

CAWA Exam Authoritative References Keyed to Exam Specifications 2015

Domain	Subdomain	Statement	Authoritative Reference Title	Author	Edition	Publisher	Publication Date
1. Administration	A. Organizational Governance and Management	1. Administration and management principles, practices, and procedures (e.g., planning, organizing, staffing, directing, controlling, managing risk).	Achieving Excellence in Fundraising	Eugene R. Tempel, Timothy L. Seiler and Eva E. Aldrich	3rd	Jossey-Bass	2010
		2. Developing and managing relationships with the governing body (e.g., animal control commission, nonprofit board of directors).	Animal Control Management: A Guide for Local Governments	Geoffrey L. Handy		International City/County Management Association (ICMA)	2001
		3. Effective governance policy and practice.	Developing Management Skills	David A. Whetten and Kim S. Cameron	9th	Prentice Hall	2015
		4. Establishing and maintaining appropriate roles, responsibilities, and relationships of staff, volunteers & governing body.	Getting to Yes: Negotiating Agreement Without Giving In	Roger Fisher, William L. Ury and Bruce Patton		Penguin Books	2011
		5. Organizational policy development and evaluation.	Good to Great and the Social Sectors: A Monograph to Accompany Good to Great	Jim Collins	1st	HarperCollins	2005
		6. Contract negotiation techniques and principles.	Good to Great: Why Some Companies Make the Leap...And Others Don't	Jim Collins	1st	HarperBusiness	2001
			Guidelines for Standards of Care in Animal Shelters	Sandra Newbury, Mary K. Blinn, Philip A. Bushby, Cynthia Barker Cox, Julie D. Dinnage, Brenda Griffin, Kate F. Hurley, Natalie Isaza, Wes Jones, Lila Miller, Jeanette O'Quin, Gary J. Patronek, Martha Smith-Blackmore, Miranda Spindel		The Association of Shelter Veterinarians	2010
			Investigating and Prosecuting Animal Abuse	Allie Phillips and Randall Lockwood		National District Attorneys Association	2013
			Managing Nonprofit Organizations	Mary Tschirhart and Wolfgang Bielefeld	1st	Jossey-Bass	2012
			The Jossey-Bass Handbook of Nonprofit Leadership and Management	David O. Renz and Robert D. Herman	3rd	Jossey-Bass	2010
	B. Analysis and Planning	1. Strategic planning techniques and principles.	Achieving Excellence in Fundraising	Eugene R. Tempel, Timothy L. Seiler and Eva E. Aldrich	3rd	Jossey-Bass	2010
		2. Project management techniques and principles, including time management and prioritization.	Animal Control Management: A Guide for Local Governments	Geoffrey L. Handy		International City/County Management Association (ICMA)	2001
		3. Evaluating and monitoring the performance of the organization.	Budgeting and Financial Management for Nonprofit Organizations	Lynne A Weikart and Greg G. Chen		CQ Press	2012
		4. Planning, implementing, and evaluating programs.	Developing Management Skills	David A. Whetten and Kim S. Cameron	9th	Prentice Hall	2015
		5. Forecasting trends and future needs.	Guidelines for Standards of Care in Animal Shelters	Sandra Newbury, Mary K. Blinn, Philip A. Bushby, Cynthia Barker Cox, Julie D. Dinnage, Brenda Griffin, Kate F. Hurley, Natalie Isaza, Wes Jones, Lila Miller, Jeanette O'Quin, Gary J. Patronek, Martha Smith-Blackmore, Miranda Spindel		The Association of Shelter Veterinarians	2010
		6. Basic statistical concepts and methods.	Managing Nonprofit Organizations	Mary Tschirhart and Wolfgang Bielefeld	1st	Jossey-Bass	2012
		7. Analyzing and interpreting data.	The Jossey-Bass Handbook of Nonprofit Leadership and Management	David O. Renz and Robert D. Herman	3rd	Jossey-Bass	2010
			1. Economic and accounting principles, practices, and procedures.	Achieving Excellence in Fundraising	Eugene R. Tempel, Timothy L. Seiler and Eva E. Aldrich	3rd	Jossey-Bass
		2. Preparing and monitoring budgets.	Budgeting and Financial Management for Nonprofit Organizations	Lynne A Weikart and Greg G. Chen		CQ Press	2012

CAWA Exam Authoritative References Keyed to Exam Specifications 2015

Domain	Subdomain	Statement	Authoritative Reference Title	Author	Edition	Publisher	Publication Date
	C. Financial Management	3. Sound organizational and financial policies and procedures for nonprofit and governmental organizations.	Developing Management Skills	David A. Whetten and Kim S. Cameron	9th	Prentice Hall	2015
		4. Understanding special tax status ramifications for nonprofit organizations.	Managing Nonprofit Organizations	Mary Tschirhart and Wolfgang Bielefeld	1st	Jossey-Bass	2012
		5. Managing financial resources (e.g., investments, financial reporting, non-cash assets, capital financing).	The Jossey-Bass Handbook of Nonprofit Leadership and Management	David O. Renz and Robert D. Herman	3rd	Jossey-Bass	2010
2. Human Resources Management		1. Human resource principles and practices (e.g., recruitment, selection, training, employee evaluation, compensation and benefits, labor relations and negotiation, HR information systems, employment law).	Getting to Yes: Negotiating Agreement Without Giving In	Roger Fisher, William L. Ury and Bruce Patton		Penguin Books	2011
		2. Principles and techniques to develop staff and volunteers (e.g., motivating, building morale, mentoring, directing, educating, counseling).	Good to Great and the Social Sectors: A Monograph to Accompany Good to Great	Jim Collins	1st	HarperCollins	2005
		3. Training and coaching others using formal and informal methods.	Good to Great: Why Some Companies Make the Leap...And Others Don't	Jim Collins	1st	HarperBusiness	2001
		4. Evaluating employee and volunteer performance and providing feedback.	Managing Nonprofit Organizations	Mary Tschirhart and Wolfgang Bielefeld	1st	Jossey-Bass	2012
		5. Collecting, interpreting and acting upon feedback from employees and volunteers.	The Jossey-Bass Handbook of Nonprofit Leadership and Management	David O. Renz and Robert D. Herman	3rd	Jossey-Bass	2010
		6. Occupational hazards and appropriate safety practices for animal services operations.					
		7. Federal, state, local, and other applicable safety requirements and codes.					
		8. Supervisory principles, practices, and procedures.					
		9. Principles of effective delegation.					
		10. Planning, coordinating, and scheduling work flow.					
		11. Principles, practices, and issues related to managing volunteers for the organization.					
3. Leadership		1. Promoting cooperation within and between departments.	Achieving Excellence in Fundraising	Eugene R. Tempel, Timothy L. Seiler and Eva E. Aldrich	3rd	Jossey-Bass	2010
		2. Resolving conflicts or disagreements.	Developing Management Skills	David A. Whetten and Kim S. Cameron	9th	Prentice Hall	2015
		3. Ways to build consensus.	Getting to Yes: Negotiating Agreement Without Giving In	Roger Fisher, William L. Ury and Bruce Patton		Penguin Books	2011
		4. Principles of persuasion.	Good to Great and the Social Sectors: A Monograph to Accompany Good to Great	Jim Collins	1st	HarperCollins	2005
		5. Demonstrating commitment to the mission and objectives of the organization.	Good to Great: Why Some Companies Make the Leap...And Others Don't	Jim Collins	1st	HarperBusiness	2001
		6. Serving ethically, with honesty and integrity.	Managing Nonprofit Organizations	Mary Tschirhart and Wolfgang Bielefeld	1st	Jossey-Bass	2012
		7. Working collaboratively with individuals and organizations.	The Jossey-Bass Handbook of Nonprofit Leadership and Management	David O. Renz and Robert D. Herman	3rd	Jossey-Bass	2010

CAWA Exam Authoritative References Keyed to Exam Specifications 2015

Domain	Subdomain	Statement	Authoritative Reference Title	Author	Edition	Publisher	Publication Date
4. Communications, Advocacy, and Development		1. Principles and methods for promoting the organization's values, services and programs.	Achieving Excellence in Fundraising	Eugene R. Tempel, Timothy L. Seiler and Eva E. Aldrich	3rd	Jossey-Bass	2010
		2. Fund development methods, principles, and practices.	Budgeting and Financial Management for Nonprofit Organizations	Lynne A Weikart and Greg G. Chen		CQ Press	2012
		3. Customer service policies and techniques.	Developing Management Skills	David A. Whetten and Kim S. Cameron	9th	Prentice Hall	2015
		4. Internal and external communication methods, procedures, and objectives.	Getting to Yes: Negotiating Agreement Without Giving In	Roger Fisher, William L. Ury and Bruce Patton		Penguin Books	2011
		5. Constructive interaction with the public, media, and other stakeholders, including understanding their motivations.	Managing Nonprofit Organizations	Mary Tschirhart and Wolfgang Bielefeld	1st	Jossey-Bass	2012
		6. Establishing and maintaining communications with key internal and external stakeholders.	The Handbook of Strategic Public Relations and Integrated Marketing Communications	Clarke Caywood	2nd	McGraw-Hill	2012
		7. Understanding the community and the agency's role within the community.	The Jossey-Bass Handbook of Nonprofit Leadership and Management	David O. Renz and Robert D. Herman	3rd	Jossey-Bass	2010
		8. Developing and implementing effective crisis communication strategies.					
		9. Preparing reports to communicate organizational performance (e.g., statistical, financial, annual).					
		10. Developing and delivering effective presentations.					
		11. Effective group facilitation techniques.					
		12. Communicating effectively in writing					
		13. Explaining complex issues in a way that can be understood by the audience.					
		14. Recognizing and effectively using evolving technology (e.g., social media)					
		15. Communicating and advocating for your organization's mission and animal welfare.					
		16. Effectively managing and understanding government relations, including lobbying and advocacy.					
A. Animal Husbandry and Sheltering		1. Basic animal husbandry and humane treatment principles and practices.	Animal Control Management: A Guide for Local Governments	Geoffrey L. Handy		International City/County Management Association (ICMA)	2001
		2. Issues related to shelter facility design.	Guidelines for Standards of Care in Animal Shelters	Sandra Newbury, Mary K. Blinn, Philip A. Bushby, Cynthia Barker Cox, Julie D. Dinnage, Brenda Griffin, Kate F. Hurley, Natalie Isaza, Wes Jones, Lila Miller, Jeanette O'Quin, Gary J. Patronek, Martha Smith-Blackmore, Miranda Spindel		The Association of Shelter Veterinarians	2010
		3. Principles and practices for animal shelter management and operations, including flow of animals.	Investigating and Prosecuting Animal Abuse	Allie Phillips and Randall Lockwood		National District Attorneys Association	2013

CAWA Exam Authoritative References Keyed to Exam Specifications 2015

Domain	Subdomain	Statement	Authoritative Reference Title	Author	Edition	Publisher	Publication Date	
5. Animal Management		4. Sanitation and animal health care principles and practices, including disease recognition, treatment, and prevention.	Shelter Medicine for Veterinarians and Staff	Lila Miller and Stephen Zawistowski	2nd	Wiley-Blackwell	2013	
		5. Basic animal behavior as it relates to shelter management, stress reduction and animal outcomes.	The HSUS Euthanasia Reference Manual	The Humane Society of the United States	2nd	The Humane Society of the United States	2013	
		6. Animal euthanasia principles, practices and procedures.						
	B. Programs and Policy	1. Principles and practices for community animal welfare programs (e.g., spay/neuter, Trap-Neuter-Return [TNR], humane education).	Animal Control Management: A Guide for Local Governments	Geoffrey L. Handy			International City/County Management Association (ICMA)	2001
		2. Emerging animal welfare issues and research (e.g., industry publications, veterinary and other research).	Guidelines for Standards of Care in Animal Shelters	Sandra Newbury, Mary K. Blinn, Philip A. Bushby, Cynthia Barker Cox, Julie D. Dinnage, Brenda Griffin, Kate F. Hurley, Natalie Isaza, Wes Jones, Lila Miller, Jeanette O'Quin, Gary J. Patronek, Martha Smith-Blackmore, Miranda Spindel			The Association of Shelter Veterinarians	2010
		3. Federal, state, and local laws covering animal care and control.	Investigating and Prosecuting Animal Abuse	Allie Phillips and Randall Lockwood			National District Attorneys Association	2013
			Shelter Medicine for Veterinarians and Staff	Lila Miller and Stephen Zawistowski	2nd		Wiley-Blackwell	2013
			The HSUS Euthanasia Reference Manual	The Humane Society of the United States	2nd		The Humane Society of the United States	2013
		C. Field Services and Public Health	1. Principles and practices for field services, law enforcement activities, and disaster preparedness and response.	Animal Control Management: A Guide for Local Governments	Geoffrey L. Handy			International City/County Management Association (ICMA)
	2. Zoonotic diseases and their ramifications for the health and well-being of animals, staff, volunteers, and the public.		Guidelines for Standards of Care in Animal Shelters	Sandra Newbury, Mary K. Blinn, Philip A. Bushby, Cynthia Barker Cox, Julie D. Dinnage, Brenda Griffin, Kate F. Hurley, Natalie Isaza, Wes Jones, Lila Miller, Jeanette O'Quin, Gary J. Patronek, Martha Smith-Blackmore, Miranda Spindel			The Association of Shelter Veterinarians	2010
			Investigating and Prosecuting Animal Abuse	Allie Phillips and Randall Lockwood			National District Attorneys Association	2013
			Shelter Medicine for Veterinarians and Staff	Lila Miller and Stephen Zawistowski	2nd		Wiley-Blackwell	2013
			The HSUS Euthanasia Reference Manual	The Humane Society of the United States	2nd		The Humane Society of the United States	2013