CAWA EXAM DOMAINS 2025

DOMAIN	DESCRIPTION
1	**Administration**
1A	**Organizational Governance and Management**
1A.1	Administration and management principles, practices, and procedures (e.g., planning, organizing, staffing, directing, controlling)
1A.2	Developing and managing relationships with the governing body (e.g., animal control commission, nonprofit board of directors)
1A.3	Effective governance policy and practice
1A.4	Establishing and maintaining appropriate roles, responsibilities, and relationships of staff, volunteers & governing body
1A.5	Organizational policy development and evaluation
1A.6	Contract negotiation techniques and principles
1A.7	Understanding effective organizational risk management (e.g., financial/insurance, legal, PR)
1A.8	Recognizing and mitigating conflicts of interest
1B	**Analysis and Planning**
1B.1	Strategic planning techniques and principles
1B.2	Project management techniques and principles, including time management and prioritization
1B.3	Evaluating and monitoring the performance of the organization
1B.4	Planning, implementing, and evaluating programs
1B.5	Forecasting trends and future needs internally and externally
1B.6	Foundational statistical principles and methodologies, including analyzing + interpreting data
1B.7	Effective utilization of evolving technology
1B.8	Effective group facilitation techniques
1C	**Financial Management and Fiduciary Responsibility**
1C.1	Accounting principles, practices, and procedures
1C.2	Preparing and monitoring budgets
1C.3	Sound organizational and financial policies and procedures for nonprofit and governmental organizations
1C.4	Understanding special tax status ramifications and financial reporting for nonprofit organizations
1C.5	Managing financial resources (e.g., investments, financial reporting, non-cash assets, capital financing)
1C.6	Understanding and implementing internal financial controls

2 People Engagement and Organizational Culture

2A Human Resources

2A.1	Human resource principles and practices for employees and volunteers
2A.2	Principles and practices to develop and retain staff and volunteers
2A.3	Principles, practices, and legal considerations for compensation and benefits
2A.4	Occupational hazards and workplace safety and security
2A.5	Supervisory principles, practices, and procedures
2A.6	Planning, coordinating, and scheduling work flow
2A.7	Knowledge of employment law and compliance
2A.8	Programs and support to help employees improve mental, physical and financial wellness

2B Diversity, Equity, and Inclusion (DEI)

2B.1	Conducting an organizational DEI needs assessment
2B.2	Integrate DEI principles into all human resources functions (recruitment, hiring, onboarding, training, retention, evaluation, compensation, benefits, promotions, termination)
2B.3	Building a workplace culture welcoming of everyone that fosters an inclusive and respectful workplace free of discrimination, harassment, bullying, or exclusionary treatment
2B.4	Conducting community needs assessment including input from a diverse cross-section of the service area
2B.5	Providing programs and services to meet needs identified through assessment, especially to traditionally marginalized or underserved groups

3	**Leadership**
3A	**Leadership**
3A.1	Promoting cooperation within and between departments
3A.2	Principles of conflict management
3A.3	Consensus building techniques
3A.4	Impacts of the mission and vision on the organization
3A.5	Ethical practices in leadership
3A.6	Establishing and nurturing strategic partnerships
3A.7	Principles for setting and evaluating the organization’s mission, vision, and values
3A.8	Philosophies and pricipals of change management
3A.9	Identifying and mitigating bias in decision making

4	**Community Relations**
4A	**Communications**
4A.1	Principles and methods for promoting the organization's mission, vision, and values
4A.2	Build trust and meaningful relationships via Internal and external communication methods for diverse audiences
4A.3	Transparent and effective interaction with the community, media, and others
4A.4	Customer service policies and techniques
4A.5	Developing and implementing effective crisis communication strategies
4A.6	Preparing reports to communicate organizational performance (e.g., statistical, financial, annual)
4A.7	Developing and delivering effective presentations
4A.8	Market and promote services, program and people of the organization/agency
4A.9	Development of inclusive internal and external communications
4B	**Fundraising methods, principles, and practices**
4B.1	Understanding fundraising ethics, policies, and laws
4B.2	Inclusive donor cultivation and stewardship practices
4B.3	Understanding planned giving strategies
4B.4	Understanding capital campaign structure and implementation
4B.5	Understanding annual giving strategies (direct response marketing, corporate partnerships, special events, sponsorships, recurring)
4B.6	Understanding major gift cultivation and strategies
4B.7	Understanding grant writing, management, reporting, and legal
4C	**Advocacy**
4C.1	Advocating for your organization's mission for the benefit of communities, people and animals alike
4C.2	Effectively managing and understanding government relations
4C.3	Understanding the legislative process and laws and regulations governing lobbying activies
4C.4	Understanding legislative advocacy

5	**Animal Care, Control, and Sheltering**
5A	**Health, Housing, and Behavior**
5A.1	Principles and practices of humane care and handling
5A.2	Best practices in facility design, function, and operations
5A.3	Principles and practices for animal shelter population management
5A.4	Principles and practices of shelter medicine including disease recognition, treatment, prevention, pain management, triage and urgent care
5A.5	Principles and practices of infectious disease control including zoonoses
5A.6	Understanding of animal behavior and mental well-being as it relates to shelter management, stress reduction and animal outcomes
5A.7	Humane euthanasia principles, practices and procedures
5B	**Programs and Policy**
5B.1	Principles and practices for community animal welfare programs (e.g., spay/neuter, Trap Neuter-Return [TNR], humane education)
5B.2	Federal, state, and local laws covering animal care and control
5B.3	Best practices for animal transport and relocation
5B.4	Best practices for fostering
5B.5	Best practices for outcomes (e.g., adoption, return to owner, euthanasia)
5B.6	Key components for intake diversion and safety net programs
5C	**Field Services and Public Health and Safety**
5C.1	Principles and practices for field services and law enforcement activities including investigations
5C.2	Disaster preparedness and response
5C.3	Zoonotic diseases and their ramifications for the health and well-being of animals, staff, volunteers, and the public
5C.4	Safe and humane capture, handling, and transport of animals
5C.5	Proactive strategies and effective interactions to achieve best outcomes for animals and people
5C.6	Community adherance to laws and regulations through resources, information, or legal action

Domain	Name of Reference for 2025 Exam	Author(s)	Year	Edition
4, 5	Adoption Model Practices	The Association for Animal Welfare Advancement	2018	
1, 2	Budgeting & Financial Management for Nonprofit Organizations *Chapters 1, 2, 5, 6, 11, 12*	Lynne A. Weikart and Greg G. Chen	2021	**2nd**
4, 5	Companion Animal Transportation Model Practices *Pages 1- 10*	The Association for Animal Welfare Advancement	2019	
2, 3	DEI Deconstructed: Your No-Nonsense Guide to Doing the Work and Doing it Right	Lily Zheng	2022	
1, 2, 4, 5	Every Nose Counts: Using Metrics in Animal Shelters *Chapters 1 -5*	Dr. Janet Scarlett, Dr. Michael Greenberg, and Dr. Tiva Hoshizaki	2017	
3	Fierce Leadership	Susan Scott	2009	
1, 2, 3, 4	Guide to Nonprofit Leadership: Because the World Is Counting on You	Joan Garry	2020	
1, 5	Guidelines for Standards of Care in Animal Shelters	Association of Shelter Veterinarians	2023	**2nd**
1, 5	Integrating Veterinary Medicine with Shelter Systems *Modules 3, 4, 6*	Julie Levy, Cynda Crawford, and Brenda Griffin	2020	
5	Investigating and Prosecuting Animal Abuse	Allie Phillips and Randall Lockwood	2013	
5	IS-100.C: Intro to the Incident Command System, ICS *Lesson 3*	FEMA	2018	**1st**
1, 2, 3, 4	Jossey-Bass Handbook of Nonprofit Leadership & Management *Pages 43-62, 127-262, 344-363, 366-376, 396-408, 427-432, 444-456, 477-483, 514-533, 564-635, 673-682, 688-705*	David O. Renz & Associates	2016	**4th**
5	NACA Guidelines	National Animal Care & Control Association	2014	
4, 5	People and Animals in Community Together (PACT) *Tenents only*	PACT Task Force, The Association	2024	
1, 5	Provision of Veterinary Care in a Shelter Setting Model Practices	The Association for Animal Welfare Advancement	2018	
4	The Nonprofit Marketing Guide *Chapters 1-4, 7, 9-11, 14, 17*	Kivi Leroux Miller	2021	**2nd**
2	WEBINAR: Giving Effective Feedback	The Association for Animal Welfare Advancement	2023	
2, 4	WEBINAR: Recognizing and Navigating Bias	The Association for Animal Welfare Advancement	2023	