

Program Outcomes Assessment

BS in Recreation

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General Information (Program Outcomes Assessment)

Standing Requirements

Mission Statement

The Department of Recreation and Sport Management provides an exceptional undergraduate and graduate education with an emphasis on community engagement and public service; integrating teaching, research, and creative activity in an engaging, challenging, and supportive learning environment to prepare productive recreation and sport management professionals.

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

Outcomes Library

BS in Recreation & Sport Management - Nonprofit Leadership Concentration (2015)

1. Communication, Marketing, and Public Relations

Highlights knowledge, attitudes, and activities that nonprofit organizations 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.	Foundational Studies: 10. Express themselves effectively, professionally, and persuasively both orally and in writing.
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	No Mapping

Students will define the dimensions of culture to include language, sexual orientation, gender, age, race, ethnicity, disability status, religious beliefs (including atheism), socio-economic status, educational attainment, veteran status, etc.

2.2 Contribute to culturally competent program designs No Mapping

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

2.3 Identify how culture affects prejudice and discrimination No Mapping

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 No Mapping

Students will conduct culturally appropriate risk and asset assessment, management, and communication strategies with nonprofit stakeholders.

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 No Mapping

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

3.2 Write a case statement to persuade others to give **Foundational Studies: 10.** Express themselves effectively, professionally, and persuasively both orally and in writing.

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 economy No Mapping

Students will translate the roles of compliance and monitoring in the grants economy.

3.12 Detect gaps in a control/compliance system No Mapping

Students will detect gaps in a control/compliance system based on knowledge of smart practices for nonprofits

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 Students will recommend the appropriate organizational design (size, impact, type, structure) for a nonprofit organization.	No Mapping
4.3 Define mission orientation Students will define mission orientation for a nonprofit organization.	No Mapping
4.4 Design a program that supports the mission Students will design a program that supports the organization's mission.	No Mapping
4.5 Define characteristics of a mission statement Students will define characteristics of an effective mission statement.	No Mapping
4.6 Identify the characteristics of the various sectors Students will identify the characteristics associated with the for-profit, nonprofit, and government/public sectors.	No Mapping

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.

Outcome	Mapping
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.	No Mapping
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.	No Mapping
5.3 Construct a strategic plan Students will construct a strategic plan based on appropriate analyses providing strategic direction to an organization.	No Mapping
5.4 Develop evaluation methods Students will develop evaluation methods to assess strengths, weaknesses, and job performance for the Board of Directors and Chief Executive Officer.	No Mapping

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 & 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 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.	No Mapping
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.	No Mapping
6.3 Develop a crisis management plan Students will develop a proactive and reactive crisis management plan.	No Mapping
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).	No Mapping
6.5 Identify personal values system Students will identify personal values system.	No Mapping
6.6 Apply the code of conduct Students will apply the components of a code of conduct for nonprofit professionals, volunteers, and other stakeholders.	No Mapping
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.	No Mapping

7. Personal & Professional Development

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

Outcome	Mapping
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.	No Mapping
7.2 Conduct an application, interview, and negotiation process Students will conduct a real or mock application, interview, and negotiation process.	No Mapping
7.3 Implement a personal professional development plan Students will create and implement a personal professional development plan.	No Mapping

7.4 Create a professional network No Mapping

Students will create a professional network by developing relationships with contacts 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 Students will complete a comprehensive community asset map/community needs assessment.	No Mapping
8.2 Design program outcomes Students will design research-based, measurable program outcomes that support the organizational mission.	No Mapping
8.3 Defend resource needs Students will defend the resource needs of a program.	No Mapping
8.4 Manage an inclusive project or program Students will manage an inclusive project or program that provides for reasonable accommodations.	No Mapping
8.5 Present a logistical plan Students will present a logistical plan for a program they will implement.	No Mapping
8.6 Plan, implement, and evaluate a program marketing plan Students will plan, implement, and evaluate a program marketing plan.	No Mapping
8.7 Integrate mentoring components Students will integrate mentoring components within a program delivery model.	No Mapping
8.8 Conduct a program evaluation Students will conduct a program evaluation.	No Mapping

9. Volunteer and Human Resource Management

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

Outcome	Mapping
9.1 Define terminology associated with nonprofit human resources Students will define key terminology associated with nonprofit human resources planning and management.	No Mapping
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.	No Mapping
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.	No Mapping
9.4 Outline subject areas for a SOP Manual Students will outline subject areas recommended for a Standard Operating Procedures (SOP) Manual.	No Mapping
9.5 Institute a training project Students will institute a training project using the appropriate theories and facilitation skills.	No Mapping

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

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.

BS in Recreation & Spt Mgmt Outcomes Set - Pre-2015

Management Skills

Integrate basic facts, principles, and processes in the design and management of RCSM events, programs, and facilities (Level:

synthesis).

Outcome

Mapping

Agency Development Project

No Mapping

Work in a group to develop mission, goals, and objectives; programs and services; management plan; facilities plan, human resources plan; and public relations and marketing plan for a RSCSM agency.

Leadership, Followership, and Team Work

Demonstrate the ability to lead, follow, and collaboratively work with others to accomplish organizational goals (Level: application).

Outcome

Mapping

Activity Leadership

Foundational Studies: 10. Express themselves effectively, professionally, and persuasively both orally and in writing.

Works in a group to develop a written program plan to implement a 3 hour recreation special event. The program plan will match the overall program theme, contribute to achieving a predetermined program goal, and be consistent with the agency's mission.

Critical Thinking & Problem Solving

Differentiate causes and consequences of problems in order to propose and select among alternatives (level: analysis, synthesis, evaluation).

Outcome

Mapping

Management Case Study

No Mapping

Identifies key facts, analyzes relationships, and deduces likely outcomes in RSCSM scenario. Uses relevant criteria to select the most appropriate option to overcome the obstacle or constraint.

Decision-making

Appropriately use evidence based decision-making strategies to achieve organizational goals (level: application).

Outcome

Mapping

Facility Finance Plan

No Mapping

Develops proposal for multi-million dollar facility renovation project to include hotels, condominium units, retail stores, and minor league baseball complex. Uses a combination of public and private funding such that the budget reflects a 20 year payback.

Effective Communication

Use multiple mediums to effectively communication, in appropriate oral and written forms, in the workplace (level: application).

Outcome

Mapping

Professional Presentation

Foundational Studies: 10. Express themselves effectively, professionally, and persuasively both orally and in writing.

Develops and creatively uses speaking aids, including audio/visual content, that are appropriate to topic, audience, and setting. Clear verbal and appropriate non-verbal communication.

Values & Ethical Principles

Apply personal and professional values and ethical principles in the professional setting (level: application).

Outcome

Mapping

Philosophy Statement

No Mapping

Lists and describes fundamental beliefs, moral values, and ethical principles in the professional setting. Identifies an ethical dilemma likely to be faced in RSCSM and discusses plan

of action.

Scope of Profession

Demonstrate entry level knowledge of the scope of the profession and propose an action plan for personal development and professional advancement (level: application, synthesis).

Outcome	Mapping
Professional Action Plan List and describes necessary competencies and job demands, relevant professional organizations and publications, and traditional or alternative employment opportunities. Prepares a 5 year action plan to achieve stated career goal.	No Mapping

Curriculum Map

Active Curriculum Maps

 **BS in Recreation & Sport Management - Nonprofit Leadership Concentration** (See appendix)

Alignment Set: BS in Recreation & Sport Management - Nonprofit Leadership Concentration (2015)

Created: 10/02/2014 3:02:52 pm CST

Last Modified: 10/03/2014 7:43:32 am CST

 **Undergraduate Curriculum Map for RMLY, RT, & SPM Concentrations** (See appendix)

Alignment Set: BS in Recreation & Spt Mgmt Outcomes Set - Pre-2015

Created: 09/14/2011 1:31:47 pm CST

Last Modified: 01/26/2012 11:40:40 am CST

Communication of Outcomes

Student learning outcomes for each concentration are communicated in the following ways:

1. Listed on course syllabus
2. Posted on course blackboard site
3. Posted on department/program webpage

Archive (This area is to be used for archiving pre-TaskStream assessment data and for current documents.)

Archive

File Attachments:

1. **Recreational Sports Management** (See appendix)
Recreational Sports Management Assessment Plan
.....
2. **Recreational Sports Management** (See appendix)
Recreational Sports Management Assessment Strategy
.....
3. **Recreational Sports Management Self-Study** (See appendix)
.....

2009-2010 Assessment Cycle

Assessment Plan

Outcomes and Measures

BS in Recreation & Sport Management Outcome Set

Decision-making

Facility Finance Plan

Appropriately use evidence based decision-making strategies to achieve organizational goals (level: application).

▼ **Measure:** Facility Finance Plan
Direct - Student Artifact

Details/Description: Group project with six parts: (a) sport program rationale, (b) sport program design, (c) financing plan, (d) facility needs, (e) implementation timeline, (f) formal presentation (w/ visual aids).


Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each spring term

Responsible Individual(s): Instructor of record (Sawyer)

Supporting Attachments:

 Assignment Description (Adobe Acrobat Document) (See appendix)

 Decision Making Rubric (Word Document (Open XML)) (See appendix)

Assessment Findings

Finding per Measure

BS in Recreation & Sport Management Outcome Set

Decision-making

Facility Finance Plan

Appropriately use evidence based decision-making strategies to achieve organizational goals (level: application).

▼ **Measure:** Facility Finance Plan
Direct - Student Artifact

Details/Description: Group project with six parts: (a) sport program rationale, (b) sport program design, (c) financing plan, (d) facility needs, (e) implementation timeline, (f) formal presentation (w/ visual aids).


Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each spring term

Responsible Individual(s): Instructor of record (Sawyer)

Supporting Attachments:

 Assignment Description (Adobe Acrobat Document) (See appendix)

 Decision Making Rubric (Word Document (Open XML)) (See appendix)

Findings for Facility Finance Plan






Summary of Findings: Average score was 17/20 (85%). Four of five groups achieved score of 16+.

Results: Target Achievement: Met

Recommendations :

Reflections/Notes :

Substantiating Evidence:

-  Student Artifact - Below Target Score (Adobe Acrobat Document) (See appendix)
-  Student Artifact - Met Target Score (Adobe Acrobat Document) (See appendix)
-  Student Artifact - Met Target Score (Adobe Acrobat Document) (See appendix)
-  Student Artifact - Met Target Score (Adobe Acrobat Document) (See appendix)
-  Student Artifact - Met Target Score (Adobe Acrobat Document) (See appendix)

Overall Recommendations

Additional data needed. Data collection scheduled for spring 2011.

Overall Reflection

Initial results suggest students meet program outcome. Additional data needed.

2010-2011 Assessment Cycle

Assessment Plan

Outcomes and Measures

BS in Recreation & Spt Mgmt Outcomes Set - Pre-2015

Management Skills

Integrate basic facts, principles, and processes in the design and management of RCSM events, programs, and facilities (Level: synthesis).

Agency Development Project

Work in a group to develop mission, goals, and objectives; programs and services; management plan; facilities plan, human resources plan; and public relations and marketing plan for a RCSM agency.

▼ Measure: Agency Development Project Direct - Student Artifact



Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each fall term

Responsible Individual(s): Instructor of record (D. Rogers)

Supporting Attachments:

-  Agency Management Rubric.2010.pdf (Adobe Acrobat Document) (See appendix)
-  Agency Mgmt Assignment.pdf (Adobe Acrobat Document) (See appendix)

Leadership, Followership, and Team Work

Demonstrate the ability to lead, follow, and collaboratively work with others to accomplish organizational goals (Level: application).

Activity Leadership

Works in a group to develop a written program plan to implement a 3 hour recreation special event. The program plan will match the overall program theme, contribute to achieving a predetermined program goal, and be consistent with the agency's mission.

▼ Measure: Activity Leadership Direct - Student Artifact



Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each spring term

Responsible Individual(s): Instructor of record (Schaumleffel)

Supporting Attachments:

-  Leadership Assignment Description.pdf (Adobe Acrobat Document) (See appendix)
-  Leadership Rubric.051511.docx (Word Document (Open XML)) (See appendix)

Decision-making

Appropriately use evidence based decision-making strategies to achieve organizational goals (level: application).

Facility Finance Plan

Develops proposal for multi-million dollar facility renovation project to include hotels, condominium units, retail stores, and minor league baseball complex. Uses a combination of public and

▼ Measure: Facility Finance Plan Direct - Student Artifact

Details/Description:



Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each spring term

private funding such that the budget reflects a 20 year payback.

Responsible Individual(s): Instructor of record (Sawyer)

Supporting Attachments:

-  Assignment Description (Adobe Acrobat Document) (See appendix)
-  Decision-making Rubric (Word Document (Open XML)) (See appendix)

Scope of Profession

Demonstrate entry level knowledge of the scope of the profession and propose an action plan for personal development and professional advancement (level: application, synthesis).

Professional Action Plan

List and describes necessary competencies and job demands, relevant professional organizations and publications, and traditional or alternative employment opportunities. Prepares a 5 year action plan to achieve stated career goal.

▼ **Measure:** Professional Action Plan
Direct - Student Artifact



Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each fall and spring semester

Responsible Individual(s): Instructor of record (Bodey)

Supporting Attachments:

-  PAP Rubric.40111.pdf (Adobe Acrobat Document) (See appendix)
-  ProActionPlan Assignment.pdf (Adobe Acrobat Document) (See appendix)

Assessment Findings

Finding per Measure

BS in Recreation & Spt Mgmt Outcomes Set - Pre-2015

Management Skills

Integrate basic facts, principles, and processes in the design and management of RCSM events, programs, and facilities (Level: synthesis).

Agency Development Project

Work in a group to develop mission, goals, and objectives; programs and services; management plan; facilities plan, human resources plan; and public relations and marketing plan for a RCSM agency.

▼ **Measure:** Agency Development Project
Direct - Student Artifact



Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each fall term

Responsible Individual(s): Instructor of record (D. Rogers)

Supporting Attachments:

-  Agency Management Rubric.2010.pdf (Adobe Acrobat Document) (See appendix)
-  Agency Mgmt Assignment.pdf (Adobe Acrobat Document) (See appendix)

Findings for Agency Development Project





Summary of Findings: Projects from 7 groups submitted. Ave Score: 43.7/72 pts. Only 2 groups (28.5%) of the class scored higher than the set standard (70% = 50.4) on this assignment.

Results: Target Achievement: Not Met

Recommendations : Continue to collect data.

Reflections/Notes :

Substantiating Evidence:

-  Artifact 1 - Met standard (Adobe Acrobat Document) (See appendix)
-  Artifact 2 - Met Standard (Adobe Acrobat Document) (See appendix)
-  Artifact 3 - Did Not Meet Standard (Adobe Acrobat Document) (See appendix)
-  Artifact 4 - Did Not Meet Standards (Adobe Acrobat Document) (See appendix)

Leadership, Followership, and Team Work

Demonstrate the ability to lead, follow, and collaboratively work with others to accomplish organizational goals (Level: application).

Activity Leadership

Works in a group to develop a written program plan to implement a 3 hour recreation special event. The program plan will match the overall program theme, contribute to achieving a predetermined program goal, and be consistent with the agency's mission.

▼ Measure: Activity Leadership Direct - Student Artifact



Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each spring term

Responsible Individual(s): Instructor of record (Schaumleffel)

Supporting Attachments:

-  Leadership Assignment Description.pdf (Adobe Acrobat Document) (See appendix)
-  Leadership Rubric.051511.docx (Word Document (Open XML)) (See appendix)

Findings for Activity Leadership







Summary of Findings: Spring 2011: Projects from 3 groups submitted. Ave Score: 85.7% (100 pts). All three groups achieved 70% standard, but NOT each student in each group achieved the standard. The specific data has been lost.

Results: Target Achievement: Not Met

Recommendations : Revise data collection methods. Continue to collect data.

Reflections/Notes :

Substantiating Evidence:

-  236 - Below Expectations1.Sp11.pdf (Adobe Acrobat Document) (See appendix)
-  236 - Below Expectations2.Sp11.pdf (Adobe Acrobat Document) (See appendix)
-  236 - Below Expectations3.Sp11.pdf (Adobe Acrobat Document) (See appendix)
-  236 - Below Expectations4.Sp11.pdf (Adobe Acrobat Document) (See appendix)
-  236 - Below Expectations5.Sp11.pdf (Adobe Acrobat Document) (See appendix)
-  236 - Below Expectations6.Sp11.pdf (Adobe Acrobat Document) (See appendix)
-  236 - Met Expectations1.Sp11.pdf (Adobe Acrobat Document) (See appendix)
-  236 - Met Expectations2.Sp11.pdf (Adobe Acrobat Document) (See appendix)

Decision-making

Appropriately use evidence based decision-making strategies to achieve organizational goals (level: application).

Facility Finance Plan

Develops proposal for multi-million dollar facility renovation project to include hotels, condominium units, retail stores, and minor league baseball complex. Uses a combination of public and

▼ Measure: Facility Finance Plan Direct - Student Artifact

Details/Description:



Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each spring term

private funding such that the budget reflects a 20 year payback.

Responsible Individual(s): Instructor of record (Sawyer)

Supporting Attachments:

-  Assignment Description (Adobe Acrobat Document) (See appendix)
-  Decision-making Rubric (Word Document (Open XML)) (See appendix)

Findings for Facility Finance Plan

Summary of Findings: Spring 2011: Data was not collected this term.

Results: Target Achievement: Not Met

Recommendations : Continue to collect data.

Reflections/Notes :

Scope of Profession

Demonstrate entry level knowledge of the scope of the profession and propose an action plan for personal development and professional advancement (level: application, synthesis).

Professional Action Plan

List and describes necessary competencies and job demands, relevant professional organizations and publications, and traditional or alternative employment opportunities. Prepares a 5 year action plan to achieve stated career goal.

▼ **Measure:** Professional Action Plan
Direct - Student Artifact



Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each fall and spring semester

Responsible Individual(s): Instructor of record (Bodey)

Supporting Attachments:

-  PAP Rubric.40111.pdf (Adobe Acrobat Document) (See appendix)
-  ProActionPlan Assignment.pdf (Adobe Acrobat Document) (See appendix)

Findings for Professional Action Plan

Summary of Findings: Fall 2010: Papers from 28 students submitted. Ave Score: 14.64/20 pts. 28 students (100.0%) of the class scored higher than the set standard (70% = 14) on this assignment.





Spring 2011: Papers from 17 students submitted. Ave Score: 14.94/20 pts. 17 students (100.0%) of the class scored higher than the set standard (70% = 14) on this assignment.

Results: Target Achievement: Met

Recommendations : Continue to collect data.

Reflections/Notes :

Substantiating Evidence:

-  390 - Far Below Expectations (Fa10).pdf (Adobe Acrobat Document) (See appendix)
-  390 - Met Expectations.Sp11.pdf (Adobe Acrobat Document) (See appendix)
-  390 - Somewhat Below Expectations (Fa10).pdf (Adobe Acrobat Document) (See appendix)
-  390- Below Expectations.Sp11.pdf (Adobe Acrobat Document) (See appendix)

Overall Recommendations

No text specified

Overall Reflection

No text specified

📄 Action Plan

Actions

BS in Recreation & Spt Mgmt Outcomes Set - Pre-2015

Scope of Profession

Demonstrate entry level knowledge of the scope of the profession and propose an action plan for personal development and professional advancement (level: application, synthesis).

Professional Action Plan

List and describes necessary competencies and job demands, relevant professional organizations and publications, and traditional or alternative employment opportunities. Prepares a 5 year action plan to achieve stated career goal.

▼ Action: Scope of Profession Handout

This Action is associated with the following Findings

No supporting Findings have been linked to this Action.

Action Details: Specific strategies for teaching scope of the professional will be discussed, outlined, and implemented (as appro.) once the programs separate into SPM and RMYL (RNL). The target timeline is Fall 2012. As a short term solution -- each concentration area will develop specific information to be included in syllabi, blackboard, and web pages pertaining to the definition, core competencies, journals & trade publications, and professional associations. This information would be reviewed with students in all courses.

Implementation Plan (timeline): Fall 2011 - prepare materials; Spring 2011 - incorporate materials in syllabi, blackboard course sites, and webpages.

Key/Responsible Personnel: Program Coordinators to monitor implementation in concentration areas.

Measures:

Resource Allocations: None

Priority: Medium

Supporting Attachments:

 Assessment Mtg Minutes.1032011 (Adobe Acrobat Document) (See appendix)

📄 Status Report

Action Statuses

BS in Recreation & Spt Mgmt Outcomes Set - Pre-2015

Scope of Profession

Demonstrate entry level knowledge of the scope of the profession and propose an action plan for personal development and professional advancement (level: application, synthesis).

Professional Action Plan

▼ Action: Scope of Profession Handout

List and describes necessary competencies and job demands, relevant professional organizations and publications, and traditional or alternative employment opportunities. Prepares a 5 year action plan to achieve stated career goal.

Action Details: Specific strategies for teaching scope of the professional will be discussed, outlined, and implemented (as appro.) once the programs separate into SPM and RMYL (RNL). The target timeline is Fall 2012. As a short term solution -- each concentration area will develop specific information to be included in syllabi, blackboard, and web pages pertaining to the definition, core competencies, journals & trade publications, and professional associations. This information would be reviewed with students in all courses.

Implementation Plan (timeline): Fall 2011 - prepare materials; Spring 2011 - incorporate materials in syllabi, blackboard course sites, and webpages.

Key/Responsible Personnel: Program Coordinators to monitor implementation in concentration areas.

Measures:

Resource Allocations: None

Priority: Medium

Supporting Attachments:

 Assessment Mtg Minutes.1032011 (Adobe Acrobat Document) (See appendix)

Status for Scope of Profession Handout

No Status Added

Status Summary

No text specified

Summary of Next Steps

No text specified

2011-2012 Assessment Cycle

Assessment Plan

Outcomes and Measures

BS in Recreation & Sport Management Outcome Set

Critical Thinking & Problem Solving

Management Case Study *No measures specified*

Differentiate causes and consequences of problems in order to propose and select among alternatives (level: analysis, synthesis, evaluation).

Decision-making

Facility Finance Plan *No measures specified*

Appropriately use evidence based decision-making strategies to achieve organizational goals (level: application).

Effective Communication

Professional Presentation *No measures specified*

Use multiple mediums to effectively communicate, in appropriate oral and written forms, in the workplace (level: application).

Values & Ethical Principles

Philosophy Statement *No measures specified*

Apply personal and professional values and ethical principles in the professional setting (level: application).

BS in Recreation & Spt Mgmt Outcomes Set - Pre-2015

Management Skills

Integrate basic facts, principles, and processes in the design and management of RSCM events, programs, and facilities (Level: synthesis).

Agency Development Project

Work in a group to develop mission, goals, and objectives; programs and services; management plan; facilities plan, human resources plan; and public relations and marketing plan for a RCSM agency.

▼ Measure: Agency Development Project



Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric. Target Score: 70%*72 = 50.4

Implementation Plan (timeline): Each time taught: 331(fall)

Responsible Individual(s): Instructor of record (D. Rogers)

Supporting Attachments:

-  Agency Management Rubric.2010.pdf (Adobe Acrobat Document) (See appendix)
-  Agency Mgmt Assignment.pdf (Adobe Acrobat Document) (See appendix)

Leadership, Followership, and Team Work

Demonstrate the ability to lead, follow, and collaboratively work with others to accomplish organizational goals (Level: application).

Activity Leadership

Works in a group to develop a written program plan to implement a 3 hour recreation special event. The program plan will match the overall program theme, contribute to achieving a predetermined program goal, and be consistent with the agency's mission.

▼ Measure: Activity Leadership Direct - Student Artifact



Details/Description:

Target: Aggregated class mean score of 70% or higher on individual rubric and group Special Event Leadership and Activity Leadership exercises.

Implementation Plan (timeline): Each time taught: 236 (spr)

Responsible Individual(s): Instructor of record (N. Schaumleffel)

Supporting Attachments:

-  Leadership Assignment Description 2012 (Word Document (Open XML)) (See appendix)
-  Leadership Rubric & Evaluation Forms (Word Document (Open XML)) (See appendix)

Critical Thinking & Problem Solving

Differentiate causes and consequences of problems in order to propose and select among alternatives (level: analysis, synthesis, evaluation).

Management Case Study

Identifies key facts, analyzes relationships, and deduces likely outcomes in RCSM scenario. Uses relevant criteria to select the most appropriate option to overcome the obstacle or constraint.

▼ Measure: Management Case Study Direct - Student Artifact

Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 495 (fall); 447 (spr)

Responsible Individual(s): Instructor of record (495 - E. Strigas; 447 - N. Schaumleffel)

Decision-making

Appropriately use evidence based decision-making strategies to achieve organizational goals (level: application).

Facility Finance Plan

Develops proposal for multi-million dollar facility renovation project to include hotels, condominium units, retail stores, and minor league baseball complex. Uses a combination of public and

▼ Measure: Facility Finance Plan Direct - Student Artifact

Details/Description:


Target: Aggregated class mean score of 70% or higher on rubric.


Implementation Plan (timeline): Each time taught: 334 (spr)

private funding such that the budget reflects a 20 year payback.

Responsible Individual(s): Instructor of record (T. Sawyer)

Supporting Attachments:

 AssignDescription.SportProgramatBTC.pdf (Adobe Acrobat Document) (See appendix)

 Decision Making Rubric.pdf (Adobe Acrobat Document) (See appendix)

Effective Communication

Use multiple mediums to effectively communicate using appropriate oral and written forms during work-related interactions (level: application).

Professional Presentation

Develops and creatively uses speaking aids, including audio/visual content, that are appropriate to topic, audience, and setting. Clear verbal and appropriate non-verbal communication.

▼ **Measure:** Presentation Rubric (Smidley)
Direct - Student Artifact


Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.
Range 0-4 points (goal 2.8 pts)

Implementation Plan (timeline): Spring Term

Responsible Individual(s): Instructor of record (S. Smidley)

Supporting Attachments:

 EffectiveCommunication.Rubric.Spr12.pdf (Adobe Acrobat Document) (See appendix)

▼ **Measure:** Professional Presentation
Direct - Student Artifact

Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 342 (spr)

Responsible Individual(s): Instructor of record (T. Sawyer)

Values & Ethical Principles

Apply personal and professional values and ethical principles in the professional setting (level: application).

Philosophy Statement

Lists and describes fundamental beliefs, moral values, and ethical principles in the professional setting. Identifies an ethical dilemma likely to be faced in RCSM and discusses plan of action.

▼ **Measure:** Philosophy Statement
Direct - Student Artifact

Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 231 (spr)

Responsible Individual(s): Instructor of record (S. Smidley)

Scope of Profession

Demonstrate entry level knowledge of the scope of the profession and propose an action plan for personal development and professional advancement (level: application, synthesis).

Professional Action Plan

List and describes necessary competencies and job demands, relevant professional organizations and publications, and traditional or alternative employment opportunities.

▼ **Measure:** Professional Action Plan
Direct - Student Artifact

Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.


Implementation Plan (timeline): Each time taught: 390 (fall, spr)

Prepares a 5 year action plan to achieve stated career goal.

Responsible Individual(s): Instructor of record (K. Bodey)

Supporting Attachments:

 PAP Rubric.043012.pdf (Adobe Acrobat Document) (See appendix)

 ProActionPlan Assignment.pdf (Adobe Acrobat Document) (See appendix)

Assessment Findings

Finding per Measure

BS in Recreation & Sport Management Outcome Set

Critical Thinking & Problem Solving

Management Case Study *No measures specified*

Differentiate causes and consequences of problems in order to propose and select among alternatives (level: analysis, synthesis, evaluation).

Decision-making

Facility Finance Plan *No measures specified*

Appropriately use evidence based decision-making strategies to achieve organizational goals (level: application).

Effective Communication

Professional Presentation *No measures specified*

Use multiple mediums to effectively communication, in appropriate oral and written forms, in the workplace (level: application).

Values & Ethical Principles

Philosophy Statement *No measures specified*

Apply personal and professional values and ethical principles in the professional setting (level: application).

BS in Recreation & Spt Mgmt Outcomes Set - Pre-2015

Management Skills

Integrate basic facts, principles, and processes in the design and management of RCSM events, programs, and facilities (Level: synthesis).

Agency Development Project

Work in a group to develop mission, goals, and objectives; programs and services; management plan; facilities plan, human resources plan; and public relations and marketing plan for a RCSM agency.

▼ Measure: Agency Development Project



Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric. Target Score: $70\% \times 72 = 50.4$

Implementation Plan (timeline): Each time taught: 331(fall)

Responsible Individual(s): Instructor of record (D. Rogers)

Supporting Attachments:

-  Agency Management Rubric.2010.pdf (Adobe Acrobat Document) (See appendix)
-  Agency Mgmt Assignment.pdf (Adobe Acrobat Document) (See appendix)

Findings for Agency Development Project

No Findings Added

Leadership, Followership, and Team Work

Demonstrate the ability to lead, follow, and collaboratively work with others to accomplish organizational goals (Level: application).

Activity Leadership

Works in a group to develop a written program plan to implement a 3 hour recreation special event. The program plan will match the overall program theme, contribute to achieving a predetermined program goal, and be consistent with the agency's mission.

▼ Measure: Activity Leadership Direct - Student Artifact



Details/Description:

Target: Aggregated class mean score of 70% or higher on individual rubric and group Special Event Leadership and Activity Leadership exercises.

Implementation Plan (timeline): Each time taught: 236 (spr)

Responsible Individual(s): Instructor of record (N. Schaumleffel)

Supporting Attachments:

-  Leadership Assignment Description 2012 (Word Document (Open XML)) (See appendix)
-  Leadership Rubric & Evaluation Forms (Word Document (Open XML)) (See appendix)


Findings for Activity Leadership

Summary of Findings: These findings are taken from a random sample of students and groups in the class. They represent findings from both individual and group performance. Findings indicate very good group performances with percentages well above 70%, and individual performance slightly under 70% with a mean percentage of 67.85.

Recommendations : Reduce class size and provide more individual attention. Identify resources and project strategies that support individual student success.

Reflections/Notes : Due to an extremely large class size, students were given choices about what process they would use to learn the material. Those that chose the rubric-based group project were the population sampled for this assessment.

Substantiating Evidence:

-  Data artifacts and summarizations (Word Document (Open XML)) (See appendix)

Critical Thinking & Problem Solving

Differentiate causes and consequences of problems in order to propose and select among alternatives (level: analysis, synthesis, evaluation).

Management Case Study

▼ Measure: Management Case Study Direct - Student Artifact

Identifies key facts, analyzes relationships, and deduces likely outcomes in RCSM scenario. Uses relevant criteria to select the most appropriate option to overcome the obstacle or constraint.

Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 495 (fall); 447 (spr)

Responsible Individual(s): Instructor of record (495 - E. Strigas; 447 - N. Schaumleffel)

Findings for Management Case Study

No Findings Added

Decision-making

Appropriately use evidence based decision-making strategies to achieve organizational goals (level: application).

Facility Finance Plan

Develops proposal for multi-million dollar facility renovation project to include hotels, condominium units, retail stores, and minor league baseball complex. Uses a combination of public and private funding such that the budget reflects a 20 year payback.

▼ **Measure:** Facility Finance Plan
Direct - Student Artifact



Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 334 (spr)

Responsible Individual(s): Instructor of record (T. Sawyer)

Supporting Attachments:

-  AssignDescription.SportProgramatBTC.pdf (Adobe Acrobat Document) (See appendix)
-  Decision Making Rubric.pdf (Adobe Acrobat Document) (See appendix)

Findings for Facility Finance Plan

No Findings Added

Effective Communication

Use multiple mediums to effectively communicate using appropriate oral and written forms during work-related interactions (level: application).

Professional Presentation

Develops and creatively uses speaking aids, including audio/visual content, that are appropriate to topic, audience, and setting. Clear verbal and appropriate non-verbal communication.

▼ **Measure:** Presentation Rubric (Smidley)
Direct - Student Artifact


Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.
Range 0-4 points (goal 2.8 pts)

Implementation Plan (timeline): Spring Term

Responsible Individual(s): Instructor of record (S. Smidley)

Supporting Attachments:

-  EffectiveCommunication.Rubric.Spr12.pdf (Adobe Acrobat Document) (See appendix)

Findings for Presentation Rubric (Smidley)

No Findings Added

▼ **Measure:** Professional Presentation
Direct - Student Artifact

Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 342 (spr)

Responsible Individual(s): Instructor of record (T. Sawyer)

Findings for Professional Presentation

No Findings Added

Values & Ethical Principles

Apply personal and professional values and ethical principles in the professional setting (level: application).

Philosophy Statement

Lists and describes fundamental beliefs, moral values, and ethical principles in the professional setting. Identifies an ethical dilemma likely to be faced in RCSM and discusses plan of action.

▼ **Measure:** Philosophy Statement
Direct - Student Artifact

Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 231 (spr)

Responsible Individual(s): Instructor of record (S. Smidley)

Findings for Philosophy Statement

No Findings Added

Scope of Profession

Demonstrate entry level knowledge of the scope of the profession and propose an action plan for personal development and professional advancement (level: application, synthesis).

Professional Action Plan

List and describes necessary competencies and job demands, relevant professional organizations and publications, and traditional or alternative employment opportunities. Prepares a 5 year action plan to achieve stated career goal.

▼ **Measure:** Professional Action Plan
Direct - Student Artifact

Details/Description:


Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 390 (fall, spr)

Responsible Individual(s): Instructor of record (K. Bodey)

Supporting Attachments:

 PAP Rubric.043012.pdf (Adobe Acrobat Document) (See appendix)

 ProActionPlan Assignment.pdf (Adobe Acrobat Document) (See appendix)

Findings for Professional Action Plan

Summary of Findings: N=22; Class Mean = 15.4/20.0 (77%)



Results: Target Achievement: Met

Recommendations : Address scope of profession in curricular revisions occurring during Sum12.

Reflections/Notes : Students still struggle to (a) understand entry level competencies, (b) demonstrate knowledge of existing professional organizations/journals, and (c) devise a

professional development plan.

Substantiating Evidence:

-  Scope of Profession.BelowExpectations.Spr12.pdf (Adobe Acrobat Document) (See appendix)
-  Scope of Profession.MetExpectations.Spr12.pdf (Adobe Acrobat Document) (See appendix)

Overall Recommendations

No text specified

Overall Reflection

No text specified

 **Action Plan**

Actions

B.S. in RCSM Outcomes

Outcome

Management Skills

Integrate basic facts, principles and processes in the design and management of RCSM events, programs and facilities.

▼ **Action:** Agency Development Project

This Action is associated with the following Findings

No supporting Findings have been linked to this Action.

Action Details: Students must work well in groups being creative, doing research and producing a professional product. The main area of weakness has been the lack of research; relying instead on existing or readily available information (class notes or text book). Action will be to require more documented research that is clearly implemented into the project with citations and references.

Implementation Plan (timeline): Make adjustments to project guidelines beginning Fall 2013.

Key/Responsible Personnel: Instructor of RCSM 331

Measures: Observed increase in application of professional literature within Agency Development Project.

Resource Allocations:

Priority: Medium

Leadership, Followership and Team Work

Demonstrate the ability to lead, follow and collaboratively work with others to accomplish organizational goals.

▼ **Action:** Individual and Group Activity Leadership

This Action is associated with the following Findings

No supporting Findings have been linked to this Action.

Action Details: Target of 70% or higher on individual rubric and group Special Event Leadership and Activity Leadership exercises has been consistently attained. No corrective action required at this time.

Implementation Plan (timeline): Each time course is taught.

Key/Responsible Personnel: Instructor for RCSM 236

Measures: Student performance on Special Event Leadership and Activity Leadership exercises.

Resource Allocations:

Priority: Medium

Critical Thinking & Problem Solving

Differentiate causes and consequences of problems in order to propose and select among alternatives.

▼ Action: Management Case Study projects

This Action is associated with the following Findings

No supporting Findings have been linked to this Action.

Action Details: Currently achieving the targeted class mean score of 70% or higher on case study rubric. No corrective action needed at this time.

Implementation Plan (timeline): Continue with case study projects in RCSM 495 (fall) and RCSM 447 (spring).

Key/Responsible Personnel: Instructor of RCSM 495 & RCSM 447.

Measures: Student performance on Management Case Studies projects.

Resource Allocations:

Priority: Medium

Decision Making

Appropriately use evidence-based decision making strategies to achieve organizational goals.

▼ Action: Facility Finance Planning

This Action is associated with the following Findings

No supporting Findings have been linked to this Action.

Action Details: Students develop proposals for large-scale facility renovation projects on RCSM related facilities using a mixed source of funding. The class mean target score of 70% has consistently been achieved. No corrective action required at this time.

Implementation Plan (timeline): Continue with this project within RCSM 334 each spring.

Key/Responsible Personnel: Instructor of RCSM 334.

Measures: Student performance on project.

Resource Allocations:

Priority: Medium

Effective Communication

Use multiple mediums to effectively communicate in oral and written formats within work-related interactions.

▼ Action: Professional Presentation

This Action is associated with the following Findings

No supporting Findings have been linked to this Action.

Action Details: Student selects presentation aids/technology appropriate for topic, audience and setting. They use effective verbal and nonverbal presentation skills. Target of class mean of 70% has been achieved. No corrective action needed.

Implementation Plan (timeline): Continue using presentations in RCSM 342 each time taught.

Key/Responsible Personnel: Instructor of RSCM 342.

Measures: Student performance on presentation rubric.

Resource Allocations:

Priority: Medium

Values and Ethical Principles

Apply personal and professional values and ethical principles in professional settings.

▼ Action: Philosophy Statement

This Action is associated with the following Findings

No supporting Findings have been linked to this Action.

Action Details: Students provide written description and explanation of their beliefs, moral values and ethical principles associated with professional practice in RSCM. These are tested using ethics-based case situations responses. The class targeted mean of 70% is being achieved. No corrective action required.

Implementation Plan (timeline): Continue using written expression and assessment of student ethical and moral principles in RSCM 231.

Key/Responsible Personnel: Instructor of RSCM 231.

Measures: Student performance on written assignments related to personal and professional philosophy.

Resource Allocations:

Priority: Medium

Scope of Profession

Demonstrate entry level knowledge of the scope of the profession and propose an action plan for individual development and professional advancement.

▼ Action: Professional Action Plan

This Action is associated with the following Findings

No supporting Findings have been linked to this Action.

Action Details: Student writes an individual action plan that includes their knowledge of the competencies associated with their chosen career path, relevant professional associations, sources of scholarly literature, and employment opportunities. Action plan indicates a 5 year timeline for achieving career goals. The targeted class mean of 70% is being achieved, so no corrective action is needed.

Implementation Plan (timeline): Continue implementing professional action plan project in RSCM 390 each time it is taught.

Key/Responsible Personnel: Instructor of RSCM 390.

Measures: Student performance on professional action plan rubric.

Resource Allocations:

Priority: Medium

Status Report

Action Statuses



B.S. in RCSM Outcomes

Outcome

Management Skills

Integrate basic facts, principles and processes in the design and management of RCSM events, programs and facilities.

▼ Action: Agency Development Project

Action Details: Students must work well in groups being creative, doing research and producing a professional product. The main area of weakness has been the lack of research; relying instead on existing or readily available information (class notes or text book). Action will be to require more documented research that is clearly implemented into the project with citations and references.

Implementation Plan (timeline): Make adjustments to project guidelines beginning Fall 2013.

Key/Responsible Personnel: Instructor of RCSM 331

Measures: Observed increase in application of professional literature within Agency Development Project.

Resource Allocations:

Priority: Medium

Status for Agency Development Project

Current Status: In Progress

Resource Allocation(s) Status:

Next Steps/Additional Information: Course will be taught again Fall 2013 at which time the new guidelines for the Agency Development Project will be implemented. Currently instructor is reviewing and updating the guidelines.

Leadership, Followership and Team Work

Demonstrate the ability to lead, follow and collaboratively work with others to accomplish organizational goals.

▼ Action: Individual and Group Activity Leadership

Action Details: Target of 70% or higher on individual rubric and group Special Event Leadership and Activity Leadership exercises has been consistently attained. No corrective action required at this time.

Implementation Plan (timeline): Each time course is taught.

Key/Responsible Personnel: Instructor for RCSM 236

Measures: Student performance on Special Event Leadership and Activity Leadership exercises.

Resource Allocations:

Priority: Medium

Status for Individual and Group Activity Leadership

Current Status: Completed

Resource Allocation(s) Status:

Next Steps/Additional Information: Student course leadership activity requirements are performing above expectations.

Critical Thinking & Problem Solving

Differentiate causes and consequences of problems in order to propose and select among alternatives.

▼ Action: Management Case Study projects

Action Details: Currently achieving the targeted class mean score of 70% or higher on case study rubric. No corrective action needed at this time.

Implementation Plan (timeline): Continue with case study projects in RCSM 495 (fall) and RCSM 447 (spring).

Key/Responsible Personnel: Instructor of RCSM 495 & RCSM 447.

Measures: Student performance on Management Case Studies projects.

Resource Allocations:

Priority: Medium

Status for Management Case Study projects

Current Status: Completed

Resource Allocation(s) Status:

Next Steps/Additional Information: Students are performing very well on case study projects.

Decision Making

Appropriately use evidence-based decision making strategies to achieve organizational goals.

▼ Action: Facility Finance Planning

Action Details: Students develop proposals for large-scale facility renovation projects on RCSM related facilities using a mixed source of funding. The class mean target score of 70% has consistently been achieved. No corrective action required at this time.

Implementation Plan (timeline): Continue with this project within RCSM 334 each spring.

Key/Responsible Personnel: Instructor of RCSM 334.

Measures: Student performance on project.

Resource Allocations:

Priority: Medium

Status for Facility Finance Planning

Current Status: Completed

Resource Allocation(s) Status:

Next Steps/Additional Information: Students performing above expectations on Facility Finance Planning project.

Effective Communication

▼ Action: Professional Presentation

Use multiple mediums to effectively communicate in oral and written formats within work-related interactions.

Action Details: Student selects presentation aids/technology appropriate for topic, audience and setting. They use effective verbal and nonverbal presentation skills. Target of class mean of 70% has been achieved. No corrective action needed.

Implementation Plan (timeline): Continue using presentations in RSCM 342 each time taught.

Key/Responsible Personnel: Instructor of RSCM 342.

Measures: Student performance on presentation rubric.

Resource Allocations:

Priority: Medium

Status for Professional Presentation

Current Status: Completed

Resource Allocation(s) Status:

Next Steps/Additional Information: Students perform very well on presentations. This is a strength of students in RSCM.

Values and Ethical Principles

Apply personal and professional values and ethical principles in professional settings.

▼ **Action:** Philosophy Statement

Action Details: Students provide written description and explanation of their beliefs, moral values and ethical principles associated with professional practice in RSCM. These are tested using ethics-based case situations responses. The class targeted mean of 70% is being achieved. No corrective action required.

Implementation Plan (timeline): Continue using written expression and assessment of student ethical and moral principles in RSCM 231.

Key/Responsible Personnel: Instructor of RSCM 231.

Measures: Student performance on written assignments related to personal and professional philosophy.

Resource Allocations:

Priority: Medium

Status for Philosophy Statement

Current Status: Completed

Resource Allocation(s) Status:

Next Steps/Additional Information: Student written statements of professional philosophy continue to reflect learning from course material and an emerging awareness of importance.

Scope of Profession

Demonstrate entry level

▼ **Action:** Professional Action Plan



knowledge of the scope of the profession and propose an action plan for individual development and professional advancement.

Action Details: Student writes an individual action plan that includes their knowledge of the competencies associated with their chosen career path, relevant professional associations, sources of scholarly literature, and employment opportunities. Action plan indicates a 5 year timeline for achieving career goals. The targeted class mean of 70% is being achieved, so no corrective action is needed.

Implementation Plan (timeline): Continue implementing professional action plan project in RSCM 390 each time it is taught.

Key/Responsible Personnel: Instructor of RSCM 390.

Measures: Student performance on professional action plan rubric.

Resource Allocations:

Priority: Medium

Status for Professional Action Plan

Current Status: Completed

Resource Allocation(s) Status:

Next Steps/Additional Information: Students are writing 5 year professional action plans.

Status Summary

No text specified

Summary of Next Steps

No text specified

2012-2013 Assessment Cycle

Assessment Plan

Outcomes and Measures

BS in Recreation & Spt Mgmt Outcomes Set - Pre-2015

Management Skills

Integrate basic facts, principles, and processes in the design and management of RCSM events, programs, and facilities (Level: synthesis).

Agency Development Project

Work in a group to develop mission, goals, and objectives; programs and services; management plan; facilities plan, human resources plan; and public relations and marketing plan for a RCSM agency.

▼ Measure: Agency Development Project



Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric. Target Score: $70\% * 72 = 50.4$

Implementation Plan (timeline): Each time taught: 331(fall)

Responsible Individual(s): Instructor of record (D. Rogers)

Supporting Attachments:

-  Agency Management Rubric.pdf (Adobe Acrobat Document) (See appendix)
-  Agency Mgmt Assignment.pdf (Adobe Acrobat Document) (See appendix)

Leadership, Followership, and Team Work

Demonstrate the ability to lead, follow, and collaboratively work with others to accomplish organizational goals (Level: application).

Activity Leadership

Works in a group to develop a written program plan to implement a 3 hour recreation special event. The program plan will match the overall program theme, contribute to achieving a predetermined program goal, and be consistent with the agency's mission.

▼ Measure: Activity Leadership Direct - Student Artifact



Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 236 (spr)

Responsible Individual(s): Instructor of record (N. Schaumleffel)

Supporting Attachments:

-  Leadership Assignment Description.pdf (Adobe Acrobat Document) (See appendix)
-  Leadership Rubric.pdf (Adobe Acrobat Document) (See appendix)

Critical Thinking & Problem Solving

Differentiate causes and consequences of problems in order to propose and select among alternatives (level: analysis, synthesis, evaluation).

Management Case Study

Identifies key facts, analyzes relationships, and deduces likely outcomes in RCSM scenario. Uses relevant criteria to select the most appropriate option to overcome the obstacle or constraint.

▼ Measure: Management Case Study Direct - Student Artifact

Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 495 (fall); 447 (spr)

Responsible Individual(s): Instructor of record (495 - E. Strigas; 447 - N. Schaumleffel)

Decision-making

Appropriately use evidence based decision-making strategies to achieve organizational goals (level: application).

Facility Finance Plan

Develops proposal for multi-million dollar facility renovation project to include hotels, condominium units, retail stores, and minor league baseball complex. Uses a combination of public and private funding such that the budget reflects a 20 year payback.

▼ **Measure:** Facility Finance Plan
Direct - Student Artifact



Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 334 (spr)

Responsible Individual(s): Instructor of record (T. Sawyer)

Supporting Attachments:

-  AssignDescription.SportProgramatBTC.pdf (Adobe Acrobat Document) (See appendix)
-  Decision Making Rubric.pdf (Adobe Acrobat Document) (See appendix)

Effective Communication

Use multiple mediums to effectively communication, in appropriate oral and written forms, in the workplace (level: application).

Professional Presentation

Develops and creatively uses speaking aids, including audio/visual content, that are appropriate to topic, audience, and setting. Clear verbal and appropriate non-verbal communication.

▼ **Measure:** Presentation Rubric (Smidley)
Direct - Student Artifact


Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.
Range 0-4 points (goal 2.8 pts)

Implementation Plan (timeline): Spring Term

Responsible Individual(s): Instructor of record (S. Smidley)

Supporting Attachments:

-  EffectiveCommunication.Rubric.pdf (Adobe Acrobat Document) (See appendix)

▼ **Measure:** Professional Presentation
Direct - Student Artifact

Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 342 (spr)

Responsible Individual(s): Instructor of record (T. Sawyer)

Values & Ethical Principles

Apply personal and professional values and ethical principles in the professional setting (level: application).

Philosophy Statement

Lists and describes fundamental beliefs, moral values, and ethical principles in the professional setting. Identifies an ethical dilemma likely to be faced in RCSM and discusses

▼ **Measure:** Philosophy Statement
Direct - Student Artifact

Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 231 (spr)

plan of action.

Responsible Individual(s): Instructor of record (S. Smidley)

Scope of Profession

Demonstrate entry level knowledge of the scope of the profession and propose an action plan for personal development and professional advancement (level: application, synthesis).

Professional Action Plan

List and describes necessary competencies and job demands, relevant professional organizations and publications, and traditional or alternative employment opportunities. Prepares a 5 year action plan to achieve stated career goal.

▼ **Measure:** Professional Action Plan
Direct - Student Artifact

Details/Description:


Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 390 (fall, spr)

Responsible Individual(s): Instructor of record (J. Pommier)

Supporting Attachments:

 PAP Rubric.043012.pdf (Adobe Acrobat Document) (See appendix)

 ProActionPlan Assignment.pdf (Adobe Acrobat Document) (See appendix)

Assessment Findings

Finding per Measure

BS in Recreation & Spt Mgmt Outcomes Set - Pre-2015

Management Skills

Integrate basic facts, principles, and processes in the design and management of RCSM events, programs, and facilities (Level: synthesis).

Agency Development Project

Work in a group to develop mission, goals, and objectives; programs and services; management plan; facilities plan, human resources plan; and public relations and marketing plan for a RCSM agency.

▼ **Measure:** Agency Development Project


Details/Description:


Target: Aggregated class mean score of 70% or higher on rubric. Target Score: $70\% * 72 = 50.4$

Implementation Plan (timeline): Each time taught: 331(fall)

Responsible Individual(s): Instructor of record (D. Rogers)

Supporting Attachments:

 Agency Management Rubric.pdf (Adobe Acrobat Document) (See appendix)

 Agency Mgmt Assignment.pdf (Adobe Acrobat Document) (See appendix)

Findings for Agency Development Project

Summary of Findings: Students are performing between emerging and proficient on almost all components of the project.

Results: Target Achievement: Met

Recommendations : Implement more classroom exercises focused on problem areas.

Reflections/Notes :

Substantiating Evidence:

 2012 Group Agency Project Rubric (Adobe Acrobat Document) (See appendix)

This rubric provides a summary of each group's performance on components of the agency development project.

Leadership, Followership, and Team Work

Demonstrate the ability to lead, follow, and collaboratively work with others to accomplish organizational goals (Level: application).

Activity Leadership

Works in a group to develop a written program plan to implement a 3 hour recreation special event. The program plan will match the overall program theme, contribute to achieving a predetermined program goal, and be consistent with the agency's mission.

▼ **Measure:** Activity Leadership
Direct - Student Artifact



Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 236 (spr)

Responsible Individual(s): Instructor of record (N. Schaumleffel)

Supporting Attachments:

-  Leadership Assignment Description.pdf (Adobe Acrobat Document) (See appendix)
-  Leadership Rubric.pdf (Adobe Acrobat Document) (See appendix)

Findings for Activity Leadership


Summary of Findings: Overall, grades on assignments are higher than the ratings on the assessment rubric, which likely means, in the new RCSM Core and the RMYL and NPL concentration curricula once approved, care will need to be taken in re-developing this measurement tool and rubric. Overall, students are not performing at a level acceptable by our profession, although as a group mean, the class "met" the targeted achievement at 70% or higher.

Results: Target Achievement: Met

Recommendations : The class size swelled to nearly 100 students, which is simply too large for a leadership class that utilizes community engagement and service-learning through program and event planning. As an instructor, I simply cannot give the same quality leadership development experience via experiential learning with a class this size. Students are not getting near the formative feedback.

Reflections/Notes : Until the new RCSM curriculum is approved, it would likely be helpful for at least 2 sections of RCSM-236 to be offered each spring semester. The general findings and recommendations have been consistent the last couple of years, and only seem to be able to be fixed through systemic curriculum changes. Currently, the new RCSM curriculum proposal is going through the approval process that moves content of RCSM-236, into RCSM-315, RCSM-205, and RCSM-225.

Substantiating Evidence:

-  RCSM-236-Assessment Data-Spring 2013.pdf (Adobe Acrobat Document) (See appendix)

Critical Thinking & Problem Solving

Differentiate causes and consequences of problems in order to propose and select among alternatives (level: analysis, synthesis, evaluation).

Management Case Study

Identifies key facts, analyzes relationships, and deduces likely outcomes in RCSM scenario. Uses relevant criteria to select the most appropriate option to overcome the obstacle or constraint.

▼ **Measure:** Management Case Study
Direct - Student Artifact

Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 495 (fall); 447 (spr)

Responsible Individual(s): Instructor of record (495 - E. Strigas; 447 - N. Schaumleffel)

Findings for Management Case Study

Summary of Findings: In RSCM-447, overall, this assignment forces students to go to the peer-reviewed literature to educate themselves about a current issue or trend in recreation management and youth leadership that requires critical thinking and problem-solving.

Management problem-solving needs to be "beyond Google" and quite frankly our students are not being forced to the library and into peer-reviewed literature until the spring semester of their senior year. Critical thinking and problem-solving are basic management functions that we are supposed to be teaching in a management degree program. However, based on this assessment data, the concept of data-driven problem-solving is not adequately being taught in the current curriculum.


Results: Target Achievement: Not Met

Recommendations : In general, the RSCM faculty need to have a discussion about forcing RSCM students into the library and into the peer-reviewed literature earlier in the major, and not rely on foundational studies to teach research and literature review skills that tie to a problem-solving management competency. In short, students are struggling to learn critical thinking and problem-solving in RSCM-447 through the Research Update Assignment likely because of being overwhelmed with going to the library, finding literature, reading research and statistics for the first time, and then trying to solve problems in a data-driven way that forces them to critically think.

For RSCM-447 in Spring 2014, it is recommended that an adjunct professor (since the instructor of record for RSCM-447 will be on sabbatical) make minor adjustments to the assignment to put more emphasis on the problem-solving portion of the assignment, which is the Research into Action section. In the proposed new RSCM curriculum, RSCM-447 will no longer exist, and critical-thinking and problem-solving will be assessed in another course.

Reflections/Notes : At this point, other than the recommendations offered above, I have no other notes to provide, other than advocating for our RSCM curriculum proposal to be approved, so that we can "close the loop" so to speak with assessment through systemic curricular changes to address the shortcomings reported here.

Substantiating Evidence:

 RSCM-447-Assessment Data-Spring 2013.pdf (Adobe Acrobat Document) (See appendix)

Decision-making

Appropriately use evidence based decision-making strategies to achieve organizational goals (level: application).

Facility Finance Plan

Develops proposal for multi-million dollar facility renovation project to include hotels, condominium units, retail stores, and minor league baseball complex. Uses a combination of public and private funding such that the budget reflects a 20 year payback.

▼ Measure: Facility Finance Plan Direct - Student Artifact


Details/Description:


Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 334 (spr)

Responsible Individual(s): Instructor of record (T. Sawyer)

Supporting Attachments:

 AssignDescription.SportProgramatBTC.pdf (Adobe Acrobat Document) (See appendix)

 Decision Making Rubric.pdf (Adobe Acrobat Document) (See appendix)

Findings for Facility Finance Plan

Summary of Findings: No data collected

Results: Target Achievement: Not Met

Recommendations : Collect data fall/spring 2013-2014

Reflections/Notes :

Effective Communication

Use multiple mediums to effectively communication, in appropriate oral and written forms, in the workplace (level: application).

Professional Presentation

Develops and creatively uses speaking aids, including audio/visual content, that are appropriate to topic, audience, and setting. Clear verbal and appropriate non-verbal communication.

▼ Measure: Presentation Rubric (Smidley) Direct - Student Artifact


Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.
Range 0-4 points (goal 2.8 pts)

Implementation Plan (timeline): Spring Term

Responsible Individual(s): Instructor of record (S. Smidley)

Supporting Attachments:

 EffectiveCommunication.Rubric.pdf (Adobe Acrobat Document) (See appendix)

Findings for Presentation Rubric (Smidley)

No Findings Added

▼ Measure: Professional Presentation Direct - Student Artifact

Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 342 (spr)

Responsible Individual(s): Instructor of record (T. Sawyer)

Findings for Professional Presentation

No Findings Added

Values & Ethical Principles

Apply personal and professional values and ethical principles in the professional setting (level: application).

Philosophy Statement

Lists and describes fundamental beliefs, moral values, and ethical principles in the professional setting. Identifies an ethical dilemma likely to be faced in RCSM and discusses plan of action.

▼ Measure: Philosophy Statement Direct - Student Artifact

Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 231 (spr)

Responsible Individual(s): Instructor of record (S. Smidley)

Findings for Philosophy Statement

No Findings Added

Scope of Profession

Demonstrate entry level knowledge of the scope of the profession and propose an action plan for personal development and

professional advancement (level: application, synthesis).

Professional Action Plan

List and describes necessary competencies and job demands, relevant professional organizations and publications, and traditional or alternative employment opportunities. Prepares a 5 year action plan to achieve stated career goal.

▼ Measure: Professional Action Plan Direct - Student Artifact

Details/Description:


Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 390 (fall, spr)

Responsible Individual(s): Instructor of record (J. Pommier)

Supporting Attachments:

 PAP Rubric.043012.pdf (Adobe Acrobat Document) (See appendix)

 ProActionPlan Assignment.pdf (Adobe Acrobat Document) (See appendix)

Findings for Professional Action Plan

No Findings Added

Overall Recommendations

No text specified

Overall Reflection

No text specified

Action Plan

Actions

B.S. in RCSM Outcomes

Outcome

Management Skills

Integrate basic facts, principles and processes in the design and management of RCSM events, programs and facilities.

▼ Action: Agency Development Project

This Action is associated with the following Findings

No supporting Findings have been linked to this Action.

Action Details: Students must work well in groups being creative, doing research and producing a professional product. The main area of weakness has been the lack of research; relying instead on existing or readily available information (class notes or text book). Action will be to require more documented research that is clearly implemented into the project with citations and references. Incorporating more project related in-class exercises, such as goal and objective writing lab, organization design lab, and public relations lab, should improve understanding of key project components. Additionally, including a peer review component to provide reviews and feedback of segment drafts.

Implementation Plan (timeline): Make adjustments to project guidelines and incorporate labs and reviews in the class beginning Fall 2013.

Key/Responsible Personnel: Instructor of RCSM 331

Measures: Observed increase in application of professional literature within Agency Development Project.

Resource Allocations:

Priority: Medium

Leadership, Followership and Team Work

Demonstrate the ability to lead, follow and collaboratively work with others to accomplish organizational goals.

▼ **Action:** Individual and Group Activity Leadership

This Action is associated with the following Findings

No supporting Findings have been linked to this Action.

Action Details: Target of 70% or higher on individual rubric and group Special Event Leadership and Activity Leadership exercises has been consistently attained. No corrective action required at this time.

Implementation Plan (timeline): Each time course is taught.

Key/Responsible Personnel: Instructor for RCSM 236

Measures: Student performance on Special Event Leadership and Activity Leadership exercises.

Resource Allocations:

Priority: Medium

Critical Thinking & Problem Solving

Differentiate causes and consequences of problems in order to propose and select among alternatives.

▼ **Action:** Management Case Study projects

This Action is associated with the following Findings

No supporting Findings have been linked to this Action.

Action Details: Currently achieving the targeted class mean score of 70% or higher on case study rubric. No corrective action needed at this time.

Implementation Plan (timeline): Continue with case study projects in RCSM 495 (fall) and RCSM 447 (spring).

Key/Responsible Personnel: Instructor of RCSM 495 & RCSM 447.

Measures: Student performance on Management Case Studies projects.

Resource Allocations:

Priority: Medium

Decision Making

Appropriately use evidence-based decision making strategies to achieve organizational goals.

▼ **Action:** Facility Finance Planning

This Action is associated with the following Findings

No supporting Findings have been linked to this Action.

Action Details: Students develop proposals for large-scale facility renovation projects on RCSM related facilities using a mixed source of funding. The class mean target score of 70% has consistently been achieved. No corrective action required at this time.

Implementation Plan (timeline): Continue with this project within RCSM 334 each spring.

Key/Responsible Personnel: Instructor of RCSM 334.

Measures: Student performance on project.

Resource Allocations:

Priority: Medium

Effective Communication

Use multiple mediums to effectively communicate in oral and written formats within work-related interactions.

▼ **Action:** Professional Presentation

This Action is associated with the following Findings

No supporting Findings have been linked to this Action.

Action Details: Student selects presentation aids/technology appropriate for topic, audience and setting. They use effective verbal and nonverbal presentation skills. Target of class mean of 70% has been achieved. No corrective action needed.

Implementation Plan (timeline): Continue using presentations in RCSM 342 each time taught.

Key/Responsible Personnel: Instructor of RCSM 342.

Measures: Student performance on presentation rubric.

Resource Allocations:

Priority: Medium

Values and Ethical Principles

Apply personal and professional values and ethical principles in professional settings.

▼ **Action:** Philosophy Statement

This Action is associated with the following Findings

No supporting Findings have been linked to this Action.

Action Details: Students provide written description and explanation of their beliefs, moral values and ethical principles associated with professional practice in RCSM. These are tested using ethics-based case situations responses. The class targeted mean of 70% is being achieved. No corrective action required.

Implementation Plan (timeline): Continue using written expression and assessment of student ethical and moral principles in RCSM 231.

Key/Responsible Personnel: Instructor of RCSM 231.

Measures: Student performance on written assignments related to personal and professional philosophy.

Resource Allocations:

Priority: Medium

Scope of Profession

Demonstrate entry level knowledge of the scope of the profession and propose an action plan for individual development and professional advancement.

▼ **Action:** Professional Action Plan

This Action is associated with the following Findings

No supporting Findings have been linked to this Action.

Action Details: Student writes an individual action plan that includes their knowledge of the competencies associated with their chosen career path, relevant professional associations, sources of scholarly literature, and employment opportunities. Action plan indicates a 5 year timeline for achieving career goals. The targeted class mean of 70% is being achieved, so no corrective action is needed.

Implementation Plan (timeline): Continue implementing professional action plan project in

RCSM 390 each time it is taught.

Key/Responsible Personnel: Instructor of RCSM 390.

Measures: Student performance on professional action plan rubric.

Resource Allocations:

Priority: Medium

◆ Status Report

Action Statuses

B.S. in RCSM Outcomes

Outcome

Management Skills

Integrate basic facts, principles and processes in the design and management of RCSM events, programs and facilities.

▼ Action: Agency Development Project

Action Details: Students must work well in groups being creative, doing research and producing a professional product. The main area of weakness has been the lack of research; relying instead on existing or readily available information (class notes or text book). Action will be to require more documented research that is clearly implemented into the project with citations and references. Incorporating more project related in-class exercises, such as goal and objective writing lab, organization design lab, and public relations lab, should improve understanding of key project components. Additionally, including a peer review component to provide reviews and feedback of segment drafts.

Implementation Plan (timeline): Make adjustments to project guidelines and incorporate labs and reviews in the class beginning Fall 2013.

Key/Responsible Personnel: Instructor of RCSM 331

Measures: Observed increase in application of professional literature within Agency Development Project.

Resource Allocations:

Priority: Medium

Status for Agency Development Project

No Status Added

Leadership, Followership and Team Work

Demonstrate the ability to lead, follow and collaboratively work with others to accomplish organizational goals.

▼ Action: Individual and Group Activity Leadership

Action Details: Target of 70% or higher on individual rubric and group Special Event Leadership and Activity Leadership exercises has been consistently attained. No corrective action required at this time.

Implementation Plan (timeline): Each time course is taught.

Key/Responsible Personnel: Instructor for RCSM 236

Measures: Student performance on Special Event Leadership and Activity Leadership exercises.

Resource Allocations:

Priority: Medium

Status for Individual and Group Activity Leadership

No Status Added

Critical Thinking & Problem Solving

Differentiate causes and consequences of problems in order to propose and select among alternatives.

▼ **Action:** Management Case Study projects

Action Details: Currently achieving the targeted class mean score of 70% or higher on case study rubric. No corrective action needed at this time.

Implementation Plan (timeline): Continue with case study projects in RCSM 495 (fall) and RCSM 447 (spring).

Key/Responsible Personnel: Instructor of RCSM 495 & RCSM 447.

Measures: Student performance on Management Case Studies projects.

Resource Allocations:

Priority: Medium

Status for Management Case Study projects

Current Status: In Progress

Resource Allocation(s) Status: Previous faculty for RCSM 495 did not share findings and findings were only provided for RCSM 447

Next Steps/Additional Information: Continue to monitor RCSM 495 Fall 2013 & Spring 2014

Decision Making

Appropriately use evidence-based decision making strategies to achieve organizational goals.

▼ **Action:** Facility Finance Planning

Action Details: Students develop proposals for large-scale facility renovation projects on RCSM related facilities using a mixed source of funding. The class mean target score of 70% has consistently been achieved. No corrective action required at this time.

Implementation Plan (timeline): Continue with this project within RCSM 334 each spring.

Key/Responsible Personnel: Instructor of RCSM 334.

Measures: Student performance on project.

Resource Allocations:

Priority: Medium

Status for Facility Finance Planning

Current Status: In Progress

Resource Allocation(s) Status: Data collection completed for Fall 2013 and Spring 2014

Next Steps/Additional Information: Analysis of data to follow and to be included in next assessment cycle findings.

Effective Communication

Use multiple mediums to effectively communicate in oral and written formats within work-related interactions.

▼ Action: Professional Presentation

Action Details: Student selects presentation aids/technology appropriate for topic, audience and setting. They use effective verbal and nonverbal presentation skills. Target of class mean of 70% has been achieved. No corrective action needed.

Implementation Plan (timeline): Continue using presentations in RSCM 342 each time taught.

Key/Responsible Personnel: Instructor of RSCM 342.

Measures: Student performance on presentation rubric.

Resource Allocations:

Priority: Medium

Status for Professional Presentation

Current Status: Completed

Resource Allocation(s) Status: RSCM 342 (SPM Section) At the course level students consistently achieving over 70% target

Next Steps/Additional Information: RSCM 342 instructor changed course to 2 professional presentation a semester to better prepare students for professional presentation so that they may receive feedback and apply changes/prepare a better second professional presentation

Values and Ethical Principles

Apply personal and professional values and ethical principles in professional settings.

▼ Action: Philosophy Statement

Action Details: Students provide written description and explanation of their beliefs, moral values and ethical principles associated with professional practice in RSCM. These are tested using ethics-based case situations responses. The class targeted mean of 70% is being achieved. No corrective action required.

Implementation Plan (timeline): Continue using written expression and assessment of student ethical and moral principles in RSCM 231.

Key/Responsible Personnel: Instructor of RSCM 231.

Measures: Student performance on written assignments related to personal and professional philosophy.

Resource Allocations:

Priority: Medium

Status for Philosophy Statement

No Status Added

Scope of Profession

Demonstrate entry level knowledge of the scope of the profession and propose an action plan for individual development and professional advancement.

▼ **Action: Professional Action Plan**

Action Details: Student writes an individual action plan that includes their knowledge of the competencies associated with their chosen career path, relevant professional associations, sources of scholarly literature, and employment opportunities. Action plan indicates a 5 year timeline for achieving career goals. The targeted class mean of 70% is being achieved, so no corrective action is needed.

Implementation Plan (timeline): Continue implementing professional action plan project in RCSM 390 each time it is taught.

Key/Responsible Personnel: Instructor of RCSM 390.

Measures: Student performance on professional action plan rubric.

Resource Allocations:

Priority: Medium

Status for Professional Action Plan

No Status Added

Status Summary

No text specified

Summary of Next Steps

No text specified

2013-2014 Assessment Cycle

Assessment Plan

Outcomes and Measures

BS in Recreation & Spt Mgmt Outcomes Set - Pre-2015

Management Skills

Integrate basic facts, principles, and processes in the design and management of RCSM events, programs, and facilities (Level: synthesis).

Agency Development Project

Work in a group to develop mission, goals, and objectives; programs and services; management plan; facilities plan, human resources plan; and public relations and marketing plan for a RCSM agency.

▼ Measure: Agency Development Project



Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric. Target Score: $70\% * 72 = 50.4$

Implementation Plan (timeline): Each time taught: 331(fall)

Responsible Individual(s): Instructor of record (D. Rogers)

Supporting Attachments:

-  Agency Management Rubric.2010.pdf (Adobe Acrobat Document) (See appendix)
-  Agency Mgmt Assignment.pdf (Adobe Acrobat Document) (See appendix)

Leadership, Followership, and Team Work

Demonstrate the ability to lead, follow, and collaboratively work with others to accomplish organizational goals (Level: application).

Activity Leadership

Works in a group to develop a written program plan to implement a 3 hour recreation special event. The program plan will match the overall program theme, contribute to achieving a predetermined program goal, and be consistent with the agency's mission.

▼ Measure: Activity Leadership Direct - Student Artifact



Details/Description:

Target: Aggregated class mean score of 70% or higher on individual rubric and group Special Event Leadership and Activity Leadership exercises.

Implementation Plan (timeline): Each time taught: 236 (spr)

Responsible Individual(s): Instructor of record (N. Schaumleffel)

Supporting Attachments:

-  Leadership Assignment Description 2012 (Word Document (Open XML)) (See appendix)
-  Leadership Rubric & Evaluation Forms (Word Document (Open XML)) (See appendix)

Critical Thinking & Problem Solving

Differentiate causes and consequences of problems in order to propose and select among alternatives (level: analysis, synthesis, evaluation).

Management Case Study

Identifies key facts, analyzes relationships, and deduces likely outcomes in RCSM scenario. Uses relevant criteria to select

▼ Measure: Management Case Study Direct - Student Artifact

Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

the most appropriate option to overcome the obstacle or constraint.

Implementation Plan (timeline): Each time taught: 495 (fall); 447 (spr)

Responsible Individual(s): Instructor of record (495 - C. Witkemper; 447 - N. Schaumleffel)

Decision-making

Appropriately use evidence based decision-making strategies to achieve organizational goals (level: application).

Facility Finance Plan

Develops proposal for multi-million dollar facility renovation project to include hotels, condominium units, retail stores, and minor league baseball complex. Uses a combination of public and private funding such that the budget reflects a 20 year payback.

▼ **Measure:** Facility Finance Plan
Direct - Student Artifact



Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 334 (spr)

Responsible Individual(s): Instructor of record (E. Strigas)

Supporting Attachments:

-  AssignDescription.SportProgramatBTC.pdf (Adobe Acrobat Document) (See appendix)
-  Decision Making Rubric.pdf (Adobe Acrobat Document) (See appendix)

Effective Communication

Use multiple mediums to effectively communicate using appropriate oral and written forms during work-related interactions (level: application).

Professional Presentation

Develops and creatively uses speaking aids, including audio/visual content, that are appropriate to topic, audience, and setting. Clear verbal and appropriate non-verbal communication.

▼ **Measure:** Presentation Rubric (Smidley)
Direct - Student Artifact


Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.
Range 0-4 points (goal 2.8 pts)

Implementation Plan (timeline): Spring Term

Responsible Individual(s): Instructor of record (S. Smidley)

Supporting Attachments:

-  EffectiveCommunication.Rubric.Spr12.pdf (Adobe Acrobat Document) (See appendix)

▼ **Measure:** Professional Presentation
Direct - Student Artifact

Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 342 (spr)

Responsible Individual(s): Instructor of record

Values & Ethical Principles

Apply personal and professional values and ethical principles in the professional setting (level: application).

Philosophy Statement

Lists and describes fundamental beliefs, moral values, and ethical

▼ **Measure:** Philosophy Statement
Direct - Student Artifact



principles in the professional setting. Identifies an ethical dilemma likely to be faced in RCSM and discusses plan of action.

Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 231 (spr)

Responsible Individual(s): Instructor of record (S. Smidley)

Scope of Profession

Demonstrate entry level knowledge of the scope of the profession and propose an action plan for personal development and professional advancement (level: application, synthesis).

Professional Action Plan

List and describes necessary competencies and job demands, relevant professional organizations and publications, and traditional or alternative employment opportunities. Prepares a 5 year action plan to achieve stated career goal.

▼ **Measure:** Professional Action Plan
Direct - Student Artifact

Details/Description:


Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 390 (fall, spr)

Responsible Individual(s): Instructor of record (J. Pommier)

Supporting Attachments:

 PAP Rubric.043012.pdf (Adobe Acrobat Document) (See appendix)

 ProActionPlan Assignment.pdf (Adobe Acrobat Document) (See appendix)

 **Assessment Findings**

Finding per Measure

BS in Recreation & Spt Mgmt Outcomes Set - Pre-2015

Management Skills

Integrate basic facts, principles, and processes in the design and management of RCSM events, programs, and facilities (Level: synthesis).

Agency Development Project

Work in a group to develop mission, goals, and objectives; programs and services; management plan; facilities plan, human resources plan; and public relations and marketing plan for a RCSM agency.

▼ **Measure:** Agency Development Project


Details/Description:


Target: Aggregated class mean score of 70% or higher on rubric. Target Score: 70%*72 = 50.4

Implementation Plan (timeline): Each time taught: 331(fall)

Responsible Individual(s): Instructor of record (D. Rogers)

Supporting Attachments:

 Agency Management Rubric.2010.pdf (Adobe Acrobat Document) (See appendix)

 Agency Mgmt Assignment.pdf (Adobe Acrobat Document) (See appendix)

Findings for Agency Development Project

No Findings Added

Leadership, Followership, and Team Work

Demonstrate the ability to lead, follow, and collaboratively work with others to accomplish organizational goals (Level: application).

Activity Leadership

Works in a group to develop a written program plan to implement a 3 hour recreation special event. The program plan will match the overall program theme, contribute to achieving a predetermined program goal, and be consistent with the agency's mission.

▼ **Measure:** Activity Leadership
Direct - Student Artifact

Details/Description:

Target: Aggregated class mean score of 70% or higher on individual rubric and group Special Event Leadership and Activity Leadership exercises.

Implementation Plan (timeline): Each time taught: 236 (spr)

Responsible Individual(s): Instructor of record (N. Schaumleffel)

Supporting Attachments:

- 📎 Leadership Assignment Description 2012 (Word Document (Open XML)) (See appendix)
- 📎 Leadership Rubric & Evaluation Forms (Word Document (Open XML)) (See appendix)

Findings for Activity Leadership

No Findings Added

Critical Thinking & Problem Solving

Differentiate causes and consequences of problems in order to propose and select among alternatives (level: analysis, synthesis, evaluation).

Management Case Study

Identifies key facts, analyzes relationships, and deduces likely outcomes in RCSM scenario. Uses relevant criteria to select the most appropriate option to overcome the obstacle or constraint.

▼ **Measure:** Management Case Study
Direct - Student Artifact

Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 495 (fall); 447 (spr)

Responsible Individual(s): Instructor of record (495 - C. Witkemper; 447 - N. Schaumleffel)

Findings for Management Case Study

Summary of Findings: Fall 2013 - Students of Witkemper RCSM 495 won 3/3 best research presentations at the regional IAHPERD sport management conference.

Overall class mean = 91.27%

Results: Target Achievement: Met

Recommendations : Some improvement could be made during this process if students were exposed to proper research techniques earlier in the program. For example teaching students where to find sources for research projects.

Reflections/Notes :

Decision-making

Appropriately use evidence based decision-making strategies to achieve organizational goals (level: application).

Facility Finance Plan

Develops proposal for multi-million dollar facility renovation project to include hotels, condominium units, retail

▼ **Measure:** Facility Finance Plan
Direct - Student Artifact

Details/Description:


stores, and minor league baseball complex. Uses a combination of public and private funding such that the budget reflects a 20 year payback.


Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 334 (spr)

Responsible Individual(s): Instructor of record (E. Strigas)

Supporting Attachments:

 AssignDescription.SportProgramatBTC.pdf (Adobe Acrobat Document) (See appendix)

 Decision Making Rubric.pdf (Adobe Acrobat Document) (See appendix)

Findings for Facility Finance Plan

Summary of Findings: Class average was 81%

Results: Target Achievement: Met

Recommendations : Continue as planned

Reflections/Notes : Class average exceeding the minimum expectation of 70%

Effective Communication

Use multiple mediums to effectively communicate using appropriate oral and written forms during work-related interactions (level: application).

Professional Presentation

Develops and creatively uses speaking aids, including audio/visual content, that are appropriate to topic, audience, and setting. Clear verbal and appropriate non-verbal communication.

▼ Measure: Presentation Rubric (Smidley)

Direct - Student Artifact


Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.
Range 0-4 points (goal 2.8 pts)

Implementation Plan (timeline): Spring Term

Responsible Individual(s): Instructor of record (S. Smidley)

Supporting Attachments:

 EffectiveCommunication.Rubric.Spr12.pdf (Adobe Acrobat Document) (See appendix)

Findings for Presentation Rubric (Smidley)

No Findings Added

▼ Measure: Professional Presentation

Direct - Student Artifact

Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 342 (spr)

Responsible Individual(s): Instructor of record

Findings for Professional Presentation

No Findings Added

Values & Ethical Principles

Apply personal and professional values and ethical principles in the professional setting (level: application).

Philosophy Statement

Lists and describes fundamental beliefs, moral values, and ethical principles in the professional setting. Identifies an ethical dilemma likely to be faced in RCSM and discusses plan of action.

▼ **Measure:** Philosophy Statement
Direct - Student Artifact

Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 231 (spr)

Responsible Individual(s): Instructor of record (S. Smidley)

Findings for Philosophy Statement

No Findings Added

Scope of Profession

Demonstrate entry level knowledge of the scope of the profession and propose an action plan for personal development and professional advancement (level: application, synthesis).

Professional Action Plan

List and describes necessary competencies and job demands, relevant professional organizations and publications, and traditional or alternative employment opportunities. Prepares a 5 year action plan to achieve stated career goal.

▼ **Measure:** Professional Action Plan
Direct - Student Artifact

Details/Description:


Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 390 (fall, spr)

Responsible Individual(s): Instructor of record (J. Pommier)

Supporting Attachments:

 PAP Rubric.043012.pdf (Adobe Acrobat Document) (See appendix)

 ProActionPlan Assignment.pdf (Adobe Acrobat Document) (See appendix)

Findings for Professional Action Plan

No Findings Added

Overall Recommendations

No text specified

Overall Reflection

No text specified

Action Plan

Actions

B.S. in RCSM Outcomes

Outcome

Management Skills

Integrate basic facts, principles and processes in the design and management of RSCM events, programs and facilities.

▼ Action: Agency Development Project

This Action is associated with the following Findings

No supporting Findings have been linked to this Action.

Action Details: Students must work well in groups being creative, doing research and producing a professional product. The main area of weakness has been the lack of research; relying instead on existing or readily available information (class notes or text book). Action will be to require more documented research that is clearly implemented into the project with citations and references. Incorporating more project related in-class exercises, such as goal and objective writing lab, organization design lab, and public relations lab, should improve understanding of key project components. Additionally, including a peer review component to provide reviews and feedback of segment drafts.

Implementation Plan (timeline): Make adjustments to project guidelines and incorporate labs and reviews in future versions of this project in our new, similar management class.

Key/Responsible Personnel: Instructor of new RSCM 453

Measures: Observed increase in application of professional literature within Agency Development Project.

Resource Allocations:

Priority: Medium

Leadership, Followership and Team Work

Demonstrate the ability to lead, follow and collaboratively work with others to accomplish organizational goals.

▼ Action: Individual and Group Activity Leadership

This Action is associated with the following Findings

No supporting Findings have been linked to this Action.

Action Details: Target of 70% or higher on individual rubric and group Special Event Leadership and Activity Leadership exercises has been consistently attained. No corrective action required at this time.

Implementation Plan (timeline): Each time equivalent new course is taught.

Key/Responsible Personnel: Instructor for new RSCM 225

Measures: Student performance on Special Event Leadership and Activity Leadership exercises.

Resource Allocations:

Priority: Medium

Critical Thinking & Problem Solving

Differentiate causes and consequences of problems in order to propose and select among alternatives.

▼ Action: Management Case Study projects

This Action is associated with the following Findings

No supporting Findings have been linked to this Action.

Action Details: Currently achieving the targeted class mean score of 70% or higher on case study rubric. No corrective action needed at this time.

Implementation Plan (timeline): Continue with case study projects in RSCM 495 (fall) and new course RSCM 391 (spring or summer).

Key/Responsible Personnel: Instructor of RSCM 495 & new RSCM 391.

Measures: Student performance on Management Case Studies projects.

Resource Allocations:

Priority: Medium

Decision Making

Appropriately use evidence-based decision making strategies to achieve organizational goals.

▼ **Action:** Facility Finance Planning

This Action is associated with the following Findings

No supporting Findings have been linked to this Action.

Action Details: Students develop proposals for large-scale facility renovation projects on RSCSM related facilities using a mixed source of funding. The class mean target score of 70% has consistently been achieved. No corrective action required at this time.

Implementation Plan (timeline): Continue with this project within new course RSCSM 332.

Key/Responsible Personnel: Instructor of new course RSCSM 332.

Measures: Student performance on project.

Resource Allocations:

Priority: Medium

Effective Communication

Use multiple mediums to effectively communicate in oral and written formats within work-related interactions.

▼ **Action:** Professional Presentation

This Action is associated with the following Findings

No supporting Findings have been linked to this Action.

Action Details: Student selects presentation aids/technology appropriate for topic, audience and setting. They use effective verbal and nonverbal presentation skills. Target of class mean of 70% has been achieved. No corrective action needed.

Implementation Plan (timeline): Continue using presentations in new course RSCSM 320 each time taught.

Key/Responsible Personnel: Instructor of RSCSM 320.

Measures: Student performance on presentation rubric.

Resource Allocations:

Priority: Medium

Values and Ethical Principles

Apply personal and professional values and ethical principles in professional settings.

▼ **Action:** Philosophy Statement

This Action is associated with the following Findings

No supporting Findings have been linked to this Action.

Action Details: Students provide written description and explanation of their beliefs, moral values and ethical principles associated with professional practice in RSCSM. These are tested using ethics-based case situations responses. The class targeted mean of 70% is being achieved. No corrective action required.

Implementation Plan (timeline): Continue using written expression and assessment of student ethical and moral principles in new course RSCSM 353.

Key/Responsible Personnel: Instructor of new course RSCSM 353.

Measures: Student performance on written assignments related to personal and professional philosophy.

Resource Allocations:

Priority: Medium

Scope of Profession

Demonstrate entry level knowledge of the scope of the profession and propose an action plan for individual development and professional advancement.

▼ Action: Professional Action Plan

This Action is associated with the following Findings

No supporting Findings have been linked to this Action.

Action Details: Student writes an individual action plan that includes their knowledge of the competencies associated with their chosen career path, relevant professional associations, sources of scholarly literature, and employment opportunities. Action plan indicates a 5 year timeline for achieving career goals. The targeted class mean of 70% is being achieved, so no corrective action is needed.

Implementation Plan (timeline): Continue implementing professional action plan project in new course RSCSM 300 each time it is taught.

Key/Responsible Personnel: Instructor of new course RSCSM 300.

Measures: Student performance on professional action plan rubric.

Resource Allocations:

Priority: Medium

◆ Status Report

Action Statuses

B.S. in RSCSM Outcomes

Outcome

Management Skills

Integrate basic facts, principles and processes in the design and management of RSCSM events, programs and facilities.

▼ Action: Agency Development Project

Action Details: Students must work well in groups being creative, doing research and producing a professional product. The main area of weakness has been the lack of research; relying instead on existing or readily available information (class notes or text book). Action will be to require more documented research that is clearly implemented into the project with citations and references. Incorporating more project related in-class exercises, such as goal and objective writing lab, organization design lab, and public relations lab, should improve understanding of key project components. Additionally, including a peer review component to provide reviews and feedback of segment drafts.

Implementation Plan (timeline): Make adjustments to project guidelines and incorporate labs and reviews in future versions of this project in our new, similar management class.

Key/Responsible Personnel: Instructor of new RSCSM 453

Measures: Observed increase in application of professional literature within Agency Development Project.

Resource Allocations:

Priority: Medium

Status for Agency Development Project

Current Status: Completed

Resource Allocation(s) Status:

Next Steps/Additional Information: New curriculum will begin Fall 2015. Faculty will create new rubrics and build on what we have learned from past program.

Leadership, Followership and Team Work

Demonstrate the ability to lead, follow and collaboratively work with others to accomplish organizational goals.

▼ **Action:** Individual and Group Activity Leadership

Action Details: Target of 70% or higher on individual rubric and group Special Event Leadership and Activity Leadership exercises has been consistently attained. No corrective action required at this time.

Implementation Plan (timeline): Each time equivalent new course is taught.

Key/Responsible Personnel: Instructor for new RCSM 225

Measures: Student performance on Special Event Leadership and Activity Leadership exercises.

Resource Allocations:

Priority: Medium

Status for Individual and Group Activity Leadership

Current Status: Completed

Resource Allocation(s) Status:

Next Steps/Additional Information: New curriculum will begin Fall 2015. Leadership will be covered and assessment in multiple courses.

Critical Thinking & Problem Solving

Differentiate causes and consequences of problems in order to propose and select among alternatives.

▼ **Action:** Management Case Study projects

Action Details: Currently achieving the targeted class mean score of 70% or higher on case study rubric. No corrective action needed at this time.

Implementation Plan (timeline): Continue with case study projects in RCSM 495 (fall) and new course RCSM 391 (spring or summer).

Key/Responsible Personnel: Instructor of RCSM 495 & new RCSM 391.

Measures: Student performance on Management Case Studies projects.

Resource Allocations:

Priority: Medium

Status for Management Case Study projects

Current Status: Completed

Resource Allocation(s) Status:

Next Steps/Additional Information: New curriculum will begin Fall 2015.

Decision Making

Appropriately use evidence-based decision making strategies to achieve organizational goals.

▼ Action: Facility Finance Planning

Action Details: Students develop proposals for large-scale facility renovation projects on RSCM related facilities using a mixed source of funding. The class mean target score of 70% has consistently been achieved. No corrective action required at this time.

Implementation Plan (timeline): Continue with this project within new course RSCM 332.

Key/Responsible Personnel: Instructor of new course RSCM 332.

Measures: Student performance on project.

Resource Allocations:

Priority: Medium

Status for Facility Finance Planning

Current Status: Completed

Resource Allocation(s) Status:

Next Steps/Additional Information: New curriculum begins Fall 2015. New rubrics with related artifact will be developed during Fall semester.

Effective Communication

Use multiple mediums to effectively communicate in oral and written formats within work-related interactions.

▼ Action: Professional Presentation

Action Details: Student selects presentation aids/technology appropriate for topic, audience and setting. They use effective verbal and nonverbal presentation skills. Target of class mean of 70% has been achieved. No corrective action needed.

Implementation Plan (timeline): Continue using presentations in new course RSCM 320 each time taught.

Key/Responsible Personnel: Instructor of RSCM 320.

Measures: Student performance on presentation rubric.

Resource Allocations:

Priority: Medium

Status for Professional Presentation

Current Status: Completed

Resource Allocation(s) Status:

Next Steps/Additional Information: New curriculum begins Fall 2015. New rubrics with related artifact will be developed during Fall semester.

Values and Ethical Principles

Apply personal and professional values and ethical principles in professional settings.

▼ Action: Philosophy Statement

Action Details: Students provide written description and explanation of their beliefs, moral values and ethical principles associated with professional practice in RSCM. These are tested using ethics-based case situations responses. The class targeted mean of 70% is being achieved. No corrective action required.

Implementation Plan (timeline): Continue using written expression and assessment of student ethical and moral principles in new course RSCM 353.

Key/Responsible Personnel: Instructor of new course RSCM 353.

Measures: Student performance on written assignments related to personal and professional philosophy.

Resource Allocations:

Priority: Medium

Status for Philosophy Statement

Current Status: Completed

Resource Allocation(s) Status:

Next Steps/Additional Information: New curriculum begins Fall 2015. New rubrics with related artifact will be developed during Fall semester. RSCM 315 will also provide input for this competency.

Scope of Profession

Demonstrate entry level knowledge of the scope of the profession and propose an action plan for individual development and professional advancement.

▼ Action: Professional Action Plan

Action Details: Student writes an individual action plan that includes their knowledge of the competencies associated with their chosen career path, relevant professional associations, sources of scholarly literature, and employment opportunities. Action plan indicates a 5 year timeline for achieving career goals. The targeted class mean of 70% is being achieved, so no corrective action is needed.

Implementation Plan (timeline): Continue implementing professional action plan project in new course RSCM 300 each time it is taught.

Key/Responsible Personnel: Instructor of new course RSCM 300.

Measures: Student performance on professional action plan rubric.

Resource Allocations:

Priority: Medium

Status for Professional Action Plan

Current Status: Completed

Resource Allocation(s) Status:

Next Steps/Additional Information: New curriculum begins Fall 2015. New rubrics with related artifact will be developed during Fall semester.

Status Summary

No text specified

Summary of Next Steps

No text specified

2014-2015 Assessment Cycle

Assessment Plan

Outcomes and Measures

BS in Recreation & Spt Mgmt Outcomes Set - Pre-2015

Management Skills

Integrate basic facts, principles, and processes in the design and management of RCSM events, programs, and facilities (Level: synthesis).

Agency Development Project

Work in a group to develop mission, goals, and objectives; programs and services; management plan; facilities plan, human resources plan; and public relations and marketing plan for a RCSM agency.

▼ Measure: Agency Development Project



Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric. Target Score: $70\% * 72 = 50.4$

Implementation Plan (timeline): Each time taught: 331(fall)

Responsible Individual(s): Instructor of record (D. Rogers)

Supporting Attachments:

-  Agency Management Rubric.2010.pdf (Adobe Acrobat Document) (See appendix)
-  Agency Mgmt Assignment.pdf (Adobe Acrobat Document) (See appendix)

Leadership, Followership, and Team Work

Demonstrate the ability to lead, follow, and collaboratively work with others to accomplish organizational goals (Level: application).

Activity Leadership

Works in a group to develop a written program plan to implement a 3 hour recreation special event. The program plan will match the overall program theme, contribute to achieving a predetermined program goal, and be consistent with the agency's mission.

▼ Measure: Activity Leadership Direct - Student Artifact



Details/Description:

Target: Aggregated class mean score of 70% or higher on individual rubric and group Special Event Leadership and Activity Leadership exercises.

Implementation Plan (timeline): Each time taught: 236 (spr)

Responsible Individual(s): Instructor of record (N. Schaumleffel)

Supporting Attachments:

-  Leadership Assignment Description 2012 (Word Document (Open XML)) (See appendix)
-  Leadership Rubric & Evaluation Forms (Word Document (Open XML)) (See appendix)

Critical Thinking & Problem Solving

Differentiate causes and consequences of problems in order to propose and select among alternatives (level: analysis, synthesis, evaluation).

Management Case Study

Identifies key facts, analyzes relationships, and deduces likely outcomes in RCSM scenario. Uses relevant criteria to select

▼ Measure: Management Case Study Direct - Student Artifact

Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

the most appropriate option to overcome the obstacle or constraint.

Implementation Plan (timeline): Each time taught: 495 (fall); 447 (spr)

Responsible Individual(s): Instructor of record (495 - C. Witkemper; 447 - N. Schaumleffel)

Decision-making

Appropriately use evidence based decision-making strategies to achieve organizational goals (level: application).

Facility Finance Plan

Develops proposal for multi-million dollar facility renovation project to include hotels, condominium units, retail stores, and minor league baseball complex. Uses a combination of public and private funding such that the budget reflects a 20 year payback.

▼ **Measure:** Facility Finance Plan
Direct - Student Artifact



Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 334 (spr)

Responsible Individual(s): Instructor of record (E. Strigas)

Supporting Attachments:

-  AssignDescription.SportProgramatBTC.pdf (Adobe Acrobat Document) (See appendix)
-  Decision Making Rubric.pdf (Adobe Acrobat Document) (See appendix)

Effective Communication

Use multiple mediums to effectively communicate using appropriate oral and written forms during work-related interactions (level: application).

Professional Presentation

Develops and creatively uses speaking aids, including audio/visual content, that are appropriate to topic, audience, and setting. Clear verbal and appropriate non-verbal communication.

▼ **Measure:** Presentation Rubric (Smidley)
Direct - Student Artifact


Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.
Range 0-4 points (goal 2.8 pts)

Implementation Plan (timeline): Spring Term

Responsible Individual(s): Instructor of record (S. Smidley)

Supporting Attachments:

-  EffectiveCommunication.Rubric.Spr12.pdf (Adobe Acrobat Document) (See appendix)

▼ **Measure:** Professional Presentation
Direct - Student Artifact

Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 342 (spr)

Responsible Individual(s): Instructor of record

Values & Ethical Principles

Apply personal and professional values and ethical principles in the professional setting (level: application).

Philosophy Statement

Lists and describes fundamental beliefs, moral values, and ethical

▼ **Measure:** Philosophy Statement
Direct - Student Artifact

principles in the professional setting. Identifies an ethical dilemma likely to be faced in RCSM and discusses plan of action.

Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 231 (spr)

Responsible Individual(s): Instructor of record (S. Smidley)

Scope of Profession

Demonstrate entry level knowledge of the scope of the profession and propose an action plan for personal development and professional advancement (level: application, synthesis).

Professional Action Plan

List and describes necessary competencies and job demands, relevant professional organizations and publications, and traditional or alternative employment opportunities. Prepares a 5 year action plan to achieve stated career goal.

▼ **Measure:** Professional Action Plan
Direct - Student Artifact

Details/Description:


Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 390 (fall, spr)

Responsible Individual(s): Instructor of record (J. Pommier)

Supporting Attachments:

 PAP Rubric.043012.pdf (Adobe Acrobat Document) (See appendix)

 ProActionPlan Assignment.pdf (Adobe Acrobat Document) (See appendix)

 **Assessment Findings**

Finding per Measure

BS in Recreation & Spt Mgmt Outcomes Set - Pre-2015

Management Skills

Integrate basic facts, principles, and processes in the design and management of RCSM events, programs, and facilities (Level: synthesis).

Agency Development Project

Work in a group to develop mission, goals, and objectives; programs and services; management plan; facilities plan, human resources plan; and public relations and marketing plan for a RCSM agency.

▼ **Measure:** Agency Development Project


Details/Description:


Target: Aggregated class mean score of 70% or higher on rubric. Target Score: 70%*72 = 50.4

Implementation Plan (timeline): Each time taught: 331(fall)

Responsible Individual(s): Instructor of record (D. Rogers)

Supporting Attachments:

 Agency Management Rubric.2010.pdf (Adobe Acrobat Document) (See appendix)

 Agency Mgmt Assignment.pdf (Adobe Acrobat Document) (See appendix)

Findings for Agency Development Project

Summary of Findings: Course was taught by adjunct this semester. Rubric is summary of findings based on class average across groups.

Results: Target Achievement: Met

Recommendations : More time spent on evaluation component and creating planning goals and objectives.

Reflections/Notes :

Substantiating Evidence:

📎 Agency Management Rubric Fall 14.docx (Word Document (Open XML)) (See appendix)

Leadership, Followership, and Team Work

Demonstrate the ability to lead, follow, and collaboratively work with others to accomplish organizational goals (Level: application).

Activity Leadership

Works in a group to develop a written program plan to implement a 3 hour recreation special event. The program plan will match the overall program theme, contribute to achieving a predetermined program goal, and be consistent with the agency's mission.

▼ Measure: Activity Leadership Direct - Student Artifact

Details/Description:

Target: Aggregated class mean score of 70% or higher on individual rubric and group Special Event Leadership and Activity Leadership exercises.

Implementation Plan (timeline): Each time taught: 236 (spr)

Responsible Individual(s): Instructor of record (N. Schaumleffel)

Supporting Attachments:

- 📎 Leadership Assignment Description 2012 (Word Document (Open XML)) (See appendix)
- 📎 Leadership Rubric & Evaluation Forms (Word Document (Open XML)) (See appendix)

Findings for Activity Leadership

Summary of Findings: In Spring 2014, Dr. Schaumleffel, primary instructor of RCSM-236, was on sabbatical. The adjunct professor hired to teach this course did not assess this outcome, nor report data to TaskStream. Meanwhile, based on pre-Spring 2014 assessment data, the RCSM faculty voted to eliminate this course from the curriculum for the major RCSM curricular revision being implemented in Fall 2015. Therefore, since this semester, Spring 2015, was the last time this course will ever be taught, and due to enormous enrollment, it was not possible to facilitate the assessment strategy as outlined to measure this outcome.

Results: Target Achievement: Not Met

Recommendations : None

Reflections/Notes : Future courses with assessment strategies tied to community engagement and service-learning projects must have enrollment caps to make it feasible for faculty to facilitate the assessment strategy.

Critical Thinking & Problem Solving

Differentiate causes and consequences of problems in order to propose and select among alternatives (level: analysis, synthesis, evaluation).

Management Case Study

Identifies key facts, analyzes relationships, and deduces likely outcomes in RCSM scenario. Uses relevant criteria to select the most appropriate option to overcome the obstacle or constraint.

▼ Measure: Management Case Study Direct - Student Artifact

Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 495 (fall); 447 (spr)

Responsible Individual(s): Instructor of record (495 - C. Witkemper; 447 - N. Schaumleffel)

Findings for Management Case Study

Summary of Findings: RCSM-447, Spring 2015: (n= 10) Research Update Paper with

Managerial Implications Section
Range: 46/100 to 104/100
Mean = 83/100
Median = 81/100
SD = 16.63

Results: Target Achievement: Exceeded

Recommendations :

Reflections/Notes : Due to RCSM major revision, RCSM-447 has been eliminated from the curriculum beginning Summer 2015.

Decision-making

Appropriately use evidence based decision-making strategies to achieve organizational goals (level: application).

Facility Finance Plan

Develops proposal for multi-million dollar facility renovation project to include hotels, condominium units, retail stores, and minor league baseball complex. Uses a combination of public and private funding such that the budget reflects a 20 year payback.

▼ **Measure:** Facility Finance Plan
Direct - Student Artifact


Details/Description:


Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 334 (spr)

Responsible Individual(s): Instructor of record (E. Strigas)

Supporting Attachments:

 AssignDescription.SportProgramatBTC.pdf (Adobe Acrobat Document) (See appendix)

 Decision Making Rubric.pdf (Adobe Acrobat Document) (See appendix)

Findings for Facility Finance Plan

No Findings Added

Effective Communication

Use multiple mediums to effectively communicate using appropriate oral and written forms during work-related interactions (level: application).

Professional Presentation

Develops and creatively uses speaking aids, including audio/visual content, that are appropriate to topic, audience, and setting. Clear verbal and appropriate non-verbal communication.

▼ **Measure:** Presentation Rubric (Smidley)
Direct - Student Artifact

Details/Description:


Target: Aggregated class mean score of 70% or higher on rubric.

Range 0-4 points (goal 2.8 pts)

Implementation Plan (timeline): Spring Term

Responsible Individual(s): Instructor of record (S. Smidley)

Supporting Attachments:

 EffectiveCommunication.Rubric.Spr12.pdf (Adobe Acrobat Document) (See appendix)

Findings for Presentation Rubric (Smidley)

No Findings Added

▼ **Measure:** Professional Presentation
Direct - Student Artifact

Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 342 (spr)

Responsible Individual(s): Instructor of record

Findings for Professional Presentation

No Findings Added

Values & Ethical Principles

Apply personal and professional values and ethical principles in the professional setting (level: application).

Philosophy Statement

Lists and describes fundamental beliefs, moral values, and ethical principles in the professional setting. Identifies an ethical dilemma likely to be faced in RCSM and discusses plan of action.

▼ **Measure:** Philosophy Statement
Direct - Student Artifact

Details/Description:

Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 231 (spr)

Responsible Individual(s): Instructor of record (S. Smidley)

Findings for Philosophy Statement

No Findings Added

Scope of Profession

Demonstrate entry level knowledge of the scope of the profession and propose an action plan for personal development and professional advancement (level: application, synthesis).

Professional Action Plan

List and describes necessary competencies and job demands, relevant professional organizations and publications, and traditional or alternative employment opportunities. Prepares a 5 year action plan to achieve stated career goal.

▼ **Measure:** Professional Action Plan
Direct - Student Artifact


Details/Description:


Target: Aggregated class mean score of 70% or higher on rubric.

Implementation Plan (timeline): Each time taught: 390 (fall, spr)

Responsible Individual(s): Instructor of record (J. Pommier)

Supporting Attachments:

 PAP Rubric.043012.pdf (Adobe Acrobat Document) (See appendix)

 ProActionPlan Assignment.pdf (Adobe Acrobat Document) (See appendix)

Findings for Professional Action Plan

No Findings Added

Overall Recommendations

No text specified

Overall Reflection

No text specified

 **Action Plan**

 **Status Report**

2015-2016 Assessment Cycle

Assessment Plan

Outcomes and Measures

BS in Recreation & Sport Management - Nonprofit Leadership Concentration (2015)

1. Communication, Marketing, and Public Relations

Highlights knowledge, attitudes, and activities that nonprofit organizations 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 RCSM 483
Direct - Exam

Details/Description: Note: This measure relates to outcomes 1.1, 1.2, & 1.3.
RCSM 483

Target:

Implementation Plan (timeline): Fall15 and every 3 years thereafter

Responsible Individual(s): Course instructor

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 1.1, 1.2, 1.3, 1.4, & 1.5.

Target:

Implementation Plan (timeline): Fall 15 and every term thereafter

Responsible Individual(s): NPL program coordinator

1.2 Design an integrated public relations and community relations campaign

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

▼ **Measure:** See Course Exam RCSM 483 measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

1.3 Define marketing concepts, processes, and approaches

▼ **Measure:** See Course Exam RCSM 483 measure for outcome 1.1

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

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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

Details/Description: RSCM 483
Target:
Implementation Plan (timeline): Fa15 and every 3 years thereafter
Responsible Individual(s): Course instructor

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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 Management System Assignment

Details/Description: RSCM 483
Target:
Implementation Plan (timeline): Fa15 and every 3 years thereafter
Responsible Individual(s): Course instructor

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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

▼ **Measure:** Leadership Role Rubric

Students will define the dimensions of culture to include language, sexual orientation, gender, age, race, ethnicity, disability status, religious beliefs (including atheism), socio-economic status, educational attainment, veteran status, etc.

Details/Description: Note: This measure relates to outcomes 2.1, 2.2, 2.3, 2.4, & 2.5. RCSM 410

Target:

Implementation Plan (timeline): Sp16 and every term thereafter

Responsible Individual(s): Course instructor

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 2.1, 2.2, 2.3, 2.4, & 2.5.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

2.4 Conduct culturally appropriate assessment,

▼ **Measure:** See Leadership Role Rubric measure for outcomes 2.1



management, and communication strategies

Students will conduct culturally appropriate risk and asset assessment, management, and communication strategies with nonprofit stakeholders.

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

2.5 Develop interactions with culturally different others

Students will initiate and develop interactions with culturally different others.

▼ **Measure:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

3. Financial Resource Development & Management

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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9, 3.10, 3.11, & 3.12.
Target:
Implementation Plan (timeline): Fall15 and every term thereafter
Responsible Individual(s): NPL program coordinator

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:** See NLA Online Profile measure for outcome 3.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.5 Construct a development plan

Students will construct a comprehensive development plan.

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.6 Define budgeting methods

Students will list and define a range of budgeting methods.

▼ **Measure:** Course Exam RCSM 335
Direct - Exam

Details/Description: Note: This measure relates to outcomes 3.6, 3.7, & 3.10.
RCSM 335

Target:

Implementation Plan (timeline): Sp16 and every 3 years thereafter

Responsible Individual(s): Course Instructor

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.7 Prepare a budget

Students will prepare a program budget.

▼ **Measure:** See Course Exam RCSM 335 measure for outcome 3.6

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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

Details/Description: RCSM 335

Target:

Implementation Plan (timeline): Sp16 and every 3 years thereafter

Responsible Individual(s): Course Instructor

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.9 Identify contributions and net assets

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

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.10 Classify accounting methods

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

▼ **Measure:** See Course Exam RCSM 335 measure for outcome 3.6

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.11 Translate the roles of compliance and monitoring in the grants economy

Students will translate the roles of compliance and monitoring in the grants economy.

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.12 Detect gaps in a control/compliance system

Students will detect gaps in a control/compliance system based on knowledge of smart practices for nonprofits

▼ **Measure:** Ethics Case Study

Details/Description: RCSM 335

Target:

Implementation Plan (timeline): Sp16 and every 3 years thereafter

Responsible Individual(s): Course Instructor

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 4.1, 4.2, 4.3, 4.4, 4.5, & 4.6.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

4.2 Recommend the appropriate organizational design

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

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

4.3 Define mission orientation

Students will define mission orientation for a nonprofit organization.

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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

Details/Description: RCSM 205

Target:

Implementation Plan (timeline): Fa15 and every 3 years thereafter

Responsible Individual(s): Course instructor

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

4.5 Define characteristics of a mission statement

Students will define characteristics of an effective mission statement.

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 5.1, 5.2, 5.3, 5.4, 5.5, & 5.6.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

5.2 Compare and contrast the impact of

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

leadership and management

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

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

5.3 Construct a strategic plan

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

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

5.4 Develop evaluation methods

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

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

5.5 Identify leadership characteristics

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

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

6. Legal & 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

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, & 6.7.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

their intended outcome.

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:** See NLA Online Profile measure for outcome 6.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

6.3 Develop a crisis management plan

Students will develop a proactive and reactive crisis management plan.

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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:** See NLA Online Profile measure for outcome 6.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

6.5 Identify personal values system

Students will identify personal values system.

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

6.6 Apply the code of conduct

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

▼ **Measure:** Course Exam RCSM 483
Direct - Exam

Details/Description: RCSM 483
Target:
Implementation Plan (timeline): Fa15 and every 3 years thereafter
Responsible Individual(s): Course instructor

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):



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:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

7. Personal & Professional Development

Highlights the nature of employment in the nonprofit sector, from researching career opportunities, applying and interview 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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 7.1, 7.2, 7.3, & 7.4.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

7.2 Conduct an application, interview, and negotiation process

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

▼ **Measure:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

7.3 Implement a personal professional development plan

Students will create and implement a personal professional development plan.

▼ **Measure:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

7.4 Create a professional network

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

▼ **Measure:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 8.1, 8.2, 8.3, 8.4, 8.5, 8.6, 8.7, & 8.8.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

8.2 Design program outcomes

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

8.3 Defend resource needs

Students will defend the resource needs of a program.

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

Details/Description: Note: This measure relates to outcomes 8.3 & 8.7.
RCSM 205

Target:

Implementation Plan (timeline): Fa15 and every 3 years thereafter

Responsible Individual(s): Course instructor

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

8.4 Manage an inclusive project or program

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** Special-Event Leadership & Management Assignment Rubric

Details/Description: RCSM 225

Target:

Implementation Plan (timeline): Sp16 and every 3 years thereafter

Responsible Individual(s): Course instructor

8.5 Present a logistical plan

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** Special-Event Program Plan/Logic Modeling Rubric

Details/Description: Note: This measure relates to outcomes 8.5 & 8.6.
RCSM 205

Target:

Implementation Plan (timeline): Fa15 and every 3 years thereafter

Responsible Individual(s): Course instructor

8.6 Plan, implement, and evaluate a program marketing plan

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** See Special-Event Program Plan/Logic Modeling Rubric measure for outcome 8.5

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

8.7 Integrate mentoring components

Students will integrate mentoring components within a program delivery model.

▼ **Measure:** See Course Exam RCSM 205 measure for outcome 8.3

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

8.8 Conduct a program evaluation

Students will conduct a program evaluation.

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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.

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 9.1, 9.2, 9.3, 9.4, 9.5, 9.6, 9.7, 9.8, & 9.9.

Target:

Implementation Plan (timeline): Fall15 and every term thereafter

Responsible Individual(s): NPL program coordinator

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.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

9.4 Outline subject areas for a SOP Manual

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

9.5 Institute a training project

Students will institute a training project using the appropriate theories and

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

facilitation skills.

Target:
Implementation Plan (timeline):
Responsible Individual(s):

9.6 Design competitive pay structures and incentive systems

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

9.7 Design a reward system for volunteers

Students will design a reward system for volunteer staff.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

9.8 Integrate techniques in evaluating employee performance

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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:** See NLA Online Profile measure for outcome 9.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 10.1, 10.2, 10.3, 10.4, 10.5, 10.6, & 10.7.
Target:
Implementation Plan (timeline): Fa15 and every term thereafter

8.8) **Responsible Individual(s):** NPL program coordinator

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:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

10.4 Determine which practice may resolve needs

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

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

10.5 Construct an organizational technology plan

Students will construct an organizational technology plan.

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

10.6 Describe international non-governmental organizations

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

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

10.7 Discuss culture within a global context

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

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:
Implementation Plan (timeline):
Responsible Individual(s):

Assessment Findings

Finding per Measure

BS in Recreation & Sport Management - Nonprofit Leadership Concentration (2015)

1. Communication, Marketing, and Public Relations

Highlights knowledge, attitudes, and activities that nonprofit organizations 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 RCSM 483
Direct - Exam

Details/Description: Note: This measure relates to outcomes 1.1, 1.2, & 1.3.
RCSM 483

Target:

Implementation Plan (timeline): Fall15 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Course Exam RCSM 483

No Findings Added

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 1.1, 1.2, 1.3, 1.4, & 1.5.

Target:

Implementation Plan (timeline): Fall 15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

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.

▼ **Measure:** See Course Exam RCSM 483 measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 483 measure for outcome 1.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 1.1

No Findings Added

1.3 Define marketing concepts, processes, and approaches

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

▼ **Measure:** See Course Exam RCSM 483 measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 483 measure for outcome 1.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 1.1

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

Details/Description: RCSM 483

Target:

Implementation Plan (timeline): Fa15 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Phone Solicitation Assignment

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 1.1

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 Management System Assignment

Details/Description: RSCM 483

Target:

Implementation Plan (timeline): Fa15 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Donor Management System Assignment

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 1.1

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), socio-economic status, educational attainment, veteran status, etc.

▼ **Measure:** Leadership Role Rubric

Details/Description: Note: This measure relates to outcomes 2.1, 2.2, 2.3, 2.4, & 2.5.
RSCM 410

Target:

Implementation Plan (timeline): Sp16 and every term thereafter

Responsible Individual(s): Course instructor

Findings for Leadership Role Rubric

No Findings Added

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 2.1, 2.2, 2.3, 2.4, & 2.5.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Leadership Role Rubric measure for outcomes 2.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 2.1

No Findings Added

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Leadership Role Rubric measure for outcomes 2.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 2.1

No Findings Added

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Leadership Role Rubric measure for outcomes 2.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 2.1

No Findings Added

2.5 Develop interactions with culturally different others

Students will initiate and develop interactions with culturally different others.

▼ **Measure:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Leadership Role Rubric measure for outcomes 2.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 2.1

No Findings Added

3. Financial Resource Development & Management

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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9, 3.10, 3.11, & 3.12.

Target:

Implementation Plan (timeline): Fall15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

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:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

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:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

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:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.5 Construct a development plan

Students will construct a comprehensive development plan.

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.6 Define budgeting methods

Students will list and define a range of budgeting methods.

▼ **Measure:** Course Exam RCSM 335
Direct - Exam

Details/Description: Note: This measure relates to outcomes 3.6, 3.7, & 3.10.
RCSM 335

Target:

Implementation Plan (timeline): Sp16 and every 3 years thereafter

Responsible Individual(s): Course Instructor

Findings for Course Exam RCSM 335

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.7 Prepare a budget

Students will prepare a program budget.

▼ **Measure:** See Course Exam RCSM 335 measure for outcome 3.6

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 335 measure for outcome 3.6

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

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

Details/Description: RCSM 335

Target:

Implementation Plan (timeline): Sp16 and every 3 years thereafter

Responsible Individual(s): Course Instructor

Findings for Ethics Case Study Rubric

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.9 Identify contributions and net assets

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

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.10 Classify accounting methods

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

▼ **Measure:** See Course Exam RCSM 335 measure for outcome 3.6

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 335 measure for outcome 3.6

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.11 Translate the roles of compliance and monitoring in the grants economy

Students will translate the roles of compliance and monitoring in the grants economy.

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.12 Detect gaps in a control/compliance system

Students will detect gaps in a control/compliance system based on knowledge of smart practices for nonprofits

▼ Measure: Ethics Case Study

Details/Description: RCSM 335

Target:

Implementation Plan (timeline): Sp16 and every 3 years thereafter

Responsible Individual(s): Course Instructor

Findings for Ethics Case Study

No Findings Added

▼ Measure: See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

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

Students will describe the historical, philosophical, economic, religious, political, and social forces that shape development, role, and significance of nonprofits and civil society.

▼ Measure: NLA Online Profile

Details/Description: Note: This measure relates to outcomes 4.1, 4.2, 4.3, 4.4, 4.5, & 4.6.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

4.2 Recommend the appropriate organizational design

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

▼ Measure: See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 4.1

No Findings Added

4.3 Define mission orientation

Students will define mission orientation for a nonprofit organization.

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 4.1

No Findings Added

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

Details/Description: RSCM 205

Target:

Implementation Plan (timeline): Fa15 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Program Development Assignment Rubric

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 4.1

No Findings Added

4.5 Define characteristics of a mission statement

Students will define characteristics of an effective mission statement.

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 4.1

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:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 4.1

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

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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 5.1, 5.2, 5.3, 5.4, 5.5, & 5.6.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

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:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 5.1

No Findings Added

5.3 Construct a strategic plan

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

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 5.1

No Findings Added

5.4 Develop evaluation methods

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

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 5.1

No Findings Added

5.5 Identify leadership characteristics

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

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 5.1

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:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 5.1

No Findings Added

6. Legal & 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

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, & 6.7.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

nonprofits in relation to their intended outcome.

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

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:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

No Findings Added

6.3 Develop a crisis management plan

Students will develop a proactive and reactive crisis management plan.

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

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:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

No Findings Added

6.5 Identify personal values system

Students will identify personal values system.

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

No Findings Added

6.6 Apply the code of conduct

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

▼ **Measure:** Course Exam RCSM 483
Direct - Exam

Details/Description: RCSM 483

Target:

Implementation Plan (timeline): Fa15 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Course Exam RCSM 483

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

No Findings Added

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:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

No Findings Added

7. Personal & Professional Development

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

7.1 Analyze personal expectations for employment

▼ **Measure:** NLA Online Profile



opportunities

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

Details/Description: Note: This measure relates to outcomes 7.1, 7.2, 7.3, & 7.4.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

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:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 7.1

No Findings Added

7.3 Implement a personal professional development plan

Students will create and implement a personal professional development plan.

▼ **Measure:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 7.1

No Findings Added

7.4 Create a professional network

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

▼ **Measure:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 7.1

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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 8.1, 8.2, 8.3, 8.4, 8.5, 8.6, 8.7, & 8.8.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

8.2 Design program outcomes

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

8.3 Defend resource needs

Students will defend the resource needs of a program.

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

Details/Description: Note: This measure relates to outcomes 8.3 & 8.7.
RCSM 205

Target:

Implementation Plan (timeline): Fa15 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Course Exam RCSM 205

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

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:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

▼ **Measure:** Special-Event Leadership & Management Assignment Rubric

Details/Description: RCSM 225

Target:

Implementation Plan (timeline): Sp16 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Special-Event Leadership & Management Assignment Rubric

No Findings Added

8.5 Present a logistical plan

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

▼ **Measure:** Special-Event Program Plan/Logic Modeling Rubric

Details/Description: Note: This measure relates to outcomes 8.5 & 8.6.
RCSM 205

Target:

Implementation Plan (timeline): Fa15 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Special-Event Program Plan/Logic Modeling Rubric

No Findings Added

8.6 Plan, implement, and evaluate a program marketing plan

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

▼ **Measure:** See Special-Event Program Plan/Logic Modeling Rubric measure for outcome 8.5

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Special-Event Program Plan/Logic Modeling Rubric measure for outcome 8.5

No Findings Added

8.7 Integrate mentoring components

Students will integrate mentoring components within a program delivery model.

▼ **Measure:** See Course Exam RCSM 205 measure for outcome 8.3

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 205 measure for outcome 8.3

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

8.8 Conduct a program evaluation

Students will conduct a program evaluation.

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

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.

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 9.1, 9.2, 9.3, 9.4, 9.5, 9.6, 9.7, 9.8, & 9.9.

Target:

Implementation Plan (timeline): Fall15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

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.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

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.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

9.4 Outline subject areas for a SOP Manual

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

9.5 Institute a training project

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

9.6 Design competitive pay structures and incentive systems

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

9.7 Design a reward system for volunteers

Students will design a reward system for volunteer staff.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

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:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

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 disciplinary measures so that they are effective and legally sustainable.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 10.1, 10.2, 10.3, 10.4, 10.5, 10.6, & 10.7.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

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

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

making within organizations and the sector (factors may include economic, social, and environmental factors)

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

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:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

10.4 Determine which practice may resolve needs

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

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

10.5 Construct an organizational technology plan

Students will construct an organizational technology plan.

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

10.6 Describe international non-governmental organizations

Students will describe the operating environment and

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:



various types of international non-governmental organizations.

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

10.7 Discuss culture within a global context

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

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

Overall Recommendations

No text specified

Overall Reflection

No text specified

📄 **Action Plan**

📄 **Status Report**



2016-2017 Assessment Cycle

Assessment Plan

Outcomes and Measures

BS in Recreation & Sport Management - Nonprofit Leadership Concentration (2015)

1. Communication, Marketing, and Public Relations

Highlights knowledge, attitudes, and activities that nonprofit organizations 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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 1.1, 1.2, 1.3, 1.4, & 1.5.

Target:

Implementation Plan (timeline): Fall 15 and every term thereafter

Responsible Individual(s): NPL program coordinator

1.2 Design an integrated public relations and community relations campaign

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

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

1.3 Define marketing concepts, processes, and approaches

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

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** See NLA Online Profile measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

1.5 Incorporate technologies into marketing plans

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

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

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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), socio-economic status, educational attainment, veteran status, etc.

▼ **Measure:** Leadership Role Rubric

Details/Description: Note: This measure relates to outcomes 2.1, 2.2, 2.3, 2.4, & 2.5.
RCSM 410

Target:
Implementation Plan (timeline): Sp16 and every term thereafter
Responsible Individual(s): Course instructor

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 2.1, 2.2, 2.3, 2.4, & 2.5.

Target:
Implementation Plan (timeline): Fa15 and every term thereafter
Responsible Individual(s): NPL program coordinator

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

2.5 Develop interactions with culturally different others

Students will initiate and develop interactions with culturally different others.

▼ **Measure:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

3. Financial Resource Development & Management

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 RCSM 483
Direct - Exam

Details/Description: Note: This measure relates to outcomes 3.1, 3.3, 3.4, 3.9, & 3.11.
RCSM 483
Target:
Implementation Plan (timeline): Fa16 and every 3 years thereafter
Responsible Individual(s): Course Instructor

	<p>▼ Measure: NLA Online Profile</p> <hr/> <p>Details/Description: Note: This measure relates to outcomes 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9, 3.10, 3.11, & 3.12.</p> <p>Target:</p> <p>Implementation Plan (timeline): Fall15 and every term thereafter</p> <p>Responsible Individual(s): NPL program coordinator</p>
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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.

	<p>▼ Measure: Case Statement Assignment Rubric</p> <hr/> <p>Details/Description: RCSM 483</p> <p>Target:</p> <p>Implementation Plan (timeline): Fa16 and every 3 years thereafter</p> <p>Responsible Individual(s): Course Instructor</p>
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	<p>▼ Measure: See NLA Online Profile measure for outcome 3.1</p> <hr/> <p>Details/Description:</p> <p>Target:</p> <p>Implementation Plan (timeline):</p> <p>Responsible Individual(s):</p>
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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.

	<p>▼ Measure: See Course Exam RCSM 483 measure for outcome 3.1</p> <hr/> <p>Details/Description:</p> <p>Target:</p> <p>Implementation Plan (timeline):</p> <p>Responsible Individual(s):</p>
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	<p>▼ Measure: See NLA Online Profile measure for outcome 3.1</p> <hr/> <p>Details/Description:</p> <p>Target:</p> <p>Implementation Plan (timeline):</p> <p>Responsible Individual(s):</p>
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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

	<p>▼ Measure: See Course Exam RCSM 483 measure for outcome 3.1</p> <hr/> <p>Details/Description:</p> <p>Target:</p> <p>Implementation Plan (timeline):</p> <p>Responsible Individual(s):</p>
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influencing ability to fulfill mission.

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.5 Construct a development plan

Students will construct a comprehensive development plan.

▼ **Measure:** NLSA Development Plan Assignment Rubric

Details/Description: RCSM 483

Target:

Implementation Plan (timeline): Fa16 and every 3 years thereafter

Responsible Individual(s): Course Instructor

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.6 Define budgeting methods

Students will list and define a range of budgeting methods.

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.7 Prepare a budget

Students will prepare a program budget.

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.8 Identify the concepts of transparency and accountability

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

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.9 Identify contributions and net assets

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

▼ **Measure:** See Course Exam RCSM 483 measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.10 Classify accounting methods

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

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.11 Translate the roles of compliance and monitoring in the grants economy

Students will translate the roles of compliance and monitoring in the grants economy.

▼ **Measure:** See Course Exam RCSM 483 measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.12 Detect gaps in a control/compliance system

Students will detect gaps in a control/compliance system based on knowledge of smart practices for nonprofits

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 4.1, 4.2, 4.3, 4.4, 4.5, & 4.6.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

4.2 Recommend the appropriate organizational design

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

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

4.3 Define mission orientation

Students will define mission orientation for a nonprofit organization.

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

4.4 Design a program that supports the mission

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

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

4.5 Define characteristics of a mission statement

Students will define characteristics of an effective mission statement.

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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 RCSM 489
Direct - Exam

Details/Description: Note: This measure relates to outcomes 5.1, 5.3, 5.4, & 5.6.

Target:

Implementation Plan (timeline): Sp17 and every 3 years thereafter

Responsible Individual(s): Course instructor

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 5.1, 5.2, 5.3, 5.4, 5.5, & 5.6.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

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 RCSM 315
Direct - Exam

Details/Description: Note: This measure relates to outcomes 5.2 & 5.5

Target:

Implementation Plan (timeline): Sp17 and every 3 years thereafter

Responsible Individual(s): Course instructor

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

5.3 Construct a strategic plan

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

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:
Implementation Plan (timeline):
Responsible Individual(s):

5.4 Develop evaluation methods

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

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 5.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

5.5 Identify leadership characteristics

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

▼ **Measure:** See Course Exam RCSM 315 measure for outcome 5.2

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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:** See Course Exam RCSM 489 measure for outcome 5.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:
Target:
Implementation Plan (timeline):



Responsible Individual(s):

6. Legal & 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 RCSM 489
Direct - Exam

Details/Description: Note: This measure relates to outcomes 6.1, 6.3, & 6.4.
Target:
Implementation Plan (timeline): Sp17 and every 3 years thereafter
Responsible Individual(s): Course instructor

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, & 6.7.
Target:
Implementation Plan (timeline): Fa15 and every term thereafter
Responsible Individual(s): NPL program coordinator

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 RCSM 450
Direct - Exam

Details/Description:
Target:
Implementation Plan (timeline): Sp17 and every 3 years thereafter
Responsible Individual(s): Course instructor

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

6.3 Develop a crisis management plan

Students will develop a proactive and reactive crisis management plan.

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 6.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** See Course Exam RCSM 489 measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

6.5 Identify personal values system

Students will identify personal values system.

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

Details/Description:

Target:

Implementation Plan (timeline): Sp17 and every 3 years thereafter

Responsible Individual(s): Course instructor

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

6.6 Apply the code of conduct

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

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

6.7 Compare and contrast the impact of ethical vs. legal

▼ **Measure:** Course Exam RCSM 353

priorities

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

Details/Description:

Target:

Implementation Plan (timeline): Sp17 and every 3 years thereafter

Responsible Individual(s): Course instructor

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

7. Personal & Professional Development

Highlights the nature of employment in the nonprofit sector, from researching career opportunities, applying and interview 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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 7.1, 7.2, 7.3, & 7.4.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

7.2 Conduct an application, interview, and negotiation process

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

▼ **Measure:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

7.3 Implement a personal professional development plan

Students will create and implement a personal professional development plan.

▼ **Measure:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

7.4 Create a professional network

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

▼ **Measure:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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

Details/Description: RSCM 446

Target:

Implementation Plan (timeline): Fa16 and every 3 years thereafter

Responsible Individual(s): Course instructor

▼ Measure: NLA Online Profile

Details/Description: Note: This measure relates to outcomes 8.1, 8.2, 8.3, 8.4, 8.5, 8.6, 8.7, & 8.8.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

8.2 Design program outcomes

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

▼ Measure: Logic Modeling Assignment Rubric

Details/Description: RSCM 446

Target:

Implementation Plan (timeline): Fa16 and every 3 years thereafter

Responsible Individual(s): Course instructor

▼ Measure: See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

8.3 Defend resource needs

Students will defend the resource needs of a program.

▼ Measure: See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

8.4 Manage an inclusive project or program

▼ Measure: See NLA Online Profile measure for outcome 8.1

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

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

8.5 Present a logistical plan

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

8.6 Plan, implement, and evaluate a program marketing plan

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

8.7 Integrate mentoring components

Students will integrate mentoring components within a program delivery model.

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

8.8 Conduct a program evaluation

Students will conduct a program evaluation.

▼ **Measure:** Program Evaluation Planning Rubric

Details/Description: RCSM 446
Target:
Implementation Plan (timeline): Fa16 and every 3 years thereafter
Responsible Individual(s): Course instructor

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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.

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 9.1, 9.2, 9.3, 9.4, 9.5, 9.6, 9.7, 9.8, & 9.9.

Target:

Implementation Plan (timeline): Fall15 and every term thereafter

Responsible Individual(s): NPL program coordinator

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.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

9.4 Outline subject areas for a SOP Manual

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

9.5 Institute a training project

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

9.6 Design competitive pay structures and incentive systems

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

9.7 Design a reward system for volunteers

Students will design a reward system for volunteer staff.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** Volunteer Reward System Assignment Rubric

Details/Description: RCSM 440

Target:

Implementation Plan (timeline): Sp17 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:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** Volunteer Evaluation Assignment Rubric

Details/Description: RCSM 440

Target:

Implementation Plan (timeline): Sp17 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:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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

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

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

Details/Description:

Target:

Implementation Plan (timeline): Fa16 and every 3 years thereafter

Responsible Individual(s): Course instructor

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 10.1, 10.2, 10.3, 10.4, 10.5, 10.6, & 10.7.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

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 RCSM 489
Direct - Exam

Details/Description: Note: This measure relates to outcomes 10.2, 10.3, 10.4, 10.5, 10.6, & 10.7.

Target:

Implementation Plan (timeline): Sp17 and every 3 years thereafter

Responsible Individual(s): Course instructor

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** See Course Exam RCSM 489 measure for outcome 10.2

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

10.4 Determine which practice may resolve needs

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 10.2



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

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

10.5 Construct an organizational technology plan

Students will construct an organizational technology plan.

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 10.2

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

10.6 Describe international non-governmental organizations

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

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 10.2

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

10.7 Discuss culture within a global context

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

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 10.2

Details/Description:



Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

📄 Assessment Findings

Finding per Measure

BS in Recreation & Sport Management - Nonprofit Leadership Concentration (2015)

1. Communication, Marketing, and Public Relations

Highlights knowledge, attitudes, and activities that nonprofit organizations 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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 1.1, 1.2, 1.3, 1.4, & 1.5.

Target:

Implementation Plan (timeline): Fall 15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

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.

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 1.1

No Findings Added

1.3 Define marketing concepts, processes, and approaches

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

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

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 1.1

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:** See NLA Online Profile measure for outcome 1.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 1.1

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:** See NLA Online Profile measure for outcome 1.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 1.1

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), socio-economic status, educational attainment, veteran status, etc.

▼ **Measure:** Leadership Role Rubric

Details/Description: Note: This measure relates to outcomes 2.1, 2.2, 2.3, 2.4, & 2.5.
RCSM 410
Target:
Implementation Plan (timeline): Sp16 and every term thereafter
Responsible Individual(s): Course instructor

Findings for Leadership Role Rubric

No Findings Added

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 2.1, 2.2, 2.3, 2.4, & 2.5.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Leadership Role Rubric measure for outcomes 2.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 2.1

No Findings Added

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Leadership Role Rubric measure for outcomes 2.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 2.1



Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 2.1

No Findings Added

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Leadership Role Rubric measure for outcomes 2.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 2.1

No Findings Added

2.5 Develop interactions with culturally different others

Students will initiate and develop interactions with culturally different others.

▼ **Measure:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Leadership Role Rubric measure for outcomes 2.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:

Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 2.1

No Findings Added

3. Financial Resource Development & Management

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 RCSM 483
Direct - Exam

Details/Description: Note: This measure relates to outcomes 3.1, 3.3, 3.4, 3.9, & 3.11.
RCSM 483

Target:

Implementation Plan (timeline): Fa16 and every 3 years thereafter

Responsible Individual(s): Course Instructor

Findings for Course Exam RCSM 483

No Findings Added

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9, 3.10, 3.11, & 3.12.

Target:

Implementation Plan (timeline): Fall15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

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

Details/Description: RCSM 483

Target:

Implementation Plan (timeline): Fa16 and every 3 years thereafter

Responsible Individual(s): Course Instructor

Findings for Case Statement Assignment Rubric

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

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:** See Course Exam RCSM 483 measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 483 measure for outcome 3.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

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:** See Course Exam RCSM 483 measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 483 measure for outcome 3.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 3.1



Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.5 Construct a development plan

Students will construct a comprehensive development plan.

▼ **Measure:** NLSA Development Plan Assignment Rubric

Details/Description: RCSM 483

Target:

Implementation Plan (timeline): Fa16 and every 3 years thereafter

Responsible Individual(s): Course Instructor

Findings for NLSA Development Plan Assignment Rubric

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.6 Define budgeting methods

Students will list and define a range of budgeting methods.

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.7 Prepare a budget

Students will prepare a program budget.

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.8 Identify the concepts of transparency and accountability

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

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.9 Identify contributions and net assets

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

▼ **Measure:** See Course Exam RCSM 483 measure for outcome 3.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See Course Exam RCSM 483 measure for outcome 3.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.10 Classify accounting methods

Students will classify the different accounting methods relevant to

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

nonprofit operations (cash, accrual, fund).

Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.11 Translate the roles of compliance and monitoring in the grants economy

Students will translate the roles of compliance and monitoring in the grants economy.

▼ **Measure:** See Course Exam RCSM 483 measure for outcome 3.1

Details/Description:

Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See Course Exam RCSM 483 measure for outcome 3.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.12 Detect gaps in a control/compliance system

Students will detect gaps in a control/compliance system based on knowledge of smart practices for nonprofits

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

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:** NLA Online Profile

Students will describe the historical, philosophical, economic, religious, political, and social forces that shape development, role, and significance of nonprofits and civil society.

Details/Description: Note: This measure relates to outcomes 4.1, 4.2, 4.3, 4.4, 4.5, & 4.6.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

4.2 Recommend the appropriate organizational design

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

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 4.1

No Findings Added

4.3 Define mission orientation

Students will define mission orientation for a nonprofit organization.

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 4.1

No Findings Added

4.4 Design a program that supports the mission

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

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 4.1

No Findings Added

4.5 Define characteristics of a mission statement

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Students will define characteristics of an effective mission statement.

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 4.1

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:** See NLA Online Profile measure for outcome 4.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 4.1

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

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 RCSM 489
Direct - Exam

Details/Description: Note: This measure relates to outcomes 5.1, 5.3, 5.4, & 5.6.
Target:
Implementation Plan (timeline): Sp17 and every 3 years thereafter
Responsible Individual(s): Course instructor

Findings for Course Exam RCSM 489

No Findings Added

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 5.1, 5.2, 5.3, 5.4, 5.5, & 5.6.
Target:
Implementation Plan (timeline): Fa15 and every term thereafter
Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

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 RCSM 315
Direct - Exam

Details/Description: Note: This measure relates to outcomes 5.2 & 5.5

Target:

Implementation Plan (timeline): Sp17 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Course Exam RCSM 315

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 5.1

No Findings Added

5.3 Construct a strategic plan

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

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 489 measure for outcome 5.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 5.1

No Findings Added

5.4 Develop evaluation methods

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

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 489 measure for outcome 5.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 5.1

No Findings Added

5.5 Identify leadership characteristics

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

▼ **Measure:** See Course Exam RCSM 315 measure for outcome 5.2

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 315 measure for outcome 5.2

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 5.1

No Findings Added

5.6 Identify the function of nonprofits

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 5.1

in advocacy and public policy

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

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 489 measure for outcome 5.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 5.1

No Findings Added

6. Legal & 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 RCSM 489
Direct - Exam

Details/Description: Note: This measure relates to outcomes 6.1, 6.3, & 6.4.

Target:

Implementation Plan (timeline): Sp17 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Course Exam RCSM 489

No Findings Added

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, & 6.7.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

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 RCSM 450
Direct - Exam

Details/Description:

Target:

Implementation Plan (timeline): Sp17 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Course Exam RCSM 450

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

No Findings Added

6.3 Develop a crisis management plan

Students will develop a proactive and reactive crisis management plan.

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 489 measure for outcome 6.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

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:** See Course Exam RCSM 489 measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 489 measure for outcome 6.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

No Findings Added

6.5 Identify personal values system

Students will identify personal values system.

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

Details/Description:

Target:

Implementation Plan (timeline): Sp17 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Course Exam RCSM 315

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

No Findings Added

6.6 Apply the code of conduct

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

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

No Findings Added

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 RCSM 353

Details/Description:

Target:

Implementation Plan (timeline): Sp17 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Course Exam RCSM 353

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

No Findings Added

7. Personal & Professional Development

Highlights the nature of employment in the nonprofit sector, from researching career opportunities, applying and interview 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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 7.1, 7.2, 7.3, & 7.4.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

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:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 7.1

No Findings Added

7.3 Implement a personal professional development plan

Students will create and implement a personal professional development plan.

▼ **Measure:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 7.1

No Findings Added

7.4 Create a professional network

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

▼ **Measure:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 7.1

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

Details/Description: RCSM 446

Target:

Implementation Plan (timeline): Fa16 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Needs Assessment Assignment Rubric

No Findings Added

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 8.1, 8.2, 8.3, 8.4, 8.5, 8.6, 8.7, & 8.8.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

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

Details/Description: RCSM 446

Target:

Implementation Plan (timeline): Fa16 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Logic Modeling Assignment Rubric

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

8.3 Defend resource needs

Students will defend the resource needs of a program.

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

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:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

8.5 Present a logistical plan

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

8.6 Plan, implement, and evaluate a program marketing plan

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

8.7 Integrate mentoring components

Students will integrate mentoring components within a program delivery model.

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

8.8 Conduct a program evaluation

Students will conduct a program evaluation.

▼ Measure: Program Evaluation Planning Rubric

Details/Description: RCSM 446

Target:

Implementation Plan (timeline): Fa16 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Program Evaluation Planning Rubric

No Findings Added

▼ Measure: See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

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.

▼ Measure: NLA Online Profile

Details/Description: Note: This measure relates to outcomes 9.1, 9.2, 9.3, 9.4, 9.5, 9.6, 9.7, 9.8, & 9.9.

Target:

Implementation Plan (timeline): Fall15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

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

Students will construct an appropriate position

▼ Measure: See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

description, solicit qualified applicants, interview, and hire for position.

Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

9.3 Design human resource policies and practices

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

9.4 Outline subject areas for a SOP Manual

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

9.5 Institute a training project

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

9.6 Design competitive pay structures and incentive systems

Students will design competitive pay structures and performance-based

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:
Target:

incentive systems.

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

9.7 Design a reward system for volunteers

Students will design a reward system for volunteer staff.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

▼ **Measure:** Volunteer Reward System Assignment Rubric

Details/Description: RCSM 440

Target:

Implementation Plan (timeline): Sp17 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:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

▼ **Measure:** Volunteer Evaluation Assignment Rubric

Details/Description: RCSM 440

Target:

Implementation Plan (timeline): Sp17 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Volunteer Evaluation 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 disciplinary measures so that they are effective and legally sustainable.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

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 RCSM 446
Direct - Exam

Details/Description:

Target:

Implementation Plan (timeline): Fa16 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Course Exam RCSM 446

No Findings Added

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 10.1, 10.2, 10.3, 10.4, 10.5, 10.6, & 10.7.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

10.2 Identify external factors that impact nonprofits

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

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)

Details/Description: Note: This measure relates to outcomes 10.2, 10.3, 10.4, 10.5, 10.6, & 10.7.

Target:

Implementation Plan (timeline): Sp17 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Course Exam RCSM 489

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

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:** See Course Exam RCSM 489 measure for outcome 10.2

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 489 measure for outcome 10.2

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

10.4 Determine which practice may resolve needs

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 10.2

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

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See Course Exam RCSM 489 measure for outcome 10.2

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

10.5 Construct an organizational technology plan

Students will construct an organizational technology plan.

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 10.2

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See Course Exam RCSM 489 measure for outcome 10.2

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

10.6 Describe international non-governmental

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 10.2



organizations

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

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 489 measure for outcome 10.2

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

10.7 Discuss culture within a global context

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

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 10.2

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 489 measure for outcome 10.2

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

Overall Recommendations

No text specified

Overall Reflection

No text specified

2017-2018 Assessment Cycle

Assessment Plan

Outcomes and Measures

BS in Recreation & Sport Management - Nonprofit Leadership Concentration (2015)

1. Communication, Marketing, and Public Relations

Highlights knowledge, attitudes, and activities that nonprofit organizations 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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 1.1, 1.2, 1.3, 1.4, & 1.5.

Target:

Implementation Plan (timeline): Fall 15 and every term thereafter

Responsible Individual(s): NPL program coordinator

1.2 Design an integrated public relations and community relations campaign

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

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

1.3 Define marketing concepts, processes, and approaches

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

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** See NLA Online Profile measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

1.5 Incorporate technologies into marketing plans

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

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

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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), socio-economic status, educational attainment, veteran status, etc.

▼ **Measure:** Leadership Role Rubric

Details/Description: Note: This measure relates to outcomes 2.1, 2.2, 2.3, 2.4, & 2.5.
RCSM 410

Target:
Implementation Plan (timeline): Sp16 and every term thereafter
Responsible Individual(s): Course instructor

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 2.1, 2.2, 2.3, 2.4, & 2.5.

Target:
Implementation Plan (timeline): Fa15 and every term thereafter
Responsible Individual(s): NPL program coordinator

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

2.5 Develop interactions with culturally different others

Students will initiate and develop interactions with culturally different others.

▼ **Measure:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

3. Financial Resource Development & Management

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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9, 3.10, 3.11, & 3.12.

Target:
Implementation Plan (timeline): Fall15 and every term thereafter
Responsible Individual(s): NPL program coordinator

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:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.5 Construct a development plan

Students will construct a comprehensive development plan.

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.6 Define budgeting methods

Students will list and define a range of budgeting methods.

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.7 Prepare a budget

Students will prepare a program budget.

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.8 Identify the concepts of transparency and accountability

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

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.9 Identify contributions and net assets

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

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.10 Classify accounting methods

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

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.11 Translate the roles of compliance and monitoring in the grants economy

Students will translate the roles of compliance and monitoring in the grants economy.

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.12 Detect gaps in a control/compliance system

Students will detect gaps in a control/compliance system based on knowledge of smart practices for nonprofits

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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

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

historical, philosophical, economic, religious, political, and social forces that shape development, role, and significance of nonprofits and civil society.

Details/Description: Note: This measure relates to outcomes 4.1, 4.2, 4.3, 4.5, & 4.6.
Target:
Implementation Plan (timeline): Fa17 and every 3 years thereafter
Responsible Individual(s): Course instructor

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 4.1, 4.2, 4.3, 4.4, 4.5, & 4.6.
Target:
Implementation Plan (timeline): Fa15 and every term thereafter
Responsible Individual(s): NPL program coordinator

4.2 Recommend the appropriate organizational design

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

▼ **Measure:** See Course Exam RSCM 150 measure for outcome 4.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

4.3 Define mission orientation

Students will define mission orientation for a nonprofit organization.

▼ **Measure:** See Course Exam RSCM 150 measure for outcome 4.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

4.4 Design a program that supports the mission

▼ **Measure:** See NLA Online Profile measure for outcome 4.1



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

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

4.5 Define characteristics of a mission statement

Students will define characteristics of an effective mission statement.

▼ **Measure:** See Course Exam RCSM 150 measure for outcome 4.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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:** See Course Exam RCSM 150 measure for outcome 4.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 5.1, 5.2, 5.3, 5.4, 5.5, & 5.6.
Target:
Implementation Plan (timeline): Fa15 and every term thereafter
Responsible Individual(s): NPL program coordinator

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:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

5.3 Construct a strategic plan

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

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

5.4 Develop evaluation methods

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

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

5.5 Identify leadership characteristics

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

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

6. Legal & 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

▼ **Measure:** NLA Online Profile



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.

Details/Description: Note: This measure relates to outcomes 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, & 6.7.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

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:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

6.3 Develop a crisis management plan

Students will develop a proactive and reactive crisis management plan.

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

6.5 Identify personal values system

Students will identify personal values system.

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

6.6 Apply the code of conduct

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

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

6.7 Compare and contrast the impact of ethical vs. legal

▼ **Measure:** See NLA Online Profile measure for outcome 6.1



priorities

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

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

7. Personal & Professional Development

Highlights the nature of employment in the nonprofit sector, from researching career opportunities, applying and interview 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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 7.1, 7.2, 7.3, & 7.4.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

7.2 Conduct an application, interview, and negotiation process

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

▼ **Measure:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

7.3 Implement a personal professional development plan

Students will create and implement a personal professional development plan.

▼ **Measure:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

7.4 Create a professional network

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

▼ **Measure:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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

▼ **Measure:** NLA Online Profile



comprehensive community asset map/community needs assessment.

Details/Description: Note: This measure relates to outcomes 8.1, 8.2, 8.3, 8.4, 8.5, 8.6, 8.7, & 8.8.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

8.2 Design program outcomes

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

8.3 Defend resource needs

Students will defend the resource needs of a program.

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

8.4 Manage an inclusive project or program

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

8.5 Present a logistical plan

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

8.6 Plan, implement, and evaluate a program marketing plan

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

8.7 Integrate mentoring components

▼ **Measure:** See NLA Online Profile measure for outcome 8.1



Students will integrate mentoring components within a program delivery model.

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

8.8 Conduct a program evaluation

Students will conduct a program evaluation.

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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.

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

Details/Description: Note: This measure relates to outcomes 9.1 & 9.6.
Target:
Implementation Plan (timeline): Sp18 and every 3 years thereafter
Responsible Individual(s): Course instructor

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 9.1, 9.2, 9.3, 9.4, 9.5, 9.6, 9.7, 9.8, & 9.9.
Target:
Implementation Plan (timeline): Fall15 and every term thereafter
Responsible Individual(s): NPL program coordinator

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.

▼ **Measure:** HR Screening Assignment Rubric

Details/Description: RCSM 453
Target:
Implementation Plan (timeline): Sp18 and every 3 years thereafter
Responsible Individual(s): Course instructor

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** Staff Policy Handbook Assignment Rubric

Details/Description: RCSM 453

Target:

Implementation Plan (timeline): Sp18 and every 3 years thereafter

Responsible Individual(s): Course instructor

9.4 Outline subject areas for a SOP Manual

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** Standard Operating Procedures Assignment Rubric

Details/Description: RCSM 353

Target:

Implementation Plan (timeline): Fa17 and every 3 years thereafter

Responsible Individual(s): Course instructor

9.5 Institute a training project

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** Staff Training Assignment Rubric

Details/Description: RCSM 453

Target:

Implementation Plan (timeline): Sp18 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:** See Course Exam RCSM 453 measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

9.7 Design a reward system for volunteers

Students will design a reward system for volunteer staff.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

9.8 Integrate techniques in evaluating employee performance

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** Staff Feedback Role Play Assignment Rubric

Details/Description: RCSM 453

Target:

Implementation Plan (timeline): Sp18 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.

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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 10.1, 10.2, 10.3, 10.4, 10.5, 10.6, & 10.7.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

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:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

10.4 Determine which practice may resolve needs

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

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

10.5 Construct an organizational technology plan

Students will construct an organizational technology plan.

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

10.6 Describe international non-governmental

▼ **Measure:** See NLA Online Profile measure for outcome 10.1



organizations

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

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

10.7 Discuss culture within a global context

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

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

 **Assessment Findings**

Finding per Measure

BS in Recreation & Sport Management - Nonprofit Leadership Concentration (2015)

1. Communication, Marketing, and Public Relations

Highlights knowledge, attitudes, and activities that nonprofit organizations 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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 1.1, 1.2, 1.3, 1.4, & 1.5.

Target:

Implementation Plan (timeline): Fall 15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

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.

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 1.1

No Findings Added

1.3 Define marketing concepts, processes,

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

and approaches

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

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 1.1

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:** See NLA Online Profile measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 1.1

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:** See NLA Online Profile measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 1.1

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), socio-economic status, educational attainment, veteran status, etc.

▼ **Measure:** Leadership Role Rubric

Details/Description: Note: This measure relates to outcomes 2.1, 2.2, 2.3, 2.4, & 2.5. RCSM 410

Target:

Implementation Plan (timeline): Sp16 and every term thereafter

Responsible Individual(s): Course instructor

Findings for Leadership Role Rubric

No Findings Added

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 2.1, 2.2, 2.3, 2.4, & 2.5.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Leadership Role Rubric measure for outcomes 2.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 2.1

No Findings Added

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Leadership Role Rubric measure for outcomes 2.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 2.1

No Findings Added

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Leadership Role Rubric measure for outcomes 2.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 2.1

No Findings Added

2.5 Develop interactions with culturally different others

Students will initiate and develop interactions with culturally different others.

▼ **Measure:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Leadership Role Rubric measure for outcomes 2.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 2.1

No Findings Added

3. Financial Resource Development & Management

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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9, 3.10, 3.11, & 3.12.

Target:

Implementation Plan (timeline): Fall15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

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:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

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:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

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:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.5 Construct a development plan

Students will construct a comprehensive development plan.

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.6 Define budgeting methods

Students will list and define a range of budgeting methods.

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.7 Prepare a budget

Students will prepare a program budget.

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.8 Identify the concepts of transparency and accountability

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

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.9 Identify contributions and net assets

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

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.10 Classify accounting methods

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

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.11 Translate the roles of compliance and monitoring in the grants economy

Students will translate the roles of compliance and monitoring in the grants economy.

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.12 Detect gaps in a control/compliance system

Students will detect gaps in a control/compliance system based on knowledge of smart practices for nonprofits

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

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

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 RCSM 150
Direct - Exam

Details/Description: Note: This measure relates to outcomes 4.1, 4.2, 4.3, 4.5, & 4.6.

Target:

Implementation Plan (timeline): Fa17 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Course Exam RCSM 150

No Findings Added

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 4.1, 4.2, 4.3, 4.4, 4.5, & 4.6.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

4.2 Recommend the appropriate organizational design

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

▼ **Measure:** See Course Exam RCSM 150 measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 150 measure for outcome 4.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 4.1

No Findings Added

4.3 Define mission orientation

Students will define mission orientation for a nonprofit organization.

▼ **Measure:** See Course Exam RCSM 150 measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 150 measure for outcome 4.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 4.1

No Findings Added

4.4 Design a program that supports the mission

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

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 4.1

No Findings Added

4.5 Define characteristics of a mission statement

Students will define characteristics of an effective mission statement.

▼ **Measure:** See Course Exam RCSM 150 measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 150 measure for outcome 4.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 4.1

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:** See Course Exam RCSM 150 measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 150 measure for outcome 4.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 4.1

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

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: NLA Online Profile

Details/Description: Note: This measure relates to outcomes 5.1, 5.2, 5.3, 5.4, 5.5, & 5.6.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

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: See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 5.1

No Findings Added

5.3 Construct a strategic plan

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

▼ Measure: See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 5.1

No Findings Added

5.4 Develop evaluation methods

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

▼ Measure: See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 5.1

No Findings Added

5.5 Identify leadership characteristics

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

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 5.1

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:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 5.1

No Findings Added

6. Legal & 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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, & 6.7.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

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:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

No Findings Added

6.3 Develop a crisis management plan

Students will develop a proactive and reactive crisis management plan.

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

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:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

No Findings Added

6.5 Identify personal values system

Students will identify personal values system.

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

No Findings Added

6.6 Apply the code of conduct

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

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):



Findings for See NLA Online Profile measure for outcome 6.1

No Findings Added

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:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

No Findings Added

7. Personal & Professional Development

Highlights the nature of employment in the nonprofit sector, from researching career opportunities, applying and interview 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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 7.1, 7.2, 7.3, & 7.4.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

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:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 7.1

No Findings Added

7.3 Implement a personal professional development plan

Students will create and implement a personal professional development

▼ **Measure:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

plan.

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 7.1

No Findings Added

7.4 Create a professional network

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

▼ **Measure:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 7.1

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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 8.1, 8.2, 8.3, 8.4, 8.5, 8.6, 8.7, & 8.8.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

8.2 Design program outcomes

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

8.3 Defend resource needs

Students will defend the resource needs of a program.

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

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:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

8.5 Present a logistical plan

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

8.6 Plan, implement, and evaluate a program marketing plan

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

8.7 Integrate mentoring components

Students will integrate mentoring components within a program delivery model.

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

8.8 Conduct a program evaluation

Students will conduct a program evaluation.

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

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.

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

Details/Description: Note: This measure relates to outcomes 9.1 & 9.6.

Target:

Implementation Plan (timeline): Sp18 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Course Exam RCSM 453

No Findings Added

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 9.1, 9.2, 9.3, 9.4, 9.5, 9.6, 9.7, 9.8, & 9.9.

Target:

Implementation Plan (timeline): Fall15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

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.

▼ **Measure:** HR Screening Assignment Rubric

Details/Description: RCSM 453

Target:

Implementation Plan (timeline): Sp18 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for HR Screening Assignment Rubric

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

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.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

▼ **Measure:** Staff Policy Handbook Assignment Rubric

Details/Description: RCSM 453

Target:

Implementation Plan (timeline): Sp18 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Staff Policy Handbook Assignment Rubric

No Findings Added

9.4 Outline subject areas for a SOP Manual

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

▼ **Measure:** Standard Operating Procedures Assignment Rubric

Details/Description: RCSM 353

Target:

Implementation Plan (timeline): Fa17 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Standard Operating Procedures Assignment Rubric

No Findings Added

9.5 Institute a training project

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

▼ **Measure:** Staff Training Assignment Rubric

Details/Description: RCSM 453

Target:

Implementation Plan (timeline): Sp18 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Staff Training Assignment Rubric

No Findings Added

9.6 Design competitive pay structures and incentive systems

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

▼ **Measure:** See Course Exam RCSM 453 measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 453 measure for outcome 9.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

9.7 Design a reward system for volunteers

Students will design a reward system for volunteer staff.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

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:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

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 disciplinary measures so that they are effective and legally sustainable.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

▼ **Measure:** Staff Feedback Role Play Assignment Rubric

Details/Description: RCSM 453

Target:

Implementation Plan (timeline): Sp18 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Staff Feedback Role Play Assignment Rubric

No Findings Added

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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 10.1, 10.2, 10.3, 10.4, 10.5, 10.6, & 10.7.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

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:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

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:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

10.4 Determine which practice may resolve needs

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

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

10.5 Construct an organizational technology plan

Students will construct an organizational technology plan.

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

10.6 Describe international non-governmental organizations

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

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

10.7 Discuss culture within a global context

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

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

Overall Recommendations

No text specified

Overall Reflection

No text specified

2018-2019 Assessment Cycle

Assessment Plan

Outcomes and Measures

BS in Recreation & Sport Management - Nonprofit Leadership Concentration (2015)

1. Communication, Marketing, and Public Relations

Highlights knowledge, attitudes, and activities that nonprofit organizations 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 RCSM 483
Direct - Exam

Details/Description: Note: This measure relates to outcomes 1.1, 1.2, & 1.3.
RCSM 483

Target:

Implementation Plan (timeline): Fall15 and every 3 years thereafter

Responsible Individual(s): Course instructor

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 1.1, 1.2, 1.3, 1.4, & 1.5.

Target:

Implementation Plan (timeline): Fall 15 and every term thereafter

Responsible Individual(s): NPL program coordinator

1.2 Design an integrated public relations and community relations campaign

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

▼ **Measure:** See Course Exam RCSM 483 measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

1.3 Define marketing concepts, processes, and approaches

▼ **Measure:** See Course Exam RCSM 483 measure for outcome 1.1

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

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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

Details/Description: RSCM 483
Target:
Implementation Plan (timeline): Fa15 and every 3 years thereafter
Responsible Individual(s): Course instructor

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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 Management System Assignment

Details/Description: RSCM 483
Target:
Implementation Plan (timeline): Fa15 and every 3 years thereafter
Responsible Individual(s): Course instructor

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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

▼ **Measure:** Leadership Role Rubric

Students will define the dimensions of culture to include language, sexual orientation, gender, age, race, ethnicity, disability status, religious beliefs (including atheism), socio-economic status, educational attainment, veteran status, etc.

Details/Description: Note: This measure relates to outcomes 2.1, 2.2, 2.3, 2.4, & 2.5. RCSM 410

Target:

Implementation Plan (timeline): Sp16 and every term thereafter

Responsible Individual(s): Course instructor

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 2.1, 2.2, 2.3, 2.4, & 2.5.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

2.4 Conduct culturally appropriate assessment,

▼ **Measure:** See Leadership Role Rubric measure for outcomes 2.1



management, and communication strategies

Students will conduct culturally appropriate risk and asset assessment, management, and communication strategies with nonprofit stakeholders.

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

2.5 Develop interactions with culturally different others

Students will initiate and develop interactions with culturally different others.

▼ **Measure:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

3. Financial Resource Development & Management

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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9, 3.10, 3.11, & 3.12.
Target:
Implementation Plan (timeline): Fall15 and every term thereafter
Responsible Individual(s): NPL program coordinator

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:** See NLA Online Profile measure for outcome 3.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.5 Construct a development plan

Students will construct a comprehensive development plan.

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.6 Define budgeting methods

Students will list and define a range of budgeting methods.

▼ **Measure:** Course Exam RCSM 335
Direct - Exam

Details/Description: Note: This measure relates to outcomes 3.6, 3.7, & 3.10.
RCSM 335

Target:

Implementation Plan (timeline): Sp16 and every 3 years thereafter

Responsible Individual(s): Course Instructor

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.7 Prepare a budget

Students will prepare a program budget.

▼ **Measure:** See Course Exam RCSM 335 measure for outcome 3.6

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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

Details/Description: RCSM 335

Target:

Implementation Plan (timeline): Sp16 and every 3 years thereafter

Responsible Individual(s): Course Instructor

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.9 Identify contributions and net assets

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

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.10 Classify accounting methods

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

▼ **Measure:** See Course Exam RCSM 335 measure for outcome 3.6

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.11 Translate the roles of compliance and monitoring in the grants economy

Students will translate the roles of compliance and monitoring in the grants economy.

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.12 Detect gaps in a control/compliance system

Students will detect gaps in a control/compliance system based on knowledge of smart practices for nonprofits

▼ **Measure:** Ethics Case Study

Details/Description: RCSM 335

Target:

Implementation Plan (timeline): Sp16 and every 3 years thereafter

Responsible Individual(s): Course Instructor

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 4.1, 4.2, 4.3, 4.4, 4.5, & 4.6.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

4.2 Recommend the appropriate organizational design

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

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

4.3 Define mission orientation

Students will define mission orientation for a nonprofit organization.

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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

Details/Description: RCSM 205

Target:

Implementation Plan (timeline): Fa15 and every 3 years thereafter

Responsible Individual(s): Course instructor

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

4.5 Define characteristics of a mission statement

Students will define characteristics of an effective mission statement.

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 5.1, 5.2, 5.3, 5.4, 5.5, & 5.6.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

5.2 Compare and contrast the impact of

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

leadership and management

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

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

5.3 Construct a strategic plan

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

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

5.4 Develop evaluation methods

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

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

5.5 Identify leadership characteristics

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

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

6. Legal & 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

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, & 6.7.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

their intended outcome.

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:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

6.3 Develop a crisis management plan

Students will develop a proactive and reactive crisis management plan.

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

6.5 Identify personal values system

Students will identify personal values system.

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

6.6 Apply the code of conduct

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

▼ **Measure:** Course Exam RCSM 483
Direct - Exam

Details/Description: RCSM 483

Target:

Implementation Plan (timeline): Fa15 and every 3 years thereafter

Responsible Individual(s): Course instructor

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

7. Personal & Professional Development

Highlights the nature of employment in the nonprofit sector, from researching career opportunities, applying and interview 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:** Course Exam RCSM 462
Direct - Exam

Details/Description: Note: This measure relates to outcomes 7.1 & 7.3.

Target:

Implementation Plan (timeline): Fa18 and every 3 years thereafter

Responsible Individual(s): Course instructor

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 7.1, 7.2, 7.3, & 7.4.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

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: RCSM 462

Target:

Implementation Plan (timeline): Fa18 and every 3 years thereafter

Responsible Individual(s): Course instructor

▼ **Measure:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

7.3 Implement a personal professional development plan

▼ **Measure:** See Course Exam RCSM 462 measure for outcome 7.1

Students will create and implement a personal professional development plan.

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 7.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

7.4 Create a professional network

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

▼ **Measure:** Professional Experience Assignment Rubric

Details/Description: RCSM 462
Target:
Implementation Plan (timeline): Fa18 and every 3 years thereafter
Responsible Individual(s): Course instructor

▼ **Measure:** See NLA Online Profile measure for outcome 7.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 8.1, 8.2, 8.3, 8.4, 8.5, 8.6, 8.7, & 8.8.
Target:
Implementation Plan (timeline): Fa15 and every term thereafter
Responsible Individual(s): NPL program coordinator

8.2 Design program outcomes

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

8.3 Defend resource needs

Students will defend the resource needs of a program.

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

Details/Description: Note: This measure relates to outcomes 8.3 & 8.7.
RCSM 205

Target:

Implementation Plan (timeline): Fa15 and every 3 years thereafter

Responsible Individual(s): Course instructor

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

8.4 Manage an inclusive project or program

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** Special-Event Leadership & Management Assignment Rubric

Details/Description: RCSM 225

Target:

Implementation Plan (timeline): Sp16 and every 3 years thereafter

Responsible Individual(s): Course instructor

8.5 Present a logistical plan

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** Special-Event Program Plan/Logic Modeling Rubric

Details/Description: Note: This measure relates to outcomes 8.5 & 8.6.
RCSM 205

Target:

Implementation Plan (timeline): Fa15 and every 3 years thereafter

Responsible Individual(s): Course instructor

8.6 Plan, implement, and evaluate a program marketing plan

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** See Special-Event Program Plan/Logic Modeling Rubric measure for outcome 8.5

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

8.7 Integrate mentoring components

Students will integrate mentoring components within a program delivery model.

▼ **Measure:** See Course Exam RCSM 205 measure for outcome 8.3

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

8.8 Conduct a program evaluation

Students will conduct a program evaluation.

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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

▼ **Measure:** NLA Online Profile

resources

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

Details/Description: Note: This measure relates to outcomes 9.1, 9.2, 9.3, 9.4, 9.5, 9.6, 9.7, 9.8, & 9.9.

Target:

Implementation Plan (timeline): Fall15 and every term thereafter

Responsible Individual(s): NPL program coordinator

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.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

9.4 Outline subject areas for a SOP Manual

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

9.5 Institute a training project

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

9.6 Design competitive pay structures and incentive systems

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

9.7 Design a reward system for volunteers

▼ **Measure:** See NLA Online Profile measure for outcome 9.1



Students will design a reward system for volunteer staff.

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

9.8 Integrate techniques in evaluating employee performance

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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:** See NLA Online Profile measure for outcome 9.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 10.1, 10.2, 10.3, 10.4, 10.5, 10.6, & 10.7.
Target:
Implementation Plan (timeline): Fa15 and every term thereafter
Responsible Individual(s): NPL program coordinator

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:** See NLA Online Profile measure for outcome 10.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

10.3 Evaluate an organizational structure

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

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

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

10.4 Determine which practice may resolve needs

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

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

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

10.5 Construct an organizational technology plan

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Students will construct an organizational technology plan.

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

10.6 Describe international non-governmental organizations

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

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

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

10.7 Discuss culture within a global context

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

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

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

 **Assessment Findings**

Finding per Measure

BS in Recreation & Sport Management - Nonprofit Leadership Concentration (2015)

1. Communication, Marketing, and Public Relations

Highlights knowledge, attitudes, and activities that nonprofit organizations 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 RSCM 483
Direct - Exam

Details/Description: Note: This measure relates to outcomes 1.1, 1.2, & 1.3.
RSCM 483

Target:

Implementation Plan (timeline): Fall15 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Course Exam RSCM 483

No Findings Added

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 1.1, 1.2, 1.3, 1.4, & 1.5.

Target:

Implementation Plan (timeline): Fall 15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

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.

▼ **Measure:** See Course Exam RSCM 483 measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RSCM 483 measure for outcome 1.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 1.1

No Findings Added

1.3 Define marketing concepts, processes, and approaches

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

▼ **Measure:** See Course Exam RCSM 483 measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 483 measure for outcome 1.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 1.1

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

Details/Description: RCSM 483

Target:

Implementation Plan (timeline): Fa15 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Phone Solicitation Assignment

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 1.1

No Findings Added

1.5 Incorporate technologies into

▼ **Measure:** Donor Management System Assignment

marketing plans

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

Details/Description: RCSM 483

Target:

Implementation Plan (timeline): Fa15 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Donor Management System Assignment

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 1.1

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), socio-economic status, educational attainment, veteran status, etc.

▼ **Measure:** Leadership Role Rubric

Details/Description: Note: This measure relates to outcomes 2.1, 2.2, 2.3, 2.4, & 2.5.
RCSM 410

Target:

Implementation Plan (timeline): Sp16 and every term thereafter

Responsible Individual(s): Course instructor

Findings for Leadership Role Rubric

No Findings Added

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 2.1, 2.2, 2.3, 2.4, & 2.5.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Leadership Role Rubric measure for outcomes 2.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 2.1

No Findings Added

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Leadership Role Rubric measure for outcomes 2.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 2.1

No Findings Added

2.4 Conduct culturally appropriate

▼ **Measure:** See Leadership Role Rubric measure for outcomes 2.1

assessment, management, and communication strategies

Students will conduct culturally appropriate risk and asset assessment, management, and communication strategies with nonprofit stakeholders.

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Leadership Role Rubric measure for outcomes 2.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 2.1

No Findings Added

2.5 Develop interactions with culturally different others

Students will initiate and develop interactions with culturally different others.

▼ **Measure:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Leadership Role Rubric measure for outcomes 2.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 2.1

No Findings Added

3. Financial Resource Development & Management

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: NLA Online Profile

Details/Description: Note: This measure relates to outcomes 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9, 3.10, 3.11, & 3.12.

Target:

Implementation Plan (timeline): Fall15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

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: See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

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: See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

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: See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.5 Construct a development plan

Students will construct a comprehensive development plan.

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.6 Define budgeting methods

Students will list and define a range of budgeting methods.

▼ **Measure:** Course Exam RCSM 335
Direct - Exam

Details/Description: Note: This measure relates to outcomes 3.6, 3.7, & 3.10.
RCSM 335

Target:

Implementation Plan (timeline): Sp16 and every 3 years thereafter

Responsible Individual(s): Course Instructor

Findings for Course Exam RCSM 335

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.7 Prepare a budget

Students will prepare a program budget.

▼ **Measure:** See Course Exam RCSM 335 measure for outcome 3.6

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 335 measure for outcome 3.6

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

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

Details/Description: RCSM 335

Target:

Implementation Plan (timeline): Sp16 and every 3 years thereafter

Responsible Individual(s): Course Instructor

Findings for Ethics Case Study Rubric

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.9 Identify contributions and net assets

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

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.10 Classify accounting methods

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

▼ **Measure:** See Course Exam RCSM 335 measure for outcome 3.6

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 335 measure for outcome 3.6

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.11 Translate the roles of compliance and monitoring in the grants economy

Students will translate the roles of compliance and monitoring in the grants economy.

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.12 Detect gaps in a control/compliance system

Students will detect gaps in a control/compliance system based on knowledge of smart practices for nonprofits

▼ **Measure:** Ethics Case Study

Details/Description: RCSM 335

Target:

Implementation Plan (timeline): Sp16 and every 3 years thereafter

Responsible Individual(s): Course Instructor

Findings for Ethics Case Study

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

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

Students will describe the historical, philosophical, economic, religious, political, and social forces that shape development, role, and significance of nonprofits and civil society.

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 4.1, 4.2, 4.3, 4.4, 4.5, & 4.6.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

4.2 Recommend the appropriate organizational design

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

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 4.1

No Findings Added

4.3 Define mission orientation

Students will define mission orientation for a nonprofit organization.

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 4.1

No Findings Added

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

Details/Description: RCSM 205

Target:

Implementation Plan (timeline): Fa15 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Program Development Assignment Rubric

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 4.1

No Findings Added

4.5 Define characteristics of a mission statement

Students will define characteristics of an effective mission statement.

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 4.1

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:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 4.1

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

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: NLA Online Profile

Details/Description: Note: This measure relates to outcomes 5.1, 5.2, 5.3, 5.4, 5.5, & 5.6.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

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: See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 5.1

No Findings Added

5.3 Construct a strategic plan

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

▼ Measure: See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 5.1

No Findings Added

5.4 Develop evaluation methods

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

▼ Measure: See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 5.1

No Findings Added

5.5 Identify leadership characteristics

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

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 5.1

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:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 5.1

No Findings Added

6. Legal & 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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, & 6.7.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

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:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

No Findings Added

6.3 Develop a crisis management plan

Students will develop a proactive and reactive crisis management plan.

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

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:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

No Findings Added

6.5 Identify personal values system

Students will identify personal values system.

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

No Findings Added

6.6 Apply the code of conduct

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

▼ **Measure:** Course Exam RCSM 483
Direct - Exam

Details/Description: RCSM 483

Target:

Implementation Plan (timeline): Fa15 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Course Exam RCSM 483

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

No Findings Added

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:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

No Findings Added

7. Personal & Professional Development

Highlights the nature of employment in the nonprofit sector, from researching career opportunities, applying and interview 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:** Course Exam RCSM 462
Direct - Exam

Details/Description: Note: This measure relates to outcomes 7.1 & 7.3.

Target:

Implementation Plan (timeline): Fa18 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Course Exam RCSM 462

No Findings Added

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 7.1, 7.2, 7.3, & 7.4.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

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: RCSM 462

Target:

Implementation Plan (timeline): Fa18 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Career Center Assignment Rubric

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 7.1

No Findings Added

7.3 Implement a personal professional development plan

Students will create and implement a personal professional development plan.

▼ **Measure:** See Course Exam RCSM 462 measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 462 measure for outcome 7.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):



Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 7.1

No Findings Added

7.4 Create a professional network

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

▼ **Measure:** Professional Experience Assignment Rubric

Details/Description: RCSM 462

Target:

Implementation Plan (timeline): Fa18 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Professional Experience Assignment Rubric

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 7.1

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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 8.1, 8.2, 8.3, 8.4, 8.5, 8.6, 8.7, & 8.8.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

8.2 Design program outcomes

Students will design

▼ **Measure:** See NLA Online Profile measure for outcome 8.1



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

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

**8.3 Defend resource
needs**

Students will defend the
resource needs of a
program.

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

Details/Description: Note: This measure relates to outcomes 8.3 & 8.7.
RCSM 205

Target:

Implementation Plan (timeline): Fa15 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Course Exam RCSM 205

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

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:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

▼ **Measure:** Special-Event Leadership & Management Assignment Rubric



Details/Description: RCSM 225

Target:

Implementation Plan (timeline): Sp16 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Special-Event Leadership & Management Assignment Rubric

No Findings Added

8.5 Present a logistical plan

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

▼ **Measure:** Special-Event Program Plan/Logic Modeling Rubric

Details/Description: Note: This measure relates to outcomes 8.5 & 8.6.
RCSM 205

Target:

Implementation Plan (timeline): Fa15 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Special-Event Program Plan/Logic Modeling Rubric

No Findings Added

8.6 Plan, implement, and evaluate a program marketing plan

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

▼ **Measure:** See Special-Event Program Plan/Logic Modeling Rubric measure for outcome 8.5



Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Special-Event Program Plan/Logic Modeling Rubric measure for outcome 8.5

No Findings Added

8.7 Integrate mentoring components

Students will integrate mentoring components within a program delivery model.

▼ **Measure:** See Course Exam RCSM 205 measure for outcome 8.3

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 205 measure for outcome 8.3

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

8.8 Conduct a program evaluation

Students will conduct a program evaluation.

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

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.

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 9.1, 9.2, 9.3, 9.4, 9.5, 9.6, 9.7, 9.8, & 9.9.

Target:

Implementation Plan (timeline): Fall15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

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.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

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.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

9.4 Outline subject areas for a SOP Manual

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

9.5 Institute a training project

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

9.6 Design competitive pay structures and incentive systems

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

9.7 Design a reward system for volunteers

Students will design a reward system for volunteer staff.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

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:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

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 disciplinary measures so that they are effective and legally sustainable.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 10.1, 10.2, 10.3, 10.4, 10.5, 10.6, & 10.7.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

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:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

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:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

10.4 Determine which practice may resolve needs

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

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

10.5 Construct an organizational technology plan

Students will construct an organizational technology plan.

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

10.6 Describe international non-governmental organizations

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

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

10.7 Discuss culture within a global context

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

▼ **Measure:** See NLA Online Profile measure for outcome 10.1


Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

 *No Findings Added*

Overall Recommendations

No text specified

Overall Reflection

No text specified

2019-2020 Assessment Cycle

Assessment Plan

Outcomes and Measures

BS in Recreation & Sport Management - Nonprofit Leadership Concentration (2015)

1. Communication, Marketing, and Public Relations

Highlights knowledge, attitudes, and activities that nonprofit organizations 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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 1.1, 1.2, 1.3, 1.4, & 1.5.

Target:

Implementation Plan (timeline): Fall 15 and every term thereafter

Responsible Individual(s): NPL program coordinator

1.2 Design an integrated public relations and community relations campaign

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

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

1.3 Define marketing concepts, processes, and approaches

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

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** See NLA Online Profile measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

1.5 Incorporate technologies into marketing plans

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

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

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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), socio-economic status, educational attainment, veteran status, etc.

▼ **Measure:** Leadership Role Rubric

Details/Description: Note: This measure relates to outcomes 2.1, 2.2, 2.3, 2.4, & 2.5.
RCSM 410

Target:
Implementation Plan (timeline): Sp16 and every term thereafter
Responsible Individual(s): Course instructor

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 2.1, 2.2, 2.3, 2.4, & 2.5.

Target:
Implementation Plan (timeline): Fa15 and every term thereafter
Responsible Individual(s): NPL program coordinator

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

2.5 Develop interactions with culturally different others

Students will initiate and develop interactions with culturally different others.

▼ **Measure:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

3. Financial Resource Development & Management

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 RCSM 483
Direct - Exam

Details/Description: Note: This measure relates to outcomes 3.1, 3.3, 3.4, 3.9, & 3.11.
RCSM 483
Target:
Implementation Plan (timeline): Fa16 and every 3 years thereafter
Responsible Individual(s): Course Instructor

	<p>▼ Measure: NLA Online Profile</p> <hr/> <p>Details/Description: Note: This measure relates to outcomes 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9, 3.10, 3.11, & 3.12.</p> <p>Target:</p> <p>Implementation Plan (timeline): Fall15 and every term thereafter</p> <p>Responsible Individual(s): NPL program coordinator</p>
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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.

	<p>▼ Measure: Case Statement Assignment Rubric</p> <hr/> <p>Details/Description: RCSM 483</p> <p>Target:</p> <p>Implementation Plan (timeline): Fa16 and every 3 years thereafter</p> <p>Responsible Individual(s): Course Instructor</p>
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	<p>▼ Measure: See NLA Online Profile measure for outcome 3.1</p> <hr/> <p>Details/Description:</p> <p>Target:</p> <p>Implementation Plan (timeline):</p> <p>Responsible Individual(s):</p>
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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.

	<p>▼ Measure: See Course Exam RCSM 483 measure for outcome 3.1</p> <hr/> <p>Details/Description:</p> <p>Target:</p> <p>Implementation Plan (timeline):</p> <p>Responsible Individual(s):</p>
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	<p>▼ Measure: See NLA Online Profile measure for outcome 3.1</p> <hr/> <p>Details/Description:</p> <p>Target:</p> <p>Implementation Plan (timeline):</p> <p>Responsible Individual(s):</p>
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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

	<p>▼ Measure: See Course Exam RCSM 483 measure for outcome 3.1</p> <hr/> <p>Details/Description:</p> <p>Target:</p> <p>Implementation Plan (timeline):</p> <p>Responsible Individual(s):</p>
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influencing ability to fulfill mission.

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.5 Construct a development plan

Students will construct a comprehensive development plan.

▼ **Measure:** NLSA Development Plan Assignment Rubric

Details/Description: RCSM 483

Target:

Implementation Plan (timeline): Fa16 and every 3 years thereafter

Responsible Individual(s): Course Instructor

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.6 Define budgeting methods

Students will list and define a range of budgeting methods.

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.7 Prepare a budget

Students will prepare a program budget.

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.8 Identify the concepts of transparency and accountability

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

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.9 Identify contributions and net assets

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

▼ **Measure:** See Course Exam RCSM 483 measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.10 Classify accounting methods

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

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.11 Translate the roles of compliance and monitoring in the grants economy

Students will translate the roles of compliance and monitoring in the grants economy.

▼ **Measure:** See Course Exam RCSM 483 measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

3.12 Detect gaps in a control/compliance system

Students will detect gaps in a control/compliance system based on knowledge of smart practices for nonprofits

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 4.1, 4.2, 4.3, 4.4, 4.5, & 4.6.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

4.2 Recommend the appropriate organizational design

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

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

4.3 Define mission orientation

Students will define mission orientation for a nonprofit organization.

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

4.4 Design a program that supports the mission

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

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

4.5 Define characteristics of a mission statement

Students will define characteristics of an effective mission statement.

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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 RCSM 489
Direct - Exam

Details/Description: Note: This measure relates to outcomes 5.1, 5.3, 5.4, & 5.6.

Target:

Implementation Plan (timeline): Sp17 and every 3 years thereafter

Responsible Individual(s): Course instructor

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 5.1, 5.2, 5.3, 5.4, 5.5, & 5.6.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

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 RCSM 315
Direct - Exam

Details/Description: Note: This measure relates to outcomes 5.2 & 5.5

Target:

Implementation Plan (timeline): Sp17 and every 3 years thereafter

Responsible Individual(s): Course instructor

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

5.3 Construct a strategic plan

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

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:
Implementation Plan (timeline):
Responsible Individual(s):

5.4 Develop evaluation methods

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

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 5.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

5.5 Identify leadership characteristics

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

▼ **Measure:** See Course Exam RCSM 315 measure for outcome 5.2

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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:** See Course Exam RCSM 489 measure for outcome 5.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:
Target:
Implementation Plan (timeline):



Responsible Individual(s):

6. Legal & 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 RCSM 489
Direct - Exam

Details/Description: Note: This measure relates to outcomes 6.1, 6.3, & 6.4.

Target:

Implementation Plan (timeline): Sp17 and every 3 years thereafter

Responsible Individual(s): Course instructor

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, & 6.7.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

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 RCSM 450
Direct - Exam

Details/Description:

Target:

Implementation Plan (timeline): Sp17 and every 3 years thereafter

Responsible Individual(s): Course instructor

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

6.3 Develop a crisis management plan

Students will develop a proactive and reactive crisis management plan.

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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:** See Course Exam RCSM 489 measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

6.5 Identify personal values system

Students will identify personal values system.

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

Details/Description:

Target:

Implementation Plan (timeline): Sp17 and every 3 years thereafter

Responsible Individual(s): Course instructor

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

6.6 Apply the code of conduct

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

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

6.7 Compare and contrast the impact of ethical vs. legal

▼ **Measure:** Course Exam RCSM 353

priorities

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

Details/Description:

Target:

Implementation Plan (timeline): Sp17 and every 3 years thereafter

Responsible Individual(s): Course instructor

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

7. Personal & Professional Development

Highlights the nature of employment in the nonprofit sector, from researching career opportunities, applying and interview 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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 7.1, 7.2, 7.3, & 7.4.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

7.2 Conduct an application, interview, and negotiation process

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

▼ **Measure:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

7.3 Implement a personal professional development plan

Students will create and implement a personal professional development plan.

▼ **Measure:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

7.4 Create a professional network

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

▼ **Measure:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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

Details/Description: RSCM 446

Target:

Implementation Plan (timeline): Fa16 and every 3 years thereafter

Responsible Individual(s): Course instructor

▼ Measure: NLA Online Profile

Details/Description: Note: This measure relates to outcomes 8.1, 8.2, 8.3, 8.4, 8.5, 8.6, 8.7, & 8.8.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

8.2 Design program outcomes

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

▼ Measure: Logic Modeling Assignment Rubric

Details/Description: RSCM 446

Target:

Implementation Plan (timeline): Fa16 and every 3 years thereafter

Responsible Individual(s): Course instructor

▼ Measure: See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

8.3 Defend resource needs

Students will defend the resource needs of a program.

▼ Measure: See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

8.4 Manage an inclusive project or program

▼ Measure: See NLA Online Profile measure for outcome 8.1

—

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

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

8.5 Present a logistical plan

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

8.6 Plan, implement, and evaluate a program marketing plan

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

8.7 Integrate mentoring components

Students will integrate mentoring components within a program delivery model.

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

8.8 Conduct a program evaluation

Students will conduct a program evaluation.

▼ **Measure:** Program Evaluation Planning Rubric

Details/Description: RCSM 446
Target:
Implementation Plan (timeline): Fa16 and every 3 years thereafter
Responsible Individual(s): Course instructor

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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.

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 9.1, 9.2, 9.3, 9.4, 9.5, 9.6, 9.7, 9.8, & 9.9.

Target:

Implementation Plan (timeline): Fall15 and every term thereafter

Responsible Individual(s): NPL program coordinator

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.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

9.4 Outline subject areas for a SOP Manual

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

9.5 Institute a training project

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

9.6 Design competitive pay structures and incentive systems

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

9.7 Design a reward system for volunteers

Students will design a reward system for volunteer staff.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** Volunteer Reward System Assignment Rubric

Details/Description: RCSM 440

Target:

Implementation Plan (timeline): Sp17 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:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

▼ **Measure:** Volunteer Evaluation Assignment Rubric

Details/Description: RCSM 440

Target:

Implementation Plan (timeline): Sp17 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:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

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

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

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

Details/Description:
Target:
Implementation Plan (timeline): Fa16 and every 3 years thereafter
Responsible Individual(s): Course instructor

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 10.1, 10.2, 10.3, 10.4, 10.5, 10.6, & 10.7.

Target:
Implementation Plan (timeline): Fa15 and every term thereafter
Responsible Individual(s): NPL program coordinator

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 RCSM 489
Direct - Exam

Details/Description: Note: This measure relates to outcomes 10.2, 10.3, 10.4, 10.5, 10.6, & 10.7.

Target:
Implementation Plan (timeline): Sp17 and every 3 years thereafter
Responsible Individual(s): Course instructor

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

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:** See Course Exam RCSM 489 measure for outcome 10.2

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

10.4 Determine which practice may resolve needs

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 10.2

—

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

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

10.5 Construct an organizational technology plan

Students will construct an organizational technology plan.

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 10.2

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

10.6 Describe international non-governmental organizations

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

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 10.2

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

10.7 Discuss culture within a global context

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

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 10.2

Details/Description:



Target:
Implementation Plan (timeline):
Responsible Individual(s):

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

📄 Assessment Findings

Finding per Measure

BS in Recreation & Sport Management - Nonprofit Leadership Concentration (2015)

1. Communication, Marketing, and Public Relations

Highlights knowledge, attitudes, and activities that nonprofit organizations 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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 1.1, 1.2, 1.3, 1.4, & 1.5.

Target:

Implementation Plan (timeline): Fall 15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

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.

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 1.1

No Findings Added

1.3 Define marketing concepts, processes, and approaches

▼ **Measure:** See NLA Online Profile measure for outcome 1.1

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

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 1.1

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:** See NLA Online Profile measure for outcome 1.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 1.1

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:** See NLA Online Profile measure for outcome 1.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 1.1

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), socio-economic status, educational attainment, veteran status, etc.

▼ **Measure:** Leadership Role Rubric

Details/Description: Note: This measure relates to outcomes 2.1, 2.2, 2.3, 2.4, & 2.5.
RCSM 410
Target:
Implementation Plan (timeline): Sp16 and every term thereafter
Responsible Individual(s): Course instructor

Findings for Leadership Role Rubric

No Findings Added

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 2.1, 2.2, 2.3, 2.4, & 2.5.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Leadership Role Rubric measure for outcomes 2.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 2.1

No Findings Added

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Leadership Role Rubric measure for outcomes 2.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 2.1



Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 2.1

No Findings Added

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:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Leadership Role Rubric measure for outcomes 2.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 2.1

No Findings Added

2.5 Develop interactions with culturally different others

Students will initiate and develop interactions with culturally different others.

▼ **Measure:** See Leadership Role Rubric measure for outcomes 2.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Leadership Role Rubric measure for outcomes 2.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 2.1

Details/Description:

Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 2.1

No Findings Added

3. Financial Resource Development & Management

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 RCSM 483
Direct - Exam

Details/Description: Note: This measure relates to outcomes 3.1, 3.3, 3.4, 3.9, & 3.11.
RCSM 483

Target:

Implementation Plan (timeline): Fa16 and every 3 years thereafter

Responsible Individual(s): Course Instructor

Findings for Course Exam RCSM 483

No Findings Added

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9, 3.10, 3.11, & 3.12.

Target:

Implementation Plan (timeline): Fall15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

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

Details/Description: RCSM 483

Target:

Implementation Plan (timeline): Fa16 and every 3 years thereafter

Responsible Individual(s): Course Instructor

Findings for Case Statement Assignment Rubric

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

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:** See Course Exam RCSM 483 measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 483 measure for outcome 3.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

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:** See Course Exam RCSM 483 measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 483 measure for outcome 3.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 3.1



Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.5 Construct a development plan

Students will construct a comprehensive development plan.

▼ **Measure:** NLSA Development Plan Assignment Rubric

Details/Description: RCSM 483

Target:

Implementation Plan (timeline): Fa16 and every 3 years thereafter

Responsible Individual(s): Course Instructor

Findings for NLSA Development Plan Assignment Rubric

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.6 Define budgeting methods

Students will list and define a range of budgeting methods.

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.7 Prepare a budget

Students will prepare a program budget.

▼ **Measure:** See NLA Online Profile measure for outcome 3.1



Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.8 Identify the concepts of transparency and accountability

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

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.9 Identify contributions and net assets

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

▼ **Measure:** See Course Exam RCSM 483 measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 483 measure for outcome 3.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.10 Classify accounting methods

Students will classify the different accounting methods relevant to

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

nonprofit operations (cash, accrual, fund).

Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.11 Translate the roles of compliance and monitoring in the grants economy

Students will translate the roles of compliance and monitoring in the grants economy.

▼ **Measure:** See Course Exam RCSM 483 measure for outcome 3.1

Details/Description:

Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See Course Exam RCSM 483 measure for outcome 3.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

No Findings Added

3.12 Detect gaps in a control/compliance system

Students will detect gaps in a control/compliance system based on knowledge of smart practices for nonprofits

▼ **Measure:** See NLA Online Profile measure for outcome 3.1

Details/Description:

Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 3.1

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:** NLA Online Profile

Students will describe the historical, philosophical, economic, religious, political, and social forces that shape development, role, and significance of nonprofits and civil society.

Details/Description: Note: This measure relates to outcomes 4.1, 4.2, 4.3, 4.4, 4.5, & 4.6.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

4.2 Recommend the appropriate organizational design

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

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 4.1

No Findings Added

4.3 Define mission orientation

Students will define mission orientation for a nonprofit organization.

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 4.1

No Findings Added

4.4 Design a program that supports the mission

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

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 4.1

No Findings Added

4.5 Define characteristics of a mission statement

▼ **Measure:** See NLA Online Profile measure for outcome 4.1

Students will define characteristics of an effective mission statement.

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 4.1

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:** See NLA Online Profile measure for outcome 4.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 4.1

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

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 RCSM 489
Direct - Exam

Details/Description: Note: This measure relates to outcomes 5.1, 5.3, 5.4, & 5.6.
Target:
Implementation Plan (timeline): Sp17 and every 3 years thereafter
Responsible Individual(s): Course instructor

Findings for Course Exam RCSM 489

No Findings Added

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 5.1, 5.2, 5.3, 5.4, 5.5, & 5.6.
Target:
Implementation Plan (timeline): Fa15 and every term thereafter
Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

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 RCSM 315
Direct - Exam

Details/Description: Note: This measure relates to outcomes 5.2 & 5.5

Target:

Implementation Plan (timeline): Sp17 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Course Exam RCSM 315

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 5.1

No Findings Added

5.3 Construct a strategic plan

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

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 489 measure for outcome 5.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 5.1

No Findings Added

5.4 Develop evaluation methods

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

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 489 measure for outcome 5.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 5.1

No Findings Added

5.5 Identify leadership characteristics

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

▼ **Measure:** See Course Exam RCSM 315 measure for outcome 5.2

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 315 measure for outcome 5.2

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 5.1

No Findings Added

5.6 Identify the function of nonprofits

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 5.1

in advocacy and public policy

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

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 489 measure for outcome 5.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 5.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 5.1

No Findings Added

6. Legal & 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 RCSM 489
Direct - Exam

Details/Description: Note: This measure relates to outcomes 6.1, 6.3, & 6.4.

Target:

Implementation Plan (timeline): Sp17 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Course Exam RCSM 489

No Findings Added

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 6.1, 6.2, 6.3, 6.4, 6.5, 6.6, & 6.7.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

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 RCSM 450
Direct - Exam

Details/Description:

Target:

Implementation Plan (timeline): Sp17 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Course Exam RCSM 450

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

No Findings Added

6.3 Develop a crisis management plan

Students will develop a proactive and reactive crisis management plan.

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 489 measure for outcome 6.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

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:** See Course Exam RCSM 489 measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 489 measure for outcome 6.1

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

No Findings Added

6.5 Identify personal values system

Students will identify personal values system.

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

Details/Description:

Target:

Implementation Plan (timeline): Sp17 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Course Exam RCSM 315

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

No Findings Added

6.6 Apply the code of conduct

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

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

No Findings Added

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 RCSM 353

Details/Description:

Target:

Implementation Plan (timeline): Sp17 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Course Exam RCSM 353

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 6.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 6.1

No Findings Added

7. Personal & Professional Development

Highlights the nature of employment in the nonprofit sector, from researching career opportunities, applying and interview 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:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 7.1, 7.2, 7.3, & 7.4.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

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:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 7.1

No Findings Added

7.3 Implement a personal professional development plan

Students will create and implement a personal professional development plan.

▼ **Measure:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 7.1

No Findings Added

7.4 Create a professional network

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

▼ **Measure:** See NLA Online Profile measure for outcome 7.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 7.1

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

Details/Description: RCSM 446

Target:

Implementation Plan (timeline): Fa16 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Needs Assessment Assignment Rubric

No Findings Added

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 8.1, 8.2, 8.3, 8.4, 8.5, 8.6, 8.7, & 8.8.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

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

Details/Description: RSCM 446

Target:

Implementation Plan (timeline): Fa16 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Logic Modeling Assignment Rubric

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

8.3 Defend resource needs

Students will defend the resource needs of a program.

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

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:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

8.5 Present a logistical plan

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

8.6 Plan, implement, and evaluate a program marketing plan

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

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

8.7 Integrate mentoring components

Students will integrate mentoring components within a program delivery model.

▼ **Measure:** See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

8.8 Conduct a program evaluation

Students will conduct a program evaluation.

▼ Measure: Program Evaluation Planning Rubric

Details/Description: RSCM 446

Target:

Implementation Plan (timeline): Fa16 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Program Evaluation Planning Rubric

No Findings Added

▼ Measure: See NLA Online Profile measure for outcome 8.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 8.1

No Findings Added

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.

▼ Measure: NLA Online Profile

Details/Description: Note: This measure relates to outcomes 9.1, 9.2, 9.3, 9.4, 9.5, 9.6, 9.7, 9.8, & 9.9.

Target:

Implementation Plan (timeline): Fall15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

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

Students will construct an appropriate position

▼ Measure: See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

description, solicit qualified applicants, interview, and hire for position.

Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

9.3 Design human resource policies and practices

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

9.4 Outline subject areas for a SOP Manual

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

9.5 Institute a training project

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

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

9.6 Design competitive pay structures and incentive systems

Students will design competitive pay structures and performance-based

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:
Target:



incentive systems.

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

9.7 Design a reward system for volunteers

Students will design a reward system for volunteer staff.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

▼ **Measure:** Volunteer Reward System Assignment Rubric

Details/Description: RCSM 440

Target:

Implementation Plan (timeline): Sp17 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:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

▼ **Measure:** Volunteer Evaluation Assignment Rubric

Details/Description: RCSM 440

Target:

Implementation Plan (timeline): Sp17 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Volunteer Evaluation 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 disciplinary measures so that they are effective and legally sustainable.

▼ **Measure:** See NLA Online Profile measure for outcome 9.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 9.1

No Findings Added

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 RCSM 446
Direct - Exam

Details/Description:

Target:

Implementation Plan (timeline): Fa16 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Course Exam RCSM 446

No Findings Added

▼ **Measure:** NLA Online Profile

Details/Description: Note: This measure relates to outcomes 10.1, 10.2, 10.3, 10.4, 10.5, 10.6, & 10.7.

Target:

Implementation Plan (timeline): Fa15 and every term thereafter

Responsible Individual(s): NPL program coordinator

Findings for NLA Online Profile

No Findings Added

10.2 Identify external factors that impact nonprofits

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

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)

Details/Description: Note: This measure relates to outcomes 10.2, 10.3, 10.4, 10.5, 10.6, & 10.7.

Target:

Implementation Plan (timeline): Sp17 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Course Exam RCSM 489

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

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:** See Course Exam RCSM 489 measure for outcome 10.2

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 489 measure for outcome 10.2

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

10.4 Determine which practice may resolve needs

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 10.2

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

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See Course Exam RCSM 489 measure for outcome 10.2

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

10.5 Construct an organizational technology plan

Students will construct an organizational technology plan.

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 10.2

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See Course Exam RCSM 489 measure for outcome 10.2

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:
Target:
Implementation Plan (timeline):
Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

10.6 Describe international non-governmental

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 10.2



organizations

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

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 489 measure for outcome 10.2

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

10.7 Discuss culture within a global context

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

▼ **Measure:** See Course Exam RCSM 489 measure for outcome 10.2

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See Course Exam RCSM 489 measure for outcome 10.2

No Findings Added

▼ **Measure:** See NLA Online Profile measure for outcome 10.1

Details/Description:

Target:

Implementation Plan (timeline):

Responsible Individual(s):

Findings for See NLA Online Profile measure for outcome 10.1

No Findings Added

Overall Recommendations

No text specified

Overall Reflection

No text specified

Appendix

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- A. **BS in Recreation & Sport Management - Nonprofit Leadership Concentration** (Curriculum Map)
 - B. **Undergraduate Curriculum Map for RMLY, RT, & SPM Concentrations** (Curriculum Map)
 - C. **Recreational Sports Management Self-Study** (Adobe Acrobat Document)
 - D. **Recreational Sports Management** (Adobe Acrobat Document)
 - E. **Recreational Sports Management** (Adobe Acrobat Document)
 - F. **Assignment Description** (Adobe Acrobat Document)
 - G. **Decision Making Rubric** (Word Document (Open XML))
 - H. **Student Artifact - Below Target Score** (Adobe Acrobat Document)
 - I. **Student Artifact - Met Target Score** (Adobe Acrobat Document)
 - J. **Student Artifact - Met Target Score** (Adobe Acrobat Document)
 - K. **Student Artifact - Met Target Score** (Adobe Acrobat Document)
 - L. **Student Artifact - Met Target Score** (Adobe Acrobat Document)
 - M. **Agency Management Rubric.2010.pdf** (Adobe Acrobat Document)
 - N. **Agency Mgmt Assignment.pdf** (Adobe Acrobat Document)
 - O. **Assignment Description** (Adobe Acrobat Document)
 - P. **Decision-making Rubric** (Word Document (Open XML))
 - Q. **Leadership Assignment Description.pdf** (Adobe Acrobat Document)
 - R. **Leadership Rubric.051511.docx** (Word Document (Open XML))
 - S. **PAP Rubric.40111.pdf** (Adobe Acrobat Document)
 - T. **ProActionPlan Assignment.pdf** (Adobe Acrobat Document)
 - U. **236 - Below Expectations1.Sp11.pdf** (Adobe Acrobat Document)
 - V. **236 - Below Expectations2.Sp11.pdf** (Adobe Acrobat Document)
 - W. **236 - Below Expectations3.Sp11.pdf** (Adobe Acrobat Document)
 - X. **236 - Below Expectations4.Sp11.pdf** (Adobe Acrobat Document)

- Document)
- Y. **236 - Below Expectations5.Sp11.pdf** (Adobe Acrobat Document)
 - Z. **236 - Below Expectations6.Sp11.pdf** (Adobe Acrobat Document)
 - AA. **236 - Met Expectations1.Sp11.pdf** (Adobe Acrobat Document)
 - AB. **236 - Met Expectations2.Sp11.pdf** (Adobe Acrobat Document)
 - AC. **390 - Far Below Expectations (Fa10).pdf** (Adobe Acrobat Document)
 - AD. **390 - Met Expectations.Sp11.pdf** (Adobe Acrobat Document)
 - AE. **390 - Somewhat Below Expectations (Fa10).pdf** (Adobe Acrobat Document)
 - AF. **390- Below Expectations.Sp11.pdf** (Adobe Acrobat Document)
 - AG. **Artifact 1 - Met standard** (Adobe Acrobat Document)
 - AH. **Artifact 2 - Met Standard** (Adobe Acrobat Document)
 - AI. **Artifact 3 - Did Not Meet Standard** (Adobe Acrobat Document)
 - AJ. **Artifact 4 - Did Not Meet Standards** (Adobe Acrobat Document)
 - AK. **Assessment Mtg Minutes.1032011** (Adobe Acrobat Document)
 - AL. **Agency Management Rubric.2010.pdf** (Adobe Acrobat Document)
 - AM. **Agency Mgmt Assignment.pdf** (Adobe Acrobat Document)
 - AN. **AssignDescription.SportProgramatBTC.pdf** (Adobe Acrobat Document)
 - AO. **Decision Making Rubric.pdf** (Adobe Acrobat Document)
 - AP. **EffectiveCommunication.Rubric.Spr12.pdf** (Adobe Acrobat Document)
 - AQ. **Leadership Assignment Description 2012** (Word Document (Open XML))
 - AR. **Leadership Rubric & Evaluation Forms** (Word Document (Open XML))
 - AS. **PAP Rubric.043012.pdf** (Adobe Acrobat Document)
 - AT. **ProActionPlan Assignment.pdf** (Adobe Acrobat Document)
 - AU. **Data artifacts and summarizations** (Word Document (Open XML))
 - AV. **Scope of Profession.BelowExpectations.Spr12.pdf** (Adobe Acrobat Document)
 - AW. **Scope of Profession.MetExpectations.Spr12.pdf** (Adobe Acrobat Document)
 - AX. **Agency Management Rubric.pdf** (Adobe Acrobat Document)
 - AY. **Agency Mgmt Assignment.pdf** (Adobe Acrobat Document)
 - AZ. **AssignDescription.SportProgramatBTC.pdf** (Adobe Acrobat Document)
 - BA. **Decision Making Rubric.pdf** (Adobe Acrobat Document)
 - BB. **EffectiveCommunication.Rubric.pdf** (Adobe Acrobat Document)
 - BC. **Leadership Assignment Description.pdf** (Adobe Acrobat Document)
 - BD. **Leadership Rubric.pdf** (Adobe Acrobat Document)
 - BE. **PAP Rubric.043012.pdf** (Adobe Acrobat Document)
 - BF. **ProActionPlan Assignment.pdf** (Adobe Acrobat Document)
 - BG. **RCSM-236-Assessment Data-Spring 2013.pdf** (Adobe Acrobat Document)
 - BH. **RCSM-447-Assessment Data-Spring 2013.pdf** (Adobe Acrobat Document)
 - BI. **2012 Group Agency Project Rubric** (Adobe Acrobat Document)
 - BJ. **Agency Management Rubric.2010.pdf** (Adobe Acrobat Document)
 - BK. **Agency Mgmt Assignment.pdf** (Adobe Acrobat Document)
 - BL. **AssignDescription.SportProgramatBTC.pdf** (Adobe Acrobat Document)
 - BM. **Decision Making Rubric.pdf** (Adobe Acrobat Document)
 - BN. **EffectiveCommunication.Rubric.Spr12.pdf** (Adobe Acrobat Document)
 - BO. **Leadership Assignment Description 2012** (Word Document (Open XML))
 - BP. **Leadership Rubric & Evaluation Forms** (Word Document (Open XML))
 - BQ. **PAP Rubric.043012.pdf** (Adobe Acrobat Document)

- BR. **ProActionPlan Assignment.pdf** (Adobe Acrobat Document)
 - BS. **Agency Management Rubric.2010.pdf** (Adobe Acrobat Document)
 - BT. **Agency Mgmt Assignment.pdf** (Adobe Acrobat Document)
 - BU. **AssignDescription.SportProgramatBTC.pdf** (Adobe Acrobat Document)
 - BV. **Decision Making Rubric.pdf** (Adobe Acrobat Document)
 - BW. **EffectiveCommunication.Rubric.Spr12.pdf** (Adobe Acrobat Document)
 - BX. **Leadership Assignment Description 2012** (Word Document (Open XML))
 - BY. **Leadership Rubric & Evaluation Forms** (Word Document (Open XML))
 - BZ. **PAP Rubric.043012.pdf** (Adobe Acrobat Document)
 - CA. **ProActionPlan Assignment.pdf** (Adobe Acrobat Document)
 - CB. **Agency Management Rubric Fall 14.docx** (Word Document (Open XML))
-



INDIANA STATE UNIVERSITY

**COLLEGE OF HEALTH
AND HUMAN PERFORMANCE**

**DEPARTMENT OF
RECREATION AND SPORT MANAGEMENT**

ACCREDITATION SELF-STUDY REPORT

SUBMITTED TO:

THE COUNCIL ON ACCREDITATION

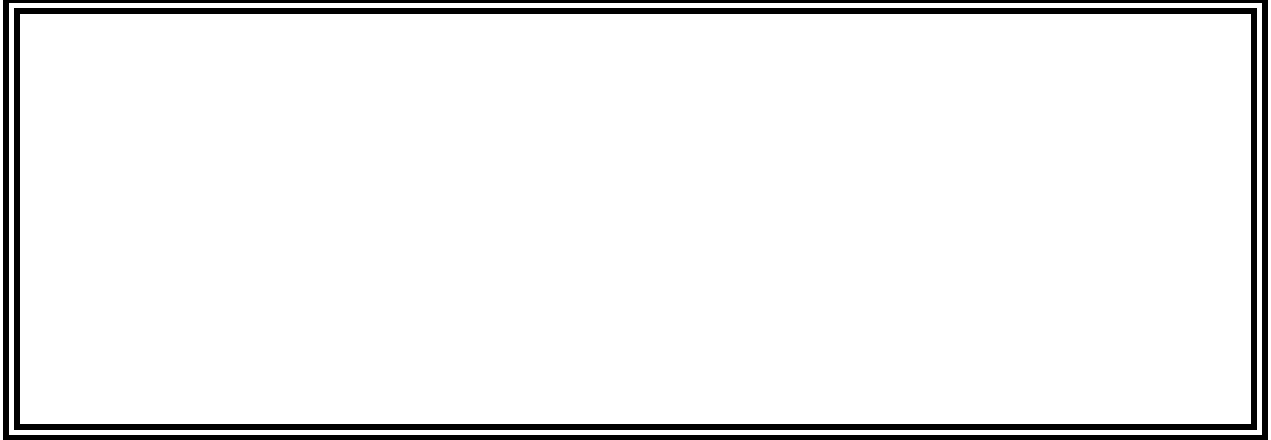


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**IN COOPERATION WITH THE
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**INDIANA STATE UNIVERSITY
DEPARTMENT OF RECREATION
AND SPORT MANAGEMENT**

**Arena B-64
Terre Haute, Indiana
September 2005**



Dr. Lloyd W. Benjamin III
President

Dr. C. Jack Maynard
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Interim Dean
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Chairperson
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Department of Recreation and Sport Management
Accreditation Self-Study Committee

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FORWARD

Process used in the development of the Self-Study Report

Previous self-study reports were reviewed in the preparation of this report. This is the 25th year for accreditation of the department. Several minor changes and adjustments have been made since the last accreditation in 2000. These changes include faculty changes, enrollment increases, and new technologies. This self-study addresses the accreditation standards instituted in 2000.

A preliminary meeting of faculty was held to discuss the strategy for this self-study. Data were collected and supporting documents were secured. A rough draft of the self-study was reviewed by faculty members in September of 2005.

The Department of Recreation and Sport Management offers the Bachelor of Science Degree in Recreation and Sport Management. Three emphases are available to students. These include: Park and community recreation, Sport Management, and Recreation Therapy. All students are required to take the Recreation and Sport Management Core courses. The emphases consist of a minimum of an additional eighteen (18) credit hours of course work beyond the recreation core.

Faculty changes since the last accreditation (2000) include the hiring of five new faculty, including a Department Chairperson. Two of the faculty were replacement and three were new positions. Areas of hiring include public parks and recreation (2), therapeutic recreation (1), and sport management (2). Currently, there are nine faculty serving the department, all of which are tenure track positions. All hold terminal degrees. One faculty member is .75 FTE as director of the Center for Public Service and Community Engagement. In addition to these faculty, the department employs two adjunct part-time faculty members. One in the recreation core and one in the graduate program.

Technological changes since the last accreditation include expanded Internet access, a wholly wireless campus, and a complete upgrade of faculty computing and student computer labs. Several classrooms used by the department are now equipped with computer projection capabilities including what ISU calls a Smart classroom.® The university library has significantly increased its electronic holdings for recreation and sport.

Enrollment in the department and the university has leveled off and show a slight decline, consistent with the University. The department currently has 233 majors, an decrease of 73% since the 2000 self-study. This follows a steady increase of majors from 1995 through 2003. The decline is minimal and reflective of changing student concerns, interests, and campus focus. Even with the addition in faculty the Department ranks in the top 10 every semester, and frequently in the top 5, in student credit hour production per faculty member. The 2005-07 staffing plan for the department requests two additional full-time tenure track faculty positions in public and sport management.

Continued support and input from recreation practitioners is sought and received on a regular basis, and faculty are active in professional organizations. These contacts offer many opportunities for the faculty to remain close to the evolution of the field, and offer many opportunities to facilitate contact between students and working professionals in the field. The annual Spring Field Trip to tour recreation agencies and facilities continues to be a popular elective opportunity for the students.

The Sport Management emphasis has received approval from NASPE/NASSM (AAHPERD). Students in the sport management emphasis are required to take RCSM 495 (Sport Management Seminar) as a capstone course. Students in the other emphases are required to take RCSM 447 (Issues, Problems, and Trends) as a capstone course. Foundation Requirements 8.08, 8.09, 8.10, and 8.11 are met for all students through these two courses; RCSM 495 for sport management, and 447 for all other emphases. This is discussed in the Standards section of this report.

Degrees offered by the Indiana State University Department of Recreation and Sport Management

§ Bachelor of Science in Recreation and Sport Management

Significant events since accreditation in 2000

1. New Chairperson B Dr. Daniel D. McLean
2. 5 new faculty members, adding to the core of 4 existing faculty
3. A new interim dean
4. American Humanics interdisciplinary program initiated and housed in the Department
5. School of Health and Human Performance changed to College of Health and Human Performance
6. One faculty member with .75 FTE operating Public Service and Community Engagement

1.00 B UNIT CHARACTERISTICS

- 1.01 There shall be a program or other clearly identifiable administrative unit concerned with recreation, park resources, and leisure services.**

The Department of Recreation and Sport Management is an autonomous academic unit within the College of Health and Human Performance.

- 1.02 The academic institution shall be accredited currently by the appropriate regional accrediting association approved by the Commission on Recognition of Post Secondary Accreditation (CORPA), or the current national accrediting body.**

The university is fully accredited by the North Central Association of Colleges and Schools Commission on Institutions of Higher Education

- 1.03 There shall have been in operation for at least three full years an academic major in recreation, park resources, and leisure services leading to the baccalaureate degree.**

The Department of Recreation and Sport Management was established in 1965 as the Department of Recreation and Leisure Studies. The name was changed to Department of Recreation Management in 1988, and then changed in 1993 to the Department of Recreation and Sport Management when the sport management emphasis was added. The department has offered the Bachelor of Science Degree since 1965.

2.00 B PHILOSOPHY AND GOALS

- 2.01 The academic unit shall have an up-to-date written statement of the philosophy, purposes and goals of the academic unit which is consistent with the mission of the academic institution and the recreation, park resources, and leisure services profession.**

The statement of philosophy and purpose of the department is stated in the Department of Recreation and Sport Management Policy Manual contained in Appendix H: Department Documentation.

- 2.02 The academic unit shall have an up-to-date assessment process, compatible with the respective regional accrediting association's expectations and consistent with the expectations of the academic institution.**

The department has an assessment plan in place, which is consistent with both the North Central Association, Council on Higher Education, and the university. See Appendix H: Department Documentation and Appendix I: College and University Documentation.

- 2.03 There shall be demonstration of program and curricular development and improvement consistent with the expectations of Standards 2.01 and 2.02.**

The Department does annual reviews of curriculum based on input from the College advisory committee, student exit interviews, stakeholder and market analysis. Periodically the University changes the requirements for general education necessitating changes in the curriculum. Two such changes are under consideration, but do not impact this report. The Department curriculum committee has the primary charge for this responsibility. Major changes in the core have not occurred during the 5-year period, but changes have been made in the emphasis areas, specifically sport management and community recreation and parks. Capstone courses are now present in each area and are reflected in the appropriate standards.

3.00 B ADMINISTRATION

- 3.01 The administrator (chair, head, coordinator) of the recreation, park resources, and leisure services academic unit shall be responsible for the operation of that unit, including, but not limited to:**

- 3.01:01 Management of the teaching, research and public service functions**
- 3.01:02 Preparation and management of the budget**
- 3.01:03 Implementation of policies and procedures related to students**
- 3.01:04 Maintenance of records**
- 3.01:05 Provision of opportunities for professional growth of the faculty**
- 3.01:06 Development, management and evaluation of the curriculum**
- 3.01:07 Faculty personnel policies and procedures**

Current practice of the departmental administrator is consistent with these standards. The duties of the chairperson is outlined in the University Handbook: pages 3.16 through 3.19: ADuties and Responsibilities of Chairpersons of Academic Departments.@ See Appendix I: College and University Documentation.

- 3.02 The administrator of the recreation, park resources, and leisure services academic unit shall hold a full-time appointment with the rank of associate or full professor.**

The chairman holds a full-time appointment at the rank of professor.

- 3.03 The administrator shall receive released time and compensation consistent with the prevailing practice within the academic institution.**

Department chairpersons within the institution receive six (6) hours of administrative assignment to perform the duties of the chairmanship and six (6) hours of instructional assignment.

- 3.04 There shall be evidence of faculty and administrator participation in a formal manner in setting policies within the academic unit.**

The policy of the university as expressed in the University Handbook, and the policy of the department as included in the Department Constitution support governance through consultation and advisement.

3.05 There shall be a comprehensive long range plan for the academic unit, based upon the goals set forth in 2.01, which is updated regularly. The current status of the implementation of the long-range plan shall be documented.

The University has essentially maintained the strategic plan in it wrote in 2000. Under the current administration plans and updates are made. Departments are expected to develop and implement procedures, processes, and actions based on the updated plans. The Department strategic plan is attached and the University strategic plan will be available upon arrival.

3.06 There shall be evidence of consultation with practitioners.

The department shares an ongoing relationship with practitioners. All faculty members are active in professional organizations (See Appendix C: Faculty Vitae) related to the academic mission of the department, and many visit regularly with internship supervisors within the various agencies in which interns are placed. These informal consultations are used to evaluate how the curriculum is meeting the needs of the field. Practitioners are used on a regular basis as guest presenters in classes at all levels. An Alumni Advisory Committee, has provided valuable input when requested.

4.00 B FACULTY

4.01 All faculty (full-time, part-time, adjunct) shall be qualified in their area of designated responsibilities.

The faculty vitae provided document the qualifications of the faculty. See Appendix A: Faculty Tables and Appendix C: Faculty Vitae for complete faculty information

The faculty includes Tenured and Tenure-track Faculty.

Tenured

Daniel McLean, Ph.D.
Donald Rogers, Ph.D
Nancy Rogers, Ph.D.
Thomas H. Sawyer, Ed.D.
Steven W. Smidley, Re.D.

Tenure-track

Kimberly J. Bodey, Ph.D.
David K. Howard, Ph.D.
Nathan Schaumleffel, Ph.D.
Ethan Strigas, Ph.D.

Part Time Adjunct Faculty (lecturer):

Scott Horn, M.S.
Andy Myers, M.S.

4.02 Full-time faculty members shall hold a minimum of one degree, baccalaureate or above, from a regionally accredited institution with a major in recreation, park resources and leisure services and competency and credentials in the subject matter for which they are responsible.

All tenure track faculty hold at least one degree in recreation with the exception of Dr. Thomas Sawyer.

4.03 The faculty shall demonstrate appropriate continuing professional development.

All faculty members meet this standard. See Appendix C: Faculty Vitae.

4.04 The faculty backgrounds shall be diverse with respect to academic institutions attended, age, gender and ethnic background. Where diversity is lacking, documentation must be provided giving specific reasons for failure to achieve the standard and a list of efforts made to comply with it.

See Appendix A: Faculty Tables.

- 4.05 There shall be at least three full-time-equivalent faculty members of the academic unit serving the baccalaureate program. Two faculty in the academic unit shall be full-time.**

There are nine full-time faculty serving the baccalaureate program. The program is seeking accreditation as a Professional Program with no Options.

- 4.06 Part-time faculty shall not be instructing more than forty (40) percent of required recreation, park resources, and leisure services professional courses.**

At this time, part-time faculty teach only one class in the professional curriculum, RCSM 280: Computer Applications. As of Spring 2006, this course will also be taught by full-time faculty.

- 4.07 There shall be a written statement delineating the method by which faculty loads are determined and it shall be consistent with that applied to other academic units within the institution.**

Faculty load assignments are governed by university policy as stated in the University Handbook, page 3-7. See Appendix I: College and University Documentation.

- 4.08 There shall be a written policy regarding the outside employment and consultation activities of faculty members.**

Policy on outside employment and consultation activities is found in the University Handbook. See Appendix I: College and University Documentation.

- 4.09 Faculty shall have salaries, promotion and tenure privileges, university services, sabbatical leaves, leaves of absence, time and financial support for professional development and involvement that are comparable with those of other faculty in the institution.**

University policy addresses this standard. University policies speaking to this standard are found in the University Handbook, Sections III and IV. The College and Department have separate promotion, tenure, and annual review procedures. See Appendix I: College and University Documentation for the University Handbook and Appendix H: Department Documentation for the college and department Promotion and Tenure Documents.

- 4.10 There shall be evidence of continuing scholarly productivity by faculty, consistent with the institution objective.**

Faculty are active in scholarly activity as evidenced by the faculty vitae found in

Appendix C: Faculty Vitae.

5.00 B STUDENTS

5.01 There shall be student involvement in those aspects of academic unit policy formulation which affect their professional preparation.

Students are given opportunities to be involved in policy formation at several levels. Each course and instructor are evaluated by students at the end of the course. Evaluations include course content, course materials, teaching methods and effectiveness. Two clubs, the Sport Management Association and the Student Recreation Therapy Association has input into departmental policy through its officers. Students serve on search committees, the self-study committee, and can attend faculty meetings. The Chair has a student advisory committee composed of undergraduate and graduate students that meets on a periodic basis each semester.

5.02 There shall be written policies and procedures for admission, retention and dismissal of students from the academic unit.

Admission, retention, and dismissal policies are found in the University Catalog. Specific responsibility for these actions lies with the Associate Dean of the College of HHP.

5.03 The resources available to the academic unit and its educational objectives shall be sufficient to serve the number of students admitted to the unit and enrolled in its courses.

Resource support is sufficient at present. The 2005-07 Staffing Plan requests two additional faculty to meet the projected demands placed upon the department anticipated by increased enrollment.

5.04 There shall be a program of student advising which will assist students in making informed academic program decisions.

Students within the department are assigned, when possible, to the faculty member responsible for his/her area of emphasis. All recreation and sport management students are advised by RCSM faculty. The College of Health and Human Performance has written advisement policies and procedures. The university has begun to develop and implement a Developmental Advisement system which encompasses student development in a broader context which includes academic advisement.

5.05 Students' cumulative records shall be maintained in compliance with accepted confidentiality practices.

Student academic files are accessible only to those persons qualified under the Right to Privacy Act. They are maintained in the main office under the supervision of the office manager.

5.06 There shall be evidence of substantial student participation and involvement in professional organizations and activities.

There are two student-directed organizations within the department (listed above). Their purpose is to introduce students to professional organizations and to give students an opportunity to serve their peers, the department, the University, and the community with recreation and career related activities. Students regularly attend such professional meetings as the Indiana Park and Recreation Association State Conference, The American Therapeutic Recreation Association meetings, the Recreation Therapist=s of Indiana conference, the National Recreation and Park Association Congress, and other professional activities available to them.

For the previous two years the students have conducted a student fund-raising drive to provide scholarships for travel to conferences and internships. During that period students have raised almost \$8,000.

5.07 There shall be career assistance by the academic unit or by the educational institution.

The University Career Center provides career development and job placement services to students and alumni. The Career Center has made a concerted effort over the previous 3 years to strengthen its relationship with the Department and provide services to students. At least two undergraduate classes introduce students to the Career Center and at least one class requires that they register with the Center. The department maintains a job postings file which contains current copies of the NRPA Job Bulletin and individual job opening announcements received by the department. A file cabinet with information about internship and practicum sites is available for students.

5.08 There shall be opportunity for individualized study and/or research by the students under the supervision of qualified faculty.

Two courses, RCSM 449: Independent Readings and Research and RCSM 461: Independent Course of Study, are available for students who wish to pursue individual areas of interest or research.

6.00 B INSTRUCTIONAL RESOURCES

- 6.01 There shall be support services including, but not limited to, secretarial, clerical, duplicating and telephone services comparable to other academic units in the institution.**

The department has a full time secretary (office manager), providing support to faculty. Secretarial support is consistent with the University and College and it is unlikely that additional support will be forthcoming. Copy and reproduction capabilities exist within the department as well as full service copying which is available in the Student Union. The university provides a very complete audio-visual center to support classroom needs for equipment and the development of teaching and presentation materials. There is a student computing lab in the building and a 24-hour Student Computing Center on campus.

- 6.02 There shall be properly located and equipped faculty offices of sufficient number and size for work and consultation.**

Faculty offices are located in the Recreation and Sport Management Office Suite. Each faculty member has an individual office of approximately 150 square feet. In addition, there is a conference room (B-56) for use by faculty and students for small-group meetings. One faculty member is currently housed in the Department of Health, Safety, and Environmental Safety Management. His office is adjacent to the Department offices.

- 6.03 There shall be adequate conference rooms, study areas and space for student organizations.**

The department has a small conference room available for use by students. The University offers free office and meeting space to student organizations within the Hulman Memorial Student Union.

- 6.04 There shall be classrooms, laboratory and teaching areas, and appropriate content-specific instructional areas for the academic unit.**

Classroom space in the Health and Human Performance (HHP) Building is adequate for the needs of the department. Some classes are scheduled in other buildings on campus if class size exceeds the capacity of classrooms in HHP. Activity space for leadership and activity planning classes is available. The department manages the ISU Field Campus, a 73 acre outdoor recreation area which is utilized for outdoor courses, and other activities offered by the department.

6.05 There shall be adequate instructional resources to implement properly the curriculum of the academic unit, including special services for individuals with disabilities.

The University has made a strong effort to improve accessibility. The HHP Building and all of its classrooms are accessible. The Student Services Department provides services to student with disabilities. These services include note takers, signers for the deaf, readers, individualized test taking, and other services for students with learning disabilities.

6.06 All instructional areas, faculty offices and other educational facilities shall be available and usable by individuals with disabilities.

The HHP Building and all of its classrooms are accessible. All departmental areas and offices are accessible.

6.07 There shall be adequate library materials available including, but not limited to, books, periodicals, reports, microfilms and other unpublished reference materials.

The Cunningham Memorial Library has state-of-the-art information retrieval capabilities. Full-text databases and full Internet search capabilities are available. The major recreation journals and periodicals are in the collection. See Library Home Page at <http://lib.indstate.edu/>

6.08 There shall be adequate computer and statistical services available to faculty and students of the academic unit for instructional, research, and administrative applications.

The University has a 24 hour Student Computing Center which accommodates Mac and PC users. The Center has instructional labs and open labs. The HHP Building houses a 24 machine micro-computer lab. The campus is 100 percent wireless. The residence halls provide connectivity for students with personally owned computers. All faculty have computing capabilities in their offices. Faculty have computers of their choice (Macintosh or PC) and attempts are made to upgrade every 3 years, providing funds are available. The University is moving towards a laptop based campus and it is anticipated between 2005 and 2008 most faculty will migrate to laptop computers. Both PC and Macintosh will continue to be supported.

6.09 There shall be adequate opportunities related to practical learning activities including, but not limited to, observation, volunteer participation and practical experiences related to course work.

Students are required to complete 280 hours of practical experience prior to the internship. See Practicum Requirement in See Appendix H: Department Documentation.

6.10 All instructional delivery methods - correspondence courses, extension programs, distance learning - shall be incorporated into the comprehensive long-range plan for the academic unit, if such instruction is a component of the program under review.

The department does not offer any undergraduate correspondence, extension, or distance learning courses at the undergraduate level.

7.00 B FOUNDATIONAL UNDERSTANDINGS

The University's General Education Program is in compliance with the North Central Association Council on Higher Education. The University was re-accredited by the NCA in the Spring of 2000.

Currently, two general education curricula exist. The new General Education 2000 (GE2000) is in effect for all students who entered the university as of Summer, 2000. All previously admitted students are under the GE89 curriculum. See Appendix I: College and University Documentation for General Education Programs

All students in the Department of Recreation and Sport Management are required to meet the General Education requirements of the university.

8.00 B PROFESSIONAL COMPETENCIES

CONCEPTUAL FOUNDATIONS

8.01 Understanding of the conceptual foundations of play, recreation, and leisure for all populations and settings.

	Course #	Course Title	Objective #
Primary	RCSM 135	Introduction to Recreation and Sport Management	1
Secondary	RCSM 342	The Nature of Play, Games, Leisure, and Recreation	1
	RCSM 275	Diversity Issues in Recreation and Sport	1,6,7,8

8.02 Understanding of the psychological, sociological, and physiological significance of play, recreation, and leisure from an historical and cultural perspective of all populations, settings, and services.

	Course #	Course Title	Objective #
Primary	RCSM 342	The Nature of Play, Games, Leisure, and Recreation	2
Secondary	RCSM 135	Introduction to Recreation and Sport Management	2
	RCSM 275	Diversity Issues in Recreation and Sport	2,3,5
	RCSM 236	Fundamentals of Group Leadership	1

8.03 Understanding of the technological, economic, political and cultural significance of play, recreation, and leisure in contemporary society.

	Course #	Course Title	Objective #
Primary	RCSM 135	Introduction to Recreation and Sport Management	3
Secondary	RCSM 342	The Nature of Play, Games, Leisure, and Recreation	3
	RCSM 236	Fundamentals of Group Leadership	2

8.04 Understanding of the significance of play, recreation, and leisure throughout the life cycle relative to the individual's attitudes, values, behaviors, and use of resources.

	Course #	Course Title	Objective #
Primary	RCSM 275	Diversity Issues in Recreation and Sport	2,8
Secondary	RCSM 135	Introduction to Recreation and Sport Management	4
	RCSM 342	The Nature of Play, Games, Leisure, and Recreation	4

8.05 Knowledge of the interrelationship between leisure behavior and the natural environment.

	Course #	Course Title	Objective #
Primary	RCSM 342	The Nature of Play, Games, Leisure, and Recreation	5
Secondary	RCSM 135	Introduction to Recreation and Sport Management	5

8.06 Understanding of environmental ethics, the relationship of environmental ethics to the philosophy of planning, design and development, and the potential impact of planning, design and development upon the environment.

	Course #	Course Title	Objective #
Primary	RCSM 135	Introduction to Recreation and Sport Management	6
Secondary	RCSM 342	The Nature of Play, Games, Leisure, and Recreation	6

LEISURE SERVICES PROFESSION

8.07 Understanding of the history and development of the leisure services profession.

	Course #	Course Title	Objective #
Primary	RCSM 135	Introduction to Recreation and Sport Management	7
Secondary	RCSM 342	The Nature of Play, Games, Leisure, and Recreation	7

8.08 Understanding of contemporary professional issues and the trends impacting leisure and human service agencies.

	Course #	Course Title	Objective #
Primary	RCSM 135	Introduction to Recreation and Sport Management	8
Secondary	RCSM 280	Computer Applications in Recreation and Sport Management	1
	RCSM 342	The Nature of Play, Games, Leisure, and Recreation	8
	RCSM 435	Legal Aspects of Recreation and Sport Management	1

8.09 Understanding of the concept of a profession and professional organizations and the responsibilities of professionals in leisure and human service agencies.

	Course #	Course Title	Objective #
Primary	RCSM 135	Introduction to Recreation and Sport Management	9
Secondary	RCSM 236	Fundamentals of Group Leadership	3
	RCSM 334	Financial Aspects of Recreation and Sport Management	5
	RCSM 336	Elements of Recreation and Sport Management	4

8.10 Understanding of ethical principles and professionalism as applied to all professional practices, attitudes and behaviors in leisure services delivery.

	Course #	Course Title	Objective #
Primary	RCSM 336	Elements of Recreation and Sport Management	1,4
Secondary	RCSM 236	Fundamentals of Group Leadership	4
	RCSM 334	Financial Aspects of Recreation and Sport Management	1
	RCSM 435	Legal Aspects of Recreation and Sport Management	2

8.11 Understanding of the importance of maintaining professional competence and use of resources for professional development.

	Course #	Course Title	Objective #
Primary	RCSM 135	Introduction to Recreation and Sport Management	10
Secondary	RCSM 336	Elements of Recreation and Sport Management	11

LEISURE SERVICES DELIVERY SYSTEM

8.12 Understanding of and ability to use diverse community, institutional, natural, cultural and human service resources to promote and enhance the leisure experience.

	Course #	Course Title	Objective #
Primary	RCSM 135	Introduction to Recreation and Sport Management	11
Secondary	RCSM 336	Elements of Recreation and Sport Management	2

8.13 Understanding of the roles and interrelationships of diverse leisure service delivery systems, including such specialties as the therapeutic recreation and the business enterprise systems.

	Course #	Course Title	Objective #
Primary	RCSM 135	Introduction to Recreation and Sport Management	12
Secondary	RCSM 275	Diversity Issues in Recreation and Sport	6
	RCSM 336	Elements of Recreation and Sport Management	10,18

8.14 Understanding of inclusive practices as they apply to the design and operation of recreation programs, services and facilities.

	Course #	Course Title	Objective #
Primary	RCSM 135	Introduction to Recreation and Sport Management	13
Secondary	RCSM 275	Diversity Issues in Recreation and Sport	10
	RCSM 336	Elements of Recreation and Sport Management	7

8.15 Ability to promote, advocate, interpret, and articulate the concerns of leisure service systems for all populations and services.

	Course #	Course Title	Objective #
Primary	RCSM 135	Introduction to Recreation and Sport Management	14
Secondary	RCSM 336	Elements of Recreation and Sport Management	12

PROGRAMMING STRATEGIES

8.16 Knowledge of the role and content of leisure programs and services.

	Course #	Course Title	Objective #
Primary	RCSM 136	Fundamentals of Activity Planning	1
Secondary	RCSM 236	Fundamentals of Group Leadership	5
	RCSM 275	Diversity Issues in Recreation and Sport	9
	RCSM 336	Elements of Recreation and Sport Management	6

8.17 Ability to develop outcome oriented goals and objectives for individuals and groups.

	Course #	Course Title	Objective #
Primary	RCSM 136	Fundamentals of Activity Planning	2

8.18 Understanding of human growth and development throughout the life cycle including the contributions of leisure to growth, development and self-expression.

	Course #	Course Title	Objective #
Primary	RCSM 135	Introduction to Recreation and Sport Management	15
Secondary	RCSM 136	Fundamentals of Activity Planning	3
	RCSM 236	Fundamentals of Group Leadership	6
	RCSM 342	The Nature of Play, Games, Leisure, and Recreation	9

8.19 Understanding of group dynamics and processes and the ability to use various leadership techniques and strategies to enhance the individual=s recreative experiences.

	Course #	Course Title	Objective #
Primary	RCSM 236	Fundamentals of Group Leadership	7

8.20 Understanding of the concept and use of leisure resources to facilitate participant involvement.

	Course #	Course Title	Objective #
Primary	RCSM 136	Fundamentals of Activity Planning	4

ASSESSMENT, PLANNING, AND EVALUATION

8.21 Understanding of and the ability to analyze programs, services, and resources in relationship to participation requirements.

	Course #	Course Title	Objective #
Primary	RCSM 136	Fundamentals of Activity Planning	5
Secondary	RCSM 446	Introduction to Research and Evaluation	2

8.22 Understanding of procedures and techniques for assessment of leisure needs.

	Course #	Course Title	Objective #
Primary	RCSM 136	Fundamentals of Activity Planning	6
Secondary	RCSM 275	Diversity Issues in Recreation and Sport	1
	RCSM 336	Elements of Recreation and Sport Management	13
	RCSM 446	Introduction to Research and Evaluation	2

8.23 Understanding of principles and procedures for planning leisure services and assessing and evaluating, resources, areas, and facilities, and associated environmental impacts.

	Course #	Course Title	Objective #
Primary	RCSM 336	Elements of Recreation and Sport Management	1,2,15
Secondary	RCSM 342	The Nature of Play, Games, Leisure and Recreation	10
	RCSM 446	Introduction to Research and Evaluation	2,3

8.24 Knowledge of principles and procedures for proper social, cultural and environmental design of leisure services, areas, and facilities.

	Course #	Course Title	Objective #
Primary	RCSM 336	Elements of Recreation and Sport Management	5,12

8.25 Knowledge of the purpose, basic procedures and interpretation, and application of research and evaluation methodology related to leisure services.

	Course #	Course Title	Objective #
Primary	RCSM 446	Introduction to Research and Evaluation	2,4,5

8.26 Ability to apply computer and statistical techniques to assessment, planning and evaluation processes.

	Course #	Course Title	Objective #
Primary	RCSM 280	Computer Applications in Recreation	4
Secondary	RCSM 446	Introduction to Research and Evaluation	5

8.27 Understanding of principles and procedures for evaluation of leisure programs and services.

	Course #	Course Title	Objective #
Primary	RCSM 136	Fundamentals of Activity Planning	7
Secondary	RCSM 336	Elements of Recreation and Sport Management	5,6
	RCSM 446	Introduction to Research and Evaluation	1,5

8.28 Ability to formulate, plan for implementation, and evaluate extent to which goals and objectives for the leisure service and for groups and individuals within the service have been met.

	Course #	Course Title	Objective #
Primary	RCSM 136	Fundamentals of Activity Planning	8
Secondary	RCSM 334	Financial Aspects of Recreation and Sport Management	2
	RCSM 336	Elements of Recreation and Sport Management	5,6
	RCSM 446	Introduction to Research and Evaluation	3,5

ADMINISTRATION / MANAGEMENT

8.29 Knowledge of marketing techniques and strategies.

	Course #	Course Title	Objective #
Primary	RCSM 336	Elements of Recreation and Sport Management	8

8.30 Understanding of the concepts of organizational behavior, accountability, interpersonal relations, and decision-making strategies.

	Course #	Course Title	Objective #
Primary	RCSM 336	Elements of Recreation and Sport Management	3

8.31 Understanding of and ability to apply personnel management techniques, including job analysis, recruitment, selection, training, supervision, career development and evaluation of staff, volunteers, and interns.

	Course #	Course Title	Objective #
Primary	RCSM 336	Elements of Recreation and Sport Management	11

8.32 Understanding of and ability to implement principles and procedures related to operation and care of resources, areas, and facilities.

	Course #	Course Title	Objective #
Primary	RCSM 336	Elements of Recreation and Sport Management	14,18

8.33 Understanding of various techniques of financing, budgeting, and fiscal accountability.

	Course #	Course Title	Objective #
Primary	RCSM 334	Financial Aspects of Recreation and Sport Management	1,3,4
Secondary	RCSM 280	Computer Applications in Recreation	5

8.34 Understanding of and ability to promote the agency, the services, and the profession through marketing, public relations and promotion strategies.

	Course #	Course Title	Objective #
Primary	RCSM 136	Fundamentals of Activity Planning	9
Secondary	RCSM 280	Computer Applications in Recreation	3,6
	RCSM 336	Elements of Recreation and Sport Management	9

8.35 Ability to utilize effectively the tools of communication, including technical writing, speech, and audio-visual techniques.

	Course #	Course Title	Objective #
Primary	ENG 305T	Technical Writing (General Education)	B
Secondary	RCSM 280	Computer Applications in Recreation	2

8.36 Ability to utilize computers for basic functions, including word processing, spread sheets, and specialized programs related to leisure services.

	Course #	Course Title	Objective #
Primary	RCSM 280	Computer Applications in Recreation	4,5,7
Secondary	RCSM 135	Introduction to Recreation and Sport Management	16

LEGISLATIVE AND LEGAL ASPECTS

8.37 Knowledge of the legal foundations and responsibilities of leisure service agencies, and of the legislative process and the impact of policy formation on leisure behaviors and service in all levels of government, community organizations, and business enterprise.

	Course #	Course Title	Objective #
Primary	RCSM 435	Legal Aspects of Recreation and Sport	3
Secondary	RCSM 336	Elements of Recreation and Sport Management	16

8.38 Understanding of legal concepts, including contracts, human rights, property, and torts, as applied to leisure service agencies.

	Course #	Course Title	Objective #
Primary	RCSM 435	Legal Aspects of Recreation and Sport	4

8.39 Knowledge of regulatory agents and the ability to demonstrate how to comply with professional, legal, and regulatory standards.

	Course #	Course Title	Objective #
Primary	RCSM 336	Elements of Recreation and Sport Management	4,17
Secondary	RCSM 435	Legal Aspects of Recreation and Sport	5

8.40 Understanding of the principles and practices of safety, emergency, and risk management and the ability to develop and implement risk management plans that assure the health and safety of participants and staff.

	Course #	Course Title	Objective #
Primary	RCSM 435	Legal Aspects of Recreation and Sport	6
Secondary	RCSM 136	Fundamentals of Activity Planning	10
	RCSM 236	Fundamentals of Group Leadership	8

FIELD EXPERIENCES

8.41 Field experience prior to internship.

All students entering the program are required to complete 280 hours of practical field experience prior to the internship. See Appendix H: Department Documentation for Practicum and Fieldwork Experience documents.

8.42 Internship, essentially a full-time continuing experience in a leisure services assignment, of at least 400 clock hours over an extended period of time, not less than 10 weeks.

	Course #	Course Title	Objective #
Primary	RCSM 491	Internship in Recreation and Sport Management	All
Secondary	RCSM 390	Internship Seminar	1-4

APPENDICES

APPENDIX A

FACULTY TABLES

APPENDIX A: FACULTY TABLES

TABLE I B NUMBER OF FACULTY BY RANK

Rank	# of Faculty	Full-Time	Part-Time
Professors	2	2	0
Associate Professors	2	2	0
Assistant Professors	5	5	0
Instructors/Lecturers	3	0	3
Graduate Assistants	3	0	3

TABLE II B NUMBER OF FACULTY BY AGE

	Full-Time	Part-Time
Age Range	29 B 59	31 B 61
Mean Age	45	44

TABLE III B NUMBER OF FACULTY BY RACE OR ETHNICITY

	Full-Time	Part-Time
African American/Black	0	0
American Indian	0	0
Caucasian	9	3
Hispanic/Latino/Mexican	0	0
Pacific Islander	0	0
Other	0	0
Nationality		
U.S. Citizen	8	3
Non-U.S. Citizen	1	0

In conducting faculty searches, the Department of Recreation and Sport Management has

complied with all Affirmative Action Guidelines and has documentation on file in the Diversity and Affirmative Action office.

TABLE IV B NUMBER OF FACULTY BY GENDER

	Full-Time	Part-Time
Female	2	2
Male	7	2

TABLE V B TEACHING RESPONSIBILITIES OF FACULTY (BY %)

	Full-Time	Part-Time
% of Professional courses taught by	92.3%	7.7%
% of Student Advising done by	100%	0.0%

TABLE VI B INSTITUTIONS FROM WHICH FACULTY MEMBERS GRADUATED WITH THEIR TERMINAL DEGREE

INSTITUTION	FULL-TIME FACULTY	PART-TIME FACULTY
University of Arkansas	1	
University of Florida	1	
Florida State University	1	
University of Illinois - Urbana Champaign	1	
Indiana University	3	
Indiana State University		3
Kansas State University	1	
Virginia Tech	1	

*Total number of degrees from each institution

APPENDIX B
INDIVIDUAL FACULTY PROFILES

APPENDIX B:

INDIVIDUAL FACULTY PROFILES

Full-Time Faculty

BODEY, KIMBERLY J., Assistant Professor. Education: B.S. (Kinesiology) University of Illinois, 1991; M.Ed. (Sport Management) University of Arkansas, 1997; Ed.D. (Recreation) University of Arkansas, 2003. Interests: Governance, policy development and legal aspects of sport; leadership and ethical decision-making in sport organizations.

HOWARD, DAVID K., Assistant Professor. Education: B.S. (Recreation and Leisure Studies) University of Utah, 1995; M.S.W. (Social Work) University of Utah, 1998); Ph.D. (Rehabilitation Sciences) University of Florida, 2004. Interests: recreation therapy, disability studies, alternative and holistic therapy, gender and sexuality, global conceptualizations of health.

MCLEAN, DANIEL D., Chairperson and Professor. Education. B.S. (Physical Education) California State University, Sacramento, 1968; M.A. (Recreation Education) Brigham Young University, 1974; Ph.D. (Educational Administration) Kansas State University, 1978. Interests: strategic planning, state parks, management, leadership, assessment.

ROGERS, DONALD, Assistant Professor. Education: B.S. (Therapeutic Recreation) University of North Texas, 1989; M.S. (Recreation and Park Administration) Indiana University, 1991; Ph.D. (Leisure Behavior) Indiana University, 1998. Interests: therapeutic recreation, adventure challenge course design and programming.

ROGERS, NANCY, Associate Professor and Director, Center for Public Service and Community Engagement. Education: B.S. (Recreation and Park Administration) Western Illinois University, 1986; M.S. (Recreation and Park Administration) Indiana University, 1987; Ph.D. (Leisure Behavior) Indiana University, 1995. Interests: gerontology, nonprofit organization management, service-learning.

SAWYER, THOMAS, H., Professor of Physical Education and Recreation and Sport Management. Education: B.S. (Health and Physical Education) Springfield College, 1968; M.P.E. (Administration HPERA) Springfield College, 1971; Ed.D. Virginia Polytechnic Institute and State University, 1977. Interests: aquatics, facility design, sport management, sport marketing, sport law, sport finance.

SCHAUMLEFFEL, NATHAN A., Assistant Professor. Education: A.A. (Liberal Arts), Belleville Area College, 1996; B.S. (Recreation Management), Southern Illinois University Carbondale, 1998; A.S. (Sciences), Belleville Area College, 1999; M.S.Ed. (Recreation Management), Southern Illinois University Carbondale, 2001; Ph.D. (Community Recreation), University of Illinois at Urbana-Champaign, 2005. Interests: Public and non-profit community recreation management; rural recreation development; youth and community development, organized camping, aquatics.

SMIDLEY, STEVEN W., Assistant Professor. Education: B.S. (Physical Education/Health), Ball State University, 1969; M.S. (Recreation), Indiana University, 1973; Public Management Certificate, SPEA, Indiana University, 1983; Re.D., Indiana University, 1985. Interests: recreation and park management, continuing education.

STRIGAS, ATHANASSIOS (ETHAN), Assistant Professor. Education: B.S. (Physical Education) University of Athens, Greece, 1994; M.S. (Sport Management) Western Illinois University, 1998; Ph.D. (Sport Management) Florida State University, 2001. Interests: Sport Volunteerism; Sport Marketing & Finance; Sport Diplomacy & Policy Development.

Part-Time Faculty

HORN, J. SCOTT Instructor B.S. (Geography) University of Utah, 2003; M.A. (Geography) Indiana State University (Thesis defended July 2005, Graduation Dec. 2005); Interests: outdoor recreation, gaming, sports and computers.

APPENDIX C

Faculty Vitae

Department Faculty and Instructors	Page #
Kim Bodey, Assistant Professor	35
Scott Horn, Instructor	41
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Nathan Schaumleffel, Assistant Professor	155
Kyle Slaven, Instructor	175
Steven Smidley, Assistant Professor	179
Ethan Strigas, Assistant Professor	191

APPENDIX D

Student Enrollment Data

APPENDIX D: STUDENT ENROLLMENT DATA

Degree	Number Enrolled		Number of Graduates	
	2004-2005	2005-2006	2003-2004	2004-2005
Baccalaureate	232	206	51	59

APPENDIX E

Matrix for Standards in Series 8.00

APPENDIX E: Matrix for Standards in Series 8.00

REQUIRED RECREATION COURSES													
STANDARD	RCSM 135	RCSM 136	RCSM 136L	RCSM 236	RCSM 275	RCSM 280	RCSM 334	RCSM 336	RCSM 342	RCSM 390	RCSM 435	RCSM 446	RCSM 491
CONCEPTUAL FOUNDATIONS													
8.01	Primary				Secondary				Secondary				
Understanding of the conceptual foundations of play, recreation, and leisure for all populations and settings													
8.02				Secondary	Secondary				Primary				
Understanding of the psychological, sociological, and physiological significance of play, recreation, and leisure from an historical and cultural perspective of all populations, settings, and services													
8.03	Primary			Secondary					Secondary				
Understanding of the technological, economic, political and cultural significance of play, recreation, and leisure in contemporary society													
8.04	Secondary				Primary				Secondary				
Understanding of the significance of play, recreation, and leisure throughout the life cycle relative to the individual's attitudes, values, behaviors, and use of resources													
8.05	Secondary								Primary				
Knowledge of the interrelationship between leisure behavior and the natural environment													
8.06	Primary								Secondary				
Understanding of environmental ethics, the relationship of environmental ethics to the philosophy of planning, design and development, and the potential impact of planning, design and development upon the environment													

REQUIRED RECREATION COURSES													
STANDARD	RCSM 135	RCSM 136	RCSM 136L	RCSM 236	RCSM 275	RCSM 280	RCSM 334	RCSM 336	RCSM 342	RCSM 390	RCSM 435	RCSM 446	RCSM 491
LEISURE SERVICES PROFESSION													
8.07	Primary								Secondary				
Understanding of the history and development of the leisure services profession													
8.08	Primary					Secondary			Secondary		Secondary		
Understanding of contemporary professional issues and the trends impacting leisure and human service agencies													
8.09	Primary			Secondary			Secondary	Secondary					
Understanding of the concept of a profession and professional organizations and the responsibilities of professionals in leisure and human service agencies													
8.10				Secondary			Secondary	Primary			Secondary		
Understanding of ethical principles and professionalism as applied to all professional practices, attitudes and behaviors in leisure services delivery													
8.11	Primary							Secondary					
Understanding of the importance of maintaining professional competence and use of resources for professional development													
LEISURE SERVICES DELIVERY SYSTEM													
8.12	Primary							Secondary					
Understanding of and ability to use diverse community, institutional, natural, cultural and human service resources to promote and enhance the leisure experience													
8.13	Primary				Secondary			Secondary					
Understanding of the roles and interrelationships of diverse leisure service delivery systems, including such specialties as the therapeutic recreation and the business enterprise systems													
8.14	Primary				Secondary			Secondary					
Understanding of inclusive practices as they apply to the design and operation of recreation programs, services and facilities													

8.23								Primary	Secondary			Secondary	
Understanding of principles and procedures for planning leisure services and assessing and evaluating, resources, areas, and facilities, and associated environmental impacts													

REQUIRED RECREATION COURSES													
STANDARD	RCSM 135	RCSM 136	RCSM 136L	RCSM 236	RCSM 275	RCSM 280	RCSM 334	RCSM 336	RCSM 342	RCSM 390	RCSM 435	RCSM 446	RCSM 491
ASSESSMENT, PLANNING, AND EVALUATION (Continued)													
8.24								Primary					
Knowledge of principles and procedures for proper social, cultural and environmental design of leisure services, areas, and facilities													
8.25												Primary	
Knowledge of the purpose, basic procedures and interpretation, and application of research and evaluation methodology related to leisure services													
8.26						Primary						Secondary	
Ability to apply computer and statistical techniques to assessment, planning and evaluation processes													
8.27		Primary						Secondary				Secondary	
Understanding of principles and procedures for evaluation of leisure programs and services													
8.28		Primary					Secondary	Secondary				Secondary	
Ability to formulate, plan for implementation, and evaluate extent to which goals and objectives for the leisure service and for groups and individuals within the service have been met													
ADMINISTRATION/MANAGEMENT													
8.29								Primary					
Knowledge of marketing techniques and strategies													
8.30								Primary					
Understanding of the concepts of organizational behavior, accountability, interpersonal relations, and decision-making strategies													

ADMINISTRATION/MANAGEMENT (Continued)													
8.31								Primary					
Understanding of and ability to apply personnel management techniques, including job analysis, recruitment, selection, training, supervision, career development and evaluation of staff, volunteers, and interns													
8.32								Primary					
Understanding of and ability to implement principles and procedures related to operation and care of resources, areas, and facilities													
8.33						Secondary	Primary						
Understanding of various techniques of financing, budgeting, and fiscal accountability													
8.34		Primary				Secondary		Secondary					
Understanding of and ability to promote the agency, the services, and the profession through marketing, public relations and promotion strategies													
8.35*						Secondary							
Ability to utilize effectively the tools of communication, including technical writing, speech, and audio-visual techniques													
8.36	Secondary						Primary						
Ability to utilize computers for basic functions, including word processing, spread sheets, and specialized programs related to leisure services													

LEGISLATIVE AND LEGAL ASPECTS													
8.37									Secondary			Primary	
Knowledge of the legal foundations and responsibilities of leisure service agencies, and of the legislative process and the impact of policy formation on leisure behaviors and service in all levels of government, community organizations, and business enterprise													
8.38												Primary	
Understanding of legal concepts, including contracts, human rights, property, and torts, as applied to leisure service agencies													
8.39									Primary			Secondary	
Knowledge of regulatory agents and the ability to demonstrate how to comply with professional, legal, and regulatory standards													
8.40		Secondary		Secondary								Primary	
Understanding of the principles and practices of safety, emergency, and risk management and the ability to develop and implement risk management plans that assure the health and safety of participants and staff													
FIELD EXPERIENCES													
8.41	Students are required to complete 280 hours of practicum experience before their internship.												
Field experience prior to internship													
8.42												Secondary	Primary
Internship, essentially a full-time continuing experience in a leisure services assignment, of at least 400 clock hours over an extended period of time, not less than 10 weeks													

* The primary course that meets this standard is English 305T

APPENDIX F

Curriculum Information Sheets (BY EMPHASIS AREA)

SPORT MANAGEMENT

**PARK AND COMMUNITY RECREATION
MANAGEMENT**

RECREATION THERAPY

APPENDIX G

Course Syllabi

Course #	Course Title	Page
135	Introduction to Recreation and Sport Management	229
136	Fundamentals of Activity Planning and Organization	237
136L	Activity Planning Laboratory	237
150	Philanthropy and Society	241
236	Fundamentals of Group Leadership	255
262	Outdoor Living Skills	261
264	Introduction to Sport Management	263
270	Introduction to Recreation Therapy	269
275	Diversity Issues in Recreation and Sport Management	273
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334	Financial Aspects of Recreation and Sport Management	283
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363	Design and Facilitation of Adventure Challenge Experience	331
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371	Recreation Therapy Methods	333
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420	Marketing Applications in Recreation and Sport Management	341
435	Legal Aspects of Recreation and Sport Management	349
446	Introduction to Research and Evaluation	355
447	Issues, Problems, and Trends in Recreation and Sport Management	359
450	Design and Development in Recreation and Sport Management	365
451	Recreation and Sport Facility Operation and Maintenance	375
464	Consortium on Outdoor Recreation	379
470	Organization and Administration of Recreation Therapy	393
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APPENDIX H: Department Documentation

Policy on Required Practicum Hours	439
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Student Outcomes Assessment Plan	457
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APPENDIX I: College and University Documentation

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College Guidelines for Tenure and Promotion	501
Constitution of the Faculty of ISU	515
Faculty and Academic Policies	531
Strategic Plan for ISU	551
General Education Requirements 2000	593

APPENDIX J

Organizational Chart

If Program Elimination is pending you need not complete the form.)

	Question	Type of Answer	From Available Info	Answer
By March 1	Nationally Accredited	Y/N		
		Organization		
	Student Learning Outcomes Clearly Articulated	Y/N	NO E. Robbins Fall 07 Survey Response	Yes
		File (or source of information)		Program coordinator, Dean's office
	Students Know their Learning Outcomes	Y/N		In process of placing in syllabi
		File		Will be on file with program coordinator
	Program Actively Using Student Learning Outcomes	Y/N		Yes
	Does Assessment Plan Exist?	Y/N	NO E. Robbins Fall 07 Survey Response	Yes
		When Was It Adopted?		Fall 2007
		File/copy		Program coordinator, Dean's office
By May 15	Data Actively Collected & CBE	Data Ever Collected?	NO E. Robbins Fall 07 Survey Response	
		Data Recently/ Actively Collected?	NO E. Robbins Fall 07 Survey Response	
		Evidence		
	Data Systematically Analyzed & CBE	Data Analyzed?	NO E. Robbins Fall 07 Survey Response	
		Evidence		
	Analysis Discussed in Depts & CBE	Analysis Discussed?	NO E. Robbins Fall 07 Survey Response	
		Evidence		
	Analysis Impacts Curriculum for Pgm & CBE	Any Changes to Pgm Curriculum Since 2000	NO E. Robbins Fall 07 Survey Response	
		Were changes as a result of SLO, Data, Analysis?		
		Evidence		
	Assessment Plan Adjustments Discussed & CBE	Has the Assessment Plan been modified since 2001		
		Were changes as a result of SLO, Data, Analysis?		
		Evidence		
	Adjustments Implemented & CBE	Has the adjusted plan been implemented		
		Evidence		

Completed by: _____

If Program Elimination is pending you need not complete the form.)

	Question	Type of Answer	From Available Info	Answer
By March 1	Nationally Accredited	Y/N		
		Organization		
	Student Learning Outcomes Clearly Articulated	Y/N	NO E. Robbins Fall 07 Survey Response	Yes
		File (or source of information)		Program coordinator, Dean's office
	Students Know their Learning Outcomes	Y/N		In process of placing in syllabi
		File		Will be on file with program coordinator
	Program Actively Using Student Learning Outcomes	Y/N		Yes
	Does Assessment Plan Exist?	Y/N	NO E. Robbins Fall 07 Survey Response	Yes
		When Was It Adopted?		Fall 2007
		File/copy		Program coordinator, Dean's office
By May 15	Data Actively Collected & CBE	Data Ever Collected?	NO E. Robbins Fall 07 Survey Response	
		Data Recently/ Actively Collected?	NO E. Robbins Fall 07 Survey Response	
		Evidence		
	Data Systematically Analyzed & CBE	Data Analyzed?	NO E. Robbins Fall 07 Survey Response	
		Evidence		
	Analysis Discussed in Depts & CBE	Analysis Discussed?	NO E. Robbins Fall 07 Survey Response	
		Evidence		
	Analysis Impacts Curriculum for Pgm & CBE	Any Changes to Pgm Curriculum Since 2000	NO E. Robbins Fall 07 Survey Response	
		Were changes as a result of SLO, Data, Analysis?		
		Evidence		
	Assessment Plan Adjustments Discussed & CBE	Has the Assessment Plan been modified since 2001		
		Were changes as a result of SLO, Data, Analysis?		
		Evidence		
	Adjustments Implemented & CBE	Has the adjusted plan been implemented		
		Evidence		

Completed by: _____

If Program Elimination is pending you need not complete the form.)

	Question	Type of Answer	From Available Info	Answer
By March 1	Nationally Accredited	Y/N	Y	
		Organization	National Association for Sport and Physical Education North American Society of Sport Managers	
	Student Learning Outcomes Clearly Articulated	Y/N	E. Robbins Fall 07 Survey Answer:Y	Yes
		File (or source of information)		Program coordinator, Dean's office
	Students Know their Learning Outcomes	Y/N		In process of placing in syllabi
		File		Will be on file with program coordinator
	Program Actively Using Student Learning Outcomes	Y/N		Yes
	Does Assessment Plan Exist?	Y/N	E. Robbins Fall 07 Survey Answer:N	Yes
		When Was It Adopted?		Fall 2007
		File/copy		Program coordinator, Dean's office
By May 15	Data Actively Collected & CBE	Data Ever Collected?	E. Robbins Fall 07 Survey Answer:N	
		Data Recently/ Actively Collected?	E. Robbins Fall 07 Survey Answer:N	
		Evidence		
	Data Systematically Analyzed & CBE	Data Analyzed?	E. Robbins Fall 07 Survey Answer:N	
		Evidence		
	Analysis Discussed in Depts & CBE	Analysis Discussed?	E. Robbins Fall 07 Survey Answer:N	
		Evidence		
	Analysis Impacts Curriculum for P gm & CBE	Any Changes to Pgm Curriculum Since 2000	E. Robbins Fall 07 Survey Answer:N	
		Were changes as a result of SLO, Data, Analysis?		
		Evidence		
	Assessment Plan Adjustments Discussed &CBE	Has the Assessment Plan been modified since 2001		
		Were changes as a result of SLO, Data, Analysis?		
		Evidence		
	Adjustments Implemented & CBE	Has the adjusted plan been implemented		
		Evidence		

Completed by: _____

If Program Elimination is pending you need not complete the form.)

	Question	Type of Answer	From Available Info	Answer
By March 1	Nationally Accredited	Y/N	Y	
		Organization	National Recreation and Park Association American Association for Leisure and Recreation	
	Student Learning Outcomes Clearly Articulated	Y/N	E. Robbins Fall 07 Survey Answer:Y	
		File (or source of information)		Program coordinator, Dean's office
	Students Know their Learning Outcomes	Y/N		In process of placing in syllabi
		File		Will be on file with program coordinator
	Program Actively Using Student Learning Outcomes	Y/N		Yes
	Does Assessment Plan Exist?	Y/N	E. Robbins Fall 07 Survey Answer:N	Yes
		When Was It Adopted?		Fall 2007
		File/copy		Program coordinator, Dean's office
By May 15	Data Actively Collected & CBE	Data Ever Collected?	E. Robbins Fall 07 Survey Answer:N	
		Data Recently/ Actively Collected?	E. Robbins Fall 07 Survey Answer:N	
		Evidence		
	Data Systematically Analyzed & CBE	Data Analyzed?	E. Robbins Fall 07 Survey Answer:N	
		Evidence		
	Analysis Discussed in Depts & CBE	Analysis Discussed?	E. Robbins Fall 07 Survey Answer:N	
		Evidence		
	Analysis Impacts Curriculum for Pgm & CBE	Any Changes to Pgm Curriculum Since 2000	E. Robbins Fall 07 Survey Answer:N	
		Were changes as a result of SLO, Data, Analysis?		
		Evidence		
	Assessment Plan Adjustments Discussed &CBE	Has the Assessment Plan been modified since 2001		
		Were changes as a result of SLO, Data, Analysis?		
		Evidence		
	Adjustments Implemented & CBE	Has the adjusted plan been implemented		
		Evidence		

Completed by: _____

**DEPARTMENT OF RECREATION & SPORT MANAGEMENT
ASSESSMENT PLAN**

A. LEARNING GOALS

Students completing this program will be able to:

PROGRAM-SPECIFIC:

- (1) Develop the mind-set, job skills, decorum, interpersonal (communication, trust, leadership, decision making, and conflict resolution) and communication skills that distinguish successful professionals in the sport and recreation industry
- (2) Build satisfactory writing and presentation skills that meet industry criteria and requirements.
- (3) Apply critical thinking & problem-solving skills to contemporary issues in sport and recreation
- (4) Recognize, understand, and respect the complexity of socio-cultural and international diversity
- (5) Demonstrate information competence, and the ability to use computers and software to successfully complete job-related tasks.
- (6) Produce an action plan, based on their newly-developed knowledge and expertise, for their career advancement and personal development
- (7) Implement community engagement/ service programs successfully, and appreciate their value in community advancement

SPORT MANAGEMENT SPECIFIC:

- (8) Develop marketing management strategies and plans for a diverse array of products and services in the sport industry
- (9) Develop data-driven feasibility analyses for sporting events, facilities, and services.

RECREATION THERAPY SPECIFIC:

- (10) Have knowledge of and demonstrate skills associated with foundations of RT practice, such as: the relationship between recreation, leisure and health; history of the profession; practice models; the helping relationship; standards of practice; and ethical practice guidelines.
- (11) Have knowledge of and demonstrate skills necessary to perform individual client assessment in order to establish comprehensive and valid knowledge of a client's strengths and needs prerequisite to the individualized treatment plan.
- (12) Have the knowledge and skills to plan and develop an individualized program/treatment plan, including goals, objectives, strategies and interventions based on assessment data.

- (13) Have the knowledge and skills to effectively implement the strategies and interventions identified in the program/treatment plan utilizing appropriate leadership and complementary therapeutic techniques.
- (14) Have the knowledge and skills to design and perform evaluation of patient/client functioning and progress as it compares to the outcomes indicated in the treatment/program plan.
- (15) Upon graduation from the program, meet the National Council for Therapeutic Recreation Certification requirements to sit for the Certified Therapeutic Recreation Certification exam.

RECREATION & YOUTH LEADERSHIP SPECIFIC:

- (16) Understand the conceptual foundations of play, recreation and leisure for all populations and settings
- (17) Develop their knowledge of the interrelationship between leisure behavior and the natural environment
- (18) Understand the history and development of the leisure services behavior
- (19) Develop their ability to promote, advocate, interpret, and articulate the concerns of leisure service systems for all populations and services
- (20) Understand the group dynamics and processes and the ability to use various leadership techniques and strategies to enhance the individual's recreative experiences.

B. TIMELINE

SPRING 2008

Final Outcomes Assessment:

- The department decides to design and implement an assessment plan for the purpose of assessing all three (3) concentrations
- The department's faculty reviews the mission statement and goals and objectives statement for the major; these documents - along with all accreditation reports - are used as the starting point for the assessment plan (final outcomes assessment). An assessment plan is designed and agreed upon which includes:
 1. State precisely the intended learning outcomes for the program that are in harmony with the University's, the College's, and the Department's mission, vision, and values.
 2. Conduct a curriculum audit to determine the expected contribution of each required course and learning experience (e.g., practicum, internship, participation in research) to the intended program outcomes.

3. Consider what evidence would be needed to determine whether students are attaining the intended outcomes and whether this evidence is available at the present time.
 4. Construct rubrics for evaluating this evidence.
 5. Decide on a procedure (who, how, when) to evaluate the evidence.
 6. Devise a method for summarizing, reporting, and discussing the results of the assessment with all faculty members in the program.
- In order to facilitate the process above, the faculty may consider the following:
 1. Administration of Major Field Test (or survey) to seniors in Spring 2008
 2. Development of alumni survey to be sent out at the beginning of the Summer I session
 3. Establishment of student (seniors) portfolios for majors for assessing both knowledge in the major and writing across the curriculum

SUMMER 2008

Final Outcomes Assessment:

- Alumni survey is sent out to 2006 and 2007 graduates
- Results of alumni survey are analyzed
- Report is prepared to present results of the Major Field Test (or senior's survey) and alumni survey to department's assessment committee

Developmental Assessment:

- When the results of the final outcomes assessment are discussed, follow up with any changes that are needed in the curriculum and the methods of instruction.
- It is very useful to examine the intended learning outcomes of individual courses and other learning experiences to see how these correspond with the intended outcomes of the program as a whole. This activity shows the extent to which the curriculum and the methods of instruction promote the attainment of the program's outcomes.
- Document how the results of assessment have been used to improve curriculum and instruction.
- Develop a plan to conduct assessment on a regular basis.

FALL 2008

Developmental Assessment:

- Discussion on developmental assessment continues; changes needed in the curriculum and the methods of instruction start taking place
- Portfolios are established for majors and collection of selected materials begins
- Major Field Test (or survey) is administered to graduating seniors

SPRING 2009

Developmental Assessment:

- Changes needed in the curriculum and the methods of instruction are completed
- Major Field Test (or survey) is administered to graduating seniors
- Alumni survey is sent out to 2008 graduates

SUMMER 2009

- Results of 2008-09 Major Field testing are compared to those of Spring 2008.
- Results of 2008 Alumni survey are compared to those of 2006/2007
- Report is prepared on findings of the test (for academic year 2008-2009) and the alumni survey
- NCA accreditation report is finalized

FALL 2009

Testing and survey cycle is repeated