment Rubric 462</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Target:</strong></td>
<td>Fall 2018 and every 3 years thereafter</td>
</tr>
<tr>
<td><strong>Responsible Individual(s):</strong></td>
<td>Course instructor</td>
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</table>

### 7.3 Implement a personal professional development plan
Students will create and implement a personal professional development plan.

**Measure:** Professional Experience Assignment Rubric  
**Direct - Student Artifact**

<table>
<thead>
<tr>
<th>Details/Description</th>
<th>Professional Experience Assignment Rubric 462</th>
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<tbody>
<tr>
<td><strong>Target:</strong></td>
<td>Fall 2018 and every 3 years thereafter</td>
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<tr>
<td><strong>Responsible Individual(s):</strong></td>
<td>Course instructor</td>
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</tbody>
</table>

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

**Measure:** Professional Experience Assignment Rubric  
**Direct - Student Artifact**

<table>
<thead>
<tr>
<th>Details/Description</th>
<th>Professional Experience Assignment Rubric 462</th>
</tr>
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<tbody>
<tr>
<td><strong>Target:</strong></td>
<td>Fall 2018 and every 3 years thereafter</td>
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<tr>
<td><strong>Responsible Individual(s):</strong></td>
<td>Course instructor</td>
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</tbody>
</table>

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

### 8.1 Complete a community asset map
Students will complete a comprehensive community asset map/community needs assessment.

**Measure:** Needs Assessment Assignment Rubric  
**Direct - Student Artifact**

<table>
<thead>
<tr>
<th>Details/Description</th>
<th>Needs Assessment Assignment Rubric 446</th>
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<tbody>
<tr>
<td><strong>Target:</strong></td>
<td>Fall 2016 and every 3 years thereafter</td>
</tr>
<tr>
<td><strong>Implementation Plan (timeline):</strong></td>
<td>Fall 2016 and every 3 years thereafter</td>
</tr>
<tr>
<td><strong>Responsible Individual(s):</strong></td>
<td>Course instructor</td>
</tr>
<tr>
<td>8.2 Design program outcomes</td>
<td>Responsible Individual(s): Course instructor</td>
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</tr>
<tr>
<td><strong>Measure:</strong> Logic Modeling Assignment Rubric</td>
<td>Details/Description: Logic Modeling Assignment Rubric 446</td>
</tr>
<tr>
<td><strong>Target:</strong></td>
<td>Implementation Plan (timeline): Fall 2016 and every 3 years thereafter</td>
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<tr>
<td><strong>Responsible Individual(s):</strong> Course instructor</td>
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<table>
<thead>
<tr>
<th>8.3 Define resource needs</th>
<th></th>
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<tbody>
<tr>
<td><strong>Measure:</strong> Course Exam 205</td>
<td>Details/Description: Course Exam 205</td>
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<tr>
<td><strong>Target:</strong></td>
<td>Implementation Plan (timeline): Fall 2015 and every 3 years thereafter</td>
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<td><strong>Responsible Individual(s):</strong> Course Instructor</td>
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<tr>
<th>8.4 Manage an inclusive project or program</th>
<th></th>
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<tbody>
<tr>
<td><strong>Measure:</strong> Special-Event Assignment Rubric</td>
<td>Details/Description: Special- Event Leadership &amp; Management Assignment Rubric 225</td>
</tr>
<tr>
<td><strong>Target:</strong></td>
<td>Implementation Plan (timeline): Spring 2016 and every 3 years thereafter</td>
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<td><strong>Responsible Individual(s):</strong> Course Instructor</td>
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<thead>
<tr>
<th>8.5 Present a logistical plan</th>
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<tbody>
<tr>
<td><strong>Measure:</strong> Special-Event Modeling Rubric</td>
<td>Details/Description: Special-Event Program Plan/Logic Modeling Rubric 205</td>
</tr>
<tr>
<td><strong>Target:</strong></td>
<td>Implementation Plan (timeline): Fall 2015 and every 3 years thereafter</td>
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<td><strong>Responsible Individual(s):</strong> Course instructor</td>
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<table>
<thead>
<tr>
<th>8.6 Plan, implement, and evaluate a program marketing plan</th>
<th></th>
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</thead>
<tbody>
<tr>
<td><strong>Measure:</strong> Special-Event Modeling Rubric</td>
<td>Details/Description: Special-Event Program Plan/Logic Modeling Rubric 205</td>
</tr>
<tr>
<td><strong>Target:</strong></td>
<td>Implementation Plan (timeline): Fall 2015 and every 3 years thereafter</td>
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<td><strong>Responsible Individual(s):</strong> Course instructor</td>
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<tr>
<th>8.7 Integrate mentoring components</th>
<th></th>
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<tbody>
<tr>
<td><strong>Measure:</strong> Course Exam 205</td>
<td>Details/Description:</td>
</tr>
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</table>
within a program delivery model

**8.8 Conduct a program evaluation**

Students will conduct a program evaluation

<table>
<thead>
<tr>
<th>Details/Description:</th>
<th>Program Evaluation Planning Rubric 446</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target:</td>
<td>Fall 2016 and every 3 years thereafter</td>
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<tr>
<td>Responsible Individual(s):</td>
<td>Course instructor</td>
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</tbody>
</table>

**9. Volunteer and Human Resource Management**

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

**9.1 Define terminology associated with nonprofit human resources**

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

<table>
<thead>
<tr>
<th>Details/Description:</th>
<th>Course Exam 453</th>
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<tbody>
<tr>
<td>Target:</td>
<td>Spring 2018 and every 3 years thereafter</td>
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<tr>
<td>Responsible Individual(s):</td>
<td>Course Instructor</td>
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</table>

**9.2 Construct a position description, solicit applicants, interview, and hire**

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

<table>
<thead>
<tr>
<th>Details/Description:</th>
<th>HR Screening Assignment Rubric 453</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target:</td>
<td>Spring 2018 and every 3 years thereafter</td>
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<tr>
<td>Responsible Individual(s):</td>
<td>Course Instructor</td>
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</table>

**9.3 Design human resource policies and practices**

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

<table>
<thead>
<tr>
<th>Details/Description:</th>
<th>Staff Policy Handbook Assignment Rubric 453</th>
</tr>
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<tbody>
<tr>
<td>Target:</td>
<td>Spring 2018 and every 3 years thereafter</td>
</tr>
<tr>
<td>Responsible Individual(s):</td>
<td>Course Instructor</td>
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</table>

**9.4 Outline subject areas for a SOP Manual**

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

<table>
<thead>
<tr>
<th>Details/Description:</th>
<th>Standard Operating Procedures Assignment Rubric 353</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target:</td>
<td>Fall 2017 and every 3 years thereafter</td>
</tr>
</tbody>
</table>
## 9.5 Institute a training project
Students will institute a training project using the appropriate theories and facilitation skills

**Measure:** Staff Training Assignment Rubric  
Direct - Student Artifact

**Details/Description:** Staff Training Assignment Rubric 453

**Target:**  
Implementation Plan (timeline): Spring 2018 and every 3 years thereafter

**Responsible Individual(s):** Course instructor

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

**Measure:** Course Exam 453  
Direct - Exam

**Details/Description:** Course Exam 453

**Target:**  
Implementation Plan (timeline): Spring 2018 and every 3 years thereafter

**Responsible Individual(s):** Course Instructor

## 9.7 Design a reward system for volunteers
Students will design a reward system for volunteer staff

**Measure:** Volunteer Reward System Assignment Rubric  
Direct - Student Artifact

**Details/Description:** Volunteer Reward System Assignment Rubric 440

**Target:**  
Implementation Plan (timeline): Spring 2017 and every 3 years thereafter

**Responsible Individual(s):** Course instructor

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

**Measure:** Volunteer Reward System Assignment Rubric  
Direct - Student Artifact

**Details/Description:** Volunteer Reward System Assignment Rubric 440

**Target:**  
Implementation Plan (timeline): Spring 2017 and every 3 years thereafter

**Responsible Individual(s):** Course instructor

## 9.9 Design and apply performance appraisal forms and corrective performance management actions
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

**Measure:** Staff Feedback Role Play Assignment Rubric  
Direct - Student Artifact

**Details/Description:** Staff Feedback Role Play Assignment Rubric 453

**Target:**  
Implementation Plan (timeline): Spring 2018 and every 3 years thereafter

**Responsible Individual(s):** Course instructor

## 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.

<table>
<thead>
<tr>
<th>Program Outcomes Assessment</th>
<th>Measure: Course Exam 446</th>
</tr>
</thead>
<tbody>
<tr>
<td>10.1 Describe the concepts related to research, program design, and evaluation</td>
<td>Direct - Exam</td>
</tr>
<tr>
<td>Students will describe the scientific concepts related to research, program design, and evaluation (Note: Ties to 8.1, 8.2, and 8.8)</td>
<td>Details/Description: Course Exam 446</td>
</tr>
<tr>
<td>Target:</td>
<td>Implementation Plan (timeline): Fall 2016 and every 3 years thereafter</td>
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<tr>
<td>Responsible Individual(s): Course Instructor</td>
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<table>
<thead>
<tr>
<th>Measure: Course Exam 489</th>
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</thead>
<tbody>
<tr>
<td>10.2 Identify external factors that impact nonprofits</td>
</tr>
<tr>
<td>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)</td>
</tr>
<tr>
<td>Target:</td>
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<tr>
<td>Responsible Individual(s): Course Instructor</td>
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<table>
<thead>
<tr>
<th>Measure: Course Exam 489</th>
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<tbody>
<tr>
<td>10.3 Evaluate an organizational structure</td>
</tr>
<tr>
<td>Students will evaluate a current organizational structure to determine need (or not) and appropriateness of implementation of trends</td>
</tr>
<tr>
<td>Target:</td>
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<tr>
<td>Responsible Individual(s): Course Instructor</td>
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<th>Measure: Course Exam 489</th>
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</thead>
<tbody>
<tr>
<td>10.4 Determine which practice may resolve needs</td>
</tr>
<tr>
<td>Students will determine which emerging practice might be useful in resolving an organization's needs</td>
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<tr>
<td>Target:</td>
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<tr>
<td>Responsible Individual(s): Course Instructor</td>
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<table>
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<th>Measure: Course Exam 489</th>
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<tbody>
<tr>
<td>10.5 Construct an organizational technology plan</td>
</tr>
<tr>
<td>Students will construct an organizational technology plan</td>
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<tr>
<td>Target:</td>
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<tr>
<td>Responsible Individual(s): Course Instructor</td>
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<th>Measure: Course Exam 489</th>
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<tbody>
<tr>
<td>10.6 Describe international non-governmental</td>
</tr>
<tr>
<td></td>
</tr>
</tbody>
</table>
organizations
Students will describe the operating environment and various types of international non-governmental organizations.

Details/Description: Course Exam 489
Target:
Implementation Plan (timeline): Spring 2017 and every 3 years thereafter
Responsible Individual(s): Course Instructor

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

Details/Description: Course Exam 489
Target:
Implementation Plan (timeline): Spring 2017 and every 3 years thereafter
Responsible Individual(s): Course Instructor

Assessment Findings

Finding per Measure

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.

1.1 Identify tools for building public awareness
Students will identify the community development tools for building public awareness and stakeholder relations.

Details/Description: Course Exam 483
Target:
Implementation Plan (timeline): Fall 2015 and every 3 years thereafter
Responsible Individual(s): Course Instructor

Findings for Course Exam
No Findings Added

1.2 Design an integrated public relations and community relations campaign
Students will design an integrated public relations and community relations campaign.

Details/Description: Course Exam 483
Target:
Implementation Plan (timeline): Fall 2015 and every 3 years thereafter
Responsible Individual(s): Course Instructor

Findings for Course Exam
No Findings Added
1.3 Define marking concepts, processes, and approaches
Students will recognize and define key marketing concepts, processes, and approaches.

**Measure:** Course Exam
Direct - Exam

**Details/Description:** Course Exam 483

**Target:**
**Implementation Plan (timeline):** Fall 2015 and every 3 years thereafter
**Responsible Individual(s):** Course Instructor

**Findings** for Course Exam

*No Findings Added*

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.

**Measure:** Phone Solicitation Assignment
Direct - Student Artifact

**Details/Description:** Phone Solicitation Assignment 483

**Target:**
**Implementation Plan (timeline):** Fall 2015 and every 3 years thereafter
**Responsible Individual(s):** Course instructor

**Findings** for Phone Solicitation Assignment

*No Findings Added*

1.5 Incorporate technologies into marketing plans
Students will identify and incorporate the appropriate technologies into comprehensive communications, public relations, and marketing plans.

**Measure:** Donor Assignment
Direct - Student Artifact

**Details/Description:** Donor Management System Assignment 483

**Target:**
**Implementation Plan (timeline):** Fall 2015 and every 3 years thereafter
**Responsible Individual(s):** Course Instructor

**Findings** for Donor Assignment

*No Findings Added*

2. Cultural Competency and Diversity
Highlights the development of cultural competency preparation for professional practice in culturally diverse settings.

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.

**Measure:** Leadership Role Rubric
Direct - Student Artifact

**Details/Description:** Leadership Role Rubric 410

**Target:**
**Implementation Plan (timeline):** Spring 2016 and every 3 years thereafter
**Responsible Individual(s):** Course instructor
Findings for Leadership Role Rubric

No Findings Added

2.2 Contribute to culturally competent program designs

Measure: Leadership Role Rubric
Direct - Student Artifact

Details/Description: Leadership Role Rubric 410
Target: Spring 2016 and every 3 years thereafter
Responsible Individual(s): Course instructor

Findings for Leadership Role Rubric

No Findings Added

2.3 Identify how culture affects prejudice and discrimination

Measure: Leadership Role Rubric
Direct - Student Artifact

Details/Description: Leadership Role Rubric 410
Target: Spring 2016 and every 3 years thereafter
Responsible Individual(s): Course instructor

Findings for Leadership Role Rubric

No Findings Added

2.4 Conduct culturally appropriate assessment, management, and communication strategies

Measure: Leadership Role Rubric
Direct - Student Artifact

Details/Description: Leadership Role Rubric 410
Target: Spring 2016 and every 3 years thereafter
Responsible Individual(s): Course instructor

Findings for Leadership Role Rubric

No Findings Added

2.5 Develop interactions with culturally different others

Measure: Leadership Role Rubric
Direct - Student Artifact

Details/Description: Leadership Role Rubric 410
Target: Spring 2016 and every 3 years thereafter

Findings for Leadership Role Rubric

No Findings Added
Highlights financial resource acquisition, budgeting, financial management, control and transparency in nonprofit organizations

3.1 Define fundraising methods and donor motivations
Students will define traditional fundraising methods and the related donor motivations

- **Measure:** Course Exam
  - Direct - Exam

  - **Details/Description:** Course Exam 483
  - **Target:**
  - **Implementation Plan (timeline):** Fall 2016 and every 3 years thereafter
  - **Responsible Individual(s):** Course Instructor

  **Findings for Course Exam**
  - No Findings Added

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

- **Measure:** Case Statement Assignment Rubric
  - Direct - Exam

  - **Details/Description:** Case Statement Assignment Rubric 483
  - **Target:**
  - **Implementation Plan (timeline):** Fall 2016 and every 3 years thereafter
  - **Responsible Individual(s):** Course Instructor

  **Findings for Case Statement Assignment Rubric**
  - No Findings Added

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

- **Measure:** Course Exam
  - Direct - Exam

  - **Details/Description:** Course Exam 483
  - **Target:**
  - **Implementation Plan (timeline):** Fall 2016 and every 3 years thereafter
  - **Responsible Individual(s):** Course Instructor

  **Findings for Course Exam**
  - No Findings Added
### 3.4 Define the role of development as a strategic function

**Measure:** Course Exam

- **Direct - Exam**

**Details/Description:** Course Exam 483

**Target:**

**Implementation Plan (timeline):** Fall 2016 and every 3 years thereafter

**Responsible Individual(s):** Course Instructor

---

**Findings for Course Exam**

No Findings Added

### 3.5 Construct a development plan

**Measure:** NLSA Rubric

- **Direct - Student Artifact**

**Details/Description:** NLSA Development Plan Assignment Rubric 483

**Target:**

**Implementation Plan (timeline):** Fall 2016 and every 3 years thereafter

**Responsible Individual(s):** Course instructor

---

**Findings for NLSA Rubric**

No Findings Added

### 3.6 Define budgeting methods

**Measure:** Course Exam 332

- **Direct - Exam**

**Details/Description:** Course Exam 332

**Target:**

**Implementation Plan (timeline):** Spring 2016 and every 3 years thereafter

**Responsible Individual(s):** Course Instructor

---

**Findings for Course Exam 332**

No Findings Added

### 3.7 Prepare a budget

**Measure:** Course Exam 332

- **Direct - Exam**

**Details/Description:** Course Exam 332

**Target:**

**Implementation Plan (timeline):** Spring 2016 and every 3 years thereafter

**Responsible Individual(s):** Course Instructor

---

**Findings for Course Exam 332**

No Findings Added
<table>
<thead>
<tr>
<th>Program Outcomes Assessment</th>
<th>Nonprofit Leadership</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>3.8 Identify the concepts of transparency and accountability</strong></td>
<td>Students will identify the concepts of transparency and accountability in the nonprofit context</td>
</tr>
<tr>
<td><strong>Measure</strong>: Ethics Case Study Rubric</td>
<td><strong>Direct - Student Artifact</strong></td>
</tr>
<tr>
<td><strong>Details/Description</strong>: Ethics Case Study Rubric 332</td>
<td></td>
</tr>
<tr>
<td><strong>Target</strong>:</td>
<td></td>
</tr>
<tr>
<td><strong>Implementation Plan (timeline)</strong>: Spring 2016 and every 3 years thereafter</td>
<td></td>
</tr>
<tr>
<td><strong>Responsible Individual(s)</strong>: Course Instructors</td>
<td></td>
</tr>
<tr>
<td><strong>Findings</strong> for Ethics Case Study Rubric</td>
<td><strong>No Findings Added</strong></td>
</tr>
</tbody>
</table>

| **3.9 Identify contributions and net assets** | Students will identify restricted, temporarily restricted, and unrestricted contributions and net assets |
| **Measure**: Course Exam | **Direct - Exam** |
| **Details/Description**: Course Exam 483 | |
| **Target**: | |
| **Implementation Plan (timeline)**: Fall 2016 and every 3 years thereafter | |
| **Responsible Individual(s)**: Course Instructor | |
| **Findings** for Course Exam | **No Findings Added** |

| **3.10 Classify accounting methods** | Students will classify the different accounting methods relevant to nonprofit operations (cash, accrual, fund) |
| **Measure**: Course Exam 332 | **Direct - Exam** |
| **Details/Description**: Course Exam 332 | |
| **Target**: | |
| **Implementation Plan (timeline)**: Spring 2016 and every 3 years thereafter | |
| **Responsible Individual(s)**: Course Instructor | |
| **Findings** for Course Exam 332 | **No Findings Added** |

| **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 |
| **Measure**: Course Exam | **Direct - Exam** |
| **Details/Description**: Course Exam 483 | |
| **Target**: | |
| **Implementation Plan (timeline)**: Fall 2016 and every 3 years thereafter | |
| **Responsible Individual(s)**: Course Instructor | |
| **Findings** for Course Exam | |
3.12 Detect gaps in control/compliance system

**Measure:** Ethics Case Study Rubric  
Direct - Student Artifact

**Details/Description:** Ethics Case Study Rubric 332

**Target:**  
Implementation Plan (timeline): Spring 2016 and every 3 years thereafter

**Responsible Individual(s):** Course Instructors

**Findings** for Ethics Case Study Rubric

No Findings Added

4. Foundations & Management of the Nonprofit Sector

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

4.1 Describe the forces that shape nonprofits and civil society

**Measure:** Course Exam 150  
Direct - Exam

**Details/Description:** Course Exam 150

**Target:**  
Implementation Plan (timeline): Fall 2017 and every 3 years thereafter

**Responsible Individual(s):** Course instructor

**Findings** for Course Exam 150

No Findings Added

4.2 Recommend the appropriate organizational design

**Measure:** Course Exam 150  
Direct - Exam

**Details/Description:** Course Exam 150

**Target:**  
Implementation Plan (timeline): Fall 2017 and every 3 years thereafter

**Responsible Individual(s):** Course instructor

**Findings** for Course Exam 150

No Findings Added

4.3 Define mission orientation

**Measure:** Course Exam 150  
Direct - Exam

**Details/Description:** Course Exam 150

**Target:**
4.4 Design a program that supports the mission

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

**Measure:** Program Development Assignment Rubric

Direct - Student Artifact

**Details/Description:** Program Development Assignment Rubric 205

**Target:**

**Implementation Plan (timeline):** Fall 2015 and every 3 years thereafter

**Responsible Individual(s):** Course Instructor

**Findings for Program Development Assignment Rubric**

No Findings Added

4.5 Define characteristics of a mission statement

Students will define characteristics of an effective mission statement

**Measure:** Course Exam 150

Direct - Exam

**Details/Description:** Course Exam 150

**Target:**

**Implementation Plan (timeline):** Fall 2017 and every 3 years thereafter

**Responsible Individual(s):** Course instructor

**Findings for Course Exam 150**

No Findings Added

4.6 Identify the characteristics of the various sectors

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

**Measure:** Course Exam 150

Direct - Exam

**Details/Description:** Course Exam 150

**Target:**

**Implementation Plan (timeline):** Fall 2017 and every 3 years thereafter

**Responsible Individual(s):** Course instructor

**Findings for Course Exam 150**

No Findings Added

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 held accountable.
### 5.1 Outline board and committee roles and responsibilities

**Measure:** Course Exam 489

**Details/Description:** Course Exam 489

**Target:**

**Implementation Plan (timeline):** Spring 2017 and every 3 years thereafter

**Responsible Individual(s):** Course Instructor

**Findings** for Course Exam 489

No Findings Added

---

### 5.2 Compare and contrast the impact of leadership and management

**Measure:** Course Exam 315

**Details/Description:** Course Exam 315

**Target:**

**Implementation Plan (timeline):** Spring 2017 and every 3 years thereafter

**Responsible Individual(s):** Course Instructor

**Findings** for Course Exam 315

No Findings Added

---

### 5.3 Construct a strategic plan

**Measure:** Course Exam 489

**Details/Description:** Course Exam 489

**Target:**

**Implementation Plan (timeline):** Spring 2017 and every 3 years thereafter

**Responsible Individual(s):** Course Instructor

**Findings** for Course Exam 489

No Findings Added

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### 5.4 Develop evaluation methods

**Measure:** Course Exam 489

**Details/Description:** Course Exam 489

**Target:**

**Implementation Plan (timeline):** Spring 2017 and every 3 years thereafter

**Responsible Individual(s):** Course Instructor

**Findings** for Course Exam 489

No Findings Added

---
### 5.5 Identify leadership characteristics

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

**Measure:** Course Exam 315  
**Direct - Exam**

**Details/Description:** Course Exam 315  
**Target:**  
**Implementation Plan (timeline):** Spring 2017 and every 3 years thereafter  
**Responsible Individual(s):** Course Instructor

**Findings for Course Exam 315** 
No Findings Added

### 5.6 Identify the function of nonprofits in advocacy and public policy

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

**Measure:** Course Exam 489  
**Direct - Exam**

**Details/Description:** Course Exam 489  
**Target:**  
**Implementation Plan (timeline):** Spring 2017 and every 3 years thereafter  
**Responsible Individual(s):** Course Instructor

**Findings for Course Exam 489** 
No Findings Added

### 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.

#### 6.1 Examine the impact of laws and regulations

**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**

**Measure:** Course Exam 489  
**Direct - Exam**

**Details/Description:** Course Exam 489  
**Target:**  
**Implementation Plan (timeline):** Spring 2017 and every 3 years thereafter  
**Responsible Individual(s):** Course Instructor

**Findings for Course Exam 489** 
No Findings Added

#### 6.2 Engage in a risk management assessment

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

**Measure:** Course Exam 450  
**Direct - Exam**

**Details/Description:** Course Exam 450  
**Target:**  
**Implementation Plan (timeline):** Fall 2015 and every 3 years thereafter
6.3 Develop a crisis management plan
Students will develop a proactive and reactive crisis management plan

Measure: Course Exam 489
Direct - Exam

Details/Description: Course Exam 489
Target:
Implementation Plan (timeline): Spring 2017 and every 3 years thereafter
Responsible Individual(s): Course Instructor

Findings for Course Exam 489
No Findings Added

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

Measure: Course Exam 489
Direct - Exam

Details/Description: Course Exam 489
Target:
Implementation Plan (timeline): Spring 2017 and every 3 years thereafter
Responsible Individual(s): Course Instructor

Findings for Course Exam 489
No Findings Added

6.5 Identify personal values system
Students will identify personal values system

Measure: Course Exam 315
Direct - Exam

Details/Description: Course Exam 315
Target:
Implementation Plan (timeline): Spring 2017 and every 3 years thereafter
Responsible Individual(s): Course Instructor

Findings for Course Exam 315
No Findings Added

6.6 Apply the code of conduct
Students will apply the components of a code of conduct for nonprofit professionals, volunteers,

Measure: Course Exam
Direct - Exam

Details/Description: Course Exam 483
6.7 Compare and contrast the impact of ethical vs. legal priorities

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

**Measure:** Course Exam 353

**Details/Description:** Course Exam 353

**Target:**

**Implementation Plan (timeline):** Spring 2017 and every 3 years thereafter

**Responsible Individual(s):** Course Instructor

**Findings for Course Exam 353**

No Findings Added

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.

7.1 Analyze personal expectations for employment opportunities

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

**Measure:** Career Center Assignment Rubric

**Details/Description:** Career Center Assignment Rubric 462

**Target:**

**Implementation Plan (timeline):** Fall 2018 and every 3 years thereafter

**Responsible Individual(s):** Course instructor

**Findings for Career Center Assignment Rubric**

No Findings Added

7.2 Conduct an application, interview, and negotiation process

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

**Measure:** Career Center Assignment Rubric

**Details/Description:** Career Center Assignment Rubric 462

**Target:**

**Implementation Plan (timeline):** Fall 2018 and every 3 years thereafter

**Responsible Individual(s):** Course instructor

**Findings for Career Center Assignment Rubric**

No Findings Added
7.3 Implement a personal professional development plan

Students will create and implement a personal professional development plan.

**Measure:** Professional Experience Assignment Rubric
Direct - Student Artifact

**Details/Description:** Professional Experience Assignment Rubric 462

**Target:**

**Implementation Plan (timeline):** Fall 2018 and every 3 years thereafter

**Responsible Individual(s):** Course instructor

**Findings for Professional Experience Assignment Rubric**

No Findings Added

7.4 Create a professional network

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

**Measure:** Professional Experience Assignment Rubric
Direct - Student Artifact

**Details/Description:** Professional Experience Assignment Rubric 462

**Target:**

**Implementation Plan (timeline):** Fall 2018 and every 3 years thereafter

**Responsible Individual(s):** Course instructor

**Findings for Professional Experience Assignment Rubric**

No Findings Added

8. Program Development

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

8.1 Complete a community asset map

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

**Measure:** Needs Assessment Assignment Rubric
Direct - Student Artifact

**Details/Description:** Needs Assessment Assignment Rubric 446

**Target:**

**Implementation Plan (timeline):** Fall 2016 and every 3 years thereafter

**Responsible Individual(s):** Course instructor

**Findings for Needs Assessment Assignment Rubric**

No Findings Added

8.2 Design program outcomes

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

**Measure:** Logic Modeling Assignment Rubric
Direct - Student Artifact

**Details/Description:** Logic Modeling Assignment Rubric 446

**Target:**

**Implementation Plan (timeline):** Fall 2016 and every 3 years thereafter
8.3 Define resource needs

Students will defend the resource needs of a program

**Measure:** Course Exam 205
Direct - Exam

**Details/Description:** Course Exam 205

**Target:**
Implementation Plan (timeline): Fall 2015 and every 3 years thereafter

**Responsible Individual(s):** Course Instructor

**Findings** for Course Exam 205

No Findings Added

8.4 Manage an inclusive project or program

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

**Measure:** Special-Event Assignment Rubric

**Details/Description:** Special-Event Leadership & Management Assignment Rubric 225

**Target:**
Implementation Plan (timeline): Spring 2016 and every 3 years thereafter

**Responsible Individual(s):** Course Instructor

**Findings** for Special-Event Assignment Rubric

No Findings Added

8.5 Present a logistical plan

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

**Measure:** Special-Event Modeling Rubric
Direct - Student Artifact

**Details/Description:** Special-Event Program Plan/Logic Modeling Rubric 205

**Target:**
Implementation Plan (timeline): Fall 2015 and every 3 years thereafter

**Responsible Individual(s):** Course instructor

**Findings** for Special-Event Modeling Rubric

No Findings Added

8.6 Plan, implement, and evaluate a program marketing plan

Students will plan,

**Measure:** Special-Event Modeling Rubric
Direct - Student Artifact

**Details/Description:** Special-Event Program Plan/Logic Modeling Rubric 205
implement, and evaluate a program marketing plan

**Target:**
Implementation Plan (timeline): Fall 2015 and every 3 years thereafter  
Responsible Individual(s): Course instructor

**Findings** for Special-Event Modeling Rubric

No Findings Added

### 8.7 Integrate mentoring components

Students will integrate mentoring components within a program delivery model

**Measure:** Course Exam 205  
Direct - Exam

**Details/Description:** Course Exam 205

**Target:**
Implementation Plan (timeline): Fall 2015 and every 3 years thereafter  
Responsible Individual(s): Course Instructor

**Findings** for Course Exam 205

No Findings Added

### 8.8 Conduct a program evaluation

Students will conduct a program evaluation

**Measure:** Program Evaluation Planning Rubric  
Direct - Student Artifact

**Details/Description:** Program Evaluation Planning Rubric 446

**Target:**
Implementation Plan (timeline): Fall 2016 and every 3 years thereafter  
Responsible Individual(s): Course instructor

**Findings** for Program Evaluation Planning Rubric

No Findings Added


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

### 9.1 Define terminology associated with nonprofit human resources

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

**Measure:** Course Exam 453  
Direct - Exam

**Details/Description:** Course Exam 453

**Target:**
Implementation Plan (timeline): Spring 2018 and every 3 years thereafter  
Responsible Individual(s): Course Instructor

**Findings** for Course Exam 453

No Findings Added
<table>
<thead>
<tr>
<th>9.2 Construct a position description, solicit applicants, interview, and hire</th>
</tr>
</thead>
</table>
| **Measure:** HR Screening Assignment Rubric  
Direct - Student Artifact |
| **Details/Description:** HR Screening Assignment Rubric 453  
**Target:**  
**Implementation Plan (timeline):** Spring 2018 and every 3 years thereafter  
**Responsible Individual(s):** Course Instructor |
| **Findings** for HR Screening Assignment Rubric |
| | No Findings Added |

<table>
<thead>
<tr>
<th>9.3 Design human resource policies and practices</th>
</tr>
</thead>
</table>
| **Measure:** Staff Policy Handbook Assignment Rubric  
Direct - Student Artifact |
| **Details/Description:** Staff Policy Handbook Assignment Rubric 453  
**Target:**  
**Implementation Plan (timeline):** Spring 2018 and every 3 years thereafter  
**Responsible Individual(s):** Course Instructor |
| **Findings** for Staff Policy Handbook Assignment Rubric |
| | No Findings Added |

<table>
<thead>
<tr>
<th>9.4 Outline subject areas for a SOP Manual</th>
</tr>
</thead>
</table>
| **Measure:** Standard Operating Procedures Assignment Rubric  
Direct - Student Artifact |
| **Details/Description:** Standard Operating Procedures Assignment Rubric 353  
**Target:**  
**Implementation Plan (timeline):** Fall 2017 and every 3 years thereafter  
**Responsible Individual(s):** Course instructor |
| **Findings** for Standard Operating Procedures Assignment Rubric |
| | No Findings Added |

<table>
<thead>
<tr>
<th>9.5 Institute a training project</th>
</tr>
</thead>
</table>
| **Measure:** Staff Training Assignment Rubric  
Direct - Student Artifact |
| **Details/Description:** Staff Training Assignment Rubric 453  
**Target:**  
**Implementation Plan (timeline):** Spring 2018 and every 3 years thereafter  
**Responsible Individual(s):** Course instructor |
| **Findings** for Staff Training Assignment Rubric |
9.6 Design competitive pay structures and incentive systems

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

**Measure:** Course Exam 453
Direct - Exam

**Details/Description:** Course Exam 453

**Target:**
**Implementation Plan (timeline):** Spring 2018 and every 3 years thereafter
**Responsible Individual(s):** Course Instructor

**Findings** for Course Exam 453

No Findings Added

9.7 Design a reward system for volunteers

**Students will design a reward system for volunteer staff**

**Measure:** Volunteer Reward System Assignment Rubric
Direct - Student Artifact

**Details/Description:** Volunteer Reward System Assignment Rubric 440

**Target:**
**Implementation Plan (timeline):** Spring 2017 and every 3 years thereafter
**Responsible Individual(s):** Course instructor

**Findings** for Volunteer Reward System Assignment Rubric

No Findings Added

9.8 Integrate techniques in evaluating employee performance

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

**Measure:** Volunteer Reward System Assignment Rubric
Direct - Student Artifact

**Details/Description:** Volunteer Reward System Assignment Rubric 440

**Target:**
**Implementation Plan (timeline):** Spring 2017 and every 3 years thereafter
**Responsible Individual(s):** Course instructor

**Findings** for Volunteer Reward System Assignment Rubric

No Findings Added

9.9 Design and apply performance appraisal forms and corrective performance management actions

**Students will design and apply performance appraisal forms and corrective performance management actions including feedback and**

**Measure:** Staff Feedback Role Play Assignment Rubric
Direct - Student Artifact

**Details/Description:** Staff Feedback Role Play Assignment Rubric 453

**Target:**
**Implementation Plan (timeline):** Spring 2018 and every 3 years thereafter
**Responsible Individual(s):** Course instructor
disciplinary measures so that they are effective and legally sustainable

**Findings for Staff Feedback Role Play Assignment Rubric**

No Findings Added

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**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.

---

**10.1 Describe the concepts related to research, program design, and evaluation**

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

**Measure:** Course Exam 446
Direct - Exam

**Details/Description:** Course Exam 446

**Target:**

**Implementation Plan (timeline):** Fall 2016 and every 3 years thereafter

**Responsible Individual(s):** Course Instructor

**Findings for Course Exam 446**

No Findings Added

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**10.2 Identify external factors that impact nonprofits**

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)

**Measure:** Course Exam 489
Direct - Exam

**Details/Description:** Course Exam 489

**Target:**

**Implementation Plan (timeline):** Spring 2017 and every 3 years thereafter

**Responsible Individual(s):** Course Instructor

**Findings for Course Exam 489**

No Findings Added

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**10.3 Evaluate an organizational structure**

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

**Measure:** Course Exam 489
Direct - Exam

**Details/Description:** Course Exam 489

**Target:**

**Implementation Plan (timeline):** Spring 2017 and every 3 years thereafter

**Responsible Individual(s):** Course Instructor

**Findings for Course Exam 489**

No Findings Added

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**10.4 Determine which practice may resolve needs**

**Measure:** Course Exam 489
Direct - Exam

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

<table>
<thead>
<tr>
<th>Details/Description: Course Exam 489</th>
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</thead>
<tbody>
<tr>
<td>Target:</td>
</tr>
<tr>
<td>Implementation Plan (timeline): Spring 2017 and every 3 years thereafter</td>
</tr>
<tr>
<td>Responsible Individual(s): Course Instructor</td>
</tr>
</tbody>
</table>

**Findings** for Course Exam 489

No Findings Added

### 10.5 Construct an organizational technology plan

Students will construct an organizational technology plan

<table>
<thead>
<tr>
<th>Measure: Course Exam 489</th>
</tr>
</thead>
<tbody>
<tr>
<td>Direct - Exam</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Details/Description: Course Exam 489</th>
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<tbody>
<tr>
<td>Target:</td>
</tr>
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<td>Responsible Individual(s): Course Instructor</td>
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**Findings** for Course Exam 489

No Findings Added

### 10.6 Describe international non-governmental organizations

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

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**Findings** for Course Exam 489

No Findings Added

### 10.7 Discuss culture within a global context

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

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**Findings** for Course Exam 489

No Findings Added
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*Action Plan*

*Status Report*
2016-2017 Assessment Cycle

☑ Assessment Plan

☑ Assessment Findings
2017-2018 Assessment Cycle

Assessment Plan

Assessment Findings
2018-2019 Assessment Cycle

Assessment Plan

Assessment Findings
2019-2020 Assessment Cycle

- Assessment Plan

- Assessment Findings
Appendix

A. Nonprofit Leadership (Curriculum Map)