Building Curriculum for the CNP

Purpose: The competency rubric project defines measureable student learning outcomes to support the Alliance core competencies. Campus curriculum mapping based on these learning standards ensures that certified students among all our campus affiliates meet equivalent learning outcomes as part of their Certified Nonprofit Professional (CNP) credential.

Development and Review: The initial phase of the competency rubric project was revalidation of the competencies through an extensive study of survey data from more than 3,200 nonprofit professionals. The objective was to determine which competencies will best prepare students for a career in the nonprofit sector. Based on the findings, a team of faculty and professionals collaboratively developed the Alliance competencies, rubrics, toolkit and curriculum map formats. As a final step, the resulting metric was peer-reviewed and revised before finalizing.

Format: Each competency has a set of associated learning topics. Each topic is operationalized in multiple learning levels and domains. With this design, curriculum is mapped in two ways:
- Learning Level: Basic, Practicing and Mastery
- Learning Domain: Cognitive (Knowledge), Affective (Emotion, Feeling) and Psychomotor (Application)

Learning Outcome Example

Competency: Financial Resource Development and Management
Learning Topic: Methods and motivation for raising funds from traditional sources

	Basic	**Practicing**	**Mastery**
KNOW (Cognitive)	Define traditional fundraising methods and the related donor motivations	Analyze the effectiveness of various fundraising strategies in relation to appropriateness with mission	Explain the theory behind various fundraising methods
FEEL (Affective)	Awareness of personal giving motivation	Formulate a personal giving strategy	Demonstrate the ability to write an organizational case statement and grant proposal to persuade others to give
APPLY (Psychomotor)	Observe and classify fundraising methods and motivations	Implement a fundraising activity based on a prescribed plan	Plan a fundraising strategy that includes multiple methods and logical rationale for meeting a goal

Nonprofit Leadership Alliance Competencies

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

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

Financial Resource Development and Management
Highlights financial resource acquisition, budgeting, financial management, control and transparency in nonprofit organizations

Foundations and Management of the Nonprofit Sector
Highlights the history, contributions and unique characteristics of the nonprofit sector and its management

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

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

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

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

Volunteer and Human Resource Management
Highlights the knowledge, skills and techniques for managing volunteers and paid staff

Future of the Nonprofit Sector
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

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