Nonprofit Management and Leadership Competencies and Learning Topics

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Competency Listing

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

- Community development tools to build awareness and stakeholder relations in nonprofit organizations
- Public and community relations as functions in a nonprofit organization
- Marketing as a function in a nonprofit organization
- The role of organizational and personal communication within a nonprofit organization
- The role of advanced technologies in communications, public relations and marketing in the nonprofit sector

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

- The role of culture, alternative views and difference when advancing mission and engaging in nonprofit management practice
- Self-awareness to reduce the influence of personal biases and values when approaching and navigating encounters, dilemmas and challenges when working with diverse populations
- Intercultural communication when working with diverse populations

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

- Methods and motivation for raising funds from traditional sources
- Emerging trends and innovations in financial resource development in nonprofit organizations
- Structure and responsibilities of the development function within nonprofit organizations
- Mission-driven resource development and budgeting
- Components and procedures for various types of nonprofit budgeting
- Transparency and accountability as critical values in nonprofit organization
- Fundamental principles and practice of nonprofit accounting and reporting
- Principles and standards for effective fiscal monitoring, control and compliance

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

- The historical development, role and significance of philanthropy, nonprofits and civil society
- The size, impact, types and organizational design structure of nonprofit organizations from an American and international perspective
- The role of mission orientation for nonprofit organizations
- Unique characteristics and management complexity associated with the nonprofit sector

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

- Roles and responsibilities of a nonprofit board and its committees
- Differentiation between management and leadership across the nonprofit organization
- Essential function of strategic planning for effective operation and sustainability
- Board design, performance and ongoing board development
- Development of leaders and their roles
- Critical function of nonprofit organizations in advocacy and the public policy process

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

- Basic laws and regulations under which nonprofits incorporate and operate
- Concepts and practices associated with facility and operational risk management
- Concepts and practices associated with crisis management
- Alignment of personal and organizational values
- Standards and codes of conduct that are appropriate to nonprofit sector professionals, volunteers and other stakeholders
- Decision-making models, methods and application to nonprofit organizations

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

- Nonprofit career opportunities and expectations
- Application, interview and negotiation process
- Continuing professional development
- Networking and mentoring

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

- The importance of needs assessment, asset identification and other research findings that identify authentic community need
- Mission-driven program design and outcomes
- Adequate allocation of resources (staffing, space, funding, etc.)
- Inclusive programming strategies
- Program logistics
- Program marketing plan
- Peer, cross-age, and staff mentoring as a program implementation strategy
- Program evaluation strategies

Volunteer and Human Resource Management
Highlights the knowledge, skills and techniques for managing volunteer and paid staff
- Nonprofit human resource planning and management
- Staffing: recruitment and hiring
- Employment law and personnel policy in nonprofit operations
- Orientation, training, supervision and evaluation of paid and volunteer staff
- Total rewards: compensation, incentives and benefits
- Organizational and programmatic performance management and evaluation
- Organizational development, analysis and design

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