



ADVANCED CREDENTIALING



SUBMITTED TO
BOARD OF GOVERNORS
MAY 2016

CREDENTIALS THAT CHANGE EVERYTHING

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NANOE is the only nationwide membership organization in the U.S. for Executives seeking credentials in the art of nonprofit capacity-building. Practitioners who hold a prestigious NANOE credential are “best practice” experts who grow charitable enterprise and discover new ways to advance the common good.

Executives with the designation CNE, CDE and/or CNC believe that “innovation never fears a challenge” and that the greatest contribution nonprofit practitioners can make to charity is to become the creative, thinking enterprise-leaders our sector so desperately needs.

NANOE Credentialing is based on a new set of governing practices for nonprofits developed by a network of experts (practitioners, policy makers, academics and industry leaders) committed to increasing nonprofit organizational capacity. These “guidelines” were developed over a three-year period using university-led research, a growing literature set on the characteristics of high-performing nonprofit leaders and data on charities who engage in new ways to raise revenues. These transformational principles free an organization from the restraints imposed by the nonprofit tax and incorporation laws while adhering to principles of moral agency, stewardship, freedom of speech, freedom of peaceful assembly, ethical practice, and transparency.

Practitioners who receive a NANOE Credential have demonstrated a command of these new guidelines and are advocates for major organizational structural and operational changes within the charitable sector. They’re practitioners who *grow their organizations in ways that transform the communities they serve.*

WHICH CREDENTIAL IS RIGHT FOR YOU?

Veteran Executives

Veteran Fundraisers

Veteran Consultants



PAMELA BALLARD
MHR, CNE, CNC
United Way



HALL POWELL
MBA, CDE, CNC
Development Systems Intl.



KATHLEEN ROBINSON
Ph.D, CNE, CDE, CNC
Clemson University



CERTIFIED NONPROFIT EXECUTIVE (CNE)

Striking the balance between managing volunteer board members, administrators, front-line staff, programs, finance and fundraising presents nonprofit managers with the complex and perfect storm of corporate oversight. Practitioners who hold CNE learn new ways to prioritize capacity-building that ensures they weather the tumultuous seasons of nonprofit administration. Certified Nonprofit Executives become the capacity-building expert CEOs, CFOs, COOs & CDOs a charitable enterprise needs to expand its mission!



CERTIFIED DEVELOPMENT EXECUTIVE (CDE)

Many fundraisers come to the nonprofit sector with great intentions to advance a charity's mission without having correctly answered the question, "who is our customer?" Executives mistakenly think that the rain forest, the student, the homeless or a family-in-need are their customers and therein lies the difficulty. Individuals you serve are not your customers because they have no money. Certified Development Executives are expert at understanding who their true customer is and are equipped with new best practices that ensure they create life-long partnerships with new friends who financially invest in your mission.



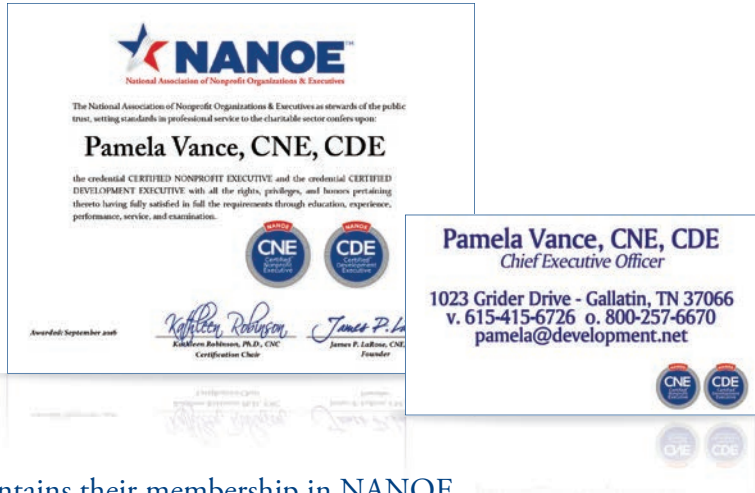
CERTIFIED NONPROFIT CONSULTANT (CNC)

During our careers, at one point or another, many of us wonder if we could be trusted to share our expertise with others in a way that produces personal income. The truth is, successful consulting is more than sharing your experience...it's a coveted lifestyle with multiple dimensions. First, you need to be an expert in particular area of nonprofit management. Second, you must learn how to disseminate your knowledge using the consulting arts. Third, you must build a sustainable business enterprise that consistently generates opportunities to serve. Practitioners who hold the CNC credential are nationally qualified experts who labor alongside nonprofits, providing the organizations they serve "big wins!"

QUICK FACTS REGARDING CREDENTIALING:

PRACTITIONERS WHO SECURE A NANOE CREDENTIAL:

- 1) Are recognized by employers in the nonprofit sector as having met a series of standards set by NANOE including experience, education, achievement and a superior commitment to growing capacity within nonprofits.
- 2) Provide professional guidance to others in ONE or MORE of the following areas of business management:
 - Board Development
 - Database Management
 - Human Resources
 - Financial Management
 - Fundraising Development
 - Marketing & PR
 - Program Management
 - Organizational Development
- 3) Have their personal certification officially recorded at the offices of National Association of Nonprofit Organizations & Executives.
- 4) Receive an official Credentialing Certificate demonstrating their achievement.
- 5) Receive the credential CNE, CDE and/or CNC and are authorized to use this designation in their title.
- 6) Are provided the CNE, CDE and/or CNC brand for use on business cards, letterhead, websites, etc
- 7) Are members in good standing of National Association of Nonprofit Organizations and Executive
- 8) Pay a one-time fee of \$98 for one credential or \$148 for two credentials or \$198 for three credentials
- 9) Avoid cumbersome or expensive recertification processes for CNE, CDE or CNC. Credentials are maintained as long the holder maintains their membership in NANOE.
- 10) Experience the satisfaction and challenge of a meaningful adult continuing educational process.



► How Credentialing Works:

- 1) Call NANOE to be assigned your personal Credentialing Specialist (800) 257-6670
- 2) Determine which credential(s) works best for you
- 3) Join NANOE as a Practitioner, Organization or Enterprise Member
- 4) Pay your one-time credentialing fees (\$98, \$148 or \$198)
- 5) Fill out your online candidate application form
- 6) Complete your online Credentialing Exam
- 7) Review your exam process with your Certification Specialist
- 8) NANOE's Credentialing Board will confer your certification within 2-3 weeks

► Why Should You Secure Your NANOE Credential? ...because you're going to love what it will do for you!

- 1) Credentialing will improve your worth in the nonprofit marketplace. NANOE Credentialing can give you the “edge” when being considered by a nonprofit organization in need of leadership or counsel. NANOE Credentials clearly identify you as a professional who has demonstrated mastery of capacity-building and the principles that grow charitable enterprise.
- 2) Credentialing reflects achievement. CNE, CDE and/or CNC certification is a reflection of personal achievement because the individual has displayed mastery of his or her field. They have met requirements and modern standards encompassing organizational nonprofit growth.
- 3) Credentialing grants you credibility. NANOE serves as an impartial, third-party endorsement of your knowledge and experience. It adds to your credibility and sets you apart from other professionals as an expert capacity-builder.
- 4) Credentialing offers recognition from peers. Individuals who possess a NANOE Credential can expect increased recognition from your associates for taking that extra step in your career.
- 5) Credentialing prepares you for greater responsibilities. This achievement is a clear indicator of your willingness to invest in your own professional development. Credentialed professionals are aware of the constantly changing environment around their profession and possess the desire to anticipate and respond to change.



- 6) Credentialing improves skills and knowledge. Achieving certification requires training, study and “keeping up” with changes. NANOE Credentialing showcases your individual mastery by confirming proficiency and knowledge in the field.
- 7) Credentialing demonstrates your commitment to the nonprofit sector. Receiving a NANOE Credential shows your clients and peers your commitment to your chosen career and your ability to perform to set standards.
- 8) Credentialing enhances the consulting profession's image. NANOE's credentialing program seeks to grow, promote and develop professionals, who can stand “out in front” as role models in the nonprofit field.
- 9) Credentialing enriches self-esteem. Credentialing is a step toward defining yourself beyond a job description or academic degree while gaining a sense of personal satisfaction.

► Practitioners who hold a CNE, CDE or CNC credential are experts in at least ONE (or more) of the following areas of business management.

A. FINANCIAL MANAGEMENT

The CNE, CDE and/or CNC credentialed practitioner with an emphasis in Financial Management will have demonstrated expertise in generally accepted accounting principles, reporting, and funds management for nonprofit organizations. Credentialed individuals will have a professional level of competency in one or more accounting software packages commonly used by nonprofits and will have demonstrated the ability to clearly communicate and transfer these skills to competent nonprofit professionals.

B. FUNDRAISING DEVELOPMENT

The CNE, CDE and/or CNC credentialed practitioner with an emphasis in Fundraising Development will have personally demonstrated the ability to secure major gifts on behalf of nonprofits. Credentialed individuals will have a professional level of competency in scientific development systems that lead to success in fundraising and will have demonstrated the ability to communicate and transfer these skills to competent development professionals and volunteers.

C. HUMAN RESOURCES

The CNE, CDE and/or CNC credentialed practitioner with an emphasis in Human Resources will have developed and implemented programs that address employee recruitment, hiring, retention, development, performance appraisal, compensation and benefits, oversight, administration, and evaluation. Credentialed individuals will understand the employment environment unique to nonprofits and will understand how to set up and manage complete human resource structures. They will also have the ability to communicate and transfer those skills to competent nonprofit professionals.

D. DATABASE DEVELOPMENT

The CNE, CDE and/or CNC credentialed practitioner with an emphasis in Database Management will have a broad working knowledge of multiple database systems commonly used by nonprofits. Credentialed individuals will have expertise in the design, development, maintenance, security, and support of database systems and will have expertise in the integration of data with communications and reports. They will also have the ability to communicate and transfer those skills to competent nonprofit professionals.

E. BOARD DEVELOPMENT

The CNE, CDE and/or CNC credentialed practitioner with an emphasis in Board Development will have a thorough understanding of the purpose, function, and administration of an effective nonprofit board of directors. Credentialed individuals will have an understanding of common dysfunctions found in many nonprofit boards and how to migrate them toward health and success and will have expertise and understanding of all board positions, offices, and responsibilities. They will also have the ability to train, motivate, and lead a board strategically through whatever transformation process is needed to lead them to successful board administration.

F. PROGRAM DEVELOPMENT

The CNE, CDE and/or CNC credentialed practitioner with an emphasis in Program Development will have the ability to assess the needs of a nonprofit organization and then creatively design and implement programs that successfully address those needs. Credentialed individuals will have expertise in calendaring, workflow, task management, resource management, communication, and evaluation. Creativity and follow-through will be the benchmarks of his/her success. They will also have the ability to communicate and transfer those skills to competent nonprofit professionals.

G. ORGANIZATIONAL DEVELOPMENT

The CNE, CDE and/or CNC credentialed practitioner with an emphasis in Organization Development will demonstrate a command of a body of knowledge and practice that enhances organizational performance and individual development. Credentialed individuals will have a clear understanding of all leadership roles within the nonprofit sector and how to maximize the leader’s effectiveness in each area and will have facilitated organizational development, strategic planning, change management, individual staff and team development, conflict resolution, volunteer utilization, and have a depth of experience with all areas of board governance. They will also have the ability to communicate and transfer those skills to competent nonprofit professionals.

H. MARKETING & PUBLIC RELATIONS

The CNE, CDE and/or CNC credentialed practitioner with an emphasis in Marketing and Public Relations will have expertise in all forms of media communication. Credentialed individuals will have a creative capacity to produce innovative and effective tools for communicating the organization’s message to the appropriate target audience and will understand normative human behaviors and be able to communicate to the target audience in such a way as to elicit the desired response. They will also have the ability to communicate and transfer those skills to competent nonprofit professionals.

SAMPLE EXAM QUESTIONS:

ACTUAL TEST QUESTIONS FROM A NANOE CREDENTIALING EXAM:

1) In order to effectively serve an organization as a nonprofit consultant, the consultant must:

- a. Understand and embrace the vision and mission of the organization.
- b. Diplomatically address the shortcomings of the board of directors.
- c. Make a personal financial contribution to the organization.
- d. Design sustainable solutions that existing leadership can maintain.

2) The IRS usually requires organizations to specifically cite these sections in their organizing documents before granting approval of their 501(c)(3) status. These sections deal with:

- a. Conflict of interest between the members of the organization’s board of directors and any outside business interests.
- b. The fact that the organization may not engage in any self-dealing, retain any excess business holdings, or handle any of its income or expenses in such a manner so as to incur any tax liabilities.
- c. The fact that the organization will report in a timely manner to the IRS on form 2717 any change in their business model or activities which would affect their qualification for tax-exempt status.
- d. The fact that the organization will annually disclose on Form 990 all of its business activity, board leadership, and financial holdings.

(answers d. & b.)



APPLICATION SECTIONS OVERVIEW

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► I. INSTRUCTION/EDUCATION (40 Points):

A minimum of 40 total points required (must be within past five years...except for academic degrees).

ACADEMIC DEGREES:

(not limited to last five years...please count points for any degree secured regardless of when the degree was conferred.) points for an Associate degree; 15 points each for Bachelors, Masters and Doctoral degrees

EXISTING CREDENTIALS:

10 points for each Credential (CFRE, CASE, CPA, etc)

CONTINUING EDUCATION:

1 point for each hour spent **attending** conference sessions or workshops.

PRESENTATIONS:

2 points are awarded for each hour spent **presenting** educational conferences or workshops.

AUTHORING:

A3 points (500 words or more); Book chapter 5 points; Book: 10 points.

► II. VOCATIONAL PRACTICE (60 Points):

Certification – 60 points required (must be within the past 8 years) **1 month of employment = 1 point**

Candidates for the CNE, CDE and/or CNC Program must either be employed as a professional member of a nonprofit organization staff, be a professional consultant to nonprofit organizations, or be employed in a field directly relating to service deliverables for the nonprofit sector. A significant percentage of job duties and responsibilities must relate directly to the area in which certification is desired: finance, fundraising, human resources, organizational development, marketing & public relations, database management, board development, program development or staff development.

Consultants must submit a client list for the time period claimed as a consultant.

► **III. PERFORMANCE DISCIPLINES (55 Points):**

55 points required (within the past 8 years) within EACH area of business management expertise.

PERFORMANCE DISCIPLINES:

- a. Financial Management

b. Fundraising Development

c. Human Resources

d. Database Management
- e. Board Development

f. Program Development

g. Organizational Development

h. Marketing & Public Relations

(Complete only the areas where expertise can be demonstrated.)

► **A. Financial Management (55 Points)**

Candidates can earn points in this category in any of listed areas, or a combination thereof. Please describe your level of expertise and length of involvement in each of the four major areas of financial management listed. 5 points will be awarded for each entry. 55 total points needed.

1. ACCOUNTING PRACTICE:

5 points for each year of half time or greater focus on and practice in the performance of accounting practice. include Employing Organization or Client, Start & End Date, Your Role/Title.

2. ACCOUNTING MANAGEMENT TOOLS:

5 points for each unique accounting system for which you have a professional competency (i.e. QuickBooks, Peachtree, In-House, etc.) [LIST EACH]

3. INSTRUCTION PROJECTS:

2 points for each full day of instruction given to others (individual or class) in the mastery of accounting principles or accounting management tools. include Employing Organization or Client, Description of Activity, Date of Activity, Your Role.

4. MANAGEMENT PROJECTS:

2 points for each individual accounting project undertaken and accomplished on behalf of a nonprofit organization (i.e. performed an audit or set up books for a startup, etc) include Employing Organization or Client, Description of Activity, Date of Activity, Your Role.

► **B. Fundraising Development (55 Points)**

Candidates can earn points in this category in any of listed areas, or a combination thereof. Please describe your level of expertise and length of involvement in each of the four major areas of fundraising development listed. 5 points will be awarded for each entry. 55 total points needed.

1. FUNDRAISING PRACTICE: 5

points for each year of half time or greater focus on and practice in the performance of fundraising development. include Employing Organization or Client, Start & End Date, Your Role/Title.

2. ACTUAL FUNDS RAISED:

1 point = \$25,000 USD raised (in your own currency)

3. COMMUNICATIONS PROJECTS:

5 points for each project.(proposal writing, grant writing, newsletters, case documents, direct mail, web development, etc.) Please include Employing Organization or Client, Description of Activity, Date of Activity, Your Role.

4. MANAGEMENT PROJECTS:

5 points for each project with (Special events, capital campaigns, endowment campaign, major gifts campaigns, foundation solicitation, etc.) Please include Employing Organization or Client, Description of Activity, Date of Activity, Your Role.

► **C. Human Resource Management (55 Points)**

Candidates can earn points in this category in any of listed areas, or a combination thereof. Please describe your level of expertise and length of involvement in each of the five major areas of Human Resource Management listed. 5 points will be awarded for each project. 55 total points needed.

1. HUMAN RESOURCE PRACTICE:

5 points for each year of half time or greater focus on and practice in the performance of human resource practice. (include Employing Organization or Client, Start & End Date, Your Role/Title.)

2. WORKFORCE PLANNING AND EMPLOYMENT:

5 points for each project. Developing, implementing, and evaluating sourcing, recruitment, hiring, orientation, succession planning, retention, and exit programs necessary to ensure the workforce's ability to achieve the organization's goals and objectives. (include Employing Organization or Client, Description of Activity, Date of Activity, Your Role.)

3. HUMAN RESOURCE DEVELOPMENT:

5 points for each project. Developing, implementing, and evaluating activities and programs that address employee training and development, performance appraisal, talent and performance management, and the unique needs of employees, to ensure that the knowledge, skills, abilities, and performance of the workforce meet current and future organizational and individual needs. (include Employing Organization or Client, Description of Activity, Date of Activity, Your Role.)

4. COMPENSATION & BENEFITS:

5 points for each project. Developing, selecting, administering and evaluating compensation and benefits programs for all employee groups that support the organization’s strategic goals, objectives, and values. (include Employing Organization or Client, Description of Activity, Date of Activity, Your Role.)

5. EMPLOYEE & LABOR RELATIONS: 5 points for each project. Analyzing, developing, overseeing, administering, and evaluating the workplace relationship between employer and employee, in order to maintain relationships and working conditions that balance employer and employee needs and rights in support of the organization’s strategic goals, objectives, and values. (include Employing Organization or Client, Description of Activity, Date of Activity, Your Role.)

► **D. Database Management Certification (55 Points)**

Candidates can earn points in this category in any of listed areas, or a combination thereof. Please describe your level of expertise and length of involvement in each of the five major areas of Database Management listed. 5 points will be awarded for each project. 55 total points needed.

1. DATABASE MANAGEMENT PRACTICE:

5 points for each year of half time or greater focus on and practice in the performance of database management. (include Employing Organization or Client, Start & End Date, Your Role/Title.)

2. DATABASE MANAGEMENT TOOLS:

[Minimum 10 points required] 5 points for each unique database system for which you have a professional competency.

3. DATABASE MANAGEMENT ARCHITECTURE:

5 points for each project. Describe your involvement in design, development, maintenance, troubleshooting, technical support, system support, system security, and/or system procedure implementation. (include Employing Organization or Client, Description of Activity, Date of Activity, Your Role.)

4. DATABASE MANAGEMENT OPERATIONS:

5 points for each project. Describe your involvement in data entry, data processing, data reporting, data integration into communications and reports, etc. (include Employing Organization or Client, Description of Activity, Date of Activity, Your Role.)

5. DATABASE MANAGEMENT TEAM:

5 points for each project. Describe your involvement in team instruction in database utilization, effectiveness of database skills transference, etc. (include Employing Organization or Client, Description of Activity, Date of Activity, Your Role.)

► **E. Board Development (55 Points)**

Candidates can earn points in this category in any of listed areas, or a combination thereof. Please describe your level of expertise and length of involvement in each of the four major areas of Board Development listed. 5 points will be awarded for each project. 55 total points needed.

1. BOARD DEVELOPMENT PRACTICE:

5 points for each year of half time or greater focus on and practice in board service. (include organization for which you volunteered as a board member or Employing Organization or Client, Start & End Date, Your Role/Title.)

2. BOARD OFFICER:

5 points for each position. Please list the officer positions held e.g. President, Chair, Vice President, Vice Chair, Treasurer, Secretary. (Please include organization for which you volunteered as a committed officer of the board and position title.)

3. BOARD COMMITTEE SERVICE:

5 points for each committee. Please list the names of the committees including but not limited to finance, strategic planning, nominating, fundraising, program, executive, etc. (Please include organization for which you volunteered as a committee member or Employing Organization or Client, Start & End Date, Your Role/Title.)

4. BOARD STRATEGIC PLANNING:

5 points for each project. Describe strategic planning processes you have either facilitated or fully participated in with a board. (Please include organization for which you volunteered as a committed member or Employing Organization or Client, Start & End Date, Your Role/Title.)

5. BOARD TRAINING:

5 points for each project. Describe your leadership participation in board training, materials used, core principles taught, number of teaching hours. (Please include organization for which you volunteered as a committed member or Employing Organization or Client, Start & End Date, Your Role/Title.)

► **F. Program Development (55 Points)**

Candidates can earn points in this category in any of listed areas, or a combination thereof. Please describe your level of expertise and length of involvement in each of the four major areas of Program Development listed. 5 points will be awarded for each project. 55 total points needed.

1. PROGRAM/SERVICE PRACTICE:

5 points for each year of half time or greater focus on and practice in the performance of program development. (Please include Employing Organization or Client, Start & End Date, Your Role/Title.)

2. PROGRAM EVENTS:

5 points for each project. Describe events you developed, planned, and implemented that led to program advancement. Specify your role, size of staff team, size of volunteer leadership team, budget for event, and outcome. (Please include Employing Organization or Client, Description of Activity, Date of Activity, Your Role.)

3. PROGRAM STRATEGIC PLANNING:

5 points for each project. Describe the strategic planning process you have either facilitated or fully participated in with an organization. Include number of total hours involved in the process, months to complete, and outcomes. How did the strategic planning process lead to program advancement. (Please include Employing Organization or Client, Description of Activity, Date of Activity, Your Role.)

4. PROGRAM COMMUNICATIONS:

5 points for each project. Describe your leadership role in the use of communications to advance a program objective. Include type of media utilized, duration, number of touches, and outcomes (Please include Employing Organization or Client, Description of Activity, Date of Activity, Your Role.)

► G. Organizational Development (65 Points)

Candidates can earn points in this category in any of listed areas, or a combination thereof. Please describe your level of expertise and length of involvement in each of the five major areas of Organizational Development listed. 5 points will be awarded for each project. 55 total points needed.

1. ORGANIZATIONAL DEVELOPMENT PRACTICE:

5 points for each client or employer led through the process of organizational development. (include Employing Organization or Client, Start & End Date, Your Role/Title.)

2. ORGANIZATIONAL ADVANCEMENT:

5 points for each project. Outline the processes/projects that advanced a nonprofit's mission, vision, values, strategic goals, and objectives; formulating policies; guiding and leading the change process; and evaluating teams contributions to organizational effectiveness. (Please include Employing Organization or Client, Description of Activity, Date of Activity, Your Role.)

3. CONFLICT RESOLUTION:

5 points for each project. Describe your role as an administrator or consultant, in which a conflict required resolution. What was the basis for the conflict, what was your role, what was the outcome? (Please include Employing Organization or Client, Description of Activity, Date of Activity, Your Role.)

4. INSTITUTION WIDE STRATEGIC PLANNING:

5 points for each project. Describe the strategic planning process you have either facilitated or fully participated in with an organization. Include number of total hours involved in the process, months to complete, and outcomes. How did the strategic planning process lead to program advancement. (Please include Employing Organization or Client, Description of Activity, Date of Activity, Your Role.)

5. TOOLS DEVELOPMENT:

5 points for each resource tool you've personally developed to assist nonprofit organizations go through the process of organizational development. Please provide the name and purpose of each tool and how it was applied with participants. (Please include Employing Organization or Client, and when it was used.)

► H. Marketing and Public Relations (55 Points)

Candidates can earn points in this category in any of listed areas, or a combination thereof. Please describe your level of expertise and length of involvement in each of the four major areas of fundraising development listed. 5 points will be awarded for each entry. 55 total points needed.

1. MARKETING AND PUBLIC RELATIONS PRACTICE:

5 points for each year of half time or greater focus on and practice in the performance of marketing and PR. (include Employing Organization or Client, Start & End Date, Your Role/Title.)

2. PUBLIC RELATIONS CAMPAIGNS:

up to 5 points given for each PR campaign undertaken on behalf of a nonprofit organization. Include comprehensive nature of the effort, target audience, branding, publications, broadcast media, distribution channels, budgets, time frame, and outcomes.

3. MARKETING PROJECTS:

5 points for each project. Include 1) research projects to determine magnitude of need for specific services offered by the nonprofit, 2) the marketing of specific services to the population served by the nonprofit and 3) the marketing of support appeals to potential donors. Include the creative elements employed in each. (Please include Employing Organization or Client, Date of Activity, Your Role.)

► IV. REFERENCES:

Please provide three references who can attest to your professional qualities and character (include name, position, agency, phone, e-mail.)

► V. SIGNATURE:

Please print your online application form, sign the signature page and mail complete application to:

NANOE CREDENTIALING



NANOE CREDENTIALING COORDINATOR **Kathleen K. Robinson, Ph.D., CNE, CDE, CNC**

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During her forty-five-year career, Dr. Robinson worked in development of community and regional support systems for at risk families, children and youth organizations, community-based literacy systems, holistic family centers and nonprofit human services organizations. In addition, her focus has been on systems-based approaches to community planning and policy development and social impact assessments of various community change projects.

Her field is rural, integrated community development.

Dr. Robinson previously served as Director of the Center on Neighborhood Development and the Director of the Center on South Carolina Nonprofit Leadership within the Institute on Families and Neighborhood Development at Clemson University (1998-2009). She also co-lead in the development of the Institute's PHD program in International Family and Community Studies. She was associate director at the Institute for Families in Society and Director of the Division on Neighborhood Development at the University of South Carolina (1995-1998). From 1981-1995, she was a tenured professor in the College of Agriculture and Human Resources (Department of Human Resources) and in the College of Social Sciences (Department of Urban and Regional Planning) at the University of Hawaii at Manoa. In 1977 she and her husband moved to Hawaii where she was a research associate in the Institute for Culture Learning at the East-West Center (1978-1981) before joining the UHM faculty. From 1975-1978 she was a senior graduate assistant and research associate in the Nonformal Education Institute at Michigan State University working on a multi-million dollar USAID project in Indonesia to enhance the nation's teacher training college system to include, among other things, an emphasis on community development initiatives.

In addition, she served as Vice President of Program and Publications for Pioneer Girls, a faith-based, interdenominational, international girls club, camp and women's leadership development program (1970-1975). From 1967-1970 she was a graduate assistant in the College of Education at Texas Women's University working on marine biology science curriculums for inland schools and

was also a science teacher in the Denton Texas public school system. While studying at Moody Bible Institute, she founded and directed an out of school child and teen development and literacy center in two housing projects in Chicago, as well as founding and hosting a radio program at WMBI (1964-1970).

Dr. Robinson has testified several times before the U.S. Congress, several states' legislative bodies, and the United Nations. She has served as a consultant to numerous state social service, health, juvenile justice, governor's office, environmental, and municipal agencies. Internationally she has been a consultant to 28 international organizations, including several divisions of the United Nations, the U.S. Agency for International Development, the International Institute for Applied Systems Analysis, ASEAN and the All Union (USSR) Academy of Sciences, Asian Development Bank, Asian Institute for Technology, Australian Commonwealth's Scientific and Industrial Research Organization, Canadian International Development Agency, Chulalongkorn University Social Research Institute, European Centre For Social Welfare Policy and Research, German Development Bank, German Ministry of Education, Indonesian Ministry of Education and Culture, and the U.S. Peace Corps. Within the United States, she has been a consultant to government, private sector and nonprofit agencies in several states.

She has received numerous awards and recognitions from her work, including several fellowships and an Award of Distinction from the National Association of State Universities and Land Grant Colleges for her leadership of a national task group to add new science understanding to what was offered through schools and colleges of Agriculture and Natural Resources across the U.S. She was awarded the University of Hawaii Regents' Medal for Excellence in Teaching in 1990, the highest award given at UHM. She also has received awards of distinction from the U.S. Peace Corps and USDA for her community development work. She has received awards at the University of South Carolina for her contributions to research productivity and three faculty excellence awards while at Clemson University. She received letters of commendation from three states' governors for her work in enhancing various aspects of human service delivery systems. Having traveled and worked in 151 countries, she is a recognized leader in rural community development in a variety of national and cultural contexts.

She retired in 2009 from Clemson University but remains affiliated with the Institute as an adjunct professor. Since her retirement, she has remained active in leadership roles within two charter schools and NDI. She currently lives in Pawleys Island, South Carolina.



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