I. Mission
The Nonprofit Management Program’s mission is to guide students to succeed in the nonprofit management profession through affiliation with the Nonprofit Leadership Alliance and 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.

II. Goals
• To provide Missouri Valley College Nonprofit Management students with the personal and professional skills and knowledge needed to enter and succeed in the nonprofit profession by:
  • placing 100% of our eligible majors in internships each semester
  • 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 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 2012-2013 academic year.

• To offer all 100, 200 and 300 level courses online by Fall of 2013

• 70% of our graduates will be assessed at the “Practicing” level of the National Competency Rubric by Spring of 2013.

• To offer an online Certified Nonprofit Professional program that meets the need of the Ameri-Corps program by Fall, 2013
• To contribute 8000 hours of community service hours through the Student Association during the 2012-13 academic year

• To complete a strategic plan for the Missouri Valley College American Humanics Student Association by Spring Semester, 2013

• To develop a strategic plan for growth of the Nonprofit Management Program which includes external and internal student recruitment by Fall, 2013

• To add Religion Oriented Organization concentration to the Nonprofit Management Program by Fall, 2013

• To develop annual fundraising plans for 3 area nonprofit organizations who request our services as service learning by Spring, 2014

• To increase fundraising for the NLA Student Association to $5000 annually by Spring, 2014

• To participate in specific fundraising activities to meet the needs of 4 area nonprofit organizations by Spring, 2014.

III. Student learning outcomes

SLO are written in detailed and specific Blooms verbiage in assessment rubric attached.

Listing of 2012 Nonprofit Leadership Alliance Nonprofit Management and Leadership Competencies

Competencies Reorganized Based on the Results of the 2011 Competency Revalidation and Stakeholder Feedback

Competency Format:

Name of Competency
Summary Statement
☐ Learning Topics
(Learning outcomes- qualified by learning domain and level- for each learning Topic are found in the competency rubrics)

Competency Listing:

Outcome 1- Communication, Marketing & Public Relations
Highlights knowledge, attitudes and activities that nonprofit organizations use to understand, inform, and influence their various constituencies

a) Community development tools to build awareness and stakeholder relations in nonprofit organizations

b) Public and community relations as functions in a nonprofit organization
c) Marketing as a function in a nonprofit organization

d) The role of organizational and personal communication within a nonprofit organization

e) The role of advanced technologies in communications, public relations, and marketing in the nonprofit sector

Outcome 2- Cultural Competency and Diversity
*Highlights the development of cultural competency preparation for professional practice in culturally diverse settings*

a) The role of culture, alternate views, and difference when advancing mission and engaging in nonprofit management practice

b) Self-awareness to reduce the influence of personal biases and values when approaching and navigating encounters, dilemmas, and challenges when working with diverse populations

c) Intercultural communication when working with diverse populations

Outcome 3 - Financial Resource Development & Management
*Highlights financial resource acquisition, budgeting, financial management, control and transparency in nonprofit organizations*

a) Methods and motivation for raising funds from traditional sources

b) Emerging trends and innovations in financial resource development in nonprofit organizations

c) Structure and responsibilities of the development function within nonprofit organizations

d) Mission-driven resource development and budgeting

e) Components and procedures for various nonprofit organizations

f) Fundamental principles and practice of nonprofit accounting and reporting

g) Components and procedures for various nonprofit budgeting

Outcome 4- Foundations & Management of the Nonprofit Sector
*Highlights the history, contributions and unique characteristics of the nonprofit sector and its management*

a) The historical development, role and significance of philanthropy, nonprofits and civil society

b) The size, impact and organizational design structure of nonprofit organizations from an American and international perspective

c) The role of mission orientation for nonprofit organizations

d) Unique characteristics and management complexity associated with the nonprofit sector

Outcome 5 - Governance, Leadership and Advocacy
*Highlights the stewardship and advocacy roles, responsibilities and leadership of the board of directors, staff and volunteers in the development of policies, procedures and processes by which nonprofits operate and are held accountable.*

a) Roles and responsibilities of a nonprofit board of directors and its committees

b) Differentiation between management and leadership across the nonprofit organization
c) Essential function of strategic planning for effective operation and sustainability

d) Board design, performance and ongoing board development

e) Development of leaders and their roles

f) Critical function of nonprofit organizations in advocacy and the public policy process

**Outcome 6 - Legal and Ethical Decision Making**
Highlights basic laws, regulations and professional standards that govern nonprofit sector operations, including a basic knowledge of risk and crisis management, ethics and decision making

a) Basic laws and regulations under which nonprofits operate and incorporate

b) Concepts and practices associated with facility and operational risk management

c) Concepts and practices associated with crisis management

d) Alignment of personal and organizational values

e) Standards and codes of conduct that are appropriate to nonprofit sector professionals, volunteers and other stakeholders

f) Decision making models, methods and application to nonprofit organizations

**Outcome 7 - Personal and Professional Development**
Highlights the nature of employment in the nonprofit sector, from researching career opportunities, applying and interviewing for a job, to continuing professional development

a) Nonprofit career opportunities and expectations

b) Application, interview and negotiation process

c) Continuing professional development

d) Networking and mentoring

**Outcome 8 - Program Development**
Highlights program design, implementation and evaluation strategies applicable to all nonprofits (youth services, arts, environmental, health, recreation, social services, advocacy, etc.)

a) The importance of needs assessment, asset identification, and other research findings that identify authentic community need

b) Mission driven program design and outcomes

c) Adequate allocation of resources (staffing, space, funding, etc.)

d) Inclusive programming strategies

e) Program logistics

f) Program marketing plan

g) Peer, cross-age, and staff mentoring as a program implementation strategy

h) Program evaluation strategies

**Outcome - 9 Volunteer and Human Resource Management**
Highlights the knowledge, skills and techniques for managing volunteer and paid staff

a) Nonprofit human resource planning and management

b) Staffing: recruitment and hiring

c) Employment law and personnel policy in nonprofit operations

d) Orientation, training, supervision and evaluation of paid and volunteer staff

e) Total rewards: compensation incentives and benefits

f) Organizational and programmatic performance management and evaluation
g) Organizational development, analysis and design

**Outcome 10 - Future of the Nonprofit Sector**
This is a NEW Competency based on comments from the 2011 Competency Revalidation Survey and Stakeholder Feedback.
Highlights the dynamic nature of the nonprofit sector, the importance of continuous improvement, emerging trends and innovations, and the critical role research plays in shaping best practices

- a) Research design, implementation and analysis methodologies
- b) Recognizing and responding appropriately to external factors that impact nonprofit decision making
- c) Emerging trends in organizational structure and governance
- d) Emerging language and innovations that define and shape the future of the nonprofit sector, including terms such as community benefit organizations, community impact vs. community service delivery, etc.
- e) Role of advanced technologies that enhance efficiency and effectiveness of nonprofit organizations
- f) The global nature of the nonprofit sector and structure of the international Non-Governmental Organizations (NGOs)

**IV. Course map**

<table>
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<tr>
<th>Course 1</th>
<th>SLO 1</th>
<th>SLO 2</th>
<th>SLO 3</th>
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</table>
V. Assessment tools

• **Senior Assessment - NP485** - This is a comprehensive assessment of learning outcomes for the entire program. Students must demonstrate greater than 70% of comprehensive knowledge of all subject matter relating to required Nonprofit Management coursework to complete the program. This assessment was updated for the 2012-13 academic year to align more specifically with national competencies. – Assesses SLO 3,4,5,6,8,9

• **Final Program Assessment (Program Capstone) - NP464** - Students complete a capstone project which requires the student to research and develop a nonprofit organization to meet a demonstrated community need. Students must address mission orientation, paid and volunteer staffing, a full year of programming, financial resources, program assessment and marketing. Students must complete this assignment with a grade of 70% or higher to complete the program. Assesses SLO 1,3,4,5,8,9,10

• **Case study analysis** – Various Courses- Case studies are used through all courses to require students to demonstrate cognitive, affective and psychosocial knowledge. Assesses SLO 2,3,4,6,9

• **Annual Fundraising Plan Development** – NP430 - Students develop a complete annual fundraising campaign for a nonprofit organization. They work closely with the nonprofit to analyze their existing plan. Students complete a presentation complete with funding goals, and methods of obtaining the goals using the most current funding theories. The plans are assessed by the nonprofit organization’s management team and the course instructor. Assesses SLO 1,3

• **Internal, External and self assessment of Internship and Practicum experiences** – NP401. Students on internships are evaluated by their internship supervisor, internship instructor and complete a self evaluation. Assesses SLO – 7 in all internships – Other SLOs are dependent on internship placement.
  - The Internship Supervisor evaluate the student using a rubric intended to evaluate the level of their work and to identify that their internship responsibilities are meeting the program student learning outcomes.
  - The Internship Instructor evaluates the student based on the student’s weekly reports, observation of the intern in the work environment (whenever possible) and the student portfolio submitted at the end of the internship detailing the work, product and learning experienced by the student during the internship.
  - The student also conducts a self evaluation to identify what learning outcomes they feel have been met, what professional skills they have obtained, their personal areas of strength and weakness.
All of these assessments are presented to the student to help ensure that they have an accurate understanding and self perspective.

- **Learning Outcome Rubrics** - The Learning Outcome Rubrics developed for the Nonprofit Leadership Alliance - These rubrics allow for the assessment of individual student knowledge and general program deliverance rigor within the department. These rubrics are attached. – Assesses all SLOs at a Basic, Practicing or Mastery level.

- **Job Placement, promotion within sector and job satisfaction.**
  Alumni are surveyed regarding their career opportunities within 6 months of graduation and again within the first two years following graduation. Program success is connected to the alumni ability to find satisfactory employment, attain promotions and when desired find alternative job opportunities. Assesses SLO 7 and reflects but does not directly assess all SLOs.

VI. **Summary of findings**

- **Senior Assessment - NP485** - 100% of students who took the senior assessment passed the assessment with a score of 70% or higher. The average score this year was 79.144%.

- **Final Program Assessment - NP464** - 80% of the students completing this assessment process passed with a 70% or higher.

  The students who completed the final capstone were assessed at 80% competency. This passing rate and performance rate exceeds our goal.

  Additionally, the overall quality of student’s work this year was very high. The students selected to do projects that had a potential impact and address legitimate needs.

  One of the student’s projects was used to initiate the Missouri Valley College Lab School, which will open in August.

  Only 3 students did not complete this assessment at a proficient level of 70% or higher.
  All 3 of these students will redo this senior capstone project in the Fall, 2013 term

- **Learning Outcome Rubrics** - 100% of the nonprofit management students were assessed at the Practicing or Mastery level of all areas of the Learning Outcomes Rubric for the Nonprofit Leadership Alliance.

  The Mastery Level is intended to be a basis for graduate programs so this is a very high achievement level for our students.

- **Case study analysis** - Case studies are used through all courses to require students to demonstrate cognitive, affective and psychosocial knowledge. Greater than 80% of NPM students were assessed at a practicing or acceptable level on all case studies.

- **Internship and Practicum experiences**
9 Students completed internships during the 2012-13 academic year. 100% completed their internship successfully. 100% of these students were evaluated by their internship supervisor at “Above Average” or higher. 90% were assessed at an “Outstanding” level.

Students were also required to complete an Internship Portfolio this year demonstrating the work product for which they were responsible. This provided a good perspective on the competencies our students demonstrated. Our students were responsible for grant writing, program development, child abuse advocacy and were working at entry to middle management level of responsibility.

Student’s self evaluations were very well aligned with their supervisor’s evaluations. In some cases, the students demonstrated higher expectations for themselves.

- Job Placement, promotion within sector and job satisfaction.
  - The NP program placed 100% of 2012-13 graduates within 6 mo of graduation.
  - 100% of 2013 graduates, including May graduates, have already received at least one legitimate job offer.
  - 70% of 2013 interns received job offers prior to the completion of their internship.
  - 2 of this summer’s interns were hired for full-time positions before they started their internships. They will not begin the full-time position until they complete their internship and degree.
  - 100% of our graduates from the 2011-12 academic year are employed. 2 are currently pursuing graduate school paid for by their employer.

- Annual Fundraising Plan Development – 11 of 12 students completed this Annual Campaign plan at a 70% or better. One student did not complete the project. One student’s annual fundraising plan has been adopted by the NPO in its entirety.

VII. Analysis/Interpretation

Assessment methods indicate that the specific Student Learning Outcomes were met at a Practicing or Mastery Level.

We met or exceeded most of our goals established in 2012-13

- To provide Missouri Valley College Nonprofit 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 - MET
  - placing 98% of our eligible graduates in jobs within 6 months of graduation –MET

- To achieve an average score of 80% on Exit Assessments - Exceeded

- To grow our major by 5% each year - Exceeded
  - The major grew by 35% over 2011-12
• 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 - MET
  o One of our students has been selected to serve on the Board of Directors for an area nonprofit as a direct result of her service learning work.
  o One of our student’s capstone projects was used as the model for the new Lab School. This student also served on the development committee for the Lab School.

• 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. - MET
  o Practicum opportunity continued in NP115.

• To obtain national Nonprofit Professional Certification for 90% of our students each year - MET
  o 100% of our students received their Certified Nonprofit Professional certification.

• Increase alumni participation in the program through the creation of an advisory board during the 2012-2013 academic year.- IN PROGRESS
  o This remains a focus area. There has been increased alumni support. We have not thoroughly developed methods of quantifying the increased support.
  o We are still working toward the development of an Alumni Council.

• To offer all 100, 200 and 300 level courses online by Fall of 2013 - NOT MET
  o 50% of our 100, 200 and 300 level courses have been offered online.

• 70% of our graduates will be assessed at the “Practicing” level of the National Competency Rubric by Spring of 2013. – MET
  o Students were reviewed based on the Nonprofit Leadership Alliance Competency Rubric.

• To offer an online Certified Nonprofit Professional program that meets the need of the Ameri-Corps program by Fall,2013 - MET
  o An online certification program will be introduced in the Fall. Nonprofit professionals who already have their college degrees may complete specific course work to obtain the Certified Nonprofit Professional status.

• To contribute 8000 hours of community service hours through the Student Association during the 2012-13 academic year – Not MET (short 11 hours)
The NLA Students participated in over 7989 community and service learning hours during the 2012-13 academic year. This is slightly less than our goal but in line with previous year’s hours. We are pleased with our students’ contribution.

- To complete a strategic plan for the Missouri Valley College American Humanics Student Association by Spring Semester, 2013 – In Progress
  - Short term goals were established September 2012. They will be revisited and reestablished annually.
  - Long term goals will be set in August 2013
  - SWOT Analysis was started on March 2013. Results will be completed September 2013
  - Final strategic plan completion is set for October 2013

- To develop a strategic plan for growth of the Nonprofit Management Program which includes external and internal student recruitment by Fall, 2013 – In Progress
  - The firm strategic plan is still in formation. However, elements of the plan are being implemented in the following ways.
  - Shawn Terryberry is working in admissions this summer. He is recruiting all students but is also doing some specific recruitment of nonprofit majors.
  - Internal undecided students have been contacted if they have expressed an interest in the program.
  - Blosser students were included in the Humanics Class this year. This resulted in mixed success. 3 of the current Blosser students will continue in the program. One of the Blosser Students was elected as an officer for the Student Association.

- To add Religion Oriented Organization concentration to the Nonprofit Management Program by Fall, 2013 – Not Addressed.
  - This goal has not been met. In fact, it has not been adequately addressed.

VIII. Action plan/Closing the loop

- As a department we are continuing work on our curriculum mapping to ensure that our students are meeting the competency expectations of the sector and potential employers. We are participating in a national curriculum mapping program through the Nonprofit Leadership Alliance to help ensure that we are mapped to meet the required competencies.

- The opportunity to grow the program exists through the recruitment of undecided students on campus and high school seniors. We are working on a plan to capture more of these students. We will attend college fairs in the fall. We are also seeking opportunities to work more closely with Boy Scouts, Girl Scouts and 4H in our community.

  We are also working with the Boy Scouts of America to do a Merit Badge Academy next year. This event will bring almost 900 boy scouts, primarily high school, ages to our campus.
Also, the online certification program starting in the fall will be nontraditional method of growing the program.

Finally, we would hope to have the Blosser students in the Humanics class for a Fall term. In our assessment of that relationship this Spring, we determined that making the transition in the Spring term was a challenge because the students were not able to participate in Fall introductions and training. However it was perceived that this association provided the Blosser students with a significant connection and relationships on campus. It was perceived as a mutually beneficial relationship, but did not maximize the potential impact for the reasons stated above.

- To address the strategic plan for the Student Association:
  3 of our student leaders were selected to serve on a committee of students from around the country working to standardize nonprofit student associations and provide stability through leadership changes. These leaders will bring this experience back to our campus for next year.

  Additionally, the objectives for this goal have been reestablished for next year and will be met.

We are working to ensure that we deliver information to our students using the most modern means. We are bringing professionals into the classroom. We need to do this even more. We are also using technology as often as possible. Almost 100% of our nonprofit courses offer supporting materials through Moodle.

We were also one of 5 campuses nationally selected to use a Benevon Fundraising model in our Fundraising course. Benevon, a Seattle based Fundraising Company provided materials and speakers via video to present fundraising theory and implementation to our students. This process “pushed” our campus internet services and presented some issues with our Moodle system, but was very beneficial. We hope to expand this program even further next year.

We have a regional Boy Scouts of America Executive scheduled to assist with on online course next year.

IX. Faculty/Student information

Table 1. Program Faculty

Program faculty are those who taught at least one course in the program in the past year.

FULL-TIME*

*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.

<table>
<thead>
<tr>
<th>Name</th>
<th>Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>Heather Troth</td>
<td>Communication</td>
</tr>
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ADJUNCT
Include all adjunct faculty who taught at least one course in the program in the past year regardless of their division affiliation. (No list of names required.)

Number of adjunct: ______0___________

Table 2. Student Profile

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X. List of individuals who assisted in the completion of this report

Heather Troth
Shawn Terryberry

Updated 9/10/12