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**NONPROFIT MANAGEMENT CERTIFICATE**

**DEPARTMENT OF POLITICAL SCIENCE  
CERTIFICATE  
PROGRAM**

**HANDBOOK  
2016-2017**

**THE UNIVERSITY OF NORTH CAROLINA  
GREENSBORO**

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## THE NONPROFIT MANAGEMENT CERTIFICATE PROGRAM

The Post Baccalaureate Certificate in Nonprofit Management is designed to serve employees and managers by preparing them for the challenging work in the nonprofit sector. The certificate provides training in nonprofit management skills within the broader context of public service knowledge. Courses are offered in the evenings, on Saturdays, and online, with preference given to online students who live outside the area. Students who complete the program face to face may complete the program at their own pace. However, those students who choose to complete the program exclusively online should follow the prescribed schedule to ensure timely completion. The program is appropriate for those with a Master's degree in another field as well as those holding a bachelor's degree. **NOTE: The program is designed as a part-time program, with students usually enrolling for 3-6 hours each semester.**

The certificate in nonprofit management offers numerous opportunities for professional development to those with varying nonprofit sector experience, those in need of further education to handle increased responsibilities, those holding a Master's degree in another field but need additional knowledge and skills in nonprofit management, or those not yet ready to commit to a more lengthy degree program. The certificate program also addresses the needs of those who are looking for challenging graduate courses to develop their skills and knowledge or in need of a part-time evening or online schedule that does not interfere with work or family responsibilities.

### I. ADMISSION

To be considered for admission to graduate study for the Post Baccalaureate Certificate in Nonprofit Management, the following should be sent to the Graduate School by July 1 for fall admission; November 1 for spring admission; or April 1 for summer admission.

- An application form (see Graduate School website: <http://www.uncg.edu/grs/>)
- An official transcript (bachelor's and/or master's degree) from a regionally accredited college or university
- A personal statement about your career and educational goals (see form at [www.uncg.edu/psc/mpa/nonprofitmanagement.uncg.edu/index.html](http://www.uncg.edu/psc/mpa/nonprofitmanagement.uncg.edu/index.html))
- Three letters of recommendation
- A current resume

Space is limited in the certificate program; therefore, applicants should have all their materials in by the deadlines mentioned above. Applications completed after these deadlines will be processed as quickly as possible, but we cannot guarantee a decision before the start of the semester.

The program seeks a student body with diverse backgrounds, work experience, undergraduate majors, graduate programs, and career aspirations, although preference will be given to applications submitted on time and to applicants already employed in the nonprofit sector.

## **II. CURRICULUM**

The curriculum should prepare all students to understand:

- The nonprofit sector and its political and legal status
- Management and leadership skills
- Methods of resource development
- Specific knowledge and skills needed in nonprofit services

## **III. COURSE REQUIREMENTS**

The certificate requires the completion of 15 credit hours, including the required courses. Of these, 9 hours are required and 6 hours involve some choices. The program can be taken over a five-year period, although it is possible to complete it over three consecutive semesters (or one year's time). The course requirements are as follows:

### **Required Courses (9 hours):**

- PSC 540 Nonprofit Management and Leadership (3 hr) Fall
- PSC 645 Nonprofit Financial Management and Budgeting (3 hr) Spring, Summer
- PSC 650 Philanthropy and Resource Development (3 hr) Spring

### **Choice (3 hours):**

- PSC 511B Marketing for Public and Nonprofit Agencies (1 hr) Spring, Summer
- PSC 511D Strategic Planning (1 hr) Fall, Spring
- PSC 511G Grantwriting (1 hr) Spring, Summer
- PSC 511N Nonprofit Law (1 hr)\*Fall
- PSC 511V Volunteer Management (1 hr) Spring, Summer

### **Electives (3 hrs.): Three of the 511 courses in the MPA program or any of these:**

- PSC 520 Urban Political Systems (3 hr.)\*Fall
- PSC 604 Public Personnel Management (3 hr.)\*Fall
- PSC 615 Human Resource Development and Performance Management (3 hr.)  
Summer
- PSC 620 Urban Development Policy (3 hr)\* Spring
- PSC 630 Community & Economic Development: Theory & Practice (3 hr.)\*Fall

\* These courses are not available online. There are additional options for course completion within the Master of Public Affairs Program (as well as other graduate programs, with approval from the Department); however, these are all face-to-face courses.

Please note that not every course is offered every semester. Therefore, **it is important to consult with your advisor to outline a plan of study prior to each semester (Appendix A)**. All courses in the online program are asynchronous and organized through the Canvas interface. Students are responsible to ensure that their computer systems are able to support online instruction. Faculty are not responsible for troubleshooting technological difficulties; thus students are asked to call (336)256-TECH (8324) (Information Technology Help Desk) to receive assistance regarding their email, Canvas accounts, and general technological support.

### **Portfolio Requirement (See Appendix C)**

The Nonprofit Management Certificate requires the completion of a portfolio during the program. Certificate students should include assignments and project work from all Nonprofit Management coursework completed during the program in a portfolio. In the semester that Nonprofit Management Certificate students apply to graduate from the certificate program, they should provide their portfolio to the Nonprofit Management Certificate Coordinator by the required deadline along with the listing of contents, resume, and a brief narrative discussing the portfolio contents and the knowledge, skills and abilities demonstrated by assignments and project work included in the portfolio. The portfolio will be approved by a committee composed of faculty members before final clearance for graduation from the certificate program.

## **IV. ONLINE PROGRAM**

Students enrolled in the face-to-face or the online programs are eligible to enroll in courses offered in both programs; however, **preference for online courses will be given to those students who are completing the program exclusively online**. Also note that the cost of the on-campus courses is slightly higher, but it allows students to access other campus programs and activities as well. Students who choose to complete the program exclusively online should follow the prescribed schedule to ensure timely completion.

## **V. RELATIONSHIP TO THE MPA PROGRAM**

The Political Science Department at UNCG offers the Master of Public Affairs (MPA) degree for persons interested in professional positions in public service. This program offers advanced training for work in:

- 1) local, state and federal agencies;
- 2) private nonprofit agencies and voluntary organizations;
- 3) public affairs offices in private businesses; and
- 4) legislative staff positions.

The MPA Program provides professional training designed both to meet current demands in public sector positions and also to provide the foundation for long-term development and advancement in a public service career. The MPA program was originally accredited by the

National Association of Schools of Public Affairs and Administration in 1993, and most recently reaccredited in 2014.

The Program provides a foundation in the major substantive areas of public affairs: policymaking and policy analysis; administration, management and organizational behavior; quantitative analysis and evaluation; and the political context of public administration. Beyond these areas covered in the core and required courses in the program, students can focus elective coursework in nonprofit management for prospective careers in nonprofit agencies. In summary, the program ensures that students have a basic, general understanding of public affairs; yet it offers substantial flexibility and choice to tailor the program to meet students' interests and needs. The MPA degree can be awarded with a general focus or with declared Concentrations in either Nonprofit Management, Community and Economic Development, or Local Government Management. The concentration in Nonprofit Management requires 15 credit hours of course work that is similar in content to the Nonprofit Management Certificate.

Students who enroll in the certificate program may apply to the MPA program and receive up to 12 hours credit from the certificate program toward the MPA degree. However, satisfactory completion of certificate program coursework does **NOT** guarantee admission to the MPA program. All other admission criteria, including the prerequisite (American Politics), transcripts, test scores, letters of recommendation, and a supplemental application must be completed by the applicant and reviewed by the faculty. **Admitted students would have to complete the MPA degree within the University's five-year timeframe for a master's degree from the beginning of the certificate enrollment to the completion of the degree.**

## **VI. UNIVERSITY AND GRADUATE SCHOOL REQUIREMENTS**

Persons enrolled in the The Graduate School are regarded as members of the student body at UNCG and are held responsible for conducting themselves conforming in moral and legal restraints found in any law-abiding community. Continued enrollment at UNCG is at all times subject to review of the student's academic record and all the student's actions with regard to the rules and policies of the University.

The minimum GPA requirement to graduate in the Certificate program is a 3.0. Failure to maintain a 3.0 in the program could result in cancellation of your financial aid award.

Students will become academically ineligible to continue in the program under any of the following circumstances:

1. Grades of U, F, WF are received in any 6 semester hours.
2. Grades of C+ or C are received in more than 3 semester hours.
3. If you have been admitted under a provision and you fail to meet that provision (i.e., B or better in first 6 hours of coursework, B or better in PSC 540)

### **Financial Aid**

In order to receive financial aid, a FAFSA must be completed in advance of the upcoming semester to determine eligibility. Certificate students must take **at least 5 hours of courses** to qualify for financial aid. It is the student's responsibility to complete all documentation for financial aid in a timely manner and make sure their accounts are clear in the Cashier's office. The financial aid form must be consistent with the plan of study. The department does not have access to the student's financial aid records.

## **Graduation**

Students must apply through the Graduate School to receive their Certificate in the final semester of coursework. If you do not apply, you will not receive your Certificate. There is no charge to apply for graduation. You have 5 years from your original admission date to complete the Certificate.

## **VII. COURSE OFFERINGS AND DESCRIPTIONS FOR THE NPM CERTIFICATE**

### **511 Topics in Public Affairs. (one credit hour)**

Special course or workshop on a management problem. May be repeated for up to six hours credit.

- 511A Oral Communication Skills
- 511B Marketing
- 511D Strategic Planning
- 511E Legislative Relations
- 511G Grantwriting
- 511J Legal Issues in Public Administration
- 511M Media Relations
- 511N Nonprofit Law
- 511P Program Evaluation
- 511R Diversity & Culture
- 511S Social Entrepreneurship
- 511V Volunteer Management

### **512 Federalism and Intergovernmental Relations.**

Historical development of federalism. Analysis of changing relationships among local/state/federal agencies, expanding role of states and regionalism, and developments in inter-local cooperation. (3 cr)

### **520 The Urban Political System.**

Examination of major topics in the study of urban government and politics, including citizen participation, interest groups, parties, types of elections, forms of government, community power and racial politics. (3 cr)

### **540 Nonprofit Management and Leadership.**

Overview of major concepts and concerns of nonprofit organizations, including tax exempt status, incorporation, nonprofit/government relations, board/director/staff

relations, volunteers, service and program planning, implementation, resource development. (3 cr)

**604 Public Personnel Management.**

Employment practices as applied in the public sector including: merit and merit systems; position management; equal employment opportunity and affirmative action; unionization; collective bargaining; employee rights; and representative bureaucracy. (3 cr)

**615 Human Resource Development and Performance Management.**

Public and nonprofit employee performance evaluation and development: theories of motivation, workforce trends, training techniques and trends, career development, employee performance and evaluation techniques. Workshop format with group exercises. (3 cr)

**620 Urban Development Policy.**

Examines nature and evolution of U.S. urban development policy, including urban renewal, the war on poverty, and empowerment zones. (3 cr)

**630 Community Economic Development: Theory and Practice.**

This course will focus on a critical analysis of community and economic development theory and practice and its historical and theoretical roots, methods, strategies and tactics. (3 cr)

**645 Nonprofit Financial Management and Budgeting.**

Nonprofit financial management and budgeting concepts, techniques and practices, including management control, budgeting, cost accounting, long-term financing, nonprofit accounting and financial reporting, financial analysis, cash management, and accountability and control. (3 cr)

**650 Philanthropy and Resource Development.**

The major concepts, strategies, issues and approaches to resource development and philanthropy in nonprofit and educational organizations. The social, financial, philosophical, ethical and organizational issues, as well as strategies and techniques in resource development. Prerequisite: PSC 540. (3 cr)

## **VIII. STUDENT RESPONSIBILITIES**

Each student's program is planned with the Nonprofit Management Coordinator's guidance. The Coordinator will interpret requirements and advise students before they register for courses to ensure a meaningful sequencing of courses and requirements. The student is responsible for continuing in satisfactory academic standing and for meeting all degree requirements and deadlines. Students should also keep the Program informed of job, address and phone number

changes. The department will submit a final Plan of Study with the Graduate School Office when the student applies for graduation.

All students are expected to exhibit the highest standards of honesty, integrity and common sense in their graduate work and in their interpersonal relationships. The University's Academic Honor Policy in the Student Handbook outlines the obligations and principles of academic integrity. Social regulations governing graduate students at the University are stated in the Policies for Students handbook. Students are expected to report any honor code violations to the relevant faculty or to their advisor. In particular, students should be aware of the policies and penalties associated with misusing sources in their written work. PLAGIARISM is using the language, ideas or data of another scholar or student (published or unpublished) without acknowledging the source. The faculty view plagiarism as an extremely serious offense. Sanctions for plagiarism range from failing the plagiarized assignment to expulsion from the University.

There are three central reasons to acknowledge the work of other scholars. First, scholars' works are their professional products. To use them as your own is stealing, and your own work becomes a forgery. Second, other scholars may wish to build on your work or to explore some idea further. If you have provided good documentation, their work is simplified. Third, your source may be wrong. If you use the information without attribution, you are responsible for the error.

Here is the **Golden Rule of Citations: when in doubt, cite.** No one ever got in trouble for too many citations.

### **Three Myths of Citations:**

- 1. Paraphrasing eliminates the need for citations.**  
**FALSE.** It only eliminates the need for quotation marks.
- 2. Any data found in three places is "common knowledge" and needs no citation.**  
**FALSE.** "Common knowledge" is a pit for the unwary. The safe test is whether an average person would know this information. Thus, that the Declaration of Independence became official on 4 July 1776 is probably common knowledge, but a reference to *Brown v. Board of Education* needs a citation. **Remember the Golden Rule of Citations: when in doubt, cite.**
- 3. Power Point presentations, tables, charts and diagrams don't need citations.**  
**FALSE.** They are data and their design is creative. **CITE!**

## VIII. MPA PROGRAM FACULTY

**Allison Bramwell**, Assistant Professor; BA, MA University of Western Ontario; PhD, University of Toronto

- urban politics, governance & political economy, comparative public administration

**Ruth H. DeHoog**, Professor and Director of the Graduate Program; BA, Calvin College; MA, PhD, Michigan State University

- urban administration, organizational theory and behavior and nonprofit management.

**Kenneth A. Klase**, Associate Professor and Certificate Coordinator; BA, Ohio State University; MBA, Auburn University; DPA, University of Georgia

- public budgeting and financial management, public personnel management.

**Gregory McAvoy**, Associate Professor; BA, Pomona College; PhD, University of Minnesota;

- public policy, program evaluation, interest groups and research methods.

**Tamaki Onishi**, Assistant Professor, BA, Tokyo National University of Fine Arts and Music; MA, Aichi Prefectural University of Fine Arts and Music; MA, Columbia University, Teachers College; PhD, Indiana University

- nonprofit management, philanthropy and resource development, public administration.

**Charles L. Prysby**, Professor; BS, Illinois Institute of Technology; PhD, Michigan State University;

- quantitative methods, policy analysis and voting behavior.

**In addition to these faculty, the program employs adjunct or part-time faculty to teach courses in their areas of expertise.**

**Steve Averett**, MPA, GIS Manager, City of Greensboro

- GIS (PSC 560)

**Gerard Carter**, PhD, Executive Director, Catholic Family Services

- Program Evaluation (PSC 511P)

**Kimberly Cuny**, Director of UNCG Speaking Center

- Oral Communication Skills (PSC 511A)

**Jeron Hollis**, MPA, Communications Officer, City of High Point

- Media Relations (PSC 511M)

**Nancy Hunter**, MPA, Consultant

- Grantwriting (PSC 511G)

**Marshall Hurley, JD, Attorney**

- Legislative Relations (PSC 511E)
- Legal Issues in Public Administration (PSC 511J)

**Channelle James, PhD, Lecturer, Bryan School of Business and Economics**

- Diversity and Culture (PSC 511R)
- Social Entrepreneurship (PSC 511S)

**Tony LeTrent-Jones, PhD., Consultant**

- Strategic Planning (PSC 511D)
- Human Resource Development and Performance Management (PSC 615)

**Fred Newman, MPA, Consultant**

- Grantwriting (PSC 511G)

**Virginia Olson, MBA, Speakers Bureau Manager for Global Public Relations, Center for Creative Leadership**

- Marketing for Public and Nonprofit Agencies (PSC 511B)

**Antonia Monk Reaves, PhD, MPA, Vice President - Moses Cone Health Foundation**

- Nonprofit Management and Leadership

**Robert Saunders, JD, Brooks, Pierce, McLendon, Humphrey & Leonard, LLP**

- Nonprofit Law (PSC 511N)

**Laurie Williams, MPA**

- Volunteer Management (PSC 511V)

## **IX. NONPROFIT MANAGEMENT ADVISORY BOARD**

A distinguished board of nonprofit managers and others involved in nonprofit work has been formed to advise the Graduate Director on trends and curriculum for both the nonprofit management concentration and the certificate program. The advisory board includes:

Tom Campbell, President & CEO  
Family Services of the Piedmont

Steven Hayes, Director  
Guilford Nonprofit Consortium

Lee Covington, Chief Operating Officer  
Senior Services, Inc.

Antonia Monk Reaves, Vice President  
Moses Cone Health Foundation

Chip Cromartie, Executive Director  
Adult Center for Enrichment

Shanna Reece, Executive Director  
The Servant Center

Margaret Elliott, Executive Director  
Crisis Control Ministry, Winston-Salem

Susan Schwartz, President/CEO  
CEMALA Foundation

**APPENDIX A  
UNCG MPA Program  
NONPROFIT CERTIFICATE PROGRAM**

**PLAN OF STUDY FOR:** \_\_\_\_\_ **ID** \_\_\_\_\_

**Advisor's Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

PROGRAM REQUIREMENTS (9 hours)                      SEMESTER & YEAR: CREDIT HRS:

\*PSC 540 - NONPROFIT MGT & LEADERSHIP      \_\_\_ Fall \_\_\_\_\_                      3  
 \*PSC 650 - PHILANTHROPY & RESOURCE DEV.    \_\_\_ Spring \_\_\_\_\_                      3 (Prerequisite)  
 \*PSC 645 - NONPROFIT FINANCIAL MGT            \_\_\_ Spring/Summer \_\_\_\_\_                      3  
 \*\*                      AND BUDGETING

THREE OF THESE: (3 hours)

\*PSC 511B - MKTING FOR PUBLIC & NP MGT      \_\_\_ Spring/Summer \_\_\_\_\_                      1  
 \*PSC 511D - STRATEGIC PLANNING                      \_\_\_ Fall/Spring \_\_\_\_\_                      1  
 \*PSC 511G – GRANTWRITING                              \_\_\_ Spring/Fall/Summer \_\_\_\_\_                      1  
     PSC 511N - NONPROFIT LAW                              \_\_\_ Fall \_\_\_\_\_                      1  
 \*PSC 511V – VOLUNTEER MANAGEMENT            \_\_\_ Spring \_\_\_\_\_                      1

ELECTIVES (3 hours- Can include 2 hrs from the above list. Some courses are not offered every year)

PSC 511A - ORAL COMMUNICATION SKILLS      \_\_\_ Fall \_\_\_\_\_                      1  
 PSC 511E - LEGISLATIVE RELATIONS                      \_\_\_ Summer \_\_\_\_\_                      1  
 PSC 511M - MEDIA RELATIONS                              \_\_\_ Summer \_\_\_\_\_                      1  
 PSC 511P – PROGRAM EVALUATION                      \_\_\_ Spring \_\_\_\_\_                      1  
 \*PSC 511R – DIVERSITY & CULTURE                      \_\_\_ Fall \_\_\_\_\_                      1  
 \*PSC 511S – SOCIAL ENTREPRENEURSHIP            \_\_\_ Summer \_\_\_\_\_                      1  
 PSC 520 - URBAN POLITICAL SYSTEMS                      \_\_\_ Fall \_\_\_\_\_                      3  
 PSC 604 - PUBLIC PERSONNEL MGT.                      \_\_\_ Fall \_\_\_\_\_                      3  
 \*\*PSC 615 – HUMAN RESOURCE & PERF. MGT        \_\_\_ Summer \_\_\_\_\_                      3

**Others:** \_\_\_\_\_

**PORTFOLIO REQUIRED** \_\_\_\_\_

(Required to be completed final semester – see Handbook)

\*ONLINE

\*\*BLENDED COURSES

**TOTAL CORE HOURS:**     12  
**ELECTIVE HOURS:**             3  
**TOTAL REQUIRED:**                 15

FALL	SPRING	SUMMER	FALL	SPRING	SUMMER	FALL

**Student Signature:** \_\_\_\_\_

## APPENDIX B – Course Offerings

Number	Name	Fall	Spring	Summer	1 Hour	3 Hour
PSC 511A	Oral Communication Skills	X			X	
PSC 511B	Marketing for Public and Nonprofit Agencies+		X	X	X	
PSC 511D	Strategic Planning+	X	X		X	
PSC 511E	Legislative Relations and Advocacy			X*	X	
PSC 511G	Grantwriting+	X	X	X	X	
PSC 511M	Media Relations			X	X	
PSC 511N	Nonprofit Law	X			X	
PSC 511P	Program Evaluation *		X		X	
PSC 511R	Diversity & Culture+	X			X	
PSC 511S	Social Entrepreneurship+ *			X	X	
PSC 511V	Volunteer Management+		X	X	X	
PSC 520	The Urban Political System	X				X
PSC 540	Nonprofit Management and Leadership+	X				X
PSC 615	Human Resource Development & Performance Management +			X		X
PSC 604	Public Personnel Management	X				X
PSC 620	Urban Development Policy		X*			X
PSC 630	Community & Economic Development: Theory & Practice	X				X
PSC 645	Nonprofit Financial Management & Budgeting+		X	X		X
PSC 650	Philanthropy and Resource Development+		X			X

NOTE: Courses are marked here at their usual or expected semester. Low enrollments or budget cuts may occasionally mean a course is not offered in the semester or year provided above

\* These Courses are offered once every three or four semesters (not including summer sessions), according to student interest, program needs and availability of faculty.

+ Online or blended option

## **APPENDIX C: NONPROFIT MANAGEMENT CERTIFICATE PROGRAM PORTFOLIO**

### **Portfolio Guidelines**

To complete the certificate program, students must adhere to the following professional portfolio guidelines for the Nonprofit Management Certificate Program. The portfolio will normally be completed during the student's final semester of coursework. Students are encouraged to begin work on the portfolio upon entry to the program, however. An approved portfolio must be on file in the MPA Director's office prior to graduation.

### **Portfolio Purpose**

One of the major purposes of a professional portfolio is to showcase in a single document the skills, knowledge and competencies developed by a student over time. The portfolio should reflect professional work experience, academic learning, and any volunteer experience appropriate to the student's career field. Completing a portfolio provides the student with an opportunity to take stock of her/his professional development, assess where they currently stand professionally, and plan for their future development. Another major purpose of a professional portfolio is for a graduate of the Certificate program to demonstrate their skills, knowledge, and abilities to a prospective employer.

### **Process**

Key components of this effort are:

- *Time*: Start early. It takes time to reflect on one's professional development, organize the artifacts, present each item, summarize them, organize them, and write it to CD-ROM. Recent graduates note that the effort has taken them more time than they initially expected it to.
- *Skill*: The technical aspects of presentation are important.
- *Thought*: A portfolio involves self-assessment and reflection. It is a good idea to seek input from colleagues and peers. Have people you trust review your document.
- *Care*: A portfolio must be clear, complete, consistent, concise, and accurate. It must demonstrate all the conventions of excellent composition and presentation.
- *Adherence to the guidelines*: Something expected of each graduate is the ability to follow instructions.

### **Portfolio Requirements**

Two basic types of material are included in the portfolio. First, each student will include a number of tangible deliverables: documents prepared specifically for this portfolio. Examples include the student's professional goals statement and professional summary. Second are the artifacts: documents produced during normal coursework, in the course of one's job, or while engaged in relevant volunteer work. The following guidelines should be followed:

- The portfolio shall include clearly captioned artifacts that demonstrate competency in all areas designated for the certificate. Artifacts should be selected to reflect a cross-section of both professional and academic experience.
- It is recognized that a pre-service student may have few or no non-academic professional artifacts to include in her/his portfolio. In that instance, the student must make extra effort to relate the artifacts to professional career goals.
- The organization of the portfolio must be logical, original, and constructed to facilitate review.
- Portfolio documentation must be complete and consistent.
- The portfolio should demonstrate a thoughtful reflection on processes and products related to the student's professional field.
- The portfolio should include all required materials, prepared and presented according to the written Portfolio Guidelines.
- The portfolio must be presented to reviewers in the NPM Program in a timely and professional manner. Unless otherwise stated, all portfolios are **due at least one month prior to the end of a semester** in which the student has applied to graduate.
- Students are required to submit their portfolios on a CD. Documents such as news articles, awards, etc. are to be scanned and included on the CD.

### **Portfolio Presentation**

The portfolio on CD-ROM must be user-friendly. Accessing the portfolio and/or its contents must be simple and straightforward. Authors are advised to employ the minimum numbers of files possible.

KISS (Keep It Simple Stupid) is a good rule of thumb. An author should employ the technology and level of that technology with which she/he is comfortable. Portfolios are usually presented in MS Word®, MS PowerPoint®, or as an Adobe Acrobat® pdf file. Authors are advised NOT to employ complicated templates, backgrounds, and/or bells and whistles. These only serve to distract from the real intent of the portfolio, i.e. to showcase a student's achievements. (If one wants to demonstrate her/his prowess with a program, say PowerPoint, he/she can do this within the context of an artifact.)

### **Required Portfolio Materials (use the Section Titles I. – IV. Below)**

#### **Introduction**

The introduction should provide a brief description of the portfolio and its organization. A student should think of her/his introduction as the executive summary of the portfolio. It should address the time span covered in the portfolio; the fact that the document reviews professional, volunteer and academic experiences; the balance between professional, volunteer, and academic contents; where the author is at in her/his career; reason for inclusion/exclusion of materials, and/or other matters.

## **Table of Contents**

The table of contents must include the following sections in order (I. – IV.), with each artifact under III. contained in the portfolio, along with file names to assist finding them on the CD.

### **I. Professional Goals Statement**

The goal statement is a narrative that specifies individual short- and long-term goals in the student's field of study (200-300 words). It might include:

- A brief statement of what brought you to the present point (e.g. why you chose to pursue a Nonprofit Certificate).
- Professional values you might care to share with readers.
- Career path: Will you continue the present path or change? Why?
- Short-term goals: Within the next year or two.
- Long-term goals: Five years or so.
- Other statements that describe and explain how you intend to pursue the future.
- How the UNCG Nonprofit Management Certificate Program influenced or informed your personal goals.

### **II. Current resume**

The resume must conform to an acceptable format (1-2 pgs.), and include all academic experience, with the anticipated date of award of the Nonprofit Management Certificate. The University of North Carolina at Greensboro's Office of Career Services can provide assistance in preparing an acceptable resume.

### **III. Captioned Artifacts (10-15 recommended)**

A detailed list of artifacts should be provided for each portfolio. See below for some examples and descriptions of general artifacts and their captioning. (Details given below.)

### **IV. Summary Statement**

Provide a summary statement, no more than one page, that ties your portfolio together. Indicate why the collection of artifacts provides a good representative overview of your current professional development.

### **Presenting Portfolio Artifacts**

#### **Artifacts (Tangible Deliverables)**

Portfolio artifacts are papers, reports, documentation of presentations, projects, instructional materials, in print or other media forms, reflecting examples of course projects or tangible deliverables, work experience, or other professional activities. These artifacts may have been designed, developed, or conducted either by the student as an individual or as a member of a team; in either case the material should be clearly captioned. **You should aim to have at least one artifact from each course taken in the program to demonstrate mastery of the content, hence the recommendation to have 10-15 artifacts because it reflects the coursework required to complete the program.**

## Captions

A caption is a standardized attachment to the artifact. Captions should be concise, no more than half a page, and should include:

- Artifact number and descriptor(s)
- Title of artifact,
- The job (name/address) or professional experience during which the product originated,
- The course (name/number) in which the artifact was created or which course(s) the professional experience artifact relates to,
- Approximate date when the product was completed,
- A rationale statement that briefly describes the artifact, whether it was developed individually or as a member of a team, and any significant facts associated with it (e.g., grant proposal funding).

A few guidelines for captions follow:

- Be consistent in format—all captions, where possible, should follow the same format.
- A caption appears on a sheet/page prior to the artifact it introduces.
- A reasonable way to present the captions is:
  - Artifact #
  - Title/name of artifact
  - Where the artifact originated (e.g. course number or workplace)
  - Date of artifact
  - Description, a paragraph (e.g., the skills or results demonstrated by the artifact)

## Full and Honest Captions

Captioning is difficult. Only cite in the caption what the artifact documents.

## Check Yourself for Success

Reread the guidelines and look at the portfolio checklist, which may help you to plan and evaluate your own document. Take time to look at your portfolio objectively to see what might be improved.

## Portfolio Review and Deadline

The portfolio should be turned in to the student's academic advisor by **no later than one month before the end of the semester**. If the portfolio is deemed unsatisfactory by the advisor, the student will have one opportunity to resubmit the portfolio. Portfolios will become the property of UNCG's MPA and Nonprofit Certificate Program and will not be returned. Each student, therefore, should make a personal copy of his/her portfolio.

## Portfolio Review

The Nonprofit Certificate Program Coordinator and designated faculty within the department will evaluate the portfolio. In order to merit a passing grade and be cleared to graduate, the portfolio must meet or exceed minimum standards in each of the areas described in Portfolio Requirements.

- Minimum standards are met if the portfolio conforms to the Guidelines in the judgment of the academic advisor, unit director, and reviewing faculty members.
- If the portfolio does not meet minimum standards, the required additions/changes and due date for completion of the portfolio would be given to the student.