Program Outcomes Assessment

Nonprofit Leadership

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General Information (Program Outcomes Assessment)

Standing Requirements

◈ **Mission Statement**

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

◈ **Outcomes Library**

Nonprofit Leadership Concentration (2015)

1. Communication, Marketing, and Public Relations

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

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

2. Cultural Competency and Diversity

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

Outcome	Mapping
2.1 Define the dimensions of culture Students will define the dimensions of culture to include language, sexual orientation, gender, age, race, ethnicity, disability status, religious beliefs (including atheism), socioeconomic status, educational attainment, veteran status, etc.	No Mapping
2.2 Contribute to culturally competent program designs Students will research and contribute to the planning, implementation, and evaluation of culturally competent	No Mapping

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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	No Mapping
Students will demonstrate the ability to write an organizational case statement to persuade others to give	
3.3 Specifiy 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 stratefic 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 Defie budgeting methods	No Mapping
Students will list and define a range of budgeting methods	
3.7 Prepare a budget	No Mapping
Students will prepare a program budget	
3.8 Identify the concepts of transparency and accountability	No Mapping
Students will identify the concepts of transparency and accountability in the nonprofit context	
3.9 Identify contributions and net assets	No Mapping
Students will identify restricted, temporarily restricted, and unrestricted contributions and net assets	
3.10 Classify accounting methods	No Mapping
Students will classify the different accounting methods relevant to nonprofit operations (cash, accrual, fund)	
3.11 Translate the roles of compliance and monitoring in the grants	No Mapping
Students will translate the roles of compliance and monitoring in the grants economy	
3.12 Detect gaps in control/compliance system	No Mapping

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 help 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 analysis 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 Students will identify leadership characteristics, styles, and competencies which promote organizational effectiveness and efficiency	No Mapping
5.6 Identify the function of nonprofits in advocacy and public policy	No Mapping

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

6. Legal and Ethical Decision Making

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

Outcome	Mapping
6.1 Examine the impact of laws and regualtions 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 managemet assessment Students will engage in a risk management assessment to identify areas of vulnerability for a real or factitious 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 interviewing 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 Students will create a professional network by developing relationships with contracts and mentors and incorporating continuing outreach through networking	No Mapping

8. Program Development

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

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

9. Volunteer and Human Resource Management

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

Outcome	Mapping
9.1 Define terminology associated with nonprofit human resources	No Mapping
Students will define key terminology associated with nonprofit human resources planning and management	
9.2 Construct a position description, solicit applicants, interview, and hire	No Mapping
Students will construct an appropriate position description, solicit qualified applicants, interview, and hire for position	
9.3 Desgin human resource policies and practices	No Mapping
Students will design human resource policies and practice that comply with labor and employment legislation and regulations	
9.4 Outline subject areas for a SOP Manual	No Mapping
Students will outline subject areas recommended for a Standard Operating Procedures (SOP) Manual	
9.5 Institute a training project	No Mapping
Students will institute a training project using the appropriate theories and facilitation skills	
9.6 DEsign competetive 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

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10. Future of the Nonprofit Sector

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

Outcome	Mapping
10.1 DEscribe the concepts related to reasearch, 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)	No Mapping
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)	No Mapping
10.3 Evaluate an organizational structure Students will evaluate a current organizational structure to determine need (or not) and appropriateness of implementation of trends	No Mapping
10.4 Determine which practice may resolve needs Students will determine which emerging practice might be useful in resolving an organization's needs	No Mapping
10.5 Construct an organizational technology plan Students will construct an organizational technology plan	No Mapping
10.6 Describe international non-governmental organizations Students will describe the operating environment and various types of international non-governmental organizations	No Mapping
10.7 Discuss culture within a global context Students will discuss one's own culture within a global and comparative context	No Mapping

◈ Curriculum Map

Active Curriculum Maps ◉

○ **Nonprofit Leadership** (See appendix)
Alignment Set: Nonprofit Leadership Concentration (2015)
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◈ Communication of Outcomes

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

◈ Archive

2009-2010 Assessment Cycle

◈ **Assessment Plan**

◈ **Assessment Findings**

◈ **Action Plan**

Actions

◈ **Status Report**

Action Statuses

Status Summary

No text specified

Summary of Next Steps

No text specified

2010-2011 Assessment Cycle

◆ **Assessment Plan**

◆ **Assessment Findings**

◆ **Action Plan**

◆ **Status Report**

2011-2012 Assessment Cycle

◆ **Assessment Plan**

◆ **Assessment Findings**

◆ **Action Plan**

◆ **Status Report**

2012-2013 Assessment Cycle

◈ **Assessment Plan**

◈ **Assessment Findings**

◈ **Action Plan**

◈ **Status Report**

2013-2014 Assessment Cycle

◈ **Assessment Plan**

◈ **Assessment Findings**

◈ **Action Plan**

◈ **Status Report**

2014-2015 Assessment Cycle

◈ Assessment Plan

Outcomes and Measures

Nonprofit Leadership Concentration (2015)

1. Communication, Marketing, and Public Relations
Highlights knowledge, attitudes, and activities that nonprofit organization use to understand, inform, and influence their various constituencies.

1.1 Identify tools for building public awareness

Students will identify the community development tools for buidling public awareness and stakeholder relations.

No measures specified

◈ Assessment Findings

Finding per Measure

Nonprofit Leadership Concentration (2015)

1. Communication, Marketing, and Public Relations
Highlights knowledge, attitudes, and activities that nonprofit organization use to understand, inform, and influence their various constituencies.

1.1 Identify tools for building public awareness

Students will identify the community development tools for buidling public awareness and stakeholder relations.

No measures specified

Overall Recommendations

No text specified

Overall Reflection

No text specified

◈ Action Plan

◈ Status Report

2015-2016 Assessment Cycle

◈ Assessment Plan

Outcomes and Measures

Nonprofit Leadership Concentration (2015)

1. Communication, Marketing, and Public Relations
Highlights knowledge, attitudes, and activities that nonprofit organization use to understand, inform, and influence their various constituencies.

1.1 Identify tools for building public awareness

Students will identify the community development tools for buidling public awareness and stakeholder relations.

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

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

1.2 Design an integrated public relations and community relations campaign

Students will design an integrated public relations and community relations campaign

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

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

1.3 Define marking concepts, processsess, and approaches

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

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

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

1.4 Adapt personal and organizational messaging strategies

Students will adapt personal and organizational messaging strategies, combining techniques to best advance the mission and communicate effectively with the audience.

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

Details/Description: Phone Solicitation Assignment 483
Target:
Implementation Plan (timeline): Fall 2015 and every 3 years thereafter
Responsible Individual(s): Course instructor

1.5 Incorporate technologies into marketing plans

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

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

Details/Description: Donor Management System Assignment 483

Target:

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

Responsible Individual(s): Course Instructor

2. Cultural Competency and Diversity

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

2.1 Define the dimensions of culture

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

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

Details/Description: Leadership Role Rubric 410

Target:

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

Responsible Individual(s): Course instructor

2.2 Contribute to culturally competent program designs

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

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

Details/Description: Leadership Role Rubric 410

Target:

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

Responsible Individual(s): Course instructor

2.3 Identify how culture affects prejudice and discrimination

Students will identify how culture and ethnocentrism affect personal and institutional prejudice and forms of discrimination.

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

Details/Description: Leadership Role Rubric 410

Target:

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

Responsible Individual(s): Course instructor

2.4 Conduct culturally appropriate assessment, management, and communication strategies

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

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

Details/Description: Leadership Role Rubric 410

Target:

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

Responsible Individual(s): Course instructor

2.5 Develop interactions with culturally different others

Students will initiate and develop interactions with culturally different others.

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

Details/Description: Leadership Role Rubric 410

Target:

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

Responsible Individual(s): Course instructor

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
Direct - Exam

Details/Description: Course Exam 483

Target:

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

Responsible Individual(s): Course Instructor

3.2 Write a case statement to persuade others to give

Students will demonstrate the ability to write an organizational case statement to persuade others to give

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

Details/Description: Case Statement Assignment Rubric 483

Target:

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

Responsible Individual(s): Course Instructor

3.3 Specifiy a new strategy for an existing resource development plan

Students will specify a new strategy for an existing resource development plan based on existing organizational capacity

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

Details/Description: Course Exam 483

Target:

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

Responsible Individual(s): Course Instructor

3.4 Define the role of development as a stratefic function

Students will define the role of development as a strategic function for nonprofit organizations, impacting all departments, affecting service delivery and stakeholder satisfaction, and influencing ability to fulfill mission

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

Details/Description: Course Exam 483

Target:

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

Responsible Individual(s): Course Instructor

3.5 Construct a development plan

▼ **Measure:** NLSA Rubric
Direct - Student Artifact

Students will construct a comprehensive development plan

Details/Description: NLSA Development Plan Assignment Rubric 483

Target:

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

Responsible Individual(s): Course instructor

3.6 Defie budgeting methods

Students will list and define a range of budgeting methods

▼ **Measure:** Course Exam 332
Direct - Exam

Details/Description: Course Exam 332

Target:

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

Responsible Individual(s): Course Instructor

3.7 Prepare a budget

Students will prepare a program budget

▼ **Measure:** Course Exam 332
Direct - Exam

Details/Description: Course Exam 332

Target:

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

Responsible Individual(s): Course Instructor

3.8 Identify the concepts of transparency and accountability

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

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

Details/Description: Ethics Case Study Rubric 332

Target:

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

Responsible Individual(s): Course Instructors

3.9 Identify contributions and net assets

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

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

Details/Description: Course Exam 483

Target:

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

Responsible Individual(s): Course Instructor

3.10 Classify accounting methods

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

▼ **Measure:** Course Exam 332
Direct - Exam

Details/Description: Course Exam 332

Target:

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

Responsible Individual(s): Course Instructor

3.11 Translate the roles of compliance and monitoring in the grants

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

Measure: Course Exam
Direct - Exam

Details/Description: Course Exam 483

Target:

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

Responsible Individual(s): Course Instructor

3.12 Detect gaps in control/compliance system

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

Measure: Ethics Case Study Rubric
Direct - Student Artifact

Details/Description: Ethics Case Study Rubric 332

Target:

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

Responsible Individual(s): Course Instructors

4. Foundations & Management of the Nonprofit Sector

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

4.1 Describe the forces that shape nonprofits and civil society

Students will describe the historical, philosophical, economic, religious, political, and social forces that shape development, role, and significance of nonprofits and civil society

Measure: Course Exam 150
Direct - Exam

Details/Description: Course Exam 150

Target:

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

Responsible Individual(s): Course instructor

4.2 Recommend the appropriate organizational design

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

Measure: Course Exam 150
Direct - Exam

Details/Description: Course Exam 150

Target:

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

Responsible Individual(s): Course instructor

4.3 Define mission orientation

Students will define mission orientation for a nonprofit organization

Measure: Course Exam 150
Direct - Exam

Details/Description: Course Exam 150

Target:

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

Responsible Individual(s): Course instructor

4.4 Design a program that supports the mission

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

Measure: Program Development Assignment Rubric
Direct - Student Artifact

Details/Description: Program Development Assignment Rubric 205

Target:

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

Responsible Individual(s): Course Instructor

4.5 Define characteristics of a mission statement

Students will define characteristics of an effective mission statement

Measure: Course Exam 150
Direct - Exam

Details/Description: Course Exam 150

Target:

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

Responsible Individual(s): Course instructor

4.6 Identify the characteristics of the various sectors

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

Measure: Course Exam 150
Direct - Exam

Details/Description: Course Exam 150

Target:

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

Responsible Individual(s): Course instructor

5. Governance, Leadership, & Advocacy

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

5.1 Outline board and committee roles and responsibilities

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

Measure: Course Exam 489
Direct - Exam

Details/Description: Course Exam 489

Target:

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

Responsible Individual(s): Course Instructor

5.2 Compare and contrast the impact of leadership and management

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

Measure: Course Exam 315
Direct - Exam

Details/Description: Course Exam 315

Target:

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

Responsible Individual(s): Course Instructor

5.3 Construct a strategic plan

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

Measure: Course Exam 489
Direct - Exam

Details/Description: Course Exam 489

Target:

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

Responsible Individual(s): Course Instructor

5.4 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: Course Exam 489
Direct - Exam

Details/Description: Course Exam 489

Target:

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

Responsible Individual(s): Course Instructor

5.5 Identify leadership characteristics

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

Measure: Course Exam 315
Direct - Exam

Details/Description: Course Exam 315

Target:

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

Responsible Individual(s): Course Instructor

5.6 Identify the function of nonprofits in advocacy and public policy

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

Measure: Course Exam 489
Direct - Exam

Details/Description: Course Exam 489

Target:

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

Responsible Individual(s): Course Instructor

6. Legal and Ethical Decision Making

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

6.1 Examine the impact of laws and regualtions

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

Measure: Course Exam 489
Direct - Exam

Details/Description: Course Exam 489

Target:

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

Responsible Individual(s): Course Instructor

6.2 Engage in a risk managemet assessment

Measure: Course Exam 450
Direct - Exam

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

Details/Description: Course Exam 450

Target:

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

Responsible Individual(s): Course Instructor

6.3 Develop a crisis management plan

Students will develop a proactive and reactive crisis management plan

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

Details/Description: Course Exam 489

Target:

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

Responsible Individual(s): Course Instructor

6.4 Explain the types of organizational values

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

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

Details/Description: Course Exam 489

Target:

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

Responsible Individual(s): Course Instructor

6.5 Identify personal values system

Students will identify personal values system

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

Details/Description: Course Exam 315

Target:

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

Responsible Individual(s): Course Instructor

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
Direct - Exam

Details/Description: Course Exam 483

Target:

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

Responsible Individual(s): Course Instructor

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

▾ **Measure:** Course Exam 353
Direct - Exam

Details/Description: Course Exam 353

Target:

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

Responsible Individual(s): Course Instructor

organization itself.

7. Personal & Professional Development

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

7.1 Analyze personal expectations for employment opportunities

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

Measure: Career Center Assignment Rubric
Direct - Student Artifact

Details/Description: Career Center Assignment Rubric 462

Target:

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

Responsible Individual(s): Course instructor

7.2 Conduct an application, interview, and negotiation process

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

Measure: Career Center Assignment Rubric
Direct - Student Artifact

Details/Description: Career Center Assignment Rubric 462

Target:

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

Responsible Individual(s): Course instructor

7.3 Implement a personal professional development plan

Students will create and implement a personal professional development plan

Measure: Professional Experience Assignment Rubric
Direct - Student Artifact

Details/Description: Professional Experience Assignment Rubric 462

Target:

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

Responsible Individual(s): Course instructor

7.4 Create a professional network

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

Measure: Professional Experience Assignment Rubric
Direct - Student Artifact

Details/Description: Professional Experience Assignment Rubric 462

Target:

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

Responsible Individual(s): Course instructor

8. Program Development

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

8.1 Complete a community asset map

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

Measure: Needs Assessment Assignment Rubric
Direct - Student Artifact

Details/Description: Needs Assessment Assignment Rubric 446

Target:

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

Responsible Individual(s): Course instructor

8.2 Desgin program outcomes

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

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

Details/Description: Logic Modeling Assignment Rubric 446
Target:
Implementation Plan (timeline): Fall 2016 and every 3 years thereafter
Responsible Individual(s): Course instructor

8.3 Define resource needs

Students will defend the resource needs of a program

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

Details/Description: Course Exam 205
Target:
Implementation Plan (timeline): Fall 2015 and every 3 years thereafter
Responsible Individual(s): Course Instructor

8.4 Manage an inclusive project or program

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

▼ **Measure:** Special-Event Assignment Rubric

Details/Description: Special- Event Leadership & Management Assignment Rubric 225
Target:
Implementation Plan (timeline): Spring 2016 and every 3 years thereafter
Responsible Individual(s): Course Instructor

8.5 Present a logistical plan

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

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

Details/Description: Special-Event Program Plan/Logic Modeling Rubric 205
Target:
Implementation Plan (timeline): Fall 2015 and every 3 years thereafter
Responsible Individual(s): Course instructor

8.6 Plan, implement, and evaluate a program marketing plan

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

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

Details/Description: Special-Event Program Plan/Logic Modeling Rubric 205
Target:
Implementation Plan (timeline): Fall 2015 and every 3 years thereafter
Responsible Individual(s): Course instructor

8.7 Integrate mentoring components

Students will integrate mentoring components

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

within a program delivery model

Details/Description: Course Exam 205

Target:

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

Responsible Individual(s): Course Instructor

8.8 Conduct a program evaluation

Students will conduct a program evaluation

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

Details/Description: Program Evaluation Planning Rubric 446

Target:

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

Responsible Individual(s): Course instructor

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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 453
Direct - Exam

Details/Description: Course Exam 453

Target:

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

Responsible Individual(s): Course Instructor

9.2 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
Direct - Student Artifact

Details/Description: HR Screening Assignment Rubric 453

Target:

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

Responsible Individual(s): Course Instructor

9.3 Desgin human resource policies and practices

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

▼ **Measure:** Staff Policy Handbook Assignment Rubric
Direct - Student Artifact

Details/Description: Staff Policy Handbook Assignment Rubric 453

Target:

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

Responsible Individual(s): Course Instructor

9.4 Outline subject areas for a SOP Manual

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

▼ **Measure:** Standard Operating Procedures Assignment Rubric
Direct - Student Artifact

Details/Description: Standard Operating Procedures Assignment Rubric 353

Target:

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

Responsible Individual(s): Course instructor

9.5 Institute a training project

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

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

Details/Description: Staff Training Assignment Rubric 453
Target:
Implementation Plan (timeline): Spring 2018 and every 3 years thereafter
Responsible Individual(s): Course instructor

9.6 DEsign competetive pay structures and incentive systems

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

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

Details/Description: Course Exam 453
Target:
Implementation Plan (timeline): Spring 2018 and every 3 years thereafter
Responsible Individual(s): Course Instructor

9.7 Design a reward system for volunteers

Students will design a reward system for volunteer staff

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

Details/Description: Volunteer Reward System Assignment Rubric 440
Target:
Implementation Plan (timeline): Spring 2017 and every 3 years thereafter
Responsible Individual(s): Course instructor

9.8 Integrate techniques in evaluating employee performance

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

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

Details/Description: Volunteer Reward System Assignment Rubric 440
Target:
Implementation Plan (timeline): Spring 2017 and every 3 years thereafter
Responsible Individual(s): Course instructor

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

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

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

Details/Description: Staff Feedback Role Play Assignment Rubric 453
Target:
Implementation Plan (timeline): Spring 2018 and every 3 years thereafter
Responsible Individual(s): Course instructor

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10. Future of the Nonprofit Sector

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

10.1 DEscribe the concepts related to reasearch, program design, and evaluation

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

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

Details/Description: Course Exam 446

Target:

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

Responsible Individual(s): Course Instructor

10.2 Identify external factors that impact nonprofits

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

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

Details/Description: Course Exam 489

Target:

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

Responsible Individual(s): Course Instructor

10.3 Evaluate an organizational structure

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

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

Details/Description: Course Exam 489

Target:

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

Responsible Individual(s): Course Instructor

10.4 Determine which practice may resolve needs

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

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

Details/Description: Course Exam 489

Target:

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

Responsible Individual(s): Course Instructor

10.5 Construct an organizational technology plan

Students will construct an organizational technology plan

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

Details/Description: Course Exam 489

Target:

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

Responsible Individual(s): Course Instructor

10.6 Describe international non-governmental

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

organizations

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

Details/Description: Course Exam 489

Target:

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

Responsible Individual(s): Course Instructor

10.7 Discuss culture within a global context

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

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

Details/Description: Course Exam 489

Target:

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

Responsible Individual(s): Course Instructor

◈ Assessment Findings

Finding per Measure

Nonprofit Leadership Concentration (2015)

1. Communication, Marketing, and Public Relations

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

1.1 Identify tools for building public awareness

Students will identify the community development tools for buidling public awareness and stakeholder relations.

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

Details/Description: Course Exam 483

Target:

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

Responsible Individual(s): Course Instructor

Findings for Course Exam

No Findings Added

1.2 Design an integrated public relations and community relations campaign

Students will design an integrated public relations and community relations campaign

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

Details/Description: Course Exam 483

Target:

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

Responsible Individual(s): Course Instructor

Findings for Course Exam

No Findings Added

1.3 Define marking concepts, processess, and approaches

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

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

Details/Description: Course Exam 483

Target:

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

Responsible Individual(s): Course Instructor

Findings for Course Exam

No Findings Added

1.4 Adapt personal and organizational messaging strategies

Students will adapt personal and organizational messaging strategies, combining techniques to best advance the mission and communicate effectively with the audience.

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

Details/Description: Phone Solicitation Assignment 483

Target:

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

Responsible Individual(s): Course instructor

Findings for Phone Solicitation Assignment

No Findings Added

1.5 Incorporate technologies into marketing plans

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

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

Details/Description: Donor Management System Assignment 483

Target:

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

Responsible Individual(s): Course Instructor

Findings for Donor Assignment

No Findings Added

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2. Cultural Competency and Diversity

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

2.1 Define the dimensions of culture

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

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

Details/Description: Leadership Role Rubric 410

Target:

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

Responsible Individual(s): Course instructor

Findings for Leadership Role Rubric

No Findings Added

2.2 Contribute to culturally competent program designs

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

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

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

Findings for Leadership Role Rubric

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:** Leadership Role Rubric
Direct - Student Artifact

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

Findings for Leadership Role Rubric

No Findings Added

2.4 Conduct culturally appropriate assessment, management, and communication strategies

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

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

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

Findings for Leadership Role Rubric

No Findings Added

2.5 Develop interactions with culturally different others

Students will initiate and develop interactions with culturally different others.

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

Details/Description: Leadership Role Rubric 410
Target:
Implementation Plan (timeline): Spring 2016 and every 3 years thereafter

Responsible Individual(s): Course instructor

Findings for Leadership Role Rubric

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
Direct - Exam

Details/Description: Course Exam 483

Target:

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

Responsible Individual(s): Course Instructor

Findings for Course Exam

No Findings Added

3.2 Write a case statement to persuade others to give

Students will demonstrate the ability to write an organizational case statement to persuade others to give

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

Details/Description: Case Statement Assignment Rubric 483

Target:

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

Responsible Individual(s): Course Instructor

Findings for Case Statement Assignment Rubric

No Findings Added

3.3 Specifiy a new strategy for an existing resource development plan

Students will specify a new strategy for an existing resource development plan based on existing organizational capacity

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

Details/Description: Course Exam 483

Target:

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

Responsible Individual(s): Course Instructor

Findings for Course Exam

No Findings Added

3.4 Define the role of development as a stratefic function

Students will define the role of development as a strategic function for nonprofit organizations, impacting all departments, affecting service delivery and stakeholder satisfaction, and influencing ability to fulfill mission

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

Details/Description: Course Exam 483

Target:

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

Responsible Individual(s): Course Instructor

Findings for Course Exam

No Findings Added

3.5 Construct a development plan

Students will construct a comprehensive development plan

▼ **Measure:** NLSA Rubric
Direct - Student Artifact

Details/Description: NLSA Development Plan Assignment Rubric 483

Target:

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

Responsible Individual(s): Course instructor

Findings for NLSA Rubric

No Findings Added

3.6 Defie budgeting methods

Students will list and define a range of budgeting methods

▼ **Measure:** Course Exam 332
Direct - Exam

Details/Description: Course Exam 332

Target:

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

Responsible Individual(s): Course Instructor

Findings for Course Exam 332

No Findings Added

3.7 Prepare a budget

Students will prepare a program budget

▼ **Measure:** Course Exam 332
Direct - Exam

Details/Description: Course Exam 332

Target:

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

Responsible Individual(s): Course Instructor

Findings for Course Exam 332

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
Direct - Student Artifact

Details/Description: Ethics Case Study Rubric 332

Target:

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

Responsible Individual(s): Course Instructors

Findings for Ethics Case Study Rubric

No Findings Added

3.9 Identify contributions and net assets

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

Measure: Course Exam
Direct - Exam

Details/Description: Course Exam 483

Target:

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

Responsible Individual(s): Course Instructor

Findings for Course Exam

No Findings Added

3.10 Classify accounting methods

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

Measure: Course Exam 332
Direct - Exam

Details/Description: Course Exam 332

Target:

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

Responsible Individual(s): Course Instructor

Findings for Course Exam 332

No Findings Added

3.11 Translate the roles of compliance and monitoring in the grants

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

Measure: Course Exam
Direct - Exam

Details/Description: Course Exam 483

Target:

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

Responsible Individual(s): Course Instructor

Findings for Course Exam

No Findings Added

3.12 Detect gaps in control/compliance system

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

Measure: Ethics Case Study Rubric
Direct - Student Artifact

Details/Description: Ethics Case Study Rubric 332

Target:

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

Responsible Individual(s): Course Instructors

Findings for Ethics Case Study Rubric

No Findings Added

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4. Foundations & Management of the Nonprofit Sector

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

4.1 Describe the forces that shape nonprofits and civil society

Students will describe the historical, philosophical, economic, religious, political, and social forces that shape development, role, and significance of nonprofits and civil society

Measure: Course Exam 150
Direct - Exam

Details/Description: Course Exam 150

Target:

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

Responsible Individual(s): Course instructor

Findings for Course Exam 150

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: Course Exam 150
Direct - Exam

Details/Description: Course Exam 150

Target:

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

Responsible Individual(s): Course instructor

Findings for Course Exam 150

No Findings Added

4.3 Define mission orientation

Students will define mission orientation for a nonprofit organization

Measure: Course Exam 150
Direct - Exam

Details/Description: Course Exam 150

Target:

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

Responsible Individual(s): Course instructor

Findings for Course Exam 150

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
Direct - Student Artifact

Details/Description: Program Development Assignment Rubric 205

Target:

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

Responsible Individual(s): Course Instructor

Findings for Program Development Assignment Rubric

No Findings Added

4.5 Define characteristics of a mission statement

Students will define characteristics of an effective mission statement

Measure: Course Exam 150
Direct - Exam

Details/Description: Course Exam 150

Target:

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

Responsible Individual(s): Course instructor

Findings for Course Exam 150

No Findings Added

4.6 Identify the characteristics of the various sectors

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

Measure: Course Exam 150
Direct - Exam

Details/Description: Course Exam 150

Target:

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

Responsible Individual(s): Course instructor

Findings for Course Exam 150

No Findings Added

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5. Governance, Leadership, & Advocacy

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

5.1 Outline board and committee roles and responsibilities

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

Measure: Course Exam 489
Direct - Exam

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

Findings for Course Exam 489

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 315
Direct - Exam

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

Findings for Course Exam 315

No Findings Added

5.3 Construct a strategic plan

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

Measure: Course Exam 489
Direct - Exam

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

Findings for Course Exam 489

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: Course Exam 489
Direct - Exam

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

Findings for Course Exam 489

No Findings Added

5.5 Identify leadership characteristics

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

Measure: Course Exam 315
Direct - Exam

Details/Description: Course Exam 315

Target:

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

Responsible Individual(s): Course Instructor

Findings for Course Exam 315

No Findings Added

5.6 Identify the function of nonprofits in advocacy and public policy

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

Measure: Course Exam 489
Direct - Exam

Details/Description: Course Exam 489

Target:

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

Responsible Individual(s): Course Instructor

Findings for Course Exam 489

No Findings Added

6. Legal and Ethical Decision Making

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

6.1 Examine the impact of laws and regualtions

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

Measure: Course Exam 489
Direct - Exam

Details/Description: Course Exam 489

Target:

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

Responsible Individual(s): Course Instructor

Findings for Course Exam 489

No Findings Added

6.2 Engage in a risk managemet assessment

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

Measure: Course Exam 450
Direct - Exam

Details/Description: Course Exam 450

Target:

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

Responsible Individual(s): Course Instructor

Findings for Course Exam 450

No Findings Added

6.3 Develop a crisis management plan

Students will develop a proactive and reactive crisis management plan

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

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

Findings for Course Exam 489

No Findings Added

6.4 Explain the types of organizational values

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

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

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

Findings for Course Exam 489

No Findings Added

6.5 Identify personal values system

Students will identify personal values system

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

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

Findings for Course Exam 315

No Findings Added

6.6 Apply the code of conduct

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

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

Details/Description: Course Exam 483

and other stakeholders

Target:

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

Responsible Individual(s): Course Instructor

Findings for Course Exam

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 353
Direct - Exam

Details/Description: Course Exam 353

Target:

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

Responsible Individual(s): Course Instructor

Findings for Course Exam 353

No Findings Added

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7. Personal & Professional Development

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

7.1 Analyze personal expectations for employment opportunities

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

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

Details/Description: Career Center Assignment Rubric 462

Target:

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

Responsible Individual(s): Course instructor

Findings for Career Center Assignment Rubric

No Findings Added

7.2 Conduct an application, interview, and negotiation process

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

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

Details/Description: Career Center Assignment Rubric 462

Target:

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

Responsible Individual(s): Course instructor

Findings for Career Center Assignment Rubric

No Findings Added

7.3 Implement a personal professional development plan

Students will create and implement a personal professional development plan

Measure: Professional Experience Assignment Rubric
Direct - Student Artifact

Details/Description: Professional Experience Assignment Rubric 462

Target:

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

Responsible Individual(s): Course instructor

Findings for Professional Experience Assignment Rubric

No Findings Added

7.4 Create a professional network

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

Measure: Professional Experience Assignment Rubric
Direct - Student Artifact

Details/Description: Professional Experience Assignment Rubric 462

Target:

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

Responsible Individual(s): Course instructor

Findings for Professional Experience Assignment Rubric

No Findings Added

8. Program Development

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

8.1 Complete a community asset map

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

Measure: Needs Assessment Assignment Rubric
Direct - Student Artifact

Details/Description: Needs Assessment Assignment Rubric 446

Target:

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

Responsible Individual(s): Course instructor

Findings for Needs Assessment Assignment Rubric

No Findings Added

8.2 Desgin program outcomes

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

Measure: Logic Modeling Assignment Rubric
Direct - Student Artifact

Details/Description: Logic Modeling Assignment Rubric 446

Target:

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

Responsible Individual(s): Course instructor

Findings for Logic Modeling Assignment Rubric

No Findings Added

8.3 Define resource needs

Students will defend the resource needs of a program

Measure: Course Exam 205
Direct - Exam

Details/Description: Course Exam 205
Target:
Implementation Plan (timeline): Fall 2015 and every 3 years thereafter
Responsible Individual(s): Course Instructor

Findings for Course Exam 205

No Findings Added

8.4 Manage an inclusive project or program

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

Measure: Special-Event Assignment Rubric

Details/Description: Special- Event Leadership & Management Assignment Rubric 225
Target:
Implementation Plan (timeline): Spring 2016 and every 3 years thereafter
Responsible Individual(s): Course Instructor

Findings for Special-Event Assignment Rubric

No Findings Added

8.5 Present a logistical plan

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

Measure: Special-Event Modeling Rubric
Direct - Student Artifact

Details/Description: Special-Event Program Plan/Logic Modeling Rubric 205
Target:
Implementation Plan (timeline): Fall 2015 and every 3 years thereafter
Responsible Individual(s): Course instructor

Findings for Special-Event Modeling Rubric

No Findings Added

8.6 Plan, implement, and evaluate a program marketing plan

Students will plan,

Measure: Special-Event Modeling Rubric
Direct - Student Artifact

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

implement, and evaluate a program marketing plan

Target:

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

Responsible Individual(s): Course instructor

Findings for Special-Event Modeling Rubric

No Findings Added

8.7 Integrate mentoring components

Students will integrate mentoring components within a program delivery model

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

Details/Description: Course Exam 205

Target:

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

Responsible Individual(s): Course Instructor

Findings for Course Exam 205

No Findings Added

8.8 Conduct a program evaluation

Students will conduct a program evaluation

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

Details/Description: Program Evaluation Planning Rubric 446

Target:

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

Responsible Individual(s): Course instructor

Findings for Program Evaluation Planning Rubric

No Findings Added

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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 453
Direct - Exam

Details/Description: Course Exam 453

Target:

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

Responsible Individual(s): Course Instructor

Findings for Course Exam 453

No Findings Added

9.2 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
Direct - Student Artifact

Details/Description: HR Screening Assignment Rubric 453
Target:
Implementation Plan (timeline): Spring 2018 and every 3 years thereafter
Responsible Individual(s): Course Instructor

Findings for HR Screening Assignment Rubric

No Findings Added

9.3 Desgin human resource policies and practices

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

▼ **Measure:** Staff Policy Handbook Assignment Rubric
Direct - Student Artifact

Details/Description: Staff Policy Handbook Assignment Rubric 453
Target:
Implementation Plan (timeline): Spring 2018 and every 3 years thereafter
Responsible Individual(s): Course Instructor

Findings for Staff Policy Handbook Assignment Rubric

No Findings Added

9.4 Outline subject areas for a SOP Manual

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

▼ **Measure:** Standard Operating Procedures Assignment Rubric
Direct - Student Artifact

Details/Description: Standard Operating Procedures Assignment Rubric 353
Target:
Implementation Plan (timeline): Fall 2017 and every 3 years thereafter
Responsible Individual(s): Course instructor

Findings for Standard Operating Procedures Assignment Rubric

No Findings Added

9.5 Institute a training project

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

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

Details/Description: Staff Training Assignment Rubric 453
Target:
Implementation Plan (timeline): Spring 2018 and every 3 years thereafter
Responsible Individual(s): Course instructor

Findings for Staff Training Assignment Rubric

No Findings Added

9.6 DEsign competetive pay structures and incentive systems

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

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

Details/Description: Course Exam 453
Target:
Implementation Plan (timeline): Spring 2018 and every 3 years thereafter
Responsible Individual(s): Course Instructor

Findings for Course Exam 453

No Findings Added

9.7 Design a reward system for volunteers

Students will design a reward system for volunteer staff

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

Details/Description: Volunteer Reward System Assignment Rubric 440
Target:
Implementation Plan (timeline): Spring 2017 and every 3 years thereafter
Responsible Individual(s): Course instructor

Findings for Volunteer Reward System Assignment Rubric

No Findings Added

9.8 Integrate techniques in evaluating employee performance

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

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

Details/Description: Volunteer Reward System Assignment Rubric 440
Target:
Implementation Plan (timeline): Spring 2017 and every 3 years thereafter
Responsible Individual(s): Course instructor

Findings for Volunteer Reward System Assignment Rubric

No Findings Added

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

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

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

Details/Description: Staff Feedback Role Play Assignment Rubric 453
Target:
Implementation Plan (timeline): Spring 2018 and every 3 years thereafter
Responsible Individual(s): Course instructor

disciplinary measures so that they are effective and legally sustainable

Findings for Staff Feedback Role Play Assignment Rubric

No Findings Added

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 reasearch, program design, and evaluation

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

Measure: Course Exam 446
Direct - Exam

Details/Description: Course Exam 446

Target:

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

Responsible Individual(s): Course Instructor

Findings for Course Exam 446

No Findings Added

10.2 Identify external factors that impact nonprofits

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

Measure: Course Exam 489
Direct - Exam

Details/Description: Course Exam 489

Target:

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

Responsible Individual(s): Course Instructor

Findings for Course Exam 489

No Findings Added

10.3 Evaluate an organizational structure

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

Measure: Course Exam 489
Direct - Exam

Details/Description: Course Exam 489

Target:

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

Responsible Individual(s): Course Instructor

Findings for Course Exam 489

No Findings Added

10.4 Determine which practice may resolve needs

Measure: Course Exam 489
Direct - Exam

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

Details/Description: Course Exam 489

Target:

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

Responsible Individual(s): Course Instructor

Findings for Course Exam 489

No Findings Added

10.5 Construct an organizational technology plan

Students will construct an organizational technology plan

Measure: Course Exam 489
Direct - Exam

Details/Description: Course Exam 489

Target:

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

Responsible Individual(s): Course Instructor

Findings for Course Exam 489

No Findings Added

10.6 Describe international non-governmental organizations

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

Measure: Course Exam 489
Direct - Exam

Details/Description: Course Exam 489

Target:

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

Responsible Individual(s): Course Instructor

Findings for Course Exam 489

No Findings Added

10.7 Discuss culture within a global context

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

Measure: Course Exam 489
Direct - Exam

Details/Description: Course Exam 489

Target:

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

Responsible Individual(s): Course Instructor

Findings for Course Exam 489

No Findings Added

Overall Recommendations

No text specified

Overall Reflection

No text specified

◈ Action Plan

◈ Status Report

2016-2017 Assessment Cycle

◈ **Assessment Plan**

◈ **Assessment Findings**

2017-2018 Assessment Cycle

◈ **Assessment Plan**

◈ **Assessment Findings**

2018-2019 Assessment Cycle

◈ **Assessment Plan**

◈ **Assessment Findings**

2019-2020 Assessment Cycle

◈ **Assessment Plan**

◈ **Assessment Findings**

Appendix

A. **Nonprofit Leadership** (Curriculum Map)