



# NANO<sup>TM</sup>

*National Association of Nonprofit Organizations & Executives*

## ADVANCED CREDENTIALING

**CNE**  
Certified<sup>TM</sup>  
Nonprofit  
Executive

**CDE**  
Certified<sup>TM</sup>  
Development  
Executive

**CNC**  
Certified<sup>TM</sup>  
Nonprofit  
Consultant

[WWW.NANO.ORG](http://WWW.NANO.ORG)  
**NANO**



**N**ANOE is the only nationwide membership organization 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 These transformational principles free an organization from the restraints imposed by outdated methods while adhering to principles of moral agency, stewardship, freedom of speech, freedom of peaceful assembly, ethical practice, and transparency.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



PAMELA BALLARD  
MHR, CNE, CNC  
United Way

Veteran Fundraisers



HALL POWELL  
MBA, CDE, CNC  
Development Systems Intl.

Veteran Consultants



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)

(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!”

# HOW CREDENTIALING WORKS

IT'S ONLINE, AUTOMATED AND...ACHIEVABLE

1. Determine which credential(s) is right for you...CNE, CDE, CNC
2. Join NANOE as a Practitioner, Organization or Enterprise Member
3. Pay your one-time fee(s) \$98 for one credential, \$148 for two, or \$198 for all three
4. **Complete your personal experience profile (*memorialize your vocational journey*)**

CNE, CDE and/or CNC credentialeds have a history of employment as a professional member of a nonprofit organization staff, a professional consultant to nonprofit organizations, or has been employed in a field directly relating to service deliverables for the nonprofit sector. **(no minimums required)**

5. **Complete your training profile (*memorialize your instructional journey*)**

- |                         |                         |
|-------------------------|-------------------------|
| a. Academic Degrees     | d. Public Presentations |
| b. Existing Credentials | e. Authoring            |
| c. Continuing Education |                         |

**(no minimums required)**

6. **Complete and pass your credentialing exam (*automated & online*)**

- |                                    |                                      |
|------------------------------------|--------------------------------------|
| a. Certified Nonprofit Executive   | <b>250 Multiple Choice Questions</b> |
| b. Certified Development Executive | <b>160 Multiple Choice Questions</b> |
| c. Certified Nonprofit Consultant  | <b>100 Multiple Choice Questions</b> |

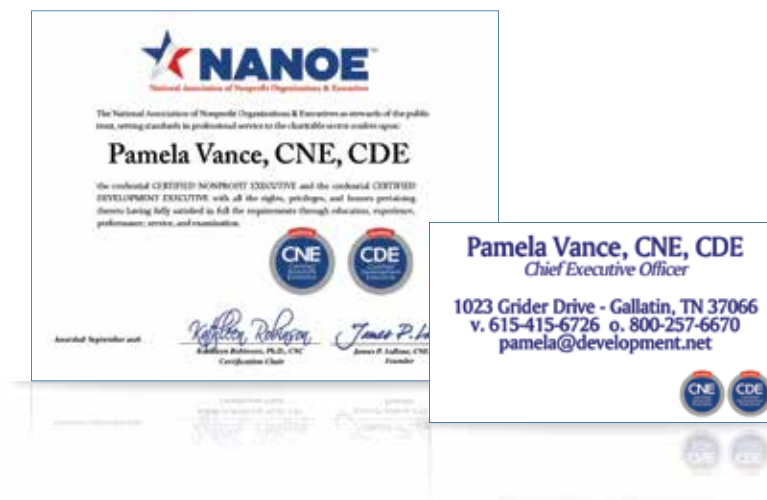
70% pass rate. 30 day time limit (includes SAVE AS YOU GO function)  
*Pass/Fail status is revealed to examinee immediately upon test completion*

7. NANOE's Credentialing Board will confirm your completed process within 2-3 weeks
8. **ONCE YOU'RE CERTIFIED YOU'RE ALWAYS CERTIFIED.** No re-certification required as long as you maintain your annual membership with NANOE

# CREDENTIALING QUICK FACTS

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 demonstrating a superior commitment to growing capacity within nonprofits.
2. Have their personal certification officially recorded at the offices of National Association of Nonprofit Organizations & Executives.
3. Receive an official Credentialing Certificate demonstrating their achievement.
4. Receive the credential CNE, CDE, CNC and are authorized to use this designation in their public title.
5. Are provided the CNE, CDE and/or CNC badge for use on business cards, letterhead, websites, etc.
6. Are members in good standing of National Association of Nonprofit Organizations and Executive (NANOE).
7. Pay a one-time fee of \$98 for one credential or \$148 for two credentials or \$198 for three credentials.
8. Avoid cumbersome and expensive recertification processes for CNE, CDE or CNC. Credentials are maintained as long the holder maintains membership in NANOE.
9. Experience the satisfaction and challenge of a meaningful adult continuing educational process that ensures their effectiveness now and in the future.





# WHY NANOE? WHY CREDENTIALING?

## BECAUSE YOU'RE GOING TO LOVE WHAT IT DOES FOR YOU

1. 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.
2. Credentialing reflects achievement. CNE, CDE and/or CNC certification is a demonstration of personal accomplishment by mastering modern standards that supercharge nonprofit growth.
3. Credentialing improves your worth in the nonprofit marketplace providing you a distinct advantage when being considered by an organization for employment or counsel. NANOE Credentials clearly identify you as a professional who has internalized principles that grow charitable enterprise.
4. Credentialing prepares you for greater responsibilities. Your success in securing this moniker is a clear indicator of your willingness to invest in your own professional development. Credentialed executives are aware of the changes in and around their profession and possess the desire to anticipate and respond to that change.
5. 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.
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 charitable sector. Receiving a NANOE Credential shows your clients and peers your commitment to your nonprofit 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 distinguish themselves 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.

# SAMPLE EXAM QUESTIONS:

## ACTUAL TEST QUESTIONS FROM A NANOE CREDENTIALING EXAM:

### 1) In order to effectively serve in consulting role, 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.)



## 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.

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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