



**Nonprofit
Leadership
Alliance**

Eastern Michigan University
Nonprofit Leadership Alliance
Certified Nonprofit Professional
Handbook
2018

www.emich.edu/nonprofit
nonprofit@emich.edu

To: Prospective and Current Students

Welcome to the Nonprofit Leadership Alliance (NLA) at Eastern Michigan University (EMU). This handbook is designed to introduce you to NLA at EMU, provide information on obtaining your Certified Nonprofit Professional (CNP) credential, and address a number of frequently raised questions and concerns. More information can be found on the national associations website (www.nonprofitleadershipalliance.com) as well as our EMU website (www.emich.edu/nonprofit). Please don't hesitate to contact the executive director of NLA at EMU, the NLA graduate assistant, or members of the NLA Student Association executive board with any questions you might have. We look forward to working with you on your path to becoming a Certified Nonprofit Professional and becoming “Certified to Change the World.”

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Nonprofit Leadership Alliance Overview

Established in 1948, Nonprofit Leadership Alliance (formerly American Humanics) is a national nonprofit organization devoted to preparing students for careers in the nonprofit field. The Nonprofit Leadership Alliance is currently partnered with 35 colleges and universities nationwide to accomplish this goal. The Nonprofit Leadership Alliance also has a partnership with over 20 national nonprofit leaders that provide internship, mentoring and placement opportunities for students pursuing nonprofit careers.

Since 2001, Eastern Michigan University is one of many universities nationally that is part of the Nonprofit Leadership Alliance (NLA). The NLA strengthens the nonprofit sector with a talented and prepared workforce through the Certified Nonprofit Professional (CNP) credential. It is the only national nonprofit credential preparing students for careers in nonprofit management. The CNP credential is designed for serious, hard-working students or working professionals who desire in-depth learning about nonprofit organizations. While the most direct path to the CNP would be majoring/minoring in Public and Nonprofit Administration, this program is appropriate for students in any major as well as professionals already working for a nonprofit or an individual who would like to switch sectors. It is for those who want to develop new skills and boost their chances on the job market, and those who are enthusiastic about building a successful career in the nonprofit sector.

Our National Mission

Strengthening the social sector with a talented and prepared workforce.

Certification/CNP Credential

To receive the CNP credential, students must fulfill the following requirements:

- Complete the **Ten Core Competencies** through classes, workshops, training, conferences, experiences at an internship, or leadership and service activities.
- Join the **Nonprofit Leadership Alliance Student Association** or perform other **leadership** and **service** activities.
- Complete a 300 hour **Internship** with a nonprofit organization.
- Attend the **Alliance Management Institute (AMI)** conference.
- Receive a **Bachelor's degree**.

An online program is also available for working professionals to receive the CNP credential. Requirements include completion of online courses and assessment, professional experience, Bachelor's degree, leadership and service activities, and attendance at the AMI conference. More information can be found in the appendices.

Registration/Certification Fees Policy

All individuals working toward their CNP credential must first register and create a profile with the national office. To create a profile:

1. Go to the national association website: www.nonprofitleadershipalliance.com
2. At the top of the screen, click on "New CNP Student"
3. Select "Create a Profile"

Once you have created your profile, you will have access to our Customer Relationship Management (CRM) portal Salesforce. Salesforce is how you will update, and we will track, your progress toward your CNP credential.

Login for Members

- **New students:** [Create a profile](#)
*Creating a new profile includes a one-time \$25 enrollment fee.
If you have previously created a profile, please click the link below.*
- **Students:** [Log in to your profile](#)
*If you do not know your password, click the link above and then click "forgot password."
If you do not know your username, please [email](#) us.*
- **Campus Directors:** [Log in to your profile](#)
*If you do not know your password, click the link above and then click "forgot password."
If you have not been given a username and password, please [email](#) us.*

After you have created a profile, you must pay the **\$25 enrollment fee**. Once the fee is paid, the executive director will approve your enrollment. You are not be officially registered with NLA until you have paid this fee and your enrollment has been approved by the campus director.

Once you have completed all requirements for your CNP, you must also pay a **\$35 credentialing fee**. You cannot receive your final credential until this fee is paid. However, the national office does provide a limited number of scholarships to pay this final fee if you cannot afford to pay it yourself. You may also pay this fee at any time prior to completing all requirements of the CNP.

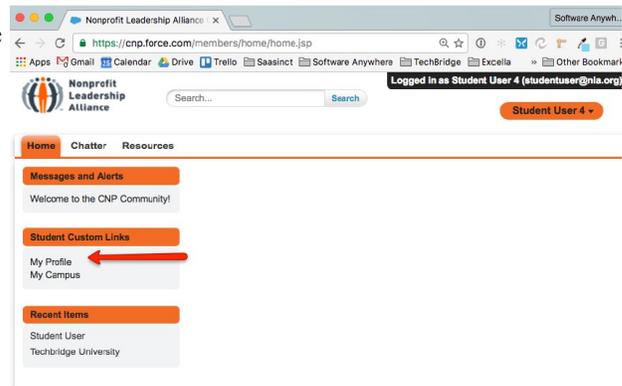
10 Core Competencies

As part of your CNP credential, you must show competency in 10 core areas. These competencies can be achieved through classes, participation in the NLA Student Association, workshops, training, conferences, experiences at an internship, or leadership and service activities. On campus courses can count for multiple competencies. The following table outlines each of the core competencies, the requirements to meet each competency, and a selection of potential courses at EMU which satisfies each competency. Please note, this is not a comprehensive list of courses.

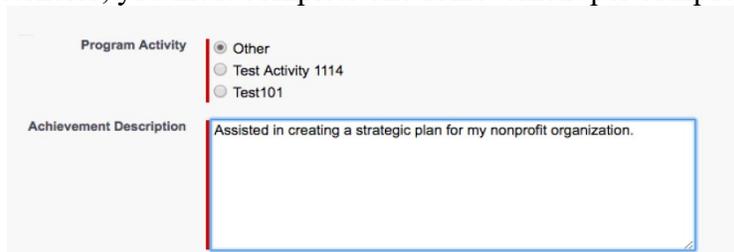
Courses may be taken at EMU at any point. You do not need to have completed these competencies after enrolling in NLA at EMU. Previous experiences, courses, etc. not completed while attending EMU may count with approval of the campus director. Details on what is required to apply previous work/experience can be found in the appendices.

Adding Competencies

1. Login to the profile you created in Salesforce when you registered for NLA (<https://www.nonprofitleadershipalliance.org/members>). If you have issues with your login/password, contact the national office.
2. Click on My Profile on the left hand side of the screen.
3. At the top of the screen click on the Add Achievement icon.



4. Select the appropriate competency you are working on.
5. Select the course or activity you took for that competency and add additional information if needed. If you completed several activities within the course for the same competency, you may add all information under one entry. If you completed several activities within the course for different competencies, you must complete one achievement per competency.



6. Once an achievement has been added, your competency will turn to pending campus director approval (yellow flag).

Competency	Potential Courses
<p>Program Development</p> <ul style="list-style-type: none"> • 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. 	<p>PLSC 352 PLSC 435 PLSC 436 PLSC 605</p>
<p>Volunteer and Human Resource Management</p> <ul style="list-style-type: none"> • 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. 	<p>PLSC 334 PLSC 435 PLSC 605</p>
<p>Financial Resource Development & Management</p> <ul style="list-style-type: none"> • 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. 	<p>PLSC 352 PLSC 435 PLSC 436 ACC 246 PLSC 605 PLSC 606 ACC 646</p>

<ul style="list-style-type: none"> Principles and standards for effective fiscal monitoring, control and compliance. 	
<p>Communication, Marketing & Public Relations</p> <ul style="list-style-type: none"> 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. 	PLSC 435 CTAC 370 EDPS 325 MKTG 360 PURL 314 PURL 408W PLSC 605
<p>Cultural Competency and Diversity</p> <ul style="list-style-type: none"> 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. 	PLSC 275 PLSC 334 SOCL 214 AFC 231 AFC 351 PLSC 544
<p>Governance, Leadership & Advocacy</p> <ul style="list-style-type: none"> 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. 	PLSC 275 PLSC 435 MGMT 386 PLSC 544
<p>Legal & Ethical Decision Making</p> <ul style="list-style-type: none"> 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. 	PLSC 435 ACC 246 LAW 393

<ul style="list-style-type: none"> 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. 	PLSC 605 ACC 646
Personal & Professional Development <ul style="list-style-type: none"> Nonprofit career opportunities and expectations. Application, interview and negotiation process. Continuing professional development. Networking and mentoring. 	PLSC 435 PLSC 480 PLSC 605
Foundations & Management of the Nonprofit Sector <ul style="list-style-type: none"> 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. 	PLSC 275 PLSC 435 SOCL 462 MGMT 386 PLSC 544 PLSC 605
Future of the Nonprofit Sector <ul style="list-style-type: none"> 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 Non-Governmental Organizations (NGOs). 	PLSC 275 PLSC 544

Leadership, Service, and Internships

Leadership and Service

As part of your CNP credential you are expected to actively engage in leadership and service activities. These can encompass a variety of activities such as serving on the executive board of a student organization, serving on a nonprofit board of directors, planning/organizing an event, or a number of other activities which may be approved by the campus director. These activities do not need to be affiliated with EMU. There is no minimum number of service and leadership activities required given that each is unique in its own right. However, students should expect to complete at least one service and one leadership activity in order to receive credit toward their CNP. Participation in the NLA Student Association is an excellent way to achieve this requirement.

Internships

Each CNP candidate is expected to complete at least 300 internship hours at a nonprofit organization(s) of their choice. Not all 300 hours need to be completed at the same organization. **Before** beginning an internship, students should submit an assumption of risk form to the campus director. At the beginning of the internship experience, students should complete the internship agreement with their host organization, and keep a time log of the hours worked. At the end of the internship, the host organization will evaluate your performance. All of the required forms are available on the NLA at EMU website (www.emich.edu/nonprofit). While you may receive academic credit for your internship through one of the internship programs at EMU, you are not required to in order for it to count toward your CNP.

Internship and service activities are regularly announced via NLA's social media accounts (Facebook, Twitter, Instagram) as well as in our community and student newsletters. A list of regular NLA internship partners is also available on the NLA at EMU website. A running list of advertised internship opportunities is also regularly updated by the EMU Political Science Department (https://www.emich.edu/polisci/internships/current_internship_postings.php). Other opportunities can be found at the EMU VISION Volunteer Center (<https://www.emich.edu/vision/>).

Internship Support

While we would prefer everyone would be able to receive a paid internship experience, the reality is that the majority of internships are not compensated. As such, the Nonprofit Leadership Alliance offers competitive scholarship stipends of \$2,000 (Career Development Award). These stipends are available to students who have not yet started their internships, have appropriate academic standing (junior, senior, graduate), and submit a complete application to the NLA national office. Additional points for the competitive scholarship are awarded to those individuals planning on completing their internship

with one of our national partners. More information can be found on the NLA national website (<https://www.nonprofitleadershipalliance.org/cda/>).

The EMU Political Science Department also offers competitive internship scholarships for those enrolled in one of the undergraduate or graduate degree programs offered by the department. Additional information can be found at <https://www.emich.edu/polisci/scholarships/>.

Alliance Management Institute

All students must attend a national nonprofit conference to earn their CNP. The purpose of the requirement is to expose future social sector leaders to a vibrant learning experience that promotes best practices, innovative thinking and awareness of the full scope of the sector.

The Nonprofit Leadership Alliance Management Institute (AMI) is held annually to allow students to meet this capstone requirement and have the opportunity to:

- Network with nonprofit thought leaders and peers from around the nation,
- Attend workshops that focus on innovation in the sector, strategic partnerships and social change,
- Serve as consultants, solving real issues facing local nonprofit organizations,
- Participate in real and mock interviews with prospective employers, and
- Learn more about the Nonprofit Leadership Alliance and the Certified Nonprofit Professional credential.

The location of AMI changes annually, but it is always held the first Wednesday-Friday in January. The registration cost varies, however currently registration for the conference is \$250. Other associated costs include travel to the conference, lodging, and any incidental costs. Most meals are provided at the conference, however at least one dinner is not. This allows us to go to dinner as a group and explore the city. The overall cost for AMI is usually \$1,000 or less per student.

AMI Funding

Each year the NLA Student Association (along with the campus director) works to raise money to help offset the cost of AMI for our students. The goal each year is to allow each student who needs the conference requirement to attend AMI at as little cost to them as possible. This money comes from donations, Student Government, and a variety of other sources.

Virtual AMI

The Nonprofit Leadership Alliance will also provide a Virtual AMI to meet the national conference

experience requirement for select graduate students and professional development learners. Virtual AMI is an e-conference providing workshops, national speakers and an interactive case experience format. Virtual AMI is not intended for undergraduate students though some exceptions can be made under extenuating circumstances.

Alternative Alliance Management Institute Policy

Although the Nonprofit Leadership Alliance encourages all students to attend the AMI, the experience/participation of graduate students at other significant conferences may be recognized to meet the national conference. The Alliance Campus Director may approve an alternative conference that provides content and experiences relevant to the student's professional and personal development to meet the national conference requirement. Conference attendance must be within three years of completing the CNP credential requirements. Alternative AMI approval is not intended for undergraduate students.

Students who request Alliance Campus Director approval for an alternative Conference, must pay a \$65 application fee. The fee includes a required online webinar "About the CNP," a briefing on the CNP and associated benefits.

Student Association

The Nonprofit Leadership Alliance Student Association (NLASA) is a registered student organization with Campus Life at EMU. NLASA provides you with an opportunity to make a successful career out of giving back to the community. As an NLA student, you will work toward achieving ten professional competencies which will help you develop a career in the nonprofit and/or public sector and become a Certified Nonprofit Professional (CNP). NLASA meetings are held once a week and are tailored to achieving NLA competencies through real-world experiences and applied practice. Meetings consist of informational sessions, guest speakers, and workshops to increase your understanding of the nonprofit sector. Each semester you may also enroll in a 1-hour credit course for your participation in NLASA.

NLASA executive board members (president, vice president, treasurer, director of communication, director of events) actively participate in the administration of NLA @ EMU. Planning events, coordinating service activities, fundraising, and organizing guest speakers are just some of the responsibilities for executive board members. Participation in NLASA, and especially the executive board, is an ideal way to earn your Leadership and Service CNP requirements.

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Appendix A: Internship Contract

Educational Host Contract

Internship Requirement for the
Nonprofit Leadership Alliance
Certified Nonprofit Professional (CNP) Credential

Semester/year:

STUDENT INFORMATION

Name: Student #:

Mailing Address:

Email: Phone:

Major: Minor:

PLACEMENT ORGANIZATION

Supervisor's name:

Agency/organization name:

Organization website:

Mailing address:

Email address:

Agency phone:

Expected start date: Expected end date:

Number of hours per week/total hours:

Description of Internship Activities

Expected Competency Areas to be Covered

- Communication, Marketing and Public Relations
- Cultural Competency and Diversity
- Financial Resource Development and Management
- Foundations and Management of the Nonprofit Sector
- Future of the Nonprofit Sector
- Governance, Leadership, and Advocacy
- Legal and Ethical Decision Making
- Personal and Professional Development
- Program Development
- Volunteer and Human Resource Management

Student signature: _____ **Date:**

Supervisor signature: _____ **Date:**

Appendix B: Internship Host Letter

Dear Colleague,

I want to thank you for agreeing to accept a student intern from the Nonprofit Leadership Alliance at Eastern Michigan University in your agency. We are grateful for your commitment of time and energy in directing and supervising your intern. As you know, the success of this learning experience for the intern is strongly related to your commitment to providing the intern with opportunities to learn and observe.

We realize that some clerical or support tasks may be expected of the student, but expect the internship experience, overall, to provide additional learning opportunities not available in more traditional classroom settings. Task assignments and opportunities to observe professionals in action are a crucial part of that learning process. Thus, we feel that both students and their placement agencies benefit most when interns are assigned responsibilities commensurate with an entry level professional position.

The Nonprofit Leadership Alliance is a competency based professional credentialing program. As such, each student is expected to show competency in the following areas: Communication, Marketing and Public Relations; Cultural Competency and Diversity; Financial Resource Development and Management; Foundations and Management of the Nonprofit Sector; Future of the Nonprofit Sector; Governance, Leadership, and Advocacy; Legal and Ethical Decision Making; Personal and Professional Development; Program Development; Volunteer and Human Resource Management. The intern is expected, with your assistance, to indicate on their internship contract which of these areas will likely be incorporated into their internship experience.

Toward the end of the internship experience you will be asked to complete a form evaluating your intern's performance. This feed back is crucial for assessing the quality of the internship experience for both the agency and the student.

Again, I thank you for your participation in our program and ask you to contact me if you have any further questions or concerns.

Sincerely,

A handwritten signature in blue ink, appearing to read "Tucker Staley", written in a cursive style.

Tucker Staley, PhD
Director, Nonprofit Leadership Alliance
Assistant Professor of Public Administration

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Appendix C: Assumption of Risk

I, _____, an Eastern Michigan University (EMU) student who resides at _____ In consideration of my being allowed to participate in an Internship at _____ (name of organization) sponsored in part by the Nonprofit Leadership Alliance at Eastern Michigan University, being held from _____ to _____ in _____ (name of city/township), and fully understanding and appreciating the risks of injury which may result from my travel and participation in this event and accompanying activities, do hereby voluntarily and knowingly recognize, accept and assume this risk and, further I do for myself, my heirs, and personal representative, hereby agree to defend, indemnify and hold harmless, release, and forever discharge EMU, its regents, officers, employees, and agents from and against any and all claims, liabilities, demands, personal injury, or death which may result from my travel to and from and participation in this internship at _____ (name of organization).

IN WITNESS WHEREOF, I have caused this "Assumption of Risk and Release" statement to be signed this _____ day of _____, 20__.

Signed: _____

Printed name: _____

(Signature of Parent/Guardian if student is under 18 years of age)

Accepted by: _____

Eastern Michigan University

Title: _____ Date: _____

Appendix E: Online CNP for Working Professionals

The CNP credential can be earned by nonprofit professionals who have a:

1. Bachelor's degree (accredited college or university) *and*
2. A minimum of 3 years of paid professional experience (one year at a nonprofit organization)
Note: [AmeriCorps Service Year](#) or a proctored internship at a nonprofit organization meets the professional experience requirement.

The program is designed to develop knowledge and skills aligned with the [Ten Core Nonprofit Competencies](#) of the Nonprofit Leadership Alliance CNP credential.

Requirements:

1. Bachelor's degree in any field of study from an accredited college or university.
2. Minimum of 1 year paid professional experience in the nonprofit sector.
Other examples of qualifying activities include:
 - One year of full-time employment at a nonprofit organization; **or**
 - Three years of extensive, professional capacity volunteer experience with a nonprofit organization; **or**
 - Five years of experience as a nonprofit organizations consultant; **or**
 - A 300-hour proctored internship with a nonprofit organization; **or**
 - One year service year experience with a nonprofit organization; **or**
 - Three years of professional experience (no nonprofit or related experience) (Internship at Alliance Nonprofit Workforce Partner required before credential is conferred).
3. Complete eight online courses offered through [EMU's Extended Programs](#).
Courses cost \$250 each (10% discount applied if 8 courses are purchased together). You must attend *at least one course per quarter* until you are finished with all of the required courses. If you are employed by one of the [NLA National Partners](#), there is a 20% discount for these courses. EMU accepts the [Segal AmeriCorps Education Award](#).
Additional costs include:
 - Enrollment fee: \$25
 - Credential fee: \$100
4. Demonstrate nonprofit leadership and service activities. Professional candidates for the CNP should have evidence of leadership and volunteer service experience in one or more nonprofit organizations outside their paid professional nonprofit position. (*Note:* AmeriCorps Service Year meets the nonprofit leadership and service activity requirement.)
Examples include
 - Chairing a committee
 - Planning or managing an event
 - Serving on a nonprofit Board of Directors
 - Participating in a local professional association
 - Other activities approved by the Campus Executive Director
5. Attend a national nonprofit conference for professional development.
Options include:
 - Attendance at the annual Alliance Management Institute conference
 - Virtual Alliance Management Institute