Nonprofit Leadership Program
Effective Fall 2007

Competency Portfolio Manual

Name: ______________________

Affiliating with

Rev. 9/30/2009
Table of Contents
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.

3
Rev. 9/30/2009
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:

Professional Competencies
A. Board/Committee Development  
B. Community Outreach/Marketing and Public Relations  
C. Diversity Awareness  
D. Ethics and Values  
E. Fundraising Principles and Practices  
F. Historical & Philosophical Foundations  
G. Information Management & Technology  
H. Nonprofit Accounting and Financial Management  
I. Nonprofit Management  
J. Program Planning, Implementation and Evaluation  
K. Risk Management and Legal Issues  
L. Volunteer Management  
M. Youth and Adult Development

Foundational Competencies
A. Career Development and Exploration  
B. Communication Skills  
C. Employability Skills  
D. Personal Attributes

In addition to acquiring these competencies, you are required to:
➢ Be an active member in the AH Student Association  
    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.

➢ Intern  
    Students shall complete a supervised internship or practicum which is monitored by the Campus Director of American Humanics 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
- Corporation for National & Community Service
- Girls Incorporated
- Humane Society of the United States
- Junior Achievement Worldwide
- March of Dimes
- National Urban League
- National 4H Council
- Opportunity Knocks
- 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:

- Accountants for the Public Interest
- AmeriCorps
- Association for Research on Nonprofit Organizations and Voluntary Action
- Association of Fundraising Professionals
- Association of Volunteer Administration
- BoardSource
- Bridgespan
- Bridgestar
- Habitat for Humanity International
- Hispanic Association of Colleges and Universities
- Independent Sector
- National Training Institute for Community Youth Work
- Nonprofit Risk Management Center
- The Learning Institute
- The Peter F. Drucker Foundation for Nonprofit Management
- The Society for Nonprofit Organizations
- United Negro College Fund

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 or
- POLS 138 Seminar in Community Development

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)
- Entrepreneurial Finance, Accounting and Control Systems (3 credits) (prerequisite MGMT 351)

Community Development (Choose one)
- 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
- Entrepreneurship
- 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>
</tr>
<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>
<tr>
<td>COURSE NAME</td>
<td>DEPARTMENT</td>
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</tr>
<tr>
<td>Health Problems of Children and Youth</td>
<td>Health, Human Performance and Leisure Studies</td>
</tr>
<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>
</tr>
<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>
</tr>
<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

Professional Development Competencies

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

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

   AH Campus Director's Initials: __________ Date: __________

2. Community Outreach/Marketing and Public Relations
   To meet this competency area, I completed the following:

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

   AH Campus Director's Initials: __________ Date: __________

3. Diversity Awareness
   To meet this competency area, I completed the following:

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

   AH Campus Director's Initials: __________ Date: __________

4. Ethics and Values
   To meet this competency area, I completed the following:

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

   AH Campus Director's Initials: __________ Date: __________

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

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

   AH Campus Director's Initials: __________ Date: __________

Rev. 9/30/2009
6. **Historical & Philosophical Foundations**  
To meet this competency area, I completed the following:

<table>
<thead>
<tr>
<th>Date:</th>
<th>Date:</th>
<th>Date:</th>
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</table>

AH Campus Director's Initials: Date:

7. **Information Management & Technology**  
To meet this competency area, I completed the following:

<table>
<thead>
<tr>
<th>Date:</th>
<th>Date:</th>
<th>Date:</th>
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</table>

AH Campus Director's Initials: Date:

8. **Non Profit Accounting & Financial Management**  
To meet this competency area, I completed the following:

<table>
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<tr>
<th>Date:</th>
<th>Date:</th>
<th>Date:</th>
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</thead>
</table>

AH Campus Director's Initials: Date:

9. **Non Profit Management**  
To meet this competency area, I completed the following:

<table>
<thead>
<tr>
<th>Date:</th>
<th>Date:</th>
<th>Date:</th>
</tr>
</thead>
</table>

AH Campus Director's Initials: Date:

10. **Program Planning, Implementation & Evaluation**  
To meet this competency area, I completed the following:

<table>
<thead>
<tr>
<th>Date:</th>
<th>Date:</th>
<th>Date:</th>
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</table>

AH Campus Director's Initials: Date:

11. **Risk Management and Legal Issues**  
To meet this competency area, I completed the following:

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<tr>
<th>Date:</th>
<th>Date:</th>
<th>Date:</th>
</tr>
</thead>
</table>

AH Campus Director's Initials: Date:
12. Volunteer Management
To meet this competency area, I completed the following:

____________________________________________________________________ Date: ____________
____________________________________________________________________ Date: ____________
____________________________________________________________________ Date: ____________

AH Campus Director’s Initials: ____________ Date: ____________

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

____________________________________________________________________ Date: ____________
____________________________________________________________________ Date: ____________
____________________________________________________________________ Date: ____________

AH Campus Director’s Initials: ____________ Date: ____________

*Foundation Competencies*

14. Career Development and Exploration
To meet this competency area, I completed the following:

____________________________________________________________________ Date: ____________
____________________________________________________________________ Date: ____________
____________________________________________________________________ Date: ____________

AH Campus Director’s Initials: ____________

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

____________________________________________________________________ Date: ____________
____________________________________________________________________ Date: ____________
____________________________________________________________________ Date: ____________

AH Campus Director’s Initials: ____________ Date: ______
16. **Employability Skills**  
To meet this competency area, I completed the following:

<table>
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<th>Date:</th>
<th>Date:</th>
<th>Date:</th>
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</table>

AH Campus Director's Initials: ____________ Date: ____________

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

<table>
<thead>
<tr>
<th>Date:</th>
<th>Date:</th>
<th>Date:</th>
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</thead>
</table>

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:

<table>
<thead>
<tr>
<th>Activity 1</th>
<th>Activity 2</th>
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<tbody>
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</table>
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.

Name of Agency: ____________________________________________

Date(s): __________________________________________________

Number of Hours Completed: _________________________________

Competencies: ______________________________________________

Name of Agency: ____________________________________________

Date(s): __________________________________________________

Number of Hours Completed: _________________________________

Competencies: ______________________________________________

Name of Agency: ____________________________________________

Date(s): __________________________________________________

Number of Hours Completed: _________________________________

Competencies: ______________________________________________
1. **Board/Committee Development**

   *An understanding of the purpose and role of the Board of Directors in a non-profit organization, of the dynamics between an organization’s staff and its volunteer directors and of staff support strategies.*

**Options for Meeting this Competency Area:**

1. Required coursework: PHED 299 Seminar in Non Profit Leadership or POLS 138 Seminar in Community Development

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 or case studies
   - Volunteer Management retreat/workshops
   - 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

Rev. 9/30/2009
2. **Community Outreach/Marketing and Public Relations**

An understanding of the role of community outreach and marketing strategies in building public awareness of the mission and messages of nonprofit organizations

**Options for Meeting this Competency Area:**

1. Required coursework: PHED 299 Seminar in Non Profit Leadership or POLS 138 Seminar in Community Development or JOUR 330 Public Relations Writing I or MKTG 301 Principles of Marketing

2. Using the experiences you chose to fulfill this competency as examples, write a five-page paper describing what you have learned about community outreach, marketing and public relations.

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 an AH Student Association-sponsored workshops/seminars related Nonprofit Marketing or Public Relations
   - Distance learning or on-line courses
3. Diversity Awareness

An understanding of professional practice and interaction skills in culturally diverse settings, enabling the student to navigate encounters, dilemmas, and challenges in such settings.

Options for Meeting this Competency Area:

1. Required coursework: PHED 299 Seminar in Non Profit Leadership or POLS 138 Seminar in Community Development

2. Using the experiences you chose to fulfill this competency as examples, write a five-page paper describing what you have learned about Diversity Awareness

3. Other options as approved by AH Campus Director. These might include:
   ✓ Other coursework such as:
      COMC415 Intercultural/Interracial Communication
      COMC242 Language Issues in Communication
      PSYC141 Cross-Cultural Psychology
      PSYC125 General Social Psychology
      ANTH110 Introduction to Cultural Anthropology
   ✓ Assignments/projects/internships/field experiences in your major or minor program of study
   ✓ Other independent readings/assignments or case studies
   ✓ Experience gained in other campus activities and student organizations
   ✓ Relevant employment experiences
   ✓ Academic service-learning
   ✓ Attend an AH Student Association-sponsored workshops/seminars related to diversity
   ✓ Distance learning or on-line courses
4. Ethics and Values

An understanding of the importance of personal and organizational ethical standards, accountability structures, and a code of conduct for an organization devoted to public service.

Options for Meeting this Competency Area:

1. Required coursework: PHED 299 Seminar in Non Profit Leadership or POLS 138 Seminar in Community Development

2. Using the experiences you chose to fulfill this competency as examples, write a five-page paper describing what you have learned about ethics and values

   Take one course from the following list:
   
   o PHIL110 Classical Ethics
   o PHIL057 Introduction to Ethics
   o JOUR303 Ethics in Journalism

   Other courses to consider are:
   
   o PHIL 157 Introduction to Ethics
   o PHIL 110 Classical Ethics
   o PHIL 148 Environmental Ethics
   o PHIL 158 Business and Professional Ethics
   o PHIL 147 Ethics in Public Policy
   o MGMT 306 Corporate Culture/Ethics

1. 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
   □ 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
Professional Competencies

5. Fundraising Principles and Practices

An understanding of the variety of fundraising strategies and methods used to support the mission of an organization, including grants, major and planned gifts, annual funds and special events.

**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)
Professional Competencies

6. Historical and Philosophical Foundations

An understanding of unique character and role of nonprofit organizations within American society, and an understanding of the historical and social forces that influenced the sector’s development

Options for Meeting this Competency Area:

1. Required coursework: PHED 299 Seminar in Non Profit Leadership or POLS138 Seminar in Community Development or Seminar in Entrepreneurship
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
     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

Rev. 9/30/2009
7. Information Management & Technology

Basic computer and technology literacy, and an understanding of the benefits and responsibilities associated with technology at a modern nonprofit organization

**Options for Meeting this Competency Area:**

1. Take one course from the following list:
   - COMP004 Computers and Society
   - INFO 202 Computer Introduction

2. Other options as approved by AH Campus Director. These might include:
   - Developing and maintain website for AHSA activities and outreach
   - Develop a blog
   - Develop a budget using EXCEL
   - Design brochures, flyers and public relations material
   - 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
8. Nonprofit Accounting and Financial Management

An understanding of basic nonprofit accounting, budget development, audits and the monitoring of fiscal operations

Options for Meeting this Competency Area:

1. 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 Entrepreneurial Finance, Accounting and Control Systems
     - 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.
Professional Competencies

9. Nonprofit Management

An understanding of the central importance of mission orientation, and also of general nonprofit management knowledge, including public policy processes, human resource procedures, and strategic planning

Options for Meeting this Competency Area:

1. Required coursework: PHED 299 Seminar in Non Profit Leadership or POLS138 Seminar in Community Development or PHED220 Organization and Administration or HUCO320 Organizational Communication

2. Using the experiences you chose to fulfill this competency as examples, write a five-page paper describing what you have learned about Nonprofit Management

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 or case studies
   - Experience gained in other campus activities and student organizations
   - Relevant employment experiences
   - Academic service-learning
   - Attend an AH Student Association-sponsored workshops/seminars related to Nonprofit Management
   - Distance learning or on-line courses
10. Program Planning, Implementation and Evaluation

The ability to assess needs within a population, ascertain the feasibility of a program, calculate the appropriate resources and staffing necessary, implement a program, and then evaluate and improve the program to maximize resources and increase program quality and inclusiveness

Options for Meeting this Competency Area:

1. Required coursework: PHED 299 Seminar in Non Profit Leadership or POLS138 Seminar in Community Development or PHED220 Organization and Administration or PHED221 Budget and Financial Management

2. Using the experiences you chose to fulfill this competency as examples, write a five-page paper describing what you have learned about program planning, project management, implementation and evaluation

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 or case studies
   - Experience gained in other campus activities and student organizations
   - Relevant employment experiences
   - Academic service-learning
   - Attend an AH Student Association-sponsored workshops/seminars related program planning, project management, implementation and evaluation
   - Distance learning or on-line courses
11. Risk Management and Legal Issues

A working knowledge of risk management, crisis management, and the basic laws and regulations under which nonprofits operate

Options for Meeting this Competency Area:

1. Required coursework: PHED 299 Seminar in Non Profit Leadership or POLS138 Seminar in Community Development. Other course options include:
   a. INSU354 Risk Management
   b. MGMT303 Human Resource Management
2. BLAW305 Business Law

- Attend a workshop/seminar related to Risk Management.
- Become familiar with policies related to sound accounting and finance practices, human resource management, labor law, Equal Employment Opportunity compliance, American with Disability compliance, Bloodbourne Pathogen Compliance and other safety issues.
- 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 and compliance
- Other options as approved by AH Campus Director. These might include:
  o Assignments/projects/internships/cooperative/field experiences in your major or minor program of study
  o Other independent readings/assignments
  o Experience gained in AH Student Association.
  o Participation in campus programs or workshops.
  o Experience gained in other campus activities and student organizations
  o Relevant employment experiences
  o Academic service-learning
  o Attend a session or workshop at the AH Management Institute related to Risk Management.
  o Distance learning or on-line courses.

- Websites: The Nonprofit Risk Management Center (www.nonprofitrisk.org)
12. Volunteer Management

An understanding of American volunteerism coupled with the ability to create a volunteer program that employs effective techniques that both harness volunteer service to further the organization’s mission and also foster the spirit of volunteerism.

Options for Meeting this Competency Area:

1. Required coursework: PHED 299 Seminar in Non Profit Leadership or POLS138 Seminar in Community Development
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/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
   - 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.
13. **Youth and Adult Development**

The ability to develop unique activities and programs that are responsive to the different development stages and needs of both youth and adults, and an understanding of the dynamics and specific challenges involved in working with each group.

**Options for Meeting this Competency Area:**

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

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
14. Career Development and Exploration

Personal commitment to the mission of a nonprofit organization and an understanding of the realities and opportunities of the entry-level job market

- 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.

Options for Meeting this Competency Area:

1. Required coursework: Seminar in Non Profit Leadership or Seminar in Community Development

2. 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.
Foundation Competencies

15. Communication Skills

Use of effective verbal and nonverbal communication skills, proper grammar and vocabulary in written and oral communication, effective public speaking skills, and effective listening techniques.

**Options for Meeting this Competency Area:**

1. Complete Howard University General Education Requirements.
   - Other course to consider are:
     - ENGL 009 Technical Writing Pre-Professional
     - 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

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.

Rev. 9/30/2009
16. **Employability Skills**

The ability to develop an effective resume, demonstrate appropriate interviewing skills, research nonprofit organizations to determine capability with personal values and goals and exhibit appropriate personal appearance.

**Options for Meeting this Competency Area:**

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

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

3. Participate in schools or colleges’ corporate team adoption programs or corporate visitation programs like BEEP.

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.
Foundation Competencies

17. Personal Attributes

The ability to demonstrate a positive attitude, initiative, ethical and responsible behavior, honesty and integrity, leadership characteristics, and time-management skills

**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. Complete freshman seminar with school or college
4. Professional Skills Modules: Credit Seminar; Ethics Module; Business & Recreation (Golf Etiquette); and Transitioning into Corporate America
5. Other options as approved by AH Campus Director. These might include:

6. Other coursework such as:
   - 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.
Recommended Resources

Association of Fund Raising Professionals (AFP) – 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
- 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
- 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
- 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
- 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
- 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
- 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

From What’s Working, a newsletter of best practices across affiliates. Stephanie Hiatt
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33
Rev. 9/30/2009