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Strategic Continuity Plan

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Honors Thesis

Strategic Continuity Plan
Nonprofit Leadership Student Association & PADM 3210/3220

By: Maggie Scannell

Spring 2019

Thesis Statement: In this paper, I will explain every dimension of the Nonprofit Leadership Student Association (NLSA) and PADM 3210/3220 and describe goals and strategies for continuous improvement now and into the future.

About the author: From April 2018 to April 2019 I had the privilege to serve as the President of the Nonprofit Leadership Student Association (NLSA) at Western Michigan University (WMU).

Throughout my one-year term I have utilized my educational background as a student of the Haworth College of Business to create a multi-dimensional plan for greater success and continued improvement for the future of NLSA and PADM 3210/3220.

The Project: composed of 3 main, but different parts:

1. Revised NLSA Bi-Laws within the parameters set by WMU and the Registered Student Organization (RSO) Office of Student Engagement that I think should be set for NLSA
 - a. Major changes include
 - i. Governmental structure / layout of student officers
 - ii. Membership criteria and accountability rules
 - iii. Involvement of faculty adviser
2. Strategic Business Plan outline for NLSA with specific goals
 - a. Explains the Vision / Mission, and concrete goals set
 - b. Answers the who, what, where, when and how of NLSA
3. Hypothetical Introduction to Best Practices for PADM 3210/3220
 - a. *Proposed Instruction manual for PADM 3210/3220 including grading scale and scope of course
 - b. In-depth proposed expectations for all members involved

After that, there is a conclusion and an appendix with important resources such as the Nonprofit Leadership Alliance (NLA) core competencies and a spreadsheet from early Fall 2019 stating the members interests in topics and nonprofits to learn about / connect with for the whole year.

Preface: The gap between the student-led organization and the course requirement is *complex*. All in all, this Thesis Project is a blend of 3 different parts focusing on every angle of NLSA and is a phenomenal tool for greater success and continued improvement into the future. Thank you.

Current Landscape: Today, every student earning a Minor in Nonprofit Leadership W/ Certificate:

1. NEEDS to take PADM 3210 and 3220 which is 1 credit/no credit course that is transparent with being involved with NLSA
2. Must attend the Alliance Management Institute Conference (AMI) which happens over 3 days every January put on by the Nonprofit Leadership Alliance (NLA).

Once these two things are completed, along with a 300 hour internship (which is a credit/no credit course titled PADM 4100) students will earn the Certified Nonprofit Professional (CNP) credential / title. These letters can be put at the end of students name.

History of NLSA

For more than 15 years, there has been a direct correlation with the NLSA and PADM 3210/3220.

On the syllabus for PADM 3220 during the Fall 2016 semester, it states:

“The purpose of NLSA is to assist members to reach competency levels provided by Nonprofit Leadership Alliance.”

The purpose of the Nonprofit Leadership Minor at WMU is to prepare future professionals to carry out the missions of the organizations they serve.

The previous semester, they had won the 2015 ‘Sprint Campus Program Excellence’ award at the AMI. Two dozen WMU nonprofit students were there representing the program. This is the biggest accomplishment on the timeline of NLSA and PADM 3210/3220 and came right at the peak of the former Master Faculty Specialists retirement.

To repeat, in 2015, NLSA at WMU stood on top of a grand stage and was “named the single program in the nation that exemplifies overall best practices in nonprofit career preparation and growth”(https://wmich.edu/news/2015/01/20904).

My History with NLSA: in 2016, my sophomore year when I was exploring the nonprofit program for the first time ever, I was so inspired by this crew and there senior leadership. I dreamed of the photo I was shown of WMU NLSA in Salt Lake City and there glass trophy. What an era, what a legacy. As years continues on, there was a gap in the timeline and some major changes were made from the top down.

As I turn over my term of President this month, sophomore year Maggie still believes and knows NLSA has the potential and the resources to get back up on that stage.

Current day Maggie knows it was a huge step in the right direction to have a small team up on stage this year competing and making it to the top 3, and believes in the future WMU NLSA can rise up once again.

Past: Prior to 2016 NLSA was a force to be reckoned with

Present: NLSA is all student-run and doing their absolute best to work its way back up, starting by connecting with local nonprofit leaders and growing social media/on-campus presence

Future: NLSA triples in size, seriously focuses on fundraising and working on the projects set by NLA to have a robust turnout at AMI, and is recognized by the majority 501(c)3 in the local community

Nonprofit Leadership Student Association
Proposed Constitution

Hypothetically Revised March 2019 to the way I think it should be

Mission

Nonprofit Student Leadership Association (NLSA) exists is to prepare Western Michigan University (WMU) students to become nonprofit professionals.

Article I

Purpose

The purpose of NLSA is to:

- A. Assist members to reach competency levels provided by the Nonprofit Leadership Alliance (see CNP Alliance core competencies form in appendix).
- B. Fundraise for the Alliance Management/Leadership Institute (AMI).
- C. Provide future non-profit professionals with contacts and resources that will help them in their future careers.

Article II

Membership

Section 1

Composition

NLSA consists of: President, Vice President of Membership and Recruiting, Vice President of Finance and Fundraising, Vice President of Communications, Vice President of Community Engagement, and vice-chair(s) if elected, and a body of members.

Section 2

Membership Qualifications

- A. Be a registered student of Western Michigan University.
 - B. Have an interest in non-profit organizations.
 - C. Pay the membership fee of \$10.00 per semester. This cost goes straight to the organizations savings account and could be used on things like food at a meeting, T-Shirts, events or the End of the Year Banquet.
 - D. Accept the membership invitation on experience WMU
- *No individual will be denied membership because of race, sex, religion, color, height, weight, age, handicap, national origin, sexual orientation, or veteran status.

Section 3

Members Seeking Certification Qualifications

Members who are pursuing a Minor in Nonprofit Leadership and a Certification (CNP) from the Nonprofit Leadership Alliance must also fulfill the following:

- A. Become a member of the Nonprofit Leadership Alliance
- B. Fulfill the following for two semesters:

1. Attend all NLSA meetings. Each member is allowed two absences per semester without need for conduct. Members are responsible for notifying Faculty Advisor or NLSA President two hours prior to meeting for absence.
2. Perform 15 hours per semester of volunteer work or community service. Internship hours or service-learning hours for a class may not be used. Students who sign up for a volunteer activity but do not show up or let the Vice President of Community Engagement know prior to the event that they are unable to attend, will earn one absence.
3. Meet requirements designated in each semester's fundraising plan.
4. Each member must join one committee for an entire semester and are permitted to switch only with one of the following terms
 - i. Permission from an e-board member
 - ii. At the beginning of a new semester
5. Pay semester dues as determined by the Executive Board
6. Be an active member the Fall before attendance at AMI.

**If you cannot meet any of one of these expectations, you must create a 'personal active membership plan' outlining your alternatives to achieve active membership status. The President must approve this plan.

Section 4

Voting Privilege

- A. All voting members and officers are allowed one vote, except for the President who holds the tie breaking vote.
- B. You must be present to vote.
- C. Only Active Members may have a vote.

Qualifications for active members are defined in Section 3

Section 5

Termination of Membership

- A. A member ***seeking certification*** will lose their active membership if they violate the member expectations outlined in Article II Section 3.
- B. If a member is removed for reason, the Vice-President of Membership and Recruiting will notify this person in writing.
- C. If a member ***seeking certification*** wishes to resign, they should present a letter of resignation to the Vice-President of Membership and Recruiting.
- D. If an active member has one or two absences, they will be notified of pending membership suspension by Vice-President of Membership and Recruiting.

Article III Officers

Section 1

Duties of Officers

- A. Attend weekly executive board meetings.
- B. Uphold active member requirements except dues if you have already paid for 2 semesters.

- C. Review individuals' membership requirements each semester.
- D. Plan and hold NLSA general assembly meetings.
- E. Regularly conduct an evaluation of NLSA.
 - 1. Annually ensure constitution review
 - 2. Review WMU RSO changes about membership / fundraising requirements.
 - 3. Review other NLSA documents

Section 2

Duties of Elected Officers

- A. President - Act as the spokesperson and official written correspondent of NLSA
 - 1. Run the NLSA meetings
 - 2. Act as the point person for officers to report to
 - 3. Uphold the Constitution
 - 4. Assist the NLSA advisor in coordinating student activities at AMI

- B. Vice President of Membership and Recruiting
 - 1. Maintain an active member list and recognize new members
 - 2. Track and log attendance at every meeting
 - 3. Reserve a spot in Orientation Sessions / Involvement Zones / Bronco Bash events
 - 4. Keep minutes of the NLSA meetings and make them available to members weekly

- C. Vice President of Finance and Fundraising
 - 1. In charge of all NLSA finances
 - 2. Write and keep budget/financial record updated
 - 3. In charge of creating and implementing fundraising programs
 - 4. Have a minimum of two (2) fundraising programs per semester
 - 5. Complete a Fundraising Plan

- D. Vice President of Communications
 - 1. Update and maintain social media sites.
 - 2. Coordinate Networking event with local nonprofit professionals each semester
 - 3. Maintain Alumni database with current contact information and emails
 - 4. Record events of NLSA, including posting of photos to social media

- E. Vice President of Community Engagement
 - 1. In charge of creating and implementing community service program.
 - 2. Have a minimum of one (1) community service project per month.
 - 3. Keep records and track volunteer hours for all members and overall organization.
 - 4. Reach out to local nonprofit experts / leaders / faculty who are new or relatively new to the system and host 3 guest speakers per semester

**This person is responsible for working serving as the CAB rep.

Campus Activities Board (CAB) Representative

 - 1. Attend weekly CAB meetings. Every Monday 8:30pm BHC 208
 - 2. Vote and speak on behalf of NLSA at the CAB meetings.

3. Relay information to and from each organization.
4. Plan NLSA to attend one CAB event a semester as a group

Section 3

Qualifications for holding office

- A. Must be currently enrolled at Western Michigan University.
- B. Must obtain a grade point average above a 3.0.

Section 4

Selection of officers

- A. Nominations for positions will be taken from the general assembly and a majority vote will fill the position.
- B. Unless otherwise approved by a majority vote of the general assembly, elected officers shall serve a one-year term.
- C. Officers may be re-elected to serve additional terms.
- D. With a majority vote, a vice-chair may be elected for any committee.

Section 5

Filling vacancies

- A. If the President is absent the Vice-Presidents will assume duties.
- B. Nominations for vacant positions will be taken from the general assembly and a majority vote will fill the position.
- C. Special committees will be designated through a resolution by the President.

Section 6

Recall of Officers

- A. An officer may be removed from office if they violate the active member expectations outlined in Article II Section 3, fail to perform their official responsibilities or blatantly disregard the Constitution.
- B. Anyone may initiate the process to remove an officer with a letter sent to the President two days prior to the meeting. In the case that the President is in question, the VP of Membership and Communication shall accept this letter.
- C. Recall of an officer will be presented at an initial meeting and voting must be delayed until the next regular meeting at least one week later.
- D. For an officer to be removed from office, 2/3 of the assembly must vote in favor.

Article IV Finances

Section 1

Off-Campus Accounts

Non-university funds will be held in an account at PNC.

Section 2

Financial Policy

- A. Financial books and records will be reconciled with the bank and the WMU Foundation by someone other than the Vice President of Finance and Fundraising.
- B. The Vice President of Finance and Fundraising is responsible for financial matters and will attend University financial workshops as required.
- C. All monetary exchanges will be documented with receipts.
- D. When dealing with monetary exchanges two people must be present and accountable.
- E. NLSA will follow and be subject to all University policies, procedures, and practices regarding student organization accounts and finances.

Section 3

Dues

- A. Students do not need to pay dues in order to attend meetings but will then not be considered an active member and thus will not possess a voting right.
- B. To be considered an active member, students must pay \$10 and will be held accountable to all the duties mentioned above.

Section 4

Disposition of Non-University Funds in the Case of Inactivation

*If NLSA dissolves or becomes inactive, non-university funds will be allocated to the School of Public Affairs and Administration.

Article V

Statement of Compliance

University and Government Compliances

- A. NLSA will comply with all Office of Student Engagement and University policies, procedures, and practices and all local, state, and federal laws.
- B. The President will complete and follow through with the requirements for the registration and reactivation processes as set forth by OSE.
- C. NLSA requires all members (active and inactive) to practice honest and trustworthy conduct in conjunction with the SALP code of conduct.
- D. All members must uphold WMU code of conduct. Members who face any charges with the University for Student Misconduct will be placed on review by NLSA executive board for future membership privileges, including suspension or termination of membership.

Article VI

Meetings

Section 1

Meetings

NLSA is required to meet weekly unless otherwise noted by the executive committee.

Special Meetings

When calling a special meeting it will be done by the President and members will be contacted via phone or email. (A possible reason for holding a special meeting would be a conference emergency.)

Section 2

Parliamentary Authority

The parliamentary authority that will be used will be Robert's Rules of Order.

Article VII

The Alliance Management/Leadership Institute (AMI)

- A. Attendance at the Alliance Management/Leadership Institute is mandatory for all who seek the CNP credential.
- B. Students attending the conference must pay an agreed upon amount toward the conference and travel.
 - 1. All students must travel together.
 - 2. Any special accommodations must be approved by the Executive Board prior to the conference.
- C. Students attending the conference must be involved with a team who chooses to participate in either the research project, case competition, 'best practices' poster or any other category created by the NLA to compete / showcase at AMI.

Article VIII

Advisors

- A. The advisor(s) of NLSA will be the person who oversees the Nonprofit Leadership Program at Western Michigan University.
- B. For as long as they hold the above position, they will remain advisor(s) of NLSA.

Article IX

Amendments

- A. Any member or an ad-hoc committee may propose an amendment.
- B. The member who wishes to propose an amendment must contact the President at least two days prior to the executive committee meeting. At this time the member must present the President with a copy of the amendment. The proposal will then be discussed at the following meeting.
- C. All amendments must be tabled for one week unless passed by unanimous consent.
- D. For an amendment to pass 2/3 of the present assembly must vote in favor.

Article X

WMU RSO Non-Discrimination Policy

- 1. Nonprofit Leadership Student Association will not discriminate on the basis of race, color, religion, national origin, sex, sexual orientation, gender identity, age, protected disability, veteran status, height, weight, or marital status.

Strategic Plan Part 2:

Vision of the Nonprofit Leadership Student Organization

What we do / Strive to do:

The Nonprofit Leadership Student Association at WMU prepares future professionals to carry out the missions of the organizations they serve. This is accomplished through education, community service, and research designed to improve the contribution that public-serving organizations can make to society. Special emphasis is placed on individual and community development as the pivotal function of nonprofit organizations and collaboration as the central mode of public problem solving.

Goals:

1. Prepare students for entry level professional positions and nonprofit organizations
2. Ensure students have strong oral and written communication skills
3. Implement experiential learning in all aspects of the program
4. Demonstrate collaboration with business government and nonprofit sectors

Organization Policy

How we do it:

Attendance, fundraising, and fulfilling committee responsibilities are the primary criteria. All students will solicit donors to raise money for both AMI and for Spring events. Each student will take responsibility for one of the following during this semester

1. Enhance fundraising through adding additional contacts, making additional direct asks, increasing social media presence or helping to mail fundraising appeal
2. Organize speed networking with nonprofit professionals
3. Find a workshop leader and organize a workshop on one of the competencies
4. Be on the E-board

During one-hour long weekly meetings students will participate in one or more various engagement opportunities:

- Plan Fundraising activities
- Coordinate volunteering events
- Listen to and engage with local nonprofit leaders

Strategic Goals for NLSA:

Focus Area	Verb	Details	Unit	Start date	Deadline
Smart Retention	Participate	in campus-wide activities like: Involvement Zone, Bronco Bash and Admitted Student Events		8/29/2018	3/26/2020
	Revitalize	organization mission to target other schools on campus		4/26/2018	3/26/2020
	Promote	the vision		4/26/2018	3/26/2020
<i>KPI:</i>	Increase	Active Membership by	85 %	4/26/2018	4/26/2020
Strong Community Engagement	Create	master list of the Nonprofits NLSA has reached out to in the past		8/29/2018	3/26/2020
	Design	list of local Nonprofits NLSA would like to work with or learn from in that semester		8/29/2018	3/26/2020
	Activate	the faculty and staff who		4/26/2018	3/26/2020
	Invite	alumni who have stayed in the area and working for nonprofits		4/26/2018	3/26/2020
	Partner	send interns and volunteers out into the city, into the field, into offices and warehouses		4/26/2018	3/26/2020
<i>KPI:</i>	Visit and serve	select local nonprofits on their time in their space	10 times/semester		4/26/2019
Continuous Financial Control	Generate	monthly documents showing costs and expenses for the President, Faculty Advisor and the Vice President of Financing and Fundraising		4/26/2018	3/26/2020
	Forecast	the cost of AMI		4/26/2018	3/26/2020
	Maximize	efforts from members put toward fundraising		4/26/2018	3/26/2020
	Intensify	opportunities members have to participate in fundraising		4/26/2018	3/26/2020
	<i>KPI:</i>	Decrease	AMI costs for each participant by	40 %	4/26/2018

(More information on the creation of this excel spreadsheet is in the appendix)

Continuity Plan:

How We Will Recruit Members

- Email Blasts
- Event in Spring 2019 for the Major
- Presence tabling at WMU Admitted Student Events 2019
- Booth at Bronco Bash
- Space at the 'Involvement Zone' / Orientation Session throughout the summer
- Train and educate all SPAA faculty on basis of NLSA and ask if students cannot make it to the classes, the professors play the role of recruiter / Ambassador

How We Will Fundraise

- Continue growing K-Wings Concession Opportunity
- Participate in K-Wings Chuck-a-Puck (thanks to concession presence)
- Send out letters to all the MPA / CNP Alumni, with the help of Heritage Hall
- Require NLSA members to send letters to friends/family
- Coordinate single-time events throughout the year (ex: bake sale, Panera etc.)

How We Will Program

- Maintain good relationships with the organizations of this year's guest speakers and continue to expand
- Ask the members what they want to learn and who they want to meet on a bi-monthly basis

How We Will Grow

- As NLSA continues to gain traction, and the Major begins in the Fall, there should be significantly more time and more energy put into implementing the 'above and beyond' ideas as a greater organization.
- More money, more resources, more helping hands and official members who are devoted to the group can help build a robust culture of NLSA on campus and in the Kalamazoo Community
- Pie in the Sky ideas that were talked about this year but never able to have been put into action: E-Board Retreat at a local camp, T-Shirts for the AMI attendees, Fundraising ideas like WMU vs CMU Gameday T-Shirts and Rent-a-Pup, and any additional money could be used to register for more leadership or personal development activities or conferences.

The projected Major in Nonprofit Leadership, which should be good to go for Fall 2019, will bring a lot of attention to the program and therefore NLSA.

From my experience as President of NLSA this year, and being involved or "in the know" about the Nonprofit Leadership Minor since 2016, the major next Fall is a 'I will believe it when I see it' deal. I hope dozens of passionate students enroll in the program. I do not know where exactly they would come from, but I hope it is at least enough to fill a classroom. That way, the NLSA could grow higher on the list of priorities for the staff and faculty in the school of Public Affairs and Administration.

Best Practices Part 3:

Instructions Manual for PADM 3210 / 3220:

I developed this hypothetical syllabus/ course outline from scratch, while been inspired by what I read in some transition binders before 2016

Background:PADM 3210/3220 are 1 credit/no credit classes needed to be taken adjacently by every student pursuing a minor in Nonprofit Leadership with Certificate. The course is involvement in NLSA for 2 semesters to plan, prepare and fundraise for AMI. Students in the minor are required to attend AMI to earn their credentials.

The only difference between PADM 3210 and PADM 3220 is that they need to be taken in separate semesters. The Fall semester focuses on fundraising for AMI, which happens every year in the beginning of January. The spring semester is more so for program and enrichment opportunities.

The point of NLSA being a RSO, meaning it is student-run, is so it can be run in a nonprofit organization fashion.

Course Description: An advanced involvement in the Nonprofit Leadership Student Association (NLSA). Topics covered will be tailored to what that particular semester of students want.

These two classes are exactly the same, and must be taken in back to back semesters. That way each student will be equally prepared to attend the Alliance Management Institute (AMI) Conference. The purpose of this course is to be directly involved with the Nonprofit Leadership Student Association (NLSA) for two semesters to plan, fundraise and prepare to attend and compete at AMI. This is put on by the Nonprofit Leadership Alliance (NLA) every January. This is the event where graduating students will earn their Certified Nonprofit Professional (CNP) credentials.

PADM 3210 / 3220 meets once a week for 90 minutes. This course is worth 3 credits and has a final grade.

Grading Scale MIGHT look like this:

94-----100 points	=A
87-----93	=BA
73-----79	=B

66-----72	=C
59-----65	=DC
52-----58	=D
0-----51	=E

Example of Grading:

Attendance (students missing more than 2 meetings will fail the course)	20 points
Major Responsibility	60 points
Participation	20 points

Proposed Roles Reflecting Best Practices

Role of the Faculty Advisor:

- Track attendance of all the meetings and input them into elearning.
- Unlock the door to the meetings.
- Be a part of the planning and programming for the year.
- Communicate with the members and the E-Board in a timely manner.
- Serve as an Ambassador of the class with other Public Administration professors
- Build connections and share connections with local community nonprofits

Role of the President:

- Serve as the student leader of the course
- Assist the Faculty Advisor with the academic tasks while staying in student territory
- Work directly and regularly with the Faculty Advisor on ways to improve
- Run the weekly meetings / be responsible for making sure they run smoothly

Role of the E-Board:

- Students who volunteer for the Executive Board are very critical in helping sustain the organization
- For a detailed list of distinguished tasks, see the NLSA Bi-Laws

Role of the Student Body

- Every member is responsible AND held accountable to attend every class meeting
- Every member is responsible AND held accountable by Faculty Advisor to participate in as many extended / outside of class volunteer, fundraising or enrichment opportunity on campus or in the community
- Be a part of planning, voice thoughts and opinions freely
- Exceptional students will create and lead an initiative on there own to benefit the NLSA, the SPAA or the local nonprofit community

Conclusion

Becoming President gave me a unique opportunity to explore best practices and devote a significant amount of time prioritizing these top three goals:

1. We had to work ourselves back on the map (the map of RSO's on this campus, and the map of NLA programs at AMI)
2. We needed to find a dependable source of fundraising to grow our finances
3. We needed to re-immense ourselves in the local nonprofit sector and connect ourselves back with the flourishing community of 501(c)3 organizations

This year long project has had many small successes and a few small road bumps. Some results include:

1. We are (slowly) moving in the right direction of becoming more recognized on campus. We have locked-in space at future Involvement Zones (which we had not done in a few years, at least since 2015) and at Bronco Bash. We began posterizing around campus for our regular events, and have grown our presence on social media. At AMI, we had a team compete in a 'What's the Big Idea?' competition and make it to the top three. I am told last year at AMI no representatives of WMU went on-stage, let alone made it to the top three.
2. We have found a dependable source of fundraising with the Kalamazoo Wings Event Center. They have graciously supported us and allowed us to work there concession stands during the busiest games. NLSA worked 5 or 6 events once we joined mid-season. We look forward to continuing this next year without a doubt, and even getting involved with another platform of fundraising with K-Wings called 'Chuck-a-Puck'.
3. We significantly increased the amount of guest speakers for our regular weekly meetings. They come from the following nonprofits: Open Doors Kalamazoo, Kalamazoo Community Foundation, Habitat for Humanity and Kalamazoo Loaves & Fishes. We also had 3 guest speakers not working directly with 501(c)3's: Dr. Intindola, a professor of management at the Haworth College of Business who has valued experience with nonprofits helped us prepare to network and connect with employers before we went to AMI. We also had a student named MacKenzie King, who is one of the founders of the Global Leaders Project at WMU, give NLSA an informational session night for the full

hour. Lastly, Dr.Schroeder from the WMU School of Public Affairs and Administration came to speak with us about grant writing. The future is bright for more collaborations.

Overall, I am proud of what I was able to accomplish for this organization. I worked very hard all year to stabilize and improve many aspects of NLSA.

I also hope that this document encourages more students to voice their opinions about the structure of PADM 3210/3220 so it can be changed. Once it is changed, it can actually have many more meaningful impacts on the Nonprofit Minor at WMU.

There is still so much work to be done in the rebuilding phase. Now is the time for student leaders and senior leaders to step up to the plate. With the brand new Major in Nonprofit Leadership starting Fall 2019, it is crucial that we (the students and the staff) work together harmoniously to build and grow the program (the class and the organization) to maximize benefits for the community at-large and utilize all of its glory for impacting students and preparing them to become brilliant agents of social change.

Thank you to my team and thesis committee.

Barbara Sagara & Monica Priest, thank you for believing in me as a student and preparing me to become a powerful women confident in her abilities who will always dream big and strive to make a difference.

APPENDIX

Created August 31, 2018: Spreadsheet shows what the students who showed up to the first class/meeting wanted to learn about throughout the year.

What Interests Me	Specific Sectors	Enrichment Opportunities	Nonprofits to Learn From	Social Topics to Discuss
Community Engagement	Animal Rights	Better financing practices for NPO's	Any that deal with food insecurity	Abuse
Animals	Animals 2	Career Exploration	Autism Speaks	Animal testing being unnecessary
Empowering communities of color	Bringing together community	Development	Dream Center	Any environmental issues
Environment (x2)	Children Adoption Services	Enhanced leadership skills	Equal Justice Institute	Anything animal related
Equal Education	Civil Rights	How nonprofits work	ERRACE	Community Organizing opportunities
Government Corruption	educational nonprofits	How to Start/Manage a nonprofit	Homeless Shelters	Employment
Giving back to those who do not have a voice	Environment (x3)	Info on how to get nonprofits more respected (for lack of better words)	Planned Parenthood	Environment
Healthcare (x2)	Food Insecurity	Marketing	Rescue + Freedom Project	Homelessness
Healthcare	Human Rights (x2)	Meet people from as many organizations as possible	Senior Citizen Residence Homes	Issues with violence towards women & children
Helping troubled youth	Law	Networking opportunities	Temporary Housing Shelters	Intersectionality
Latino population	Leadership (x2)	Volunteer	YWCA	Low resource communities
Leadership	LGBTQA			Prison Reform
Minority Communities	Low Income Communities			Racial Empowerment
Outdoors	Racism			Racism 2
Providing Resources to Others	Rights			Rape Culture
Public Financing	Senior Citizens			Refugee Activism
Queer & Trans people of color	Sports			Violence
Social Justice Issues	Women's Shelters			Wrongful Conviction
Theatre				
Women's Rights				
Women's shelters / working with survivors of human trafficking				

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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