



SUMMARY OF POTENTIAL CURRICULAR GUIDELINE REVISIONS

Suggested Revisions Received to date for Consideration at NACC's 2022 Annual Member Meeting

TO THE NACC COMMUNITY:

This document shows a draft version of the curricular guidelines document with all suggested changes and options received by the committee to date. These changes are not official and illustrate the suggestions received by the capstone team, collected through the guideline committee, and suggestions from other meetings to date. Exact wording, formatting, and order are still subject to change and are intended to continue a discussion with stakeholders. We encourage any feedback either via email to Nicole Collier, NACC executive director at Nicole.e.collier@tamu.edu or via a publically available survey and online meetings throughout the rest of the academic year 2022/2023.

**Nonprofit Academic Centers Council
Curricular Guidelines Revision Committee**

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[Nonprofit-academic-centers-council.org/curricularguidelinerevision2022](https://nonprofit-academic-centers-council.org/curricularguidelinerevision2022)

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DRAFT

CLEAN GUIDELINES WITH ALL SUGGESTIONS (STARTING FROM THE INTRODUCTION)

** indicates a change from the last published version

INTRODUCTION TO THE REVISED GRADUATE & UNDERGRADUATE CURRICULAR GUIDELINES (2023)

Once again, it has been eight years since the last release of these guidelines. NACC is continually glad to hear about the diverse number and type of organizations. NACC has engaged in a number of methods to collect and consider feedback. We would like to take this opportunity to thank all the groups involved. One new method we used was engaging with a dedicated team of graduate students for a year-long capstone. This dedicated group did extensive research and focus groups focused on these guidelines and nonprofit education. We also acknowledge the hard work of the consultants, teams, and researchers that led the way on previous curricular guideline revisions. Especially Dr. Robert Ashcraft at Arizona State University. These guidelines continue to grow and evolve based on the solid foundation they created.

SOME DIFFERENCES AND SIMILARITIES TO CONSIDER WITH THIS REVISION OF THE GUIDELINES ARE DETAILED BELOW.

- We continue to often use the terms “nonprofit management” and “philanthropic studies” but acknowledge the diverse terms used by various programs (e.g. civil society, third sector, social enterprise, social entrepreneurship, etc).
- The **graduate guidelines** now have 15 domains. With previous guidelines “2.0 COMPARATIVE GLOBAL PERSPECTIVES ON THE NONPROFIT SECTOR, VOLUNTARY ACTION, AND PHILANTHROPY” and “3.0 HISTORY AND THEORIES OF THE NONPROFIT SECTOR, VOLUNTARY ACTION, AND PHILANTHROPY” being combined in to one domain titled “**HISTORY, SCOPE, AND SIGNIFICANCE OF THE NONPROFIT SECTOR, VOLUNTARY ACTION, AND PHILANTHROPY**”. Additionally, some new sub-areas are added, with a few others being shifted to reflect the continued evolution of the sector and programs preparing future leaders.
- The **undergraduate guidelines** have 13 defined areas of concentration and domains, similar to previous editions. Sub items have been added to several domains. (final list will be placed here)
- Throughout the research and revision process, both focus groups and research highlighted the growth and prominence of service learning. We want to acknowledge the strength and importance of service learning and having it incorporated in graduate and undergraduate programs. It serves as a vital method of strengthening the interaction between what students learn in the classroom, and the needs and goals of nonprofits in their communities and around the world.

AS YOU REVIEW THESE GUIDELINES, BE MINDFUL OF THE FOLLOWING:

- NACC strives to make these guidelines as inclusive as possible, however, we recognize the biases of the individuals and institutions involved in the publication of these guidelines. These guidelines were guided by academics in western countries, and primarily institutions within the United States. As researchers, practitioners, and teachers, we can get caught up in ethnocentrism, western-perspectives, analysis paralysis, and more. A majority of the voices involved in this revision grew up and were educated in western countries, have terminal degrees, and have a high level of privilege. We recognize that our surroundings, education, and more can create implicit biases that are harmful, and commit ourselves to continue to examine and confront our biases in our work and in these guidelines as they continue to evolve with the sector.**
- Consistent with prior releases, it is noted that defined sections and suggested topics within each rubric are not assumed to become separate classes in a curriculum. Rather, the ways in which topics are treated within a particular curriculum should reflect the identified mission, purpose(s) and audience(s) for the degree that is being offered. Additionally, the topics should not be viewed as sequentially related. The treatment of content based upon the defined topics will necessarily vary across programs for any number of reasons. Moreover, the adaptation of these guidelines to specific cultural and institutional contexts is assumed and encouraged.
- It is acknowledged that while some programs in the field are evolving separately, but with historical tradition to disciplines often associated with nonprofit/philanthropic studies, that each academic discipline brings with it a body of knowledge, theories, conceptual frameworks and a language that is particular, and sometimes specific, to that discipline. As such, articulating guidelines relevant across disciplines means that NACC acknowledges users of these documents will, at times, need to re-frame the information into a language that resonates with stakeholders.
- This document affirms guidelines for full degrees, named as such by the sponsoring institution. Programs offering a specialization, certificate, etc., within another academic discipline will need to consider how best to adapt and appropriate the content offered here.
- As the sector continues to evolve, the incorporation of service learning has grown both in literature and practice. NACC recognizes the importance of this pedagogical approach and its reach. While it does not cleanly fit into a specific guideline, NACC encourages programs to explore this approach as they grow and develop in graduate programs as well as undergraduate programs.**
- “Issues that nonprofits confront are increasingly complex. A systems thinking approach highlights how various issues are multifaceted and influence one another. To respond to these complex issues, nonprofit organizations need multifaceted solutions. For example, a systems thinking approach allows an individual to see all the factors and implications of an issue, rather than trying to narrow it down. This approach was highlighted throughout literature and by four focus groups where it was brought up more than twenty times.**
- As with previous editions of the guidelines, there is continued focus on non-western perspectives in literature, focus groups, and feedback. NACC acknowledges the importance of dedicating study to non-Western countries and perspectives. While current research is still dominated by western countries, we encourage our members to highlight voices and perspectives from diverse areas, countries, and identities through classes, dedicated objectives, assignments, and research. Alternative models of thinking for nonprofits, philanthropy, and leadership are and will continue to increase in importance. NACC will continue to dedicate ourselves to looking outside the traditionally ethnocentric perspectives of the U.S., Canada, and U.K.**

GRADUATE GUIDELINES (WITH ALL SUGGESTIONS TO DATE)

1.0 COMPARATIVE GLOBAL PERSPECTIVES ON THE NONPROFIT SECTOR, VOLUNTARY ACTION, AND PHILANTHROPY

- 1.1 Relationship of global social, economic, and political trends on the role, function, and impact of voluntary action, civil society, the nonprofit sector, and philanthropy
- 1.2 Theoretical frameworks for societal value and socioeconomic dynamics in philanthropy and volunteering in a global context
- 1.3 How individual philanthropy, voluntary action, and volunteerism is expressed in different cultural and global contexts
- 1.4 Structure and regulation of philanthropic and voluntary behavior within different political contexts, including formal, informal, and alternative associational forms
- 1.5 Role of various religious and cultural traditions in shaping philanthropy and voluntary behavior
- 1.6 Comparative global trends distinguishing civic engagement and voluntary action from nonprofit direct service providers and other nonprofit/nongovernmental forms**(2.6)

2.0 HISTORY, SCOPE, AND SIGNIFICANCE OF THE NONPROFIT SECTOR, VOLUNTARY ACTION, AND PHILANTHROPY**

- 2.1 Evolving role and function of philanthropic, nonprofit, voluntary, and civil society organizations in relation to other sectors including the emergence of new forms of social enterprise voluntary action, civil society, the nonprofit sector, and philanthropy
- 2.2 Size, impact of, and global/cultural contextual influences on philanthropy, voluntarism, and the nonprofit/nongovernmental sector
- 2.3 Diversity of types, forms, and language that is used to describe voluntary action within society
- 2.4 Diversity of activity undertaken by nonprofit, voluntary and civil society organizations, including both charitable and mutual benefit organizations, as well as those formally and informally structured¹
- 2.5 Relationship and dynamics among and between the nonprofit, government, and for-profit sectors including public-private partnerships and hybrid forms of structure to achieve a social purpose
- 2.6 Critical perspectives of nonprofit and philanthropic organizations in a social, historical, and economic context^{1**}
- 2.7 History and development of philanthropy, voluntarism, voluntary action, and the nonprofit sector within particular contexts and how this experience compares and contrasts to the development of comparable sectors in various parts of the world^{1**}
- 2.8 Civil society, social movements and related concepts that are important to understanding philanthropic behavior and voluntary action
- 2.9 Theoretical explanations for the nonprofit sector, philanthropy, and social entrepreneurship including (but not necessarily limited to) political, economic, religious and socio-cultural perspectives

¹ Especially those of non-western countries

3.0 ETHICS AND VALUES

- 3.1 Values embodied in philanthropy and voluntary action, such as, trust, stewardship, service, voluntarism, civic engagement, shared common good, freedom of association and social justice
- 3.2 Foundations and theories of ethics as a discipline and as applied in order to make ethical decisions including, but not limited to an understanding of measuring impact for social mission outcomes as an indicator of trustworthiness, transparency and competence
- 3.3 Issues arising out of the various dimensions of inclusion and diversity, income inequality and their implications for mission achievement
- 3.4 Trends associated with social responsibility, sustainability and global citizenship within cross-cultural and global contexts
- 3.5 Standards and codes of conduct that are appropriate to paid and unpaid staff working in philanthropy and the nonprofit sector

4.0 NONPROFIT GOVERNANCE AND LEADERSHIP

- 4.1 Role of nonprofit boards and executives in providing leadership at the organizational, community and societal levels through various structures and authority models
- 4.2 Theories of nonprofit boards and governance
- 4.3 History and function of nonprofit governing boards and how these roles and functions compare to governing boards in the public and for-profit sectors
- 4.4 Distinctive roles and responsibilities between nonprofit boards and nonprofit executives and the role of boards and the executive team in stewarding and achieving the mission and vision of nonprofit organizations
- 4.5 Role, function and structure of boards that serve to advance networks of nonprofits and through multi-sector partnerships to achieve a mission
- 4.6 Process of board development as a tool to not only create effective governing boards but also to ensure a successful board-executive relationship, succession planning and board renewal
- 4.7 Role of structures and policies in effective governance
- 4.8 Theories of leadership and an understanding of the role of volunteer and paid staff nonprofit leaders in building effective and sustainable organizations**(12.1)
- 4.9 Practice of managing collaborations and partnerships within and across sectors as acts of leadership to expand and sustain a nonprofit **(12.5)
- 4.10 Role of research and effective nonprofit leadership and management practices to inform strategic thinking and action, organizational planning and project management, including an ability to identify, assess and formulate appropriate strategies and plans **(12.6)
- 4.11 Role of nonprofit leaders in generating new ideas and innovative strategies to meet societal needs that includes incubating and implementing new forms of organization** (12.8)
- 4.12 Theory and practice of leading innovation in organizations **(12.9)

5.0 PUBLIC POLICY, ADVOCACY AND SOCIAL CHANGE

- 5.1 Various roles of nonprofit organizations and voluntary action in effecting social change, including but not limited to, influencing the public policy process in local, national and international contexts
- 5.2 Public policies of significance specific to the nonprofit sector and their past, current, and potential impact on the sector, nonprofit organizations, and philanthropic behaviors
- 5.3 How individuals as well as nonprofit organizations can shape public policy through strategies such as community organizing, association and movement building, public education, policy research, lobbying, and litigation
- 5.4 Role of board members, staff and volunteers as agents of and for social change, grounded in particular mission-driven effort
- 5.5 Framework and guidelines for lobbying, as allowable, within different types of nonprofits as delineated across local, national and international contexts
- 5.6 Collaboration within and across sectors**

6.0 NONPROFIT LAW

- 6.1 Legal frameworks within which nonprofit organizations and philanthropy operate and are regulated across jurisdictions
- 6.2 Legal rights and obligations of directors, trustees, officers and members of nonprofit and voluntary organizations
- 6.3 Legal and tax implications related to charitable giving, advocacy, lobbying, political and commercial activities of tax-exempt nonprofit organizations
- 6.4 Legal implications for nonprofit operations including, but not limited to risk management, financial reporting and board level fiduciary roles
- 6.5 Oversight responsibilities of national and sub-national regulatory bodies

7.0 NONPROFIT ECONOMICS

- 7.1 Economic theory as it applies to the nonprofit sector and as understood in multi-sector economies
- 7.2 Impact of market dynamics on the sector as a whole, within nonprofit sub-sectors and between and among the public, for-profit, and nonprofit sectors
- 7.3 Economic impact of the nonprofit sector
- 7.4 Managerial economics for effective social enterprise and nonprofit management including the use of economic tools such as cost-benefit analysis and social impact measurement
- 7.5 Models and frameworks for both social entrepreneurship and social enterprise**

8.0 NONPROFIT FINANCE

- 8.1 Theory and practice of nonprofit finance, including knowledge of concepts such as liquidity, solvency, and cash flow strategies and the various types of revenues pursued by nonprofit organizations, the strategic choices and issues associated with each type of revenue, and the methods used to generate these revenues
- 8.2 Relationship between and among earned income, government funding and philanthropic gifts and grants as sources of revenue, and how each can influence fulfillment of an organization's mission
- 8.3 History and function of philanthropic gifts and grants as distinctive dimensions of the nonprofit sector
- 8.4 Emergence, growth and implications of government funding as a significant source of sector revenue
- 8.5 History, expansion and implications of earned income as a significant source of nonprofit sector revenue
- 8.6 Recent and emerging trends in sources of sector revenue, e.g., micro-enterprise, social enterprise and entrepreneurship, use of capital markets, and a critical examination of their use as a means for mission achievement

9.0 FUNDRAISING AND RESOURCE DEVELOPMENT

- 9.1 Various forms and structures in and through which organized fundraising and resource development occurs within philanthropy
- 9.2 Components and elements that are part of a comprehensive fund development process
- 9.3 Ethical processes and practices of different fundraising strategies to be considered such as annual fund, planned and major giving, foundation and corporate fundraising and special events
- 9.4 Understanding of generational and cultural differences in giving and implications for fundraising
- 9.5 Trends in fundraising approaches such as the role of on-line giving, the use of social media and crowdsourcing strategies

10.0 NONPROFIT FINANCIAL MANAGEMENT AND ACCOUNTABILITY

- 10.1 Role and function of financial literacy, transparency and stewardship in the effective oversight and management of nonprofit organizational resources
- 10.2 Application of accounting principles and concepts including financial and managerial accounting systems (including fund accounting) in nonprofit organizations
- 10.3 Analysis and use of accounting information in financial statements and other reports to stakeholders as needed for responsible stewardship, including an understanding of social accounting
- 10.4 Financial management, including financial planning and budget development and controls, management of cash flows, short- and long-term financing, investment strategies, and grants, contracts and endowment management policies and practices
- 10.5 Use of financial information as related to such operational considerations as marketing, pricing, cost structure and sustainability when considering new ventures, mergers and other strategies
- 10.6 Understanding financial decision making that includes, but is not limited to, portfolio and grants (from government and non-government sources) management systems, operations, reporting and oversight
- 10.7 Role of external agencies related to financial scrutiny of nonprofits and implications for transparency and accountability

11.0 ORGANIZATIONAL MANAGEMENT**

- 11.1 Theories of nonprofit and philanthropic organizational development and behavior
- 11.2 What it means to “manage to the mission,” i.e., how management and accountability are different within nonprofit and voluntary organizations
- 11.3 Role, value and dynamics of multiple stakeholders and structures and policies in carrying out activities and fulfilling the mission
- 11.4 Operational Strategy development**

12.0 NONPROFIT HUMAN RESOURCE MANAGEMENT

- 12.1 Human resource issues within both formal and informal nonprofit organizations and involving paid and unpaid staff and how human resource issues in nonprofit organizations are different from the experience in public and for-profit organizations
- 12.2 Role, value and dynamics of volunteerism in carrying out the work and fulfilling the missions of nonprofit organizations as part of strategic human resources management
- 12.3 Supervision and human resource management systems and practices relevant to both paid and unpaid employees in nonprofit organizations
- 12.4 Dimensions and dynamics of individual and organizational inclusion and diversity practices within the nonprofit sector and their implications for effective human resource management
- 12.5 Talent management practices from recruitment of entry-level staff through career advancement to executive levels in the nonprofit sector, including compensation practices, evaluation processes, and professional development considerations
- 12.6 Planning and implementation of strategic human resource management and strategic volunteering frameworks**

13.0 NONPROFIT MARKETING AND COMMUNICATION

- 13.1 Marketing theory, principles, and techniques, in general, and as applied in a philanthropic and nonprofit environment, including the dynamics and principles of the marketing “mission” in a nonprofit context
- 13.2 Specific application of marketing theories to the development of financial and nonfinancial sources of support, e.g., fundraising, social marketing and entrepreneurial ventures
- 13.3 Link between marketing theories and concepts and their use in nonprofit organizations, e.g., strategies in organizational communication and public relations
- 13.4 Stakeholder theory and its effective use and function in the nonprofit context and in relation to marketing theory
- 13.5 Interrelationship between services marketing and donor marketing and resultant uses of social media and other means for advancing communications and public relations to internal and external stakeholders
- 13.6 Using social media as a tool for marketing and communication**

14.0 INFORMATION TECHNOLOGY, SOCIAL MEDIA, AND DATA MANAGEMENT

- 14.1 Roles of information technology, social media, and “big data” in advancing the causes of civil society
- 14.2 Appropriate and ethical use and application of information technology, social media and data in order to increase productivity and effectiveness in the pursuit of a nonprofit organization’s mission
- 14.3 Types, sources, and location of information that are useful to the effective operation of nonprofit organizations
- 14.4 How various technologies can be used to assess nonprofit performance and effectiveness
- 14.5 Trends in technology use including innovations that affect nonprofits being able to meet their mission and within the context of privacy and security concerns
- 14.6 Data science as an effective tool for nonprofit management and research**

15.0 ASSESSMENT, EVALUATION, AND DECISION-MAKING METHODS

- 15.1 Methods and modes to evaluate performance and effectiveness at both organizational and programmatic levels
- 15.2 Decision-making models and methods and how to apply them in nonprofit organizational settings
- 15.3 Use and application of both quantitative and qualitative data for purposes of leading and managing nonprofit organizations, the nonprofit sector, and the larger society through mixed-method approaches
- 15.4 Trends in social impact measurement within the context of evidence-based practice approaches including logical models and theories of change
- 15.5 Assessing and evaluating community characteristics and needs**
- 15.6 Performance measurement and reporting of program, organization, and system results **

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UNDERGRADUATE GUIDELINES (WITH ALL SUGGESTIONS TO DATE)

1.0 COMPARATIVE PERSPECTIVES ON CIVIL SOCIETY, VOLUNTARY ACTION AND PHILANTHROPY

- 1.1 Structure – both formal and informal, individual and collective – of civil society and philanthropy across cultures and global contexts
- 1.2 How individual philanthropy, voluntary behavior and volunteerism is expressed in different cultural and global contexts
- 1.3 Role of civil society, voluntary action and nonprofit/nongovernmental organizations in social movements and social change
- 1.4 Role of various religious traditions in shaping civil society and philanthropy

2.0 FOUNDATIONS OF CIVIL SOCIETY, VOLUNTARY ACTION, AND PHILANTHROPY

- 2.1 History, role and functions of civil society and voluntary action organizations (nonprofit, nongovernmental, voluntary) across time and place
- 2.2 Size, impact and trends in philanthropy, nongovernmental organizations and associational development in a global context
- 2.3 Diversity of forms of philanthropic action and the diversity of fields of activity
- 2.4 Relationship and dynamics among the governmental, nonprofit, for-profit and household sectors and evolving forms of social sector forms
- 2.5 History and role of social entrepreneurs and innovators in contributing to societal advancement
- 2.6 Various theoretical explanations for the nonprofit/voluntary sector such as economic, political, sociological and anthropological

3.0 ETHICS AND VALUES

- 3.1 Values embodied in philanthropy and voluntary action, such as trust, stewardship, service, freedom of association and their implications for societal advancement
- 3.2 Foundations and theories of ethics as a discipline and as applied in order to make ethical decisions
- 3.3 Standards and codes of conduct that are appropriate to professionals and volunteers working in philanthropy and the nonprofit sector
- 3.4 How values and ethics are identified and advanced that affect strategic decisions of a nonprofit in meeting its mission

4.0 PUBLIC POLICY, LAW, ADVOCACY AND SOCIAL CHANGE

- 4.1 Key public policies and their past, current, and potential impact on the nonprofit sector, nonprofit organizations, and philanthropic behaviors
- 4.2 Legal frameworks under which nonprofit organizations and social enterprises operate and are regulated
- 4.3 Legal and tax implications related to various kinds of nonprofit activity, including but not limited to charitable giving, advocacy, lobbying, and any commercial activities of tax-exempt nonprofit organizations
- 4.4 Roles of individuals and nonprofit organizations in effecting social change, social movements and influencing the public policy process
- 4.5 How individuals and nonprofit organizations shape public policy through strategies, including but not limited to public education, policy research, community organizing, lobbying, and litigation

5.0 NONPROFIT GOVERNANCE AND LEADERSHIP

- 5.1 Role of nonprofit boards and executives in providing leadership at the organizational, community and societal levels
- 5.2 Role of nonprofit boards and executives in providing leadership at the organizational, community and societal levels
- 5.3 Role of boards and executives of some nonprofits as agent(s) of and for social change and social justice at both the organizational and societal levels

6.0 NONPROFIT COMMUNITY SERVICE AND CIVIC ENGAGEMENT

- 6.1 Value of community service and civic engagement in the development of civil society
- 6.2 Direct exposure to nonprofit organizations through internships, service learning, community service and/or experiential learning
- 6.3 Understanding the characteristics, values, and needs of communities**

7.0 LEADING AND MANAGING ORGANIZATIONS

- 7.1 Organizational theories and behavior as they apply in nonprofit and voluntary organizations including issues of work design and implications of operational policies and practices
- 7.2 Theories of leadership and leadership styles
- 7.3 Role of strategic management and organizational planning, including an understanding of ways to identify, assess and formulate appropriate strategies
- 7.4 Role of networks, partnerships, and collaborative activity among and between nonprofits, government, and for-profit entities in achieving organizational missions
- 7.5 Steps and processes involved in establishing a nonprofit organization, a social enterprise, and other entrepreneurial forms of organization
- 7.6 Role of social entrepreneurs and social innovation and their implications for nonprofit leadership and management
- 7.7 How trends in nonprofit accountability expectations shape the strategic management of nonprofits

8.0 NONPROFIT FINANCE AND FUNDRAISING

- 8.1 Various sources of revenue in nonprofit organizations, the strategic choices and issues associated with each type of revenue, and the methods used to generate these revenues
- 8.2 Relationship between and among philanthropic gifts and grants, earned income, and government funding and how these influence fulfillment of an organization's mission within the context of stewardship and ethical practices
- 8.3 Fundraising and resource development process including, in part, commonly-used fundraising strategies, such as annual appeals, special events, non-cash contributions, major gifts, capital campaigns and planned giving
- 8.4 Trends in the evolving use of technology in nonprofit finance and fundraising
- 8.5 Evolving trends related to social enterprise, micro-enterprise, and social entrepreneurship, and their implications for societal advancement, organizational performance, and mission attainment

9.0 NONPROFIT FINANCE AND FUNDRAISING

- 9.1 Application of accounting principles and concepts including financial and managerial accounting systems (including fund accounting) in nonprofit organizations
- 9.2 Financial management including financial planning and budgeting, management of cash flows, short- and long-term financing, and endowment management policies and practices
- 9.3 Ethical considerations of financial management such as transparency, honesty, and accountability to advance trust among stakeholders

10.0 MANAGING STAFF AND VOLUNTEERS

- 10.1 How human resource processes and practices in both formal and informal nonprofit organizations are different from the experience in public and for-profit organizations
- 10.2 Principles of strategic human resources management and their use in a nonprofit context and implications for recruitment, supervision, motivation, engagement, retention and development of paid and unpaid staff
- 10.3 Strategies for advancing teamwork and group dynamics and their implications for organizational performance and mission attainment
- 10.4 Dimensions of individual and organizational diversity within the nonprofit sector and their implications for effective human resource management
- 10.5 Role, value, and dynamics of volunteerism in carrying out the work and fulfilling the missions of nonprofit organizations

11.0 NONPROFIT MARKETING

- 11.1 Marketing principles and techniques and their application in philanthropic and nonprofit settings, including the dynamics and principles of marketing the "mission" in a nonprofit context
- 11.2 Link between marketing theories and concepts and their use in nonprofit organizations
- 11.3 The use of social marketing as a tool for mission attainment of a nonprofit
- 11.4 How technology is used to advance the marketing and communication strategies of a nonprofit
- 11.5 Marketing and communication using social media**

12.0 ASSESSMENT, EVALUATION AND DECISION-MAKING METHODS

- 12.1 Methods that managers use to evaluate performance and social impact at both organizational and programmatic levels
- 12.2 Methods and modes of assessment and evaluation to develop a nonprofit's culture that embraces continuous improvement strategies
- 12.3 Decision-making models and methods and how to apply them in nonprofit organizational settings
- 12.4 Use and application of both quantitative and qualitative data in measuring social impact and in improving the effectiveness of nonprofit organizations
- 12.5 Role of information and the use of technology in the pursuit of a nonprofit organization's mission

DRAFT

GUIDELINES APPENDIX OF SUGGESTED CHANGES

KEY FOR SUGGESTIONS:

- **Green** is a Capstone Team Recommendation (CTR#)
- **Blue** is a Capstone Team Option (CTO#)
- **Orange** is a Committee Recommendation (CR#)
- Blank rows indicate no change

GUIDELINES COVER

SUMMARY

The cover will be updated based on approved changes. Additional changes will be the edition of the history of this revision, and an introduction letter cosigned by Will Brown and Angela Logan (if published before November 2023)

CHANGES

| COVER | | |
|--------------------------|--|--------------------------|
| Original Section | Change | Recommendation or option |
| Table of Contents | Will be updated based on changes approved | |
| Introduction letter | Will be updated by Will Brown and Angela Logan | |
| History | To be updated by the committee | |
| How to use this document | Minor changes if needed | |
| | *new Bias Statement | CR4 |

GUIDELINES DOCUMENT INTRODUCTION

CHANGES

| INTRODUCTION | | |
|------------------------------|--|--|
| Original Section | Change | Recommendation or option |
| Intro Paragraph | Will be updated by the committee | |
| Similarities and differences | *Add* a point on the growth of service learning in programs | CTR1 |
| Be mindful of the following: | <p>*Add* bullet point highlighting the validity and prominence of service learning</p> <p>*Add* a bullet on the importance of using systems learning approach</p> <p>*Change* Edit 4th bullet to encourage special topic courses and focus on nonprofit organizations in non-Western countries</p> | <p>CTR1</p> <p>CTO3</p> <p>CTO4</p> |

GRADUATE GUIDELINES INDEX OF SUGGESTED CHANGES

1.0 COMPARATIVE GLOBAL PERSPECTIVES ON THE NONPROFIT SECTOR, VOLUNTARY ACTION, AND PHILANTHROPY CHANGES

| 1.0 Comparative Global Perspectives on the nonprofit sector, voluntary action, and philanthropy | | |
|---|--|--------------------------|
| Original Section | Change | Recommendation or option |
| Title | | |
| 1.1 Relationship of global social, economic and political trends on the role, function and impact of voluntary action, civil society, the nonprofit sector and philanthropy | | |
| 1.2 Theoretical frameworks for societal value and socioeconomic dynamics in philanthropy and volunteering in a global context | | |
| 1.3 How individual philanthropy, voluntary action and volunteerism is expressed in different cultural and global contexts | | |
| 1.4 Structure and regulation of philanthropic and voluntary behavior within different political contexts, including formal, informal and alternative associational forms | | |
| 1.5 Role of various religious and cultural traditions in shaping philanthropy and voluntary behavior | | |
| | *moved* Comparative global trends distinguishing civic engagement and voluntary action from nonprofit direct service providers and other nonprofit/nongovernmental forms (formerly 2.6) | CTO2 |

2.0 COMPARATIVE GLOBAL PERSPECTIVES ON THE NONPROFIT SECTOR, VOLUNTARY ACTION, AND PHILANTHROPY CHANGES

| 2.0 COMPARATIVE GLOBAL PERSPECTIVES ON THE NONPROFIT SECTOR, VOLUNTARY ACTION, AND PHILANTHROPY | | |
|--|---|--------------------------|
| Original Section | Change | Recommendation or option |
| Title | *combined with 3.0 and renamed* "HISTORY, SCOPE, AND SIGNIFICANCE OF THE NONPROFIT SECTOR, VOLUNTARY ACTION, AND PHILANTHROPY" | CTO2 |
| 2.1 1 Evolving role and function of philanthropic, nonprofit, voluntary and civil society organizations in relation to other sectors including the emergence of new forms of social enterprise | | |

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| voluntary action, civil society, the nonprofit sector and philanthropy | | |
| 2.2 Size, impact of, and global/cultural contextual influences on philanthropy, voluntarism and the nonprofit/nongovernmental sector | | |
| 2.3 Diversity of types, forms and language that is used to describe voluntary action within society | | |
| 2.4 Diversity of activity undertaken by nonprofit, voluntary and civil society organizations, including both charitable and mutual benefit organizations, as well as those formally and informally structured | | |
| 2.5 Relationship and dynamics among and between the nonprofit, government and for-profit sectors including public private partnerships and hybrid forms of structure to achieve social purpose | | |
| 2.6 Comparative global trends distinguishing civic engagement and voluntary action from nonprofit direct service providers and other nonprofit/nongovernmental forms | Moved to 1.0 | CTO2 |
| | <p>*New* Critical perspectives of nonprofit and philanthropic organization sin a social, historical, and economic context</p> <p>History and development of philanthropy, voluntarism, voluntary action, and the nonprofit sector within particular contexts and how this experience compares and contrasts to the development of comparable sectors in various parts of the world (3.1)</p> <p>*moved* civil society, social movements and related concepts that are important to understanding philanthropic behavior and voluntary action (3.2)</p> <p>*moved* theoretical explanations for the nonprofit sector, philanthropy, and social entrepreneurship including (but not necessarily limited to) political, economic, religious and socio-cultural perspectives (3.3)</p> <p>*new* Add a footnote emphasizing the inclusion of non-western perspectives in any guidelines that discuss diversity</p> | <p>CTR2</p> <p>CTO2</p> <p>CTO2</p> <p>CTO2</p> <p>CR5</p> |

3.0 HISTORY AND THEORIES OF THE NONPROFIT SECTOR, VOLUNTARY ACTION, AND PHILANTHROPY

CHANGES

| 3.0 HISTORY AND THEORIES OF THE NONPROFIT SECTOR, VOLUNTARY ACTION, AND PHILANTHROPY | | |
|---|-------------------------------|--------------------------|
| Original Section | Change | Recommendation or option |
| Title | Combined with 2.0 AND RENAMED | CTO2 |
| 3.1 History and development of philanthropy, voluntarism, voluntary action, and the nonprofit sector within particular contexts and how this experience compares and contrasts to the development of comparable sectors in various parts of the world | Combined with 2 | CTO2 |
| 3.2 Civil society, social movements, and related concepts that are important to understanding philanthropic behavior and voluntary action | Combined with 2 | CTO2 |
| 3.3 Theoretical explanations for the nonprofit sector, philanthropy, and social entrepreneurship including (but not necessarily limited to) political, economic, religious, and socio-cultural perspectives | Combined with 2 | CTO2 |

4.0 ETHICS AND VALUES

CHANGES

| 4.0 ETHICS AND VALUES | | |
|---|--------------|--------------------------|
| Original Section | Change | Recommendation or option |
| Title | *becomes 3.0 | |
| 4.1 Values embodied in philanthropy and voluntary action, such as, trust, stewardship, service, voluntarism, civic engagement, shared common good, freedom of association and social justice | | |
| 4.2 Foundations and theories of ethics as a discipline and as applied in order to make ethical decisions including, but not limited to an understanding of measuring impact for social mission outcomes as an indicator of trustworthiness, transparency and competence | | |
| 4.3 Issues arising out of the various dimensions of inclusion and diversity, income inequality and their implications for mission achievement | | |
| 4.4 Trends associated with social responsibility, sustainability and global citizenship within cross-cultural and global contexts | | |

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| 4.5 Standards and codes of conduct that are appropriate to paid and unpaid staff working in philanthropy and the nonprofit sector | | |

5.0 NONPROFIT GOVERNANCE AND LEADERSHIP

CHANGES

| 5.0 NONPROFIT GOVERNANCE AND LEADERSHIP | | |
|--|---|--------------------------|
| Original Section | Change | Recommendation or option |
| Title | *becomes 4.0 | |
| 5.1 Role of nonprofit boards and executives in providing leadership at the organizational, community and societal levels through various structures and authority models | | |
| 5.2 Theories of nonprofit boards and governance | | |
| 5.3 History and function of nonprofit governing boards and how these roles and functions compare to governing boards in the public and for-profit sectors | | |
| 5.4 Distinctive roles and responsibilities between nonprofit boards and nonprofit executives and the role of boards and the executive team in stewarding and achieving the mission and vision of nonprofit organizations | | |
| 5.5 Role, function and structure of boards that serve to advance networks of nonprofits and through multi-sector partnerships to achieve a mission | | |
| 5.6 Process of board development as a tool to not only create effective governing boards but also to ensure a successful board-executive relationship, succession planning and board renewal | | |
| 5.7 Role of structures and policies in effective governance | | |
| | <ul style="list-style-type: none"> *moved Theories of leadership and an understanding of the role of volunteer and paid staff nonprofit leaders in building effective and sustainable organizations (12.1) *moved Practice of managing collaborations and partnerships within and across sectors as acts of leadership to expand and sustain a nonprofit (12.5) *moved Role of research and effective nonprofit leadership and management practices to inform strategic thinking and | CTR6 |

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|--|--|--|
| | <p>action, organizational planning and project management, including an ability to identify, assess and formulate appropriate strategies and plans (12.6)</p> <ul style="list-style-type: none"> • *moved* Role of nonprofit leaders in generating new ideas and innovative strategies to meet societal needs that includes incubating and implementing new forms of organization (12.8) • *moved* Theory and practice of leading innovation in organizations (12.9) | |
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6.0 PUBLIC POLICY, ADVOCACY AND SOCIAL CHANGE

CHANGES

| 6.0 PUBLIC POLICY, ADVOCACY AND SOCIAL CHANGE | | |
|--|--|--------------------------|
| Original Section | Change | Recommendation or option |
| Title | Becomes 5.0 | |
| 6.1 Various roles of nonprofit organizations and voluntary action in effecting social change, including but not limited to, influencing the public policy process in local, national and international contexts | | |
| 6.2 Public policies of significance specific to the nonprofit sector and their past, current, and potential impact on the sector, nonprofit organizations, and philanthropic behaviors | | |
| 6.3 How individuals as well as nonprofit organizations can shape public policy through strategies such as community organizing, association and movement building, public education, policy research, lobbying, and litigation | | |
| 6.4 Role of board members, staff and volunteers as agents of and for social change, grounded in particular mission-driven effort | | |
| 6.5 Framework and guidelines for lobbying, as allowable, within different types of nonprofits as delineated across local, national and international contexts | | |
| | *new* Collaboration within and across sectors | CTR3 |

7.0 NONPROFIT LAW

CHANGES

| 7.0 NONPROFIT LAW | | |
|--|-------------|--------------------------|
| Original Section | Change | Recommendation or option |
| Title | Becomes 6.0 | |
| 7.1 Legal frameworks within which nonprofit organizations and philanthropy | | |

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| operate and are regulated across jurisdictions | | |
| 7.2 Legal rights and obligations of directors, trustees, officers and members of nonprofit and voluntary organizations | | |
| 7.3 Legal and tax implications related to charitable giving, advocacy, lobbying, political and commercial activities of tax-exempt nonprofit organizations | | |
| 7.4 Legal implications for nonprofit operations including, but not limited to risk management, financial reporting and board level fiduciary roles | | |
| 7.5 Oversight responsibilities of national and sub-national regulatory bodies | | |
| | | |

8.0 NONPROFIT ECONOMICS

CHANGES

| 8.0 NONPROFIT ECONOMICS | | |
|---|---|--------------------------|
| Original Section | Change | Recommendation or option |
| Title | *becomes 7.0 | |
| 8.1 Economic theory as it applies to the nonprofit sector and as understood in multi-sector economies | | |
| 8.2 Impact of market dynamics on the sector as a whole, within nonprofit sub-sectors and between and among the public, for-profit, and nonprofit sectors | | |
| 8.3 Economic impact of the nonprofit sector | | |
| 8.4 Managerial economics for effective social enterprise and nonprofit management including the use of economic tools such as cost-benefit analysis and social impact measurement | | |
| | *moved* Models and frameworks for both social entrepreneurship and social enterprise (formerly 12.7) | |

9.0 NONPROFIT FINANCE

CHANGES

| 9.0 NONPROFIT FINANCE | | |
|---|--------------|--------------------------|
| Original Section | Change | Recommendation or option |
| Title | *becomes 8.0 | |
| 9.1 Theory and practice of nonprofit finance, including knowledge of concepts such as liquidity, solvency, and cash flow strategies and the various types of revenues pursued by nonprofit | | |

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| organizations, the strategic choices and issues associated with each type of revenue, and the methods used to generate these revenues | | |
| 9.2 Relationship between and among earned income, government funding and philanthropic gifts and grants as sources of revenue, and how each can influence fulfillment of an organization's mission | | |
| 9.3 History and function of philanthropic gifts and grants as distinctive dimensions of the nonprofit sector | | |
| 9.4 Emergence, growth and implications of government funding as a significant source of sector revenue | | |
| 9.5 History, expansion and implications of earned income as a significant source of nonprofit sector revenue | | |
| 9.6 Recent and emerging trends in sources of sector revenue, e.g., micro-enterprise, social enterprise and entrepreneurship, use of capital markets, and a critical examination of their use as a means for mission achievement | | |

10.0 FUNDRAISING AND RESOURCE DEVELOPMENT

CHANGES

| 10.0 FUNDRAISING RESOURCE AND DEVELOPMENT | | |
|---|--------------|--------------------------|
| Original Section | Change | Recommendation or option |
| Title | *becomes 9.0 | |
| 10.1 Various forms and structures in and through which organized fundraising and resource development occurs within philanthropy | | |
| 10.2 Components and elements that are part of a comprehensive fund development process | | |
| 10.3 Ethical processes and practices of different fundraising strategies to be considered such as annual fund, planned and major giving, foundation and corporate fundraising and special events | | |
| 10.4 Understanding of generational and cultural differences in giving and implications for fundraising | | |
| 10.5 Trends in fundraising approaches such as the role of on-line giving, the use of social media and crowdsourcing strategies | | |
| | | |

11.0 NONPROFIT FINANCIAL MANAGEMENT AND ACCOUNTABILITY

CHANGES

| 11.0 NONPROFIT FINANCIAL MANAGEMENT AND ACCOUNTABILITY |
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| Original Section | Change | Recommendation or option |
|--|--------------|--------------------------|
| Title | Becomes 10.0 | |
| 11.1 Role and function of financial literacy, transparency and stewardship in the effective oversight and management of nonprofit organizational resources | | |
| 11.2 Application of accounting principles and concepts including financial and managerial accounting systems (including fund accounting) in nonprofit organizations | | |
| 11.3 Analysis and use of accounting information in financial statements and other reports to stakeholders as needed for responsible stewardship, including an understanding of social accounting | | |
| 11.4 Financial management, including financial planning and budget development and controls, management of cash flows, short- and long-term financing, investment strategies, and grants, contracts and endowment management policies and practices | | |
| 11.5 Use of financial information as related to such operational considerations as marketing, pricing, cost structure and sustainability when considering new ventures, mergers and other strategies | | |
| 11.6 Understanding financial decision making that includes, but is not limited to, portfolio and grants (from government and non-government sources) management systems, operations, reporting and oversight | | |
| 11.7 Role of external agencies related to financial scrutiny of nonprofits and implications for transparency and accountability | | |

12.0 LEADERSHIP, MANAGEMENT, INNOVATION AND ENTREPRENEURSHIP CHANGES

| 12.0 LEADERSHIP, MANAGEMENT, INNOVATION, AND ENTREPRENEURSHIP | | |
|---|--|--------------------------|
| Original Section | Change | Recommendation or option |
| Title | Change Name to Organizational management Becomes 11.0 | CTR6 |
| 12.1 Theories of leadership and an understanding of the role of volunteer and paid staff nonprofit leaders in building effective and sustainable organizations | *moved* to 5 | CTR6 |
| 12.2 Theories of nonprofit and philanthropic organizational development and behavior | | |
| 12.3 What it means to "manage to the mission," i.e., how management and accountability are different within nonprofit and voluntary organizations | | |

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| 12.4 Role, value and dynamics of multiple stakeholders and structures and policies in carrying out activities and fulfilling the mission | | |
| 12.5 Practice of managing collaborations and partnerships within and across sectors as acts of leadership to expand and sustain a nonprofit | *moved* to 5 | CTR6 |
| 12.6 Role of research and effective nonprofit leadership and management practices to inform strategic thinking and action, organizational planning and project management, including an ability to identify, assess and formulate appropriate strategies and plans | *moved* to 5 | CTR6 |
| 12.7 Models and frameworks for both social entrepreneurship and social enterprise | *moved* to 8 | CTO1 |
| 12.8 Role of nonprofit leaders in generating new ideas and innovative strategies to meet societal needs that includes incubating and implementing new forms of organization | *moved* to 5 | CTR6 |
| 12.9 Theory and practice of leading innovation in organizations | *moved* to 5 | CTR6 |
| | *new* Operational strategy development | CTR4 |

13.0 NONPROFIT HUMAN RESOURCE MANAGEMENT

CHANGES

| 13.0 NONPROFIT HUMAN RESOURCE MANAGEMENT | | |
|---|--|--------------------------|
| Original Section | Change | Recommendation or option |
| Title | Becomes 12.0 | |
| 13.1 Human resource issues within both formal and informal nonprofit organizations and involving paid and unpaid staff and how human resource issues in nonprofit organizations are different from the experience in public and for-profit organizations | | |
| 13.2 Role, value and dynamics of volunteerism in carrying out the work and fulfilling the missions of nonprofit organizations as part of strategic human resources management | | |
| 13.3 Supervision and human resource management systems and practices relevant to both paid and unpaid employees in nonprofit organizations | | |
| 13.4 Dimensions and dynamics of individual and organizational inclusion and diversity practices within the nonprofit sector and their implications for effective human resource management | | |
| 13.5 Talent management practices from recruitment of entry level staff through career advancement to executive levels in the nonprofit sector, including compensation practices, evaluation processes and professional development considerations | | |
| | *new Planning and implementation of strategic human resource management and strategic volunteering frameworks | CTR5 |

14.0 NONPROFIT MARKETING AND COMMUNICATION

CHANGES

| 14.0 NONPROFIT MARKETING AND COMMUNICATION | | |
|--|---------------|--------------------------|
| Original Section | Change | Recommendation or option |
| Title | *becomes 13.0 | |
| 14.1 Marketing theory, principles, and techniques, in general, and as applied in a philanthropic and nonprofit environment, including the dynamics and principles of the marketing "mission" in a nonprofit context | | |
| 14.2 Specific application of marketing theories to the development of financial and nonfinancial sources of support, e.g., | | |

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| fundraising, social marketing and entrepreneurial ventures | | |
| 14.3 Link between marketing theories and concepts and their use in nonprofit organizations, e.g., strategies in organizational communication and public relations | | |
| 14.4 Stakeholder theory and its effective use and function in the nonprofit context and in relation to marketing theory | | |
| 14.5 Interrelationship between services marketing and donor marketing and resultant uses of social media and other means for advancing communications and public relations to internal and external stakeholders | | |
| | *new* Use of social media platforms as a tool for nonprofit marketing and communications | CR1 |

15.0 INFORMATION TECHNOLOGY, SOCIAL MEDIA, AND DATA MANAGEMENT

CHANGES

| 15.0 INFORMATION TECHNOLOGY, SOCIAL MEDIA AND DATA MANAGEMENT | | |
|--|--|--------------------------|
| Original Section | Change | Recommendation or option |
| Title | *becomes 14.0 | |
| 15.1 Roles of information technology, social media and "big data" in advancing the causes of civil society | | |
| 15.2 Appropriate and ethical use and application of information technology, social media and data in order to increase productivity and effectiveness in the pursuit of a nonprofit organization's mission | | |
| 15.3 Types, sources and location of information that are useful to the effective operation of nonprofit organizations | | |
| 15.4 How various technologies can be used to assess nonprofit performance and effectiveness | | |
| 15.5 Trends in technology use including innovations that affect nonprofits being able to meet their mission and within the context of privacy and security concerns | | |
| | *new* Data science in nonprofit management and research | CR2 |

16.0 ASSESSMENT, EVALUATION, AND DECISION-MAKING METHODS

CHANGES

| 16.0 ASSESSMENT, EVALUATION, AND DECISION-MAKING METHODS | | |
|--|--------|--------------------------|
| Original Section | Change | Recommendation or option |

| Title | *becomes15.0 | |
|--|--|-------------------------------------|
| 16.1 Methods and modes to evaluate performance and effectiveness at both organizational and programmatic levels | | |
| 16.2 Decision-making models and methods and how to apply them in nonprofit organizational settings | | |
| 16.3 Use and application of both quantitative and qualitative data for purposes of leading and managing nonprofit organizations, the nonprofit sector and the larger society through mixed method approaches | | |
| 16.4 Trends in social impact measurement within the context of evidence based practice approaches including logical models and theories of change | | |
| | <p>*new* Assessing and evaluating community characteristics and needs</p> <p>*new* Performance measurement of programs, organizations, and systems</p> | <p>CR3</p> <p>CR5</p> |

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UNDERGRADUATE GUIDELINE INDEX OF SUGGESTED CHANGES

1.0 COMPARATIVE PERSPECTIVES ON CIVIL SOCIETY, VOLUNTARY ACTION AND PHILANTHROPY CHANGES

| 1.0 COMPARATIVE PERSPECTIVES ON CIVIL SOCIETY, VOLUNTARY ACTION AND PHILANTHROPY | | |
|---|--------|--------------------------|
| Original Section | Change | Recommendation or option |
| Title | | |
| 1.1 Structure – both formal and informal, individual and collective – of civil society and philanthropy across cultures and global contexts | | |
| 1.2 How individual philanthropy, voluntary behavior and volunteerism is expressed in different cultural and global contexts | | |
| 1.3 Role of civil society, voluntary action and nonprofit/nongovernmental organizations in social movements and social change | | |
| 1.4 Role of various religious traditions in shaping civil society and philanthropy | | |
| | | |

2.0 FOUNDATIONS OF CIVIL SOCIETY, VOLUNTARY ACTION AND PHILANTHROPY CHANGES

| 2.0 FOUNDATIONS OF CIVIL SOCIETY, VOLUNTARY ACTION AND PHILANTHROPY | | |
|---|--------|--------------------------|
| Original Section | Change | Recommendation or option |
| Title | | |
| 2.1 History, role and functions of civil society and voluntary action organizations (nonprofit, nongovernmental, voluntary) across time and place | | |
| 2.2 Size, impact and trends in philanthropy, nongovernmental organizations and associational development in a global context | | |
| 2.3 Diversity of forms of philanthropic action and the diversity of fields of activity | | |
| 2.4 Relationship and dynamics among the governmental, nonprofit, for-profit and household sectors and evolving forms of social sector forms | | |

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| 2.5 History and role of social entrepreneurs and innovators in contributing to societal advancement | | |
| 2.6 Various theoretical explanations for the nonprofit/voluntary sector such as economic, political, sociological and anthropological | | |
| | | |

3.0 ETHICS AND VALUES

CHANGES

| 3.0 ETHICS AND VALUES | | |
|---|--------|--------------------------|
| Original Section | Change | Recommendation or option |
| Title | | |
| 3.1 Values embodied in philanthropy and voluntary action, such as trust, stewardship, service, freedom of association and their implications for societal advancement | | |
| 3.2 Foundations and theories of ethics as a discipline and as applied in order to make ethical decisions | | |
| 3.3 Standards and codes of conduct that are appropriate to professionals and volunteers working in philanthropy and the nonprofit sector | | |
| 3.4 How values and ethics are identified and advanced that affect strategic decisions of a nonprofit in meeting its mission | | |
| | | |

4.0 PUBLIC POLICY, LAW, ADVOCACY AND SOCIAL CHANGE

CHANGES

| 4.0 PUBLIC POLICY, LAW, ADVOCACY AND SOCIAL CHANGE | | |
|--|--------|--------------------------|
| Original Section | Change | Recommendation or option |
| Title | | |
| 4.1 Key public policies and their past, current and potential impact on the nonprofit sector, nonprofit organizations and philanthropic behaviors | | |
| 4.2 Legal frameworks under which nonprofit organizations and social enterprises operate and are regulated | | |
| 4.3 Legal and tax implications related to various kinds of nonprofit activity, including but not limited to charitable giving, advocacy, lobbying, and any commercial activities of tax-exempt nonprofit organizations | | |

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| 4.4 Roles of individuals and nonprofit organizations in effecting social change, social movements and influencing the public policy process | | |
| 4.5 How individuals and nonprofit organizations shape public policy through strategies, including but not limited to public education, policy research, community organizing, lobbying, and litigation | | |
| | | |

5.0 NONPROFIT GOVERNANCE AND LEADERSHIP

CHANGES

| 5.0 NONPROFIT GOVERNANCE AND LEADERSHIP | | |
|---|--------|--------------------------|
| Original Section | Change | Recommendation or option |
| Title | | |
| 5.1 Role of nonprofit boards and executives in providing leadership at the organizational, community and societal levels | | |
| 5.2 Role of nonprofit boards and executives in providing leadership at the organizational, community and societal levels | | |
| 5.3 Role of boards and executives of some nonprofits as agent(s) of and for social change and social justice at both the organizational and societal levels | | |
| | | |

6.0 NONPROFIT COMMUNITY SERVICE AND CIVIC ENGAGEMENT

CHANGES

| 6.0 COMMUNITY SERVICE AND CIVIC ENGAGEMENT | | |
|--|--|--------------------------|
| Original Section | Change | Recommendation or option |
| Title | | |
| 6.1 Value of community service and civic engagement in the development of civil society | | |
| 6.2 Direct exposure to nonprofit organizations through internships, service learning, community service and/or experiential learning | | |
| | *new* Understanding the characteristics, values, and needs of communities | |

7.0 LEADING AND MANAGING ORGANIZATIONS

CHANGES

4.0 LEADING AND MANAGING ORGANIZATIONS

| Original Section | Change | Recommendation or option |
|---|--------|--------------------------|
| Title | | |
| 7.1 Organizational theories and behavior as they apply in nonprofit and voluntary organizations including issues of work design and implications of operational policies and practices | | |
| 7.2 Theories of leadership and leadership styles | | |
| 7.3 Role of strategic management and organizational planning, including an understanding of ways to identify, assess and formulate appropriate strategies | | |
| 7.4 Role of networks, partnerships and collaborative activity among and between nonprofits, government and for-profit entities in achieving organizational missions | | |
| 7.5 Steps and processes involved in establishing a nonprofit organization, a social enterprise and other entrepreneurial forms of organization | | |
| 7.6 Role of social entrepreneurs and social innovation and their implications for nonprofit leadership and management | | |
| 7.7 How trends in nonprofit accountability expectations shape the strategic management of nonprofits | | |
| | | |

8.0 NONPROFIT FINANCE AND FUNDRAISING

CHANGES

8.0 LEADING AND MANAGING ORGANIZATIONS

| Original Section | Change | Recommendation or option |
|--|--------|--------------------------|
| Title | | |
| 8.1 Various sources of revenue in nonprofit organizations, the strategic choices and issues associated with each type of revenue, and the methods used to generate these revenues | | |
| 8.2 Relationship between and among philanthropic gifts and grants, earned income, and government funding and how these influence fulfillment of an organization's mission within the context of stewardship and ethical practices | | |
| 8.3 Fundraising and resource development process including, in part, commonly-used fundraising strategies, | | |

| | | |
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| such as annual appeals, special events, non-cash contributions, major gifts, capital campaigns and planned giving | | |
| 8.4 Trends in the evolving use of technology in nonprofit finance and fundraising | | |
| 8.5 Evolving trends related to social enterprise, micro-enterprise, and social entrepreneurship, and their implications for societal advancement, organizational performance, and mission attainment | | |
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9.0 NONPROFIT FINANCE AND FUNDRAISING

CHANGES

| 8.0 LEADING AND MANAGING ORGANIZATIONS | | |
|--|--------|--------------------------|
| Original Section | Change | Recommendation or option |
| Title | | |
| 9.1 Application of accounting principles and concepts including financial and managerial accounting systems (including fund accounting) in nonprofit organizations | | |
| 9.2 Financial management including financial planning and budgeting, management of cash flows, short- and long-term financing, and endowment management policies and practices | | |
| 9.3 Ethical considerations of financial management such as transparency, honesty, and accountability to advance trust among stakeholders | | |
| | | |

10.0 MANAGING STAFF AND VOLUNTEERS

CHANGES

| 10.0 LEADING AND MANAGING ORGANIZATIONS | | |
|--|--------|--------------------------|
| Original Section | Change | Recommendation or option |
| Title | | |
| 10.1 How human resource processes and practices in both formal and informal nonprofit organizations are different from the experience in public and for-profit organizations | | |
| 10.2 Principles of strategic human resources management and their use in a nonprofit context and implications for recruitment, supervision, motivation, engagement, retention and development of paid and unpaid staff | | |
| 10.3 Strategies for advancing teamwork and group dynamics and their implications for organizational performance and mission attainment | | |
| 10.4 Dimensions of individual and organizational diversity within the nonprofit sector and their implications for effective human resource management | | |
| 10.5 Role, value, and dynamics of volunteerism in carrying out the work and fulfilling the missions of nonprofit organizations | | |
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11.0 NONPROFIT MARKETING

CHANGES

| 10.0 NONPROFIT MARKETING | | |
|---|---|--------------------------|
| Original Section | Change | Recommendation or option |
| Title | | |
| 11.1 Marketing principles and techniques and their application in philanthropic and nonprofit settings, including the dynamics and principles of marketing the "mission" in a nonprofit context | | |
| 11.2 Link between marketing theories and concepts and their use in nonprofit organizations | | |
| 11.3 Use of social marketing as a tool for mission attainment of a nonprofit | | |
| 11.4 How technology is used to advance the marketing and communication strategies of a nonprofit | | |
| | *new* Marketing and communication using social media | CR1 |

12.0 ASSESSMENT, EVALUATION AND DECISION-MAKING METHODS

CHANGES

| 12.0 ASSESSMENT, EVALUATION AND DECISION-MAKING METHODS | | |
|---|--------|--------------------------|
| Original Section | Change | Recommendation or option |
| Title | | |
| 12.1 Methods that managers use to evaluate performance and social impact at both organizational and programmatic levels | | |
| 12.2 Methods and modes of assessment and evaluation to develop a nonprofit's culture that embraces continuous improvement strategies | | |
| 12.3 Decision-making models and methods and how to apply them in nonprofit organizational settings | | |
| 12.4 Use and application of both quantitative and qualitative data in measuring social impact and in improving the effectiveness of nonprofit organizations | | |
| 12.5 Role of information and the use of technology in the pursuit of a nonprofit organization's mission | | |
| | | |

13.0 PROFESSIONAL AND CAREER DEVELOPMENT

CHANGES

| 13.0 PROFESSIONAL AND CAREER DEVELOPMENT | | |
|---|--------|--------------------------|
| Original Section | Change | Recommendation or option |
| Title | | |
| 13.1 Role of field experiences and experiential learning that are grounded in and linked to curricular goals and projected outcomes | | |
| 13.2 Role of professional associations and mentoring in professional development | | |
| 13.3 Ways that various professionals contribute to and are engaged with philanthropic and nonprofit sectors | | |
| 13.4 Opportunities for service and volunteerism that exist in the community | | |
| 13.5 Standards and context of professionalism, e.g., conduct and speech appropriate to the (respective) profession | | |
| | | |

CONCLUSION

CHANGES

| CONCLUSION | | |
|--------------------|--|--------------------------|
| Original Section | Change | Recommendation or option |
| MEMBERSHIP LIST | Will update with membership as of the date any revisions are adopted | |
| COMMITTEE LIST | | |
| BOARD OF DIRECTORS | | |
| ACKNOWLEDGEMENTS | Include thank you to focus groups, capstone team, previous edition collaborators, etc. | |