Program: Nonprofit Agency Management – formally known as Human Services Agency Management and Recreation Administration
Division: Communications
Chair/Dean: Susan Dittmer
Five-year interval reviewed: 2010-2006
Date submitted: September 30, 2011

Please organize your review by the following topics.

I. Program

1) Mission of the program

The Nonprofit Agency Management Program’s mission is to guide students to succeed by creating a personalized, diverse learning environment that both engages and empowers students to accept stewardship of their personal communities and our global society through the development and management of nonprofit organizations.

2) Ways in which the program supports Valley’s mission

The Nonprofit Agency Management supports Valley’s mission statement in that it directs the program to engage students in a diverse, personalized environment dedicated to the development of lifelong learners with a commitment to the responsibility for improving their communities and our global society. The program provides students with the interdisciplinary skills necessary to become thoughtful citizens and successful professionals.

3) Goals of the program

- To provide Missouri Valley College Nonprofit Agency Management student with the personal and professional skills and knowledge to enter and succeed in the nonprofit profession by:
  - placing 100% of our eligible majors in internships each semester
  - achieving an 80% completion rate for internships
  - placing 98% of our eligible graduates in jobs within 6 months of graduation
  - Achieving an average score of 80% on Exit Assessments

- To grow our major by 5% each year

- To empower students to identify and respond to one community need through the creation of a nonprofit organization designed to address identified issues each year

- To enable students to participate in the operation of a nonprofit agency through a practicum experience during the first semester of participation in the program.
• To transition into a single Nonprofit Agency Management Major with two areas of concentration by Fall of 2011.

• To obtain national Nonprofit Professional Certification for 90% of our students each year

• Increase alumni participation in the program through the creation of an advisory board during the 2011-2012 academic year.

• To offer a hybrid degree (all 100, 200 and 300 level courses online and 400 level courses face to face) by Fall of 2014

4) Ways in which the program contributes to General Education
   NP100 – Personal Growth and Interpersonal Communications
   NP221 – Leadership and Group Dynamics

5) Curriculum

NONPROFIT AGENCY MANAGEMENT MAJOR

NP 100. Personal Growth and Interpersonal Relations – 3 hours. Course focuses on understanding and improving communications and listening skills and interpersonal relationships with others. Identification of values and goals to improve self-concept. Fall. Spring.

NP 105. Introduction to Nonprofit Agency Management – 3 hours. This course will present an introduction to the fundamental concepts, theories and political perspectives in the area of Nonprofit Agency Management. Fall

NP 120. Introduction to Human Services and Recreation Administration—3 hours. The purpose of this course is to provide students with an introduction to human services, social work and recreation administration professions. An overview of social services work will include discussion of the following areas: health care, children and family services, substance abuse, schools, mental health, the elderly, developmental disabilities, criminal justice, and the workplace. Additionally, this course will address the nature, philosophy, and function of nonprofit recreational facilities. This course will also include a practicum experience in the nonprofit human service/recreation environments. Spring.

NP 140/240/340. Humanics - 1 hour. The Humanics class involves the study and experience of the co-curricular program at MVC. The class works as a non-profit organization to identify community based needs and responses as an organization. Students are expected to attend regular meetings and work on projects the student association agrees to conduct. May not be taken concurrently with NP440. $20.00 lab fee. Fall. Spring.

NP 221. Leadership and Group Dynamics - 3 hours. We will examine the ways in which the principles of group dynamics can be used to understand leadership. We will look at the interaction among group structure, leadership and decision making as they relate to performance. Class discussions will emphasize critical thinking and personal involvement in the group process. Fall. Spring.

NP 308. Volunteer Movement - 3 hours. This course is intended to prepare students to assume roles as volunteer program leaders and managers, and to improve their skills in working with volunteer organizations and agencies. The fundamental design of the course is based on learning through critical thought in and about leadership and management roles with volunteers. Prerequisites: NP 100, NP120. Fall Odd.

NP 309. Community and Commercial Recreation – 3 hours. Policies essential to efficient and effective program operation, administrative operations, public relations, and recreation will be studied. This course will compare and contrast the non-profit and commercial settings for recreation including: membership organizations, private clubs, college unions, and recreation and park opportunities, and endeavors in a profit making structure. The course is expected to cover program content, leadership, facilities, organizational structure, and how to operate and compete in community and commercial recreation. Prerequisites: NP 120, NP 221. Fall Even.
NP 320/420. AHMI - American Humanics Management Institute - 1 hour. This course is a national course offering for junior/senior students in the Nonprofit Leadership Alliance (formerly known as American Humanics) program across the nation. Topics are presented by nonprofit agency and corporate leadership with student interaction. Course may be repeated for a maximum of 2 hours. Prerequisite: Permission of instructor. Course fee varies by location to cover registration and transportation costs. Winter Intersession.


NP 321/421. MPRA Conference - 1 hour. State sponsored annual conference for recreation practitioners in Missouri. This four day conference addresses issues pertaining to the profession in general with some specific programmatic material. Students will be able to interact with some of the most successful professionals in their field. New and contemporary issues are discussed. Registration and transportation fees are required. Prerequisite: permission of instructor. Spring odd.

NP 149/249/349/449. Special Topics - 1 hour. Study of unique situations, conditions and circumstances that occur in agency work. American Humanics Co-curricular involvement. ARR.

NP 464. Program Development - 3 hours. This course is designed to facilitate understanding and application of the recreation program process for leisure delivery systems including an introduction to activity plans, program design, delivery and evaluation. Prerequisites: AC 100, AC210, BA 232, EN 327 OR BA 412, NP 105, NP 120, NP 309, 325, NP420, NP 432, RA/PE239, Senior. Fall.

NP 401. Internship – 6-12 hours. The student spends 300 to 600 hours learning management practice in a nonprofit agency/recreational agency under the direction of a professional. Prerequisite: Senior completed all major requirements. Permission of instructor, division dean, and Chief Academic Officer. Spring. ARR

NP 420. Fundraising and Resource Development – 3 hours. This course addresses the theory and practice of philanthropy, resource acquisition methods through ethical fundraising and earned income approaches for nonprofit organizations. Prerequisites: NP 105, NP 120, NP 221, NP 308. Spring Even.

NP 432. Administration of a Nonprofit Agency – 3 hours. This course will address the principles and techniques of managing a nonprofit agency. It will include approaches to planning, organization, directing, controlling, staff selection and development, and the budgeting and financial administration process in an organization. Fall. Prerequisites: NP 105, NP 221, NP 120. Spring Odd.

NP 440. Humanics Executive Board – 2 hours. The Humanics class involves the study and experience of the American Humanics Student Association co-curricular community service programs at MVC. The student organization works as a non-profit organization to identify community based need and responses as an organization. Students are expected to attend regular meetings and work on class/student association projects. Students must serve on the Student Association Executive Board. Students may repeat this class for credit one time. Prerequisites: 3 semesters of Humanics credit. May not be taken concurrently with NP140-340. Fall. Spring.

NP 376/476. Independent Study - 1-3 hours. Reading or research at a greater depth than in a normal class. Permission of the instructor, division dean and Chief Academic Officer.

NP 485. Senior Seminar - 3 hours. For graduating seniors to reflect on their accomplishments and to plan ahead in a supportive group setting. Prerequisites: NP 105, NP 221, NP 308, NP 325, AC 100, AC 210, NP 432, EN 327 or BA 412. Senior. Fall.

6) Degree requirements

Major requirements: Completion of the Nonprofit Core plus a concentration in one of the following areas: Human Services or Recreation Administration; additionally, National certification is available with any BS or BA degree.

Nonprofit Core: NP 100, NP 105, NP120, NP 221, NP 308, NP 325, NP 420, NP 432, NP 464, NP 485, AC100, AC210, BA232, EN327 OR BA412. (Total 48-54 hours).

Human Services Concentration: Nonprofit core, SC 100,NP 140/240/340 (3 hours minimum), NP 440(2 hours minimum), NP 320/420 (1 hour minimum) (Total 57-63 hours).

Recreation Administration Concentration: Nonprofit core, NP 309, PE 221, PE 233 PE 239 (Total 58-64 hours).

Minor requirements: NP 105, NP120, NP140, NP240, NP 308, NP 325, NP 420, NP 432. (Total 20 hours).
Certified Nonprofit Professional Certification: NP 105, NP120, NP140, NP240, NP 308, NP320, NP 325, NP 420, NP 432, and NP401 (minimum of 6 credit hours). (Total 27 hours). (The Nonprofit Leadership Alliance offers certification as a Certified Nonprofit Professional.)

Major assessment: Submit a comprehensive major program project both in hard copy and on disk. The project is to be completed in conjunction with HM 364 Program Development. Seniors must also complete a comprehensive assessment examination.

Students are expected to attend non-credit activities and seminars sponsored by the AMERICAN HUMANICS STUDENT ASSOCIATION. A lab fee is required each semester.

Interested students should contact NPAM faculty or the Division Dean/Chair for application forms and procedures related to Nonprofit Leadership Alliance, American Humanities Student Association and the certification process.

7) Any unique aspects of the program not otherwise addressed
   - Many cross-divisional courses offered for a Nonprofit Agency Management Major.
   - Offer Certified Nonprofit Professional certification
   - Professional observation hours required in introductory courses

8) Brief description of the status of the discipline, including emerging issues and trends

The following information is from the Bureau of Labor and Statistics.

“In 2007, there were more than 1.64 million nonprofit organizations in the United States. The nonprofit sector has expanded in terms of number of organizations and number of paid employees. In 1994, there were more than 1.1 million nonprofit organizations in the United States, employing about 5.4 million people, or 4.4 percent of all workers. By 2007, nonprofits employed 8.7 million workers, or 5.9 percent of all workers. Health professionals, educators, other professionals, health technicians, administrative support workers, and service occupations account for the majority of paid workers in the nonprofit sector.”

![Chart 1. Average hourly earnings of full-time workers, 2007](image)

Bureau of Labor Statistics

II. Student/Faculty Information
1) Profile of current full-time faculty and teaching loads

(Include an updated vita for each member.)

Note: Program faculty are those who taught at least one course in the program in the past year. The definition of ‘full-time’ for this table coincides with our standard MVC definition. Include all full-time faculty who taught in the program regardless of their division affiliation.

**FULL-TIME**

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<tr>
<th>Name</th>
<th>Division</th>
<th># credit hours taught in program in past year</th>
<th># of advisees</th>
<th>Years of teaching and/or professional experience</th>
<th>Highest degree</th>
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<tbody>
<tr>
<td>Heather Troth</td>
<td>Communication</td>
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<td>M.A.</td>
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<td>Shawn Terryberry</td>
<td>Communication</td>
<td>30*</td>
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<td>M.A.</td>
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*Also supervised Internships

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<th>Total credit hours:</th>
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2) Profile of current adjunct faculty and teaching loads

Note: Program faculty are those who taught at least one course in the program in the past year. Include all adjunct faculty who taught in the program regardless of their division affiliation.

**ADJUNCT**

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<th># of advisees</th>
<th>Years of teaching and/or professional experience</th>
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<td>Aaron Christenson</td>
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<th>% of credit hours taught by adjuncts</th>
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3) Course offerings this past year

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<td>300-400 level</td>
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<td>Face-to-face sections</td>
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<td>Studio sections*</td>
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<td>Internships/practicums</td>
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<td>Lab (face-to-face) sections</td>
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General education classes offered**

*A studio class is defined as one that emphasizes skills and practical application, not lecture/discussion. Examples include studio art, performance theatre, and dance.**Include all general education classes offered in your program area even if they are not part of the major requirements.

4) Faculty professional development activities

**Heather Troth**

Professional Development

- Association of Nonprofit Educators curriculum committees for Marketing, Legal Aspects and Professional Development
- Nonprofit Leadership Alliance Host Committee for American Humanics Management Institute
- Nonprofit Leadership Alliance Planning Committee for American Humanics Management Institute
- Missouri Valley College Higher Learning Commission Criterion 1 Committee
- Vice President Board of Directors D.I.G.S. Teen Homeless Shelter
- Children’s Mercy Hospital Regional Council Member
- Matthew 25 Ministries Disaster Relief in Joplin
- Association of Nonprofit Educators Member
- Missouri Parks and Recreation Conference
- Volunteer Coach Salt Fork YMCA
- Volunteer Coach St. Peter Catholic School
- American Humanics Management Institute
- Missouri Valley College Assessment Advisory Board for 3 years.
- Missouri Valley College Online Course Development Committee.
- Missouri Valley College Advising Committee including assisting Tiffany Bergman with the development of training materials and programs
- Missouri Valley College Grievance Committee
- Missouri Valley College Disciplinary Appeal Boards

**Shawn Terryberry**

Professional Development Activities

- Missouri Parks and Recreation Conference
- Missouri Parks and Recreation Educators meeting
- Marshall Public Schools Parent Teacher Organization Volunteer
- Volunteer for the Center for Human Services and Cooperative Workshops Inc.
- Volunteer Coach Marshall Parks and Recreation

5) Student information this past year
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<th>Fall</th>
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<td>Majors</td>
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6) Number of graduates over last five years

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<td>Graduates</td>
<td>10</td>
<td>12</td>
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<td>7</td>
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7) Any available relevant information such as job placement of graduates, student performance on licensure/certification exams, alumni and employer surveys, etc.

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<td>American Humanics</td>
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<tr>
<td>National Certifications</td>
<td>8</td>
<td>2</td>
<td>16</td>
<td>4</td>
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III. Program Assessment and Planning

- Student learning outcomes of the program

**Learning Outcomes**

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<tr>
<th>Nonprofit Management Competencies</th>
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<tr>
<td>An understanding of the purpose and role of the Board of Directors in a nonprofit organization, of the dynamics between an organization’s staff and its volunteer directors, and of staff support strategies.</td>
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<td>An understanding of the role of community outreach and marketing strategies in building public awareness of the mission and messages of nonprofit organizations.</td>
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<td>An understanding of professional practice and interaction skills in culturally diverse settings, enabling the student to navigate encounters, dilemmas, and challenges in such settings.</td>
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<td>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.</td>
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<td>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.</td>
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<td>An understanding of the 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.</td>
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<td>Basic computer and technology literacy, and an understanding of the benefits and responsibilities associated with technology at a modern nonprofit organization.</td>
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</table>
**Nonprofit Accounting & Financial Management**
An understanding of basic nonprofit accounting, budget development, audits, and the monitoring of fiscal operations.

**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.

**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.

**Risk Management and Legal Issues**
A working knowledge of risk management, crisis management, and the basic laws and regulations under which nonprofits operate.

### Course Map

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<tr>
<th>Course</th>
<th>NP 10</th>
<th>NP 10</th>
<th>NP 12</th>
<th>NP 22</th>
<th>NP 30</th>
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<th>NP 32</th>
<th>NP 32</th>
<th>NP 325</th>
<th>NP 40</th>
<th>NP 42</th>
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<th>NP 464</th>
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<td>Comp 1. Board/Committee Development</td>
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<td>Comp 2. Community Outreach/Marketing and</td>
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<td>Comp 3. Diversity Awareness</td>
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<td>Comp 6. Historical &amp; Philosophical</td>
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<td>Comp 7. Information Management &amp; Technology</td>
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<td>Comp 8. Nonprofit Accounting &amp; Financial</td>
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2) Means of assessing student learning outcomes

- Comprehensive Assessment Examination
  This assessment is given during the Senior Seminar class. This assessment is designed to evaluate the students’ comprehensive knowledge and understanding of information from each of the program’s courses. It is also designed to evaluate the effectiveness of the delivery approaches.

- Major Program Assessments
  In HM364 (NP464 in future) students are expected to identify a community need and create a nonprofit agency to meet the identified need. Students must submit a complete overview of their organization including mission, philosophy, purpose, structural design and annual programs for the agency while maintaining their established budget and defending the need and effectiveness of their plan through demographics and other objectifiable information. Student’s submission must also include 18 programs designed to support their agency’s mission. Student submissions are graded by the course instructor using a rubric.

- Competency Certifications
  We work with the Nonprofit Leadership Alliance to obtain Nonprofit Professional Certifications (NPC) for our students. To obtain this certification, our students must demonstrate that they have met nationally identified competencies, participated in community service activities and completed a 300 hour internship.

- Career Placement
  Tracking alumni’s professional track helps identify the effectiveness of the program in developing professionals with various stages of responsibility and experience.

- Graduation Exit Interviews and Student Assessments
  Annual student assessments help us identify strengths and weaknesses in curriculum content and delivery methods.

- Alumni Interviews
  We interview alumni to identify the areas they feel most and least professionally prepared following graduation.

- Internship
  Our students complete 600 hours interning in nonprofit agencies. In these settings we assess their ability to apply what they have learned in the courses.

3) Evaluate effectiveness of assessment methods used
- **Comprehensive Assessment Examination**
  - **Goal** – To achieve an average score of 80% on Exit Assessments
  10 students completed the Comprehensive Assessment Examination for the 2010-2011 academic year. 8 of 10 students passed with an average score of 70.6%.
  
  *This evaluation was last revised in 2007. The test is in the process of revision. Students in Fall 2011 NP485 will be assessed with the revised test.*

- **Major Program Assessments**
  - **Goal** – To achieve an average score of 75% on Major Program Assessment
  7 students attempted the Major Program Assessment during the spring term, 2011. 42% of the students who attempted the Major Program Assessment passed the assessment.
  
  *Alumni feedback indicates that this assessment is very applicable to the professional environment.*

  *Evaluation of professional expectations have resulted in the addition of web development component to this assessment.*

- **Competency Certifications**
  - **Goal** - To obtain national Nonprofit Professional Certification for 90% of our students each year
  100% of the Spring and Summer graduates have completed the certification process and obtained national Nonprofit Professional Certification.
  
  *These national competencies are being reviewed in Winter, 2011 through a Cohen Grant. Missouri Valley College was selected as one of 5 colleges to be involved in evaluating these competencies which should allow for effective implementation of any changes.*

- **Career Placement**
  - **Goal** - To place 80% of graduates in full-time positions within 6 months of their graduation each year
  100% of May graduates had job offers upon graduation.

- **Graduation Exit Interviews and Student Assessments**
  *In process*

- **Alumni Interviews**
  - **Goal** - Increase alumni participation in the program through the creation of an advisory board during the 2011-2012 academic year.
  *In process*

- **Internship**
  - **Goal** - placing 100% of our eligible majors in internships each semester
  - **Goal** - achieving an 80% completion rate for internships
  66% of our interns successfully completed their internship. 2 students were removed from their internship and 1 was unsuccessful in obtaining an internship due to personal reasons.
IV. Facilities and Resources

Address adequacy of resources and support services (for example, library, laboratories, equipment, space, personnel) for meeting program goals. Library resources are adequate. The addition of technology in the classrooms has been very beneficial. It would be beneficial if all of the classrooms we used had technology. It would be beneficial if computer lab classrooms were available for NP464 and 485. Personnel is sufficient but the fact that both instructors are at full loads every semester teaching required course does not allow for any additional or elective course development. This is being address somewhat through evaluation of the course rotation.

V. Strengths, Weaknesses, Opportunities, and Threats (SWOT)

<table>
<thead>
<tr>
<th>INTERNAL Origin</th>
<th>POSITIVE/ HELPFUL to achieving the goal</th>
<th>NEGATIVE/HARMFUL to achieving the goal</th>
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</thead>
<tbody>
<tr>
<td>facts/ factors of the major</td>
<td>Strengths</td>
<td>Weaknesses</td>
</tr>
<tr>
<td>1. Smaller classes = more personalized attention</td>
<td>1. Limited number of faculty limits availability of courses</td>
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<tr>
<td>2. Development of new major - Curriculum was recently evaluated</td>
<td>2. Limited diversity of types of nonprofits in our region.</td>
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<td>3. Faculty has experience working in the nonprofit field</td>
<td>3. Skills and experience level of students entering the major</td>
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<td>4. Humanics class allows for significant hands on learning</td>
<td>4. Development of the new major creates administrative challenges.</td>
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<tr>
<td>5. History of the program – The American Humanics program was started on the Missouri Valley College campus in 1948. This program has expanded into the Nonprofit Leadership Alliance with affiliated programs on over 60 college campuses across the country</td>
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<td>6. Hybridization of the nonprofit and business fields allows for greater curriculum activities</td>
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VI. Conclusion and Vision

1) Status of program: growing, static, or declining

Previously the college offered majors in both Human Services Agency Management and Recreation Administration majors. The Nonprofit Management major was developed in the Spring of 2010 as a method of effectively updating streamlining these existing programs for the following reasons:

- These two majors duplicated in 75% of the courses
- Combining the majors allowed for more effective use of resources
- There was greater marketability for the Nonprofit Management Major
- The national association rebranded as the Nonprofit Leadership Alliance

Students have embraced the realignment. The development of the new major necessitated significant assessment of the existing programs; including curriculum, assessment methods and use of resources. The new major is growing. Feedback on campus, regionally and nationally from students and industry professionals has been very positive students.

2) Major strengths/accomplishments of the program over the last five years

- The development of the new major.
- 2011- The program was selected as a host for the national American Humanics Management Institute.
2011- Faculty member, Heather Troth and student, Samantha Haesmeyer were selected to serve on the national planning committee for the American Humanics Management Institute.

2011 - Faculty member, Heather Troth, was selected to serve on the Association of Nonprofit Educators curriculum committees for Marketing, Legal Aspects and Professional Development.

2009- Student, Cari Eck received the prestigious NextGen Leadership scholarship.

2011 - Faculty member, Heather Troth was selected to participate in Nonprofit Leadership Alliance Competency Outcomes Statements and Assessment Rubrics Tool Kit development funded through a Cohen Grant.

3) **5 Year Program Improvement Goals**
   - To grow the Nonprofit Agency Management Major by 20 percent by 2016
   - To be recognized by the Nonprofit Leadership Alliance with the Sprint Program Excellence Award by 2016
   - To create an effective national internship placement system by 2016
   - To increase the percentage of students successfully completing their internships to 80% by the year 2013
   - To increase the number of students passing the Major Program Assessment by the year 2013.

4) **Strategies and resources required for achieving the program vision**

   - To grow the Nonprofit Agency Management Major by 20 percent by 2016
     - The program will accomplish this goal through:
       - The development of marketing and recruitment materials
       - Developing more significant relationships with area high schools and youth leadership programs
       - Creating greater visibility for the program through more effective public relations efforts

   - To be recognized by the Nonprofit Leadership Alliance with the Sprint Program Excellence Award by 2016
     - The program will accomplish this goal through:
       - The reassessment of Student Association Activities
       - Implementation of more impactful Student Association and Program Activities
       - Creating additional leadership opportunities for nonprofit majors
       - Creating greater visibility for the program through more effective public relations efforts
• More effective communication with the Nonprofit Leadership Alliance
• More effective communication with other colleges affiliated with the Nonprofit Leadership Alliance

○ To increase the percentage of students successfully completing their internships to 80% by the year 2013
  ○ The program will accomplish this goal through:
    • The reassessment the learning outcomes for each course in the program to ensure that all outcomes are effectively met.
    • The reassessment of course content to ensure that Major Program Assessment expectations are realistic and attainable.

○ To increase the percentage of students successfully completing their internships to 80% by the year 2013
  ○ The program will accomplish this goal through:
    • Effective communication of internship expectations and procedures
    • The development of effective internship placement network
    • Establish more specific expectations for students and internship supervisors.
    • The reassessment of all course content within the major to ensure that students are receiving knowledge and developing skills necessary to successfully complete their Internships.
    • Creating more opportunities for practicum experience designed to give Nonprofit Management students more opportunity to see nonprofit agency operations and program development in person prior to starting their internships.