Nonprofit Leadership Program

Competency Portfolio Manual

Name: __________________________

Affiliating with

American Humanics

Rev. 6/15/05
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Introduction:
The American Humanics (AH) certification portfolio manual is designed to help you keep track of the learning experiences you have as you work toward AH certification. Every AH student who is seeking certification is required to maintain a portfolio.

A portfolio is a collection of materials assembled to demonstrate to others what you have done and/or are able to do. American Humanics, Inc. in consultation with its partner universities, colleges and non profit organizations, has identified a set of competencies that entry-level professionals should possess for work in nonprofit organizations. Your portfolio is a collection of documents (statements, letters, records, papers, syllabi, etc.) that show others you have these abilities. Sometimes the document you use is a record of your performance when you successfully complete a competency. Sometimes it is a class paper/assignment showing that you have been instructed in how to perform a competency or have an understanding of certain competencies. You may want to consider electronic submission of your portfolio. In any case, think of your portfolio as a set of materials especially assembled to “showcase” you and your skills.

The Certification Process:
Because each student will have different opportunities and experiences, it will be your responsibility to:

1. Determine, in consultation with the AH Director, how you will fulfill competency requirements, and,

2. Report completed experiences in a timely manner to the AH Director.

Getting Organized to Create Your Portfolio:
Select a convenient but safe place to organize and store your materials. A file drawer would be great but a sturdy box will serve well also. You will need something like folders to organize and file the materials so they can be easily retrieved when you want to build your portfolio. It is a good idea to organize your materials according to the AH competency areas outlined in this manual.

Selecting Items for Your Portfolio:
Your goal when selecting items for placement in your portfolio should be to show what you have done and what you can do. The items should relate to and give evidence of your efforts to reach the educational and career goals you have established for yourself. This normally does not take a large number of items. One to five items will often suffice. Choose these items carefully. Try to select items that show the progress you have made and how you have learned from your experiences. A good place to begin is with the document you believe best portrays your ability to perform in the competency area being assessed. Then, before you add another item, ask “What will this section item add to what the reviewer has already learned from the first item?” Add only those items that provide new or different insights regarding your performance. This “value added” principle will not only help you decide what to add but will also keep your portfolio from becoming too large.
Displaying Items in Your Portfolio:
A portfolio should be a collection that is easily stored, carried, and shown. A three-ring binder/notebook seems to work well. Since most of the documents you will choose to display in your portfolio are one-of-a-kind original documents, you may want to protect them. The best way to do this is to purchase acetate sleeves that hold 8 ½” x 11” sheets of paper. This way, you will avoid the need to punch holes in valuable originals. If you include items that do not have obvious meaning, be sure to provide “captions” explaining the item.

Certification Requirements:
In order to receive AH certification, you must achieve competency in twelve specific areas. These are:

   A. Foundation Competencies
      1. Career Development and Exploration/Employability Skills
      2. Communication Skills
      3. Personal Attributes
      4. Historical and Philosophical Foundations/General Nonprofit Management
      5. Youth and Adult Development

   B. Professional Development Competencies
      6. Board/Committee Development
      7. Fundraising Principles and Practices
      8. Human Resource Development and Supervision
     10. Nonprofit Marketing
     11. Nonprofit Program Planning
     12. Nonprofit Risk Management

In additional to acquiring these competencies, you are required to:

   ➢ AH Student Association
      Active membership in the student association is a requirement for certification. This organization provides opportunities for you to plan, organize, implement and evaluate programs and projects that benefit the community.

   ➢ Attend the AH Management Institute (an annual conference held in January) at least once.

   ➢ Internship/practicum experience
      Students shall complete a supervised internship or practicum which is monitored by the Campus Director of American Humanities at Howard University and their academic advisor. The student must complete 300 or more hours in internship or practicum experience. Service learning activities (approved by the campus director) may be included in these hours.

While many students are interested in grass-root organizations in the Washington, DC metropolitan area for internship opportunities, seeking internships with the national non-
profit organizations affiliated with American Humanics is encouraged. The **national non-profit affiliates** may include:

American Red Cross * America’s Second Harvest * Big Brothers Big Sisters of America * Boy Scouts of America * Boys & Girls Clubs of America * Camp Fire USA* *Girl Scouts of the USA * Girls Incorporated * Humane Society of the United States * Junior Achievement Worldwide * March of Dimes * National Urban League * Outreach International * Points of Light Foundation * The Arc of the United States * United Way of America * Volunteers of America * YMCA of the USA

Students may also seek internships and service-learning opportunities with the collaborating professional organizations. The **collaborating professional associations** may include:


Many opportunities, programs, courses, workshops, and activities exist on campus that will help you to meet competency requirements. For this reason, AH certification can be flexible and individualized while also being comprehensive and relevant to your own personal and career goals. This requires, however, that you take initiative to discover what opportunities are available for you. Membership in the AH Student Association will help you learn what AH-applicable experiences are available on campus. Additionally, many activities you are already involved in may fulfill competencies. **Reviewing your portfolio often with the AH Director will ensure the quickest path toward certificate with minimum duplication.**
This Portfolio Manual contains several sections, described below.

1. Certification Tracking Sheets
This section helps you to see at a glance what competencies you have completed and how many internship/practicum hours you have acquired. This section should be completed as you meet competencies and should be placed in the beginning section of your portfolio.

2. Competency Sheets
This section contains each competency area described in detail, with requirements and options for completing the competencies. These sheets should be placed in your portfolio in front of supporting material showing accomplishment of each competency area.

For questions concerning the AH Certification Portfolio, please contact:

Linda G. Jones
Special Assistant for Student Affairs and Campus Director
Of American Humanics
College of Arts and Sciences
Howard University
2441 Sixth Street, NW
Washington, DC 20059
Phone: 202 806-9736
Fax: 202 265-3922
lgjones@howard.edu

Special thanks to Ellen Hill, Director, Nonprofit Management Studies,
Johnson State College.
Mandatory Courses for Certification
All students seeking a certification in non-profit management must complete the requirements in each category in addition to their major or minor.

Department of Health, Human Performance and Leisure Studies

Core Course Requirement
- PHED 299 Seminar in Non Profit Leadership

Leadership Course Requirement (Choose One)
- PHED 246 Leadership (3 credits)
- PHED 220 Organization and Administration (3 credits)
- MGMT 301 Mgmt & Org Behavior (3 credits)
- HUCO 320 Organizational Communication (3 credits)

Accounting and Financial Management Requirement (Choose one)
- ACCT 360 Not for Profit Accounting (3 credits)
- PHED 221 Budget and Financial Management for Leisure Studies (3 credits)
- ACCT 201 Accounting Principles I (3 credits)

Community Development (Choose one)
- POLS 138 Seminar in Community Development (3 credits)
- ECON 188 The Economics of Black Community Development (3 credits)

Optional Courses
Optional courses are suggested under individual competencies in the manual.

Professional Skills Modules
The Center for Professional Development (CPD) in the School of Business offers professional skills modules during the fall and spring of each academic year. These modules may be used toward satisfying the following foundation competencies:
- Career Development and Exploration/Employability Skills
- Communication Skills
- Personal Attributes

Contact the campus director or the Center for Professional Development for the current schedule or refer to the Center for Professional Development’s website. The modules are:

<table>
<thead>
<tr>
<th>Interview Skills/Resume Development</th>
<th>Mock Interviews</th>
<th>MonsterTRAK/Video Resume Orientation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research Skills</td>
<td>Table Etiquette Skills</td>
<td>Business Publications Readings</td>
</tr>
<tr>
<td>Transitioning into Corporate America</td>
<td>Ethics Module</td>
<td>Case Study Interviews</td>
</tr>
<tr>
<td>Presentation Skills</td>
<td>Business &amp; Recreation (Golf Etiquette)</td>
<td>Handling Diversity in the Workplace</td>
</tr>
</tbody>
</table>
Suggested Majors or Minors to Satisfy Academic Requirements for Certification

Students majoring or minoring in the following programs meet the academic requirements for certification with the inclusion of the above mandatory courses:

- Community Development
- Psychology
- Physical Therapy
- Marketing
- Human Development
- Human Performance
- Information Systems
- Leisure Studies
- Economics
- International Affairs
- Accounting
- Early Childhood Education
- Health Education
- Counseling
- Sociology
- Administration of Justice
- International Business
- Communication & Culture
- Secondary Education
- Community Health Education
- Advertising
- Psychology
- Management
- Political Science
- Anthropology
- Legal Communication
- Social Work

Students, majoring in other disciplines and are interested in certification, must coordinate electives with the campus director.
Service Learning Courses
Students are advised to select among the following courses when satisfying requirements for their major or minor or choosing electives to meet graduation requirements.

<table>
<thead>
<tr>
<th>COURSE NAME</th>
<th>DEPARTMENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Urban Economics</td>
<td>Economics</td>
</tr>
<tr>
<td>Community Health</td>
<td>Division of Allied Health Sciences</td>
</tr>
<tr>
<td>Ethnographic Field Methods</td>
<td>Sociology &amp; Anthropology</td>
</tr>
<tr>
<td>Introduction to Cultural Anthropology</td>
<td>Sociology &amp; Anthropology</td>
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<tr>
<td>Introduction to Language</td>
<td>Sociology &amp; Anthropology</td>
</tr>
<tr>
<td>Managerial Economics</td>
<td>Finance</td>
</tr>
<tr>
<td>Urban Economics II</td>
<td>Economics</td>
</tr>
<tr>
<td>International Economics</td>
<td>Economics</td>
</tr>
<tr>
<td>Introduction to Afro American Studies</td>
<td>Afro American Studies</td>
</tr>
<tr>
<td>Management &amp; Organizational Behavior</td>
<td>Management</td>
</tr>
<tr>
<td>Problems in Public History*</td>
<td>History</td>
</tr>
<tr>
<td>Seminar in Community Development</td>
<td>Political Science</td>
</tr>
<tr>
<td>Corrections</td>
<td>Sociology &amp; Anthropology</td>
</tr>
<tr>
<td>Interdisciplinary Community Based Health Care</td>
<td>Allied Health Sciences</td>
</tr>
<tr>
<td>International Commercial Trade Policy</td>
<td>Economics</td>
</tr>
<tr>
<td>Internship in Community Development</td>
<td>Political Science</td>
</tr>
<tr>
<td>Psychology of Health II</td>
<td>Physical Therapy</td>
</tr>
<tr>
<td>Professional Experience/Field Work Practicum</td>
<td>Health, Human Performance and Leisure Studies</td>
</tr>
<tr>
<td>Technical Writing</td>
<td>English</td>
</tr>
<tr>
<td>Ethnography: Field Methods</td>
<td>Sociology &amp; Anthropology</td>
</tr>
<tr>
<td>Introduction to Linguistics</td>
<td>Sociology &amp; Anthropology</td>
</tr>
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<td>COURSE NAME</td>
<td>DEPARTMENT</td>
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<tr>
<td>Health Problems of Children and Youth</td>
<td>Health, Human Performance and Leisure Studies</td>
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<tr>
<td>Introduction to Recreation Business Opportunities</td>
<td>Health, Human Performance and Leisure Studies</td>
</tr>
<tr>
<td>Introduction to Tourism – Tour Region Plan</td>
<td>Health, Human Performance and Leisure Studies</td>
</tr>
<tr>
<td>Psychology of Health II/Independent Study</td>
<td>Physical Therapy</td>
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<tr>
<td>Psychology of Health II/Independent Study</td>
<td>Physical Therapy</td>
</tr>
<tr>
<td>Language &amp; Culture</td>
<td>Sociology &amp; Anthropology</td>
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<tr>
<td>Deviance and the Community</td>
<td>Sociology &amp; Anthropology</td>
</tr>
<tr>
<td>Health Education Field Work Observation</td>
<td>Health, Human Performance and Leisure Studies</td>
</tr>
<tr>
<td>Human Sexuality</td>
<td>Health, Human Performance and Leisure Studies</td>
</tr>
<tr>
<td>Human Sexuality - Writing</td>
<td>Health, Human Performance and Leisure Studies</td>
</tr>
<tr>
<td>Community Organization for Health</td>
<td>Health, Human Performance and Leisure Studies</td>
</tr>
<tr>
<td>Addiction</td>
<td>Health, Human Performance and Leisure Studies</td>
</tr>
<tr>
<td>Social Foundations of Urban Education</td>
<td>Curriculum and Instruction, School of Education</td>
</tr>
</tbody>
</table>
Certification Tracking Sheets

*Foundation Competencies*

1. **Career Development and Exploration/Employability Skills**
   To meet this competency area, I completed the following:

   ____________________________ Date: ______________
   ____________________________ Date: ______________
   ____________________________ Date: ______________

   AH Campus Director’s Initials: ______________ Date: ______________

2. **Communication Skills**
   To meet this competency area, I completed the following:

   ____________________________ Date: ______________
   ____________________________ Date: ______________
   ____________________________ Date: ______________

   AH Campus Director’s Initials: ______________ Date: ______________

3. **Personal Attributes**
   To meet this competency area, I completed the following:

   ____________________________ Date: ______________
   ____________________________ Date: ______________
   ____________________________ Date: ______________

   AH Campus Director’s Initials: ______________ Date: ______________

4. **Historical and Philosophical Foundations/General Nonprofit Management**
   To meet this competency area, I completed the following:

   ____________________________ Date: ______________
   ____________________________ Date: ______________
   ____________________________ Date: ______________

   AH Campus Director’s Initials: ______________ Date: ______________

5. **Youth and Adult Development**
   To meet this competency area, I completed the following:

   ____________________________ Date: ______________
   ____________________________ Date: ______________
   ____________________________ Date: ______________

   AH Campus Director’s Initials: ______________ Date: ______________
Professional Development Competencies

6. Board/Committee Development
   To meet this competency area, I completed the following:

   ___________________________ Date: __________
   ___________________________ Date: __________
   ___________________________ Date: __________

   AH Campus Director’s Initials: __________ Date: __________

7. Fundraising Principles and Practices
   To meet this competency area, I completed the following:

   ___________________________ Date: __________
   ___________________________ Date: __________
   ___________________________ Date: __________

   AH Campus Director’s Initials: __________ Date: __________

8. Human Resource Development and Supervision
   To meet this competency area, I completed the following:

   ___________________________ Date: __________
   ___________________________ Date: __________
   ___________________________ Date: __________

   AH Campus Director’s Initials: __________ Date: __________

   To meet this competency area, I completed the following:

   ___________________________ Date: __________
   ___________________________ Date: __________
   ___________________________ Date: __________

   AH Campus Director’s Initials: __________ Date: __________

10. Nonprofit Marketing
    To meet this competency area, I completed the following:

    ___________________________ Date: __________
    ___________________________ Date: __________
    ___________________________ Date: __________

    AH Campus Director’s Initials: __________ Date: __________
11. Nonprofit Program Planning
To meet this competency area, I completed the following:

_________________________________________ Date: __________
_________________________________________ Date: __________
_________________________________________ Date: __________

AH Campus Director’s Initials: __________ Date: __________

12. Nonprofit Risk Management
To meet this competency area, I completed the following:

_________________________________________ Date: __________
_________________________________________ Date: __________
_________________________________________ Date: __________

AH Campus Director’s Initials: __________ Date: __________

➢ Date attended AHMI: ________________________
➢ Completed internship at a nonprofit organization(s): Y / N
➢ Active in AH Student Association: Y / N

I have participated in the following AH Activities:

_________________________________________ ________________________
_________________________________________ ________________________
_________________________________________ ________________________
_________________________________________ ________________________
**Internship/Practicum Experience**

The student internship at a nonprofit organization(s) is considered the “capstone” experience and should be completed at the end of a student’s program. Students must complete 300 hours of experience in an internship or practicum at an approved site. Students should work with their major department advisor as well as the AH Director to determine an internship site and requirements for completing the internship.

<table>
<thead>
<tr>
<th>Name of Agency:</th>
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<tbody>
<tr>
<td>Date(s):</td>
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<tr>
<td>Number of Hours Completed:</td>
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<td>Competencies:</td>
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<td>Competencies:</td>
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</tr>
</tbody>
</table>
1. **Career Development and Exploration/Employability Skills**

*Describe opportunities for careers in nonprofit management.*

*Discuss the realities of entry-level employment in the nonprofit sector including opportunities for growth, the need for relocation, and expected salary ranges.*

*Describe the changing nature of work in the nonprofit sector.*

*Communicate the primary focus of the mission for three or four American Humanics’ national nonprofit partners.*

*Identify one’s own personal and professional development needs.*

*Develop an effective resume.*

*Prepare appropriate job search correspondence.*

*Research an organization to determine compatibility with personal values and goals.*

*Prepare for an interview.*

*Exhibit appropriate personal appearance.*

*Demonstrate effective interviewing skills.*

*Demonstrate appropriate interview followup practices.*

---

**Options for Meeting this Competency Area:**

1. **Required coursework:** Seminar in Non Profit Leadership

2. **Attend Career Services Offices-sponsored workshop/seminar related to Career Development.**

3. **Professional Skills Modules:** Interview Skills/Resume Development; Mock Interviews; MonsterTRAK/Video Resume Orientation; and Research Skills

4. **Other options as approved by AH Campus Director.** These might include:

   ✓ **Complete HU AH Career Exploration Assignment (instructions available from AH Director).**
   ✓ **Other independent readings/assignments**
   ✓ **Participation in campus programs or workshops (Career Services, Library programs and other University programs)**
   ✓ **Experience gained in other campus activities and student organizations (i.e., Student Association clubs and student government)**
   ✓ **Academic service-learning**
   ✓ **Relevant employment experiences**
   ✓ **Information provided on various websites**
   ✓ **Distance learning or on-line courses.**
2. Communication Skills

Courses such as:
- ENGL 009 Technical Writing Pre-Professional
- HUCO 101 Principles of Speech
- HUCO 307 Inter/Intrapersonal Communication
- HUCO 415 Intercultural Communication
- PHIL 153 Philosophy of Culture
- HUCO 410 Negotiation and Conflict Resolution
- PSYC 125 General Social Psychology
- PSYC 127 Human Motivation

Use effective verbal and nonverbal communication skills.
Use proper grammar and vocabulary in written and verbal communication.
Demonstrate effective public speaking skills.
Use effective listening techniques.
Demonstrate the ability to address members of various constituent groups appropriately.
Explain the importance of cross-communication skills.
Demonstrate the ability to resolve conflicts.
Demonstrate basic computer literacy skills.
- COMP 004 Computers & Society
- INFO 202 Computer Introduction

Options for Meeting this Competency Area:
1. Complete Howard University General Education Requirements.

2. Professional Skills Modules: Table Etiquette Skills; Presentation Skills; Handling Diversity in the Workplace; Business & Recreation (Golf Etiquette)

3. Other options as approved by AH Campus Director. These might include:

- Assignments/projects/internships/cooperative/field experiences in your major or minor program of study
- Other independent readings/assignments
- Participation in campus programs or workshops (Career Services, Library programs and other University programs)
- Experience gained in other campus activities and student organizations (i.e., Student Association clubs, Center for the Advancement of Service Learning and student government)
- Academic service-learning
- Relevant employment experiences
- Distance learning or on-line courses.
3. **Personal Attributes**

*Demonstrate a positive attitude.*
*Demonstrate initiative.*
*Demonstrate commitment to the mission of an agency.*
*Exhibit responsible behavior*
*Discuss the importance of ethical behavior.*
*Exhibit ethical behavior.*
*Demonstrate honesty and integrity.*
*Explain the importance of a commitment to service.*
*Explain the importance of maintaining confidentiality.*
*Explain the importance of accountability in a nonprofit agency.*
*Demonstrate the ability to be an effective team member.*
*Demonstrate time-management skills.*
*Utilize effective techniques for problem solving.*
*Exhibit effective decision-making.*
*Demonstrate effective supervisory skills.*
*Handle constituent requests appropriately.*
*Develop positive working relationships with others.*
*Demonstrate leadership characteristics.*

**Options for Meeting this Competency Area:**

1. Actively participate in the AH Student Association.
2. Maintain high standards in performing field-experience internship (demonstrated through internship evaluations).
3. Professional Skills Modules: Credit Seminar; Ethics Module; Business & Recreation (Golf Etiquette); and Transitioning into Corporate America
4. Other options as approved by AH Campus Director. These might include:

- Other coursework such as:
  - PHIL 157 Introduction to Ethics
  - PHIL 110 Classical Ethics
  - PHIL 148 Environmental Ethics
  - PHIL 158 Business and Professional Ethics
  - PHIL 147 Ethics in Public Policy
  - MGMT 306 Corporate Culture/Ethics

- Assignments/projects/internships/cooperative/field experiences in your major or minor program of study
- Other independent readings/assignments
- Participation in campus programs or workshops (Career Services, Library programs and other University programs)
✓ Experience gained in other campus activities and student organizations (i.e., Student Association clubs, Center for the Advancement of Service Learning and student government)
✓ Academic service-learning
✓ Relevant employment experiences
✓ Distance learning or on-line courses.
✓ Letters of recommendations.
Foundation Competency

4. Historical and Philosophical Foundations and General Nonprofit Management

Describe the role of nonprofit organizations to meet human service needs in American society.
Describe the philanthropic structure of nonprofit agencies.
Explain the importance of a mission orientation for nonprofit agencies.
Understand the importance of the role of advocacy and lobbying in the nonprofit sector.
Explain the importance of building an agency that acts with the interests of the clients in mind.
Explain the importance of developing services that effectively respond to diversity in the community.
Possess the basic knowledge of nonprofit management trends.
Explain the importance of collaborating with other nonprofit organizations to meet community needs.
Discuss the personal rewards of a career in nonprofit agencies.
Understand the process for forming a nonprofit organization.

Options for Meeting this Competency Area:

1. Required coursework: PHED 299 Seminar in Non Profit Leadership
2. Departmental organizational communication courses (confer with AH director)
3. Other options as approved by AH Campus Director. These might include:
   ✓ Assignments/projects/internships/cooperative/field experiences in your major or minor program of study
   ✓ Attend local government meetings in human services
   ✓ Attend grassroots nonprofit organizations or community meetings
   ✓ Other independent readings/assignments
   ✓ Participation in campus programs or AH student association workshops (Career Services, Library programs and other University programs)
   ✓ Experience gained in other campus activities and student organizations (i.e., Student Association clubs, Center for the Advancement of Service Learning and student government)
   ✓ Relevant employment experiences
   ✓ Academic service-learning
Foundation Competency

5. Youth and Adult Development

Describe the developmental needs of youth.

Explain the ways in which nonprofit agencies meet the developmental needs of youth.

Describe the developmental needs of adults.

Explain the ways in which nonprofit agencies meet the developmental needs of adults.

Discuss the adult learning process and how it differs from that of youth.

Options for Meeting this Competency Area:

1. Take one course from the following list:
   - PSYC 118 Developmental Psychology
   - HUDV 095 Human Development and Family Relations

2. Other options as approved by AH Campus Director. These might include:
   - Assignments/projects/internships/cooperative/field experiences in your major or minor program of study
   - Other independent readings/assignments
   - Participation in campus programs or AH student association workshops (Career Services, Library programs and other University programs)
   - Experience gained in other campus activities and student organizations (i.e., Student Association clubs, Center for the Advancement of Service Learning and student government)
   - Relevant employment experiences
   - Academic service-learning
   - Distance learning or on-line courses
6. **Board/Committee Development**

*Explain the purpose and structure of nonprofit boards and their relationship(s) to the agency.*

*Discuss strategies to create effective boards.*

*Discuss strategies for determining staff support needs for committees and boards.*

*Explain techniques for the recruitment of volunteers to serve on committees.*

*Discuss the importance of providing supervision and support for committee and board members.*

*Discuss strategies for recruiting members to the board of directors.*

*Explain the importance of fostering board/volunteer/staff relationships.*

*Explain the importance of board recognition and evaluation.*

**Options for Meeting this Competency Area:**

1. Required coursework: PHED 299 Seminar in Non Profit Leadership

2. Attend an AH Student Association-sponsored workshops/seminars related to nonprofit marketing and Board/Committee Development

3. Other options as approved by AH Campus Director. These might include:
   - Assignments/projects/internships/cooperative/field experiences in your major or minor program of study
   - Participation in a board/committee at a local nonprofit
   - Other independent readings/assignments
   - Participation in campus programs (Career Services, Library programs and other University programs)
   - Independent readings using National Center for Nonprofit Board (NCNB) materials provided by American Humanics
   - Relevant employment experiences
   - Academic service-learning
   - Distance learning or on-line courses

4. Using the experiences you chose to fulfill this competency as examples, select several of the points above and write a five-page paper describing what you have learned about Board/Committee Development.

Websites: NCNB-National Center for Nonprofit Boards ([www.boardsource.org](http://www.boardsource.org))
NCIB-National Charities Information Bureau
7. **Fundraising Principles and Practices**

*Discuss the importance of developing fundraising activities that support the mission of the agency.*

*Explain the ethical considerations and accountability of funds, which should guide fundraising efforts for the agency.*

*Plan fundraising activities.*

*Conduct fundraising activities.*

*Evaluate fundraising effectiveness.*

*Identify the segments of donors that may support an agency.*

*Discuss factors that may motivate donors and concerns that donors may have.*

*Explain strategies for securing in-kind support.*

*Develop grant proposals.*

*Explain techniques for recognizing donations.*

*Explain the importance of a marketing philosophy in a nonprofit agency.*

*Explain the nature of public relations activities for nonprofit agencies.*

*Explain the role of community outreach activities.*

*Develop strategies for obtaining client feedback.*

*Discuss strategies for conducting a community needs assessment.*

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**Options for Meeting this Competency Area:**

1. Attend a grant writing workshop, a fundraising conference or other workshop.

2. Actively participate in AH Student Association fundraising activities.

3. Attend an AH Student Association-sponsored workshops/seminars related to nonprofit marketing and Board/Committee Development

4. Other options as approved by AH Campus Director. These might include:
   - Assignments/projects/internships/cooperative/field experiences in your major or minor program of study
   - Other independent readings/assignments
   - Internship or volunteering in the University’s Development Office
   - Experience gained in other campus activities and student organizations
   - Independent readings using Association for Fundraising Professionals (AFP)
   - Relevant employment experiences
   - Academic service-learning
   - Distance learning or on-line courses

Website: AFP Association of Fundraising Professionals ([www.afp.org](http://www.afp.org))

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8. **Human Resource Development and Supervision**

1. Exhibit basic knowledge of human resource issues.
2. Exhibit ability to manage diversity and cultural competence.
3. Identify factors that motivate individuals to volunteer their services to a nonprofit agency.
4. Identify sources for staff/volunteer recruitment.
5. Explain strategies for recruitment of staff and volunteers.
6. Explain the strategies for selecting staff and volunteers.
7. Explain the strategies for training staff and volunteers.
8. Explain the strategies for providing an effective orientation to staff and volunteers.
9. Explain the strategies for motivating staff and volunteers.
10. Explain the strategies for supervising the staff and volunteers.
11. Explain the strategies for supervising staff and volunteers.
12. Explain the strategies for evaluating staff and volunteers.
13. Explain the strategies for recognizing staff and volunteers.
14. Explain the strategies for terminating staff and volunteers.
15. Explain the importance of delegation as a technique for the effective utilization of staff and volunteer talents.

**Options for Meeting this Competency Area:**

1. Required coursework: PHED 299 Seminar in Non Profit Leadership
2. Attend a workshop on Human Resource Development and Supervision
3. Optional Course: MGMT 303 Human Resource Management
4. Attend an AH Student Association-sponsored workshops/seminars related to volunteer management
5. Other options as approved by AH Campus Director. These might include:
   - Assignments/projects/internships/field experiences in your major or minor program of study
   - Other independent readings/assignments
   - Experience gained in other campus activities and student organizations
   - Relevant employment experiences
   - Academic service-learning
   - Independent readings using the Association for Volunteer Administration (AVA) materials provided by American Humanics
   - Attend a session or workshop at AH Management Institute related to Human Resource Development and Supervision
   - Distance learning or on-line courses.
Professional Development Competency

9. **Nonprofit Accounting and Financial Management**
   
   Describe correct procedures for handling income receipts.
   Explain the importance of policies and procedures for requisitioning.
   Explain procedures for developing a program budget.
   Explain the importance of reporting mechanisms and requirements.
   Read and interpret financial statements.

**Options for Meeting this Competency Area:**

1. Required coursework: PHED 299 Seminar in Non Profit Leadership.

2. Other options as approved by AH Campus Director. These might include:
   - Other coursework such as:
     - ACCT 360 Not for Profit Accounting
     - PHED 221 Financial Management for Leisure Studies
     - ACCT 201 Accounting Principles
   - Assignments/projects/internships/cooperative/field experiences in your major or minor program of study
   - Other independent readings/assignments
   - Experience gained in other campus activities and student organizations
   - Relevant employment experiences
   - Academic service-learning
   - Attend an AH Student Association-sponsored workshops/seminars related financial management and program controls.
   - Independent readings using the Association for Volunteer Administration (AVA) materials provided by American Humanics
   - Distance learning or on-line courses.
10. Nonprofit Marketing

- Explain the importance of a marketing philosophy in a nonprofit agency.
- Explain the role of community outreach activities for nonprofit agencies.
- Explain the nature of public relations activities for nonprofit agencies.
- Develop strategies for obtaining client feedback.
- Discuss strategies for conducting a community needs assessment.
- Explain the importance of maintaining information systems.

Options for Meeting this Competency Area:

1. Required coursework: PHED 299 Seminar in Non Profit Leadership.

2. Using the experiences you chose to fulfill this competency as examples, select several of the points above and write a five-page paper describing what you have learned about Nonprofit Marketing.

3. Other options as approved by AH Campus Director. These might include:
   - Other coursework such as:
     - MKTG 301 Principles of Marketing
   - Assignments/projects/internships/cooperative/field experiences in your major or minor program of study
   - Other independent readings/assignments
   - Experience gained in other campus activities and student organizations
   - Relevant employment experiences
   - Academic service-learning
   - Attend an AH Student Association-sponsored workshops/seminars related Nonprofit Marketing
   - Distance learning or on-line courses
11. **Nonprofit Program Planning**

Describe the process for developing and implementing new programs.

Explain the importance of planning programs that are consistent with the mission of a nonprofit agency.

Discuss the importance of planning programs that are consistent with community goals and diverse cultural values.

Describe the importance of building inclusive programs for diverse individuals.

Explain various youth and human service implementation models.

Explain strategies for facilitating team building among program staff.

Discuss scheduling considerations for both staff and activities.

Describe how programs may be promoted by assessing various media.

Discuss criteria for evaluating program outcomes.

**Options for Meeting this Competency Area:**

1. Required coursework: PHED 299 Seminar in Non Profit Leadership.

2. Actively participate in AH Student Association’s planning and implementation of community projects.

3. Other options as approved by AH Campus Director. These might include:
   - Assignments/projects/internships/cooperative/field experiences in your major or minor program of study
   - Other independent readings/assignments
   - Experience gained in other campus activities and student organizations
   - Relevant employment experiences
   - Academic service-learning
   - Attend a session or workshop at the AH Management Institute related to Program Planning.
   - Distance learning or on-line courses
12. **Nonprofit Risk Management**

*Course such as:*
  - INSU 354 Risk Management
  - MGMT 303 Human Resource Management

*Explain the role and importance of risk management to the overall organizational management plan.*

*Explain the importance of working knowledge of nonprofit and employment law and regulations.*

*Explain the importance of understanding policies and procedures to follow in the case of crisis incidents.*

*Explain the importance of recognizing red flags and engaging in appropriate follow-up for child protection issues.*

*Explain effective risk-management and crisis-management procedures.*

*Follow personal precautions in an effort to minimize personal and organizational liability and vulnerability.*

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**Options for Meeting this Competency Area:**

1. Required coursework: PHED 299 Seminar in Non Profit Leadership.
4. Using the experiences you chose to fulfill this competency as examples, select several of the points and write a five-page paper describing what you have learned about Nonprofit Risk Management.
5. Other options as approved by AH Campus Director. These might include:
   - Assignments/projects/internships/cooperative/field experiences in your major or minor program of study
   - Other independent readings/assignments
   - Experience gained in AH Student Association.
   - Participation in campus programs or workshops.
   - Experience gained in other campus activities and student organizations
   - Relevant employment experiences
   - Academic service-learning
   - Attend a session or workshop at the AH Management Institute related to Risk Management.
   - Distance learning or on-line courses.

Websites: The Nonprofit Risk Management Center ([www.nonprofitrisk.org](http://www.nonprofitrisk.org))
Recommended Resources

Association of Fund Raising Professionals (AFP) – [www.afp.org](http://www.afp.org)
- The AFP Code of Ethics, Donor Bill of Rights, and other guidelines on ethical fund raising.

Association for Research on Nonprofit Organizations (ARNOVA) – [www.arnova.org](http://www.arnova.org)
- ARNOVA Abstracts – A quarterly publication providing abstracts drawn from a wide range of materials including journals, books, working papers, case studies, dissertations and special reports.

Association of Volunteer Administrators (AVA) – [www.avaintl.org](http://www.avaintl.org)
- Information and resources from the AVA Professional Credentialing Program, including core competencies for volunteer administrators. Available on their website.

BoardSource (Formerly the National Center for Nonprofit Boards) – [www.boardsource.org](http://www.boardsource.org)
- Several of the publications were mentioned by campus directors as being good classroom resources. See their website and click on “bookstore” for more information.

Independent Sector – [www.indepsec.org](http://www.indepsec.org)
- Downloadable research reports, including Engaging Youth in Lifelong Service and Giving and Volunteering in the United States.
- The New Nonprofit Almanac in Brief – A user-friendly booklet of quick facts and figures on the size, scope, finances, and employment of the nonprofit sector. This has much of the information that was contained in the previous Independent Sector publication, What You Should Know About Nonprofits, which was used by many AH campuses in their introductory courses.

The Peter F. Drucker Foundation for Nonprofit Management – [www.pfdf.org](http://www.pfdf.org)
- Leader to Leader – A quarterly journal for leaders from business, nonprofit and government.
- Leader to Leader Guides – Four volumes of articles from past Leader to Leader issues, organized by topic.

The Nonprofit Risk Management Center – [www.nonprofitrisk.org](http://www.nonprofitrisk.org)
- Coverage, Claims & Consequences: An Insurance Handbook for Nonprofits – An overview of insurance as a risk-financing tool and part of an overall risk management strategy; covers what insurance can and can’t do to protect your nonprofit mission.
- Many different Nonprofit Risk Management Center publications are used by campus directors and new publications are released all the time. See their website for more information.

The Society for Nonprofit Organizations – [www.snpo.org](http://www.snpo.org)