NONPROFIT LEADERSHIP (NPLD)

NPLD 510 Social Innovation
This is a class focused on understanding how innovation plays a central role in public problem solving. We will explore how social entrepreneurs develop their ideas, define intended impact, market their solutions, understand competition, and collaborate with other actors. At the end of the course, students will have mastered a set of conceptual tools that will allow them to be effective problem solvers in diverse settings throughout their careers. The course has five core objectives: 1) To introduce students to the concepts and practices of social entrepreneurship; 2) To introduce students to the components of a successful social enterprise; 3) To equip students with the tools to be able to accurately identify and assess innovation and impact in social enterprises; 4) To train students to view the world from a perspective of social innovation; and 5) To equip students to develop their own innovative solutions to difficult social problems around the world.

Taught by: Frumkin
Course usually offered in spring term
Activity: Lecture
1.0 Course Unit
Notes: Open to graduate and undergraduate students

NPLD 561 Nonprofit Branding
This half credit course will provide the tools and framework for helping to understand the role that marketing and brand building can play in the nonprofit sector. As such, we will create a shared understanding of the key concepts that help define branding and the classic elements of marketing that will serve as a foundation for discussion and analysis throughout the semester. We will identify the fundamental differences that non-profit organizations face in building their brands and how those challenges differ from traditional/for profit brand building. We will identify tools and frameworks that brands/organizations can use to help design and implement marketing strategy. We will utilize current and relevant case studies that help demonstrate the core concepts of this course.

Course usually offered in fall term
Activity: Lecture
0.0 Course Units
Notes: Open to all NPL students.

NPLD 562 (Almost) Everything You Need to Know About Nonprofit Law
This half credit course will provide a basic understanding of the law that applies to nonprofit organizations, with an emphasis on the law affecting 501(c)(3) public charities. It will focus on ways to obtain and maintain federal tax exempt status, including issues of private incuments and private benefit, limits on advocacy, lobbying and electioneering, unrelated business income tax, and excess benefits taxes. It will show how legal structure and governance procedures affect the answer to the questions "Whose Organization Is It?" Students will review bylaws of multiple organizations to see how differences in structure reflect the great diversity of nonprofits and why "one size does not fit all" within the sector. They will learn how to avoid bad legal drafting that can create problems for dysfunctional organizations. The course will explain the fiduciary duty of officers and directors, explore the extent of potential personal liability, and review necessary insurance and indemnification. It will review Form 990 publicly available tax returns of multiple nonprofits to see why a tax return may be a nonprofit's most important public relations document. It will also review the basics of charitable giving through a mock meeting of university development officers, outline the concepts of planned giving, and discuss the requirements for charitable solicitation registration at the state level. It will explain the legal requirements for maintaining endowments and discuss a series of ethical issues that can face nonprofit executives and their lawyers. Students will receive one year of free access to Don Kramer's Nonprofit Issues website, and will emerge with a better understanding of key legal issues facing the nonprofit sector that regularly make the news.

Course usually offered in spring term
Activity: Lecture
0.5 Course Units

NPLD 563 Raising Philanthropic Capital
Americans gave more than $350 billion to nonprofit organizations last year, the highest total ever recorded. Now, more than ever, it is crucial that nonprofit leaders master the art and science of raising philanthropic capital. Participants in this innovative class will: 1) acquire an understanding of the nonprofit funding landscape; 2) learn proven and creative strategies to secure investments; 3) gain the experience of giving and motivating charitable commitments; and 4) receive peer evaluation and professional consulting feedback. This experiential and interactive learning course will provide students an opportunity to evaluate a nonprofit organization endeavoring to attract voluntary support, and coach students to think through and develop the ideas, skills, and tools required to participate personally in today's philanthropic market.

Taught by: Hagin
Course usually offered in spring term
Activity: Lecture
0.5 Course Units

NPLD 564 Social Entrepreneurship at the Bottom of the Pyramid
This half credit course will offer a broad and pragmatic perspective on social impact at the Bottom of the Pyramid. The early part of the course will focus on geneenral characteristics, challenges, and opportunities of resource-poor settings and high-uncertainty environments. The bulk of the course will focus on tools and frameworks designed to operationalize such Social Impact initiatives. The course is aimed at students with no to moderate experience in entrepreneurship/international development. Students with extensive work experience in for-profits, nonprofits, NGOs, or development work are most welcome.

Taught by: Thompson
Course usually offered in spring term
Activity: Lecture
0.5 Course Units
NPLD 565 Financial Management of Nonprofits
The half credit class will provide students with the ability to use the financial tools of cash flow, budgeting and forecasting models to assist in strategic thinking as it relates to a nonprofit organization. In addition, the class will provide tools that can be used to follow implementation of such strategies including: personal cash flow; basic financial statements; supplemental schedules; and cash flow, budgeting, and forecasting. Taught by: Boylston
Course usually offered in spring term
Activity: Lecture
0.5 Course Units

NPLD 566 Social Media Strategies
This course is intended as an introduction to strategic use of social media for social ventures. Many of you already use social media platforms in your personal lives, and have developed an intuitive understanding of how they work, and use them reflexively. If you’re unfamiliar with various social media venues, that’s ok! Many social media platforms will be described briefly in the lectures, but the course is not intended as a how-to for using them. We suggest that if you’re new to the various social media platforms mentioned, that you jump in and try them out! These platforms are designed for individuals with all levels of technical proficiency, and they’re designed to be inviting. You might find that with only a bit of effort that you become comfortable with them quickly. We expect that, regardless of your skill level, comfort, and current personal use of social media, you will gain real value from this course. Much of this value relates to conveying an understanding of how to use these tools strategically, and on behalf of a social venture or a social cause you care about. This sort of use of social media is significantly different than the way you would use it in your personal life. We hope, as you move through this course, you will wonder: 1) What does it mean to craft the voice of an institution? 2) What is it like to speak in the voice of an institution instead of my own? 3) How could one possibly develop a strategic plan to organically and authentically engage a community? 4) How do you define, find, and build community? 5) More than retweets and likes, what is engagement, how do you measure it, and how do you create engagement to spark social change? Course usually offered in fall term
Activity: Online Course
0.5 Course Units
Notes: Open only to students in the online NPLD program.

NPLD 580 Effective Governance Practices for Nonprofits
Effective governance relies upon consistent and ethical board leadership, yet nonprofit organizations that exemplify truly model governance are few and far between. This course introduces students to broad frameworks of governance, but will focus most deeply on the human dimensions of board leadership. In particular, we will examine real examples and cases of moral and ethical dilemmas faced by nonprofit boards and executive leaders, and the nuanced practices required to achieve effective board governance. This will involve a careful look at several real cases, as well as guest lectures from 3-4 different nonprofit board and CEO leaders. The invited leaders will use their own experiences to guide students through some of the most challenging ethical and managerial situations that can be encountered, with the goal of providing a practical grounding for students who expect to contribute to nonprofit leadership in their careers - either as executive staff or as board members. Taught by: Shmavonian
One-term course offered either term
Activity: Lecture
0.0 Course Units
Notes: Fall 2019: Open to all NPL students

NPLD 582 NGOs and International Development
The course will offer a broad perspective on international development, aid, and the roles of NGOs and social enterprises. The latter half of the course will focus on issues in NGO management: fundraising, staff (expatriate and local), monitoring, and evaluation (including randomized controlled trials). The course is aimed at students with no to moderate experience in international development, but students with extensive work experience with NGOs or development work are also welcome. Taught by: Thompson
Course usually offered in fall term
Activity: Lecture
1.0 Course Unit

NPLD 585 Social Impact Lab
NPLD 585 is a 5-day, off-site, intensive service-learning course in social innovation. Students will learn how innovation and entrepreneurship play a central role in public problem solving. The course will explore how social entrepreneurs co-develop new ideas with key stakeholders, articulate problems and solutions, define intended impact, understand competition, and collaborate with other actors. At the end of the course, students will have mastered a set of conceptual tools and strategies that will allow them to be effective problem solvers in diverse settings throughout their careers. The course has five core objectives: 1) To introduce students to the concepts and practices of social entrepreneurship; 2) To introduce students to the components of a successful social enterprise; 3) To train students to view the world from a perspective of social innovation; 4) To encourage and empower students to develop their own innovative solutions to different social problems around the world. 5) To introduce students to real social issues and social innovations in a real-world setting.
Activity: Lecture
1.0 Course Unit
Notes: Application required; course is travel based and meets off-campus with some pre-trip course sessions on-campus; program fee applies; for more information visit: https://www.sp2.upenn.edu/academics/ms-in-nonprofit-leadership/academics/
NPLD 587 Interpersonal Dynamics In Nonprofits That Thrive
This course is designed for interdisciplinary students with an enthusiastic interest in cultivating flourishing organizations, engaged stakeholders, and inspiring leaders across sectors and especially within nonprofits. Over the past several years, the field of Positive Organizational Scholarship (POS) has proliferated, yielding a compelling body of knowledge on how and when people thrive at work. This course focuses on both the theoretical and practical insights that can be gained from cutting-edge POS research and applied to help practitioners enrich people's experiences at work. Special attention is placed on how this wisdom applies not only across sectors but also specifically to the nonprofit organizational context. The course is built upon a foundation of experiential learning, such that students can expect to experiment and apply course concepts in their own lives throughout the semester. In other words, students will start with themselves as the first site of learning and development. The experiential community is enhanced further with team projects where students assess and consult with local nonprofit organizations. These team projects culminate in students presenting to their actual nonprofit organizations their recommendations for enhanced strategy and practices. In particular, the learning objectives of the course provide students with: 1) Techniques and real-world experience in using positive leadership concepts to enrich one's own career, relationships, and life; 2) Ability to identify opportunities to use positive leadership practices in the workplace to enhance stakeholder engagement, individual and organizational performance, and collective impact; 3) Tools for applying positive leadership concepts in nonprofits, as well as all other organizational domains (e.g. business, government, coaching, the family etc.); 4) Research and consulting experience with a local nonprofit organization.
Taught by: Myers
Course usually offered in spring term
Activity: Lecture
1.0 Course Unit

NPLD 589 Ethics and Social Impact
Leaders of organizations must often make difficult decisions that pit the rights of one set of stakeholders against another. Having multiple stakeholders or bottom-lines brings with it challenges when conflicts arise, with the perennial question of whose rights/benefits prevail? What trade-offs need to be made between multiple bottom lines? Does the mission of the organization prevail over the privileges of employees/clients? To what extent can large donors influence the mission of the organization? What is an appropriate social return on investment? This course will introduce the factors that influence moral conduct, the ethical issues that arise when pursuing social goals, and discuss the best ways to promote ethical conduct within such organizations. The course will use specific case studies, real and hypothetical, to analyze a variety of ethical issues that arise (including finance, governance, accountability, fundraising, labor (paid and unpaid), client groups, and service provision) among the multiple stakeholders. This course is offered in the fall semester and will conclude by discussing ways that organizations can prevent and correct misconduct, develop a spirit of ethical behavior and institutionalize ethical values in the organization's culture.
Taught by: Handy
Course usually offered in fall term
Activity: Online Course
0.5 Course Units
Notes: Fall 2019 - section 001 is 1 course unit and is open to all NPL students. Section 002 is .5 course unit and is open to NPL online students only.

NPLD 590 Social Finance
Economic analysis and financial accounting are like languages: fluency comes with practice. In-class review of case studies (including in-person discussions with the representatives of diverse agencies and organizations featured in the case studies) will enable students to test and develop their capacity for applying conceptual tools and analytical methods to sometimes messy and always complicated, real-life situations. The course objective is to develop theoretical understanding, critical judgment, and practical skills for sensitive and effective engagement with financial and economic matters of significance. Students will learn: (a) different ways of thinking about the economic foundations of social policy, (b) the basic terminology, tools, and methods for analyzing the financial statements of a wide range of organizations, and (c) accounting procedures for evaluating business, government, and organizational operations, policies, and practices. This course is at once macro and micro in its orientation: It provides a conceptual basis - derived from mainstream and alternative perspectives - for thinking about the economic dimensions of human development and social policy, and it introduces a set of core competencies for leadership and financial management of organizations, including conventional enterprises, consulting firms, research institutions, governmental agencies, philanthropies, cooperatives, and other third-sector organizations.
Taught by: Lamas
Course usually offered in fall term
Also Offered As: NPLD 790
Activity: Lecture
1.0 Course Unit
Notes: The course is open to students across the University. All graduate students who take this course must register under NPLD790. All undergraduate students must register under NPLD590.

NPLD 591 Change Making: Personal Traits and Professional Skills
Over the past decade, researchers have identified some of the key skills that people need to succeed in their work and in their lives. These are skills that anyone can develop with practice. In this class, we will teach three of the key skills: resilience (the ability to thrive in difficult times); creativity (the ability to come up with innovative solutions to problems); and productivity (the ability to make the best use of your time and find life balance). This summer session will take place through dynamic, interactive workshops. During the first session we will learn the key skills. Over the course of the next three weeks, we will practice these skills to see significant improvement in important areas of our daily lives. By the final day of class, we will talk about how to sustain these gains in our personal and professional lives long after the course has ended. This course is not a traditional lecture course. While we will review the best scientific research on the skills for effective change makers, the main part of the course is devoted to practicing these skills. In other words, this is a highly experiential, interactive, and dynamic course!
Taught by: Sherman
Course usually offered summer term only
Activity: Lecture
1.0 Course Unit
NPLD 593 Design Thinking for Social Impact
Thinking like a designer can transform the way people and organizations develop products, services, processes, and strategy. This approach, called design thinking, brings together what is desirable from a human point of view with what is technologically feasible and economically viable. It also allows people who aren’t trained as designers to use creative tools to address a vast range of challenges. Design thinking is a deeply human process that taps into abilities we all have but get overlooked by more conventional problem-solving practices. It relies on our ability to be intuitive, to recognize patterns, to construct ideas that are emotionally meaningful as well as functional, and to express ourselves through means beyond words or symbols. Design thinking is something you can learn only by doing, so we'll get out into the world and tackle a design challenge of our own together. We'll learn how to research by researching, learn how to prototype by prototyping and learn how to communicate our ideas by pitching to a group of experts. At the end of the class you should feel confident in your abilities to apply design thinking to any challenges you’re facing and to come up with new ideas and solutions as a result.
Course usually offered summer term only
Also Offered As: SWRK 593
Activity: Online Course
1.0 Course Unit
Notes: Fall 2019: open to NPL online students only.

NPLD 594 Technology and Social Impact
As mobile computing technologies become increasingly functional and affordable, donor and grassroots organizations find ways to justify and massively fund their use in social sector work. This reading- and discussion-based class will be driven by concern that technological resources be used maximally to promote social initiatives’ efficiency, effectiveness, cultural appropriateness, and sustainability. We will use organizational and sociotechnical frameworks to understand how resource-constrained social organizations translate potentially performance-improving technologies into actual performance improvements for stronger mission achievement. No technology influences social outcomes in a vacuum - we will study how implementation environments, and distribution and adoption strategies, influence technologies’ uptake and mission-advancement.
Taught by: Ariel Schwartz
Course usually offered summer term only
Activity: Lecture
0.5 Course Units

NPLD 595 Effective Communication and Storytelling
Great leaders are storytellers. They are able to engage and entertain their communities, and tell a compelling narrative about how the world works. They use language powerfully and communicate in ways that uplift and inspire others. In this class, we will explore the power of telling great stories, and learn how to do it most effectively when promoting your campaigns to make the world a better place. We will also look at the skills of framing language in ways that will win over an audience. Finally, we will look at other key skills of effective communication, including the best strategies for persuasion, negotiation, and conflict resolution.
Taught by: Sherman
Course usually offered summer term only
Also Offered As: SWRK 595
Activity: Lecture
1.0 Course Unit

NPLD 596 Design and Incorporation of High Impact Nonprofits
Design and Incorporation of High Impact Not-For-Profits is designed for those who have a practitioner’s interest in the design, governance, leadership, and management of high impact not-for-profit organizations. This course is taught through learning best practice theory, applying this theory to a simulation experience, and providing students the opportunity to apply their new knowledge and experience in an interview with a current not-for-profit leader. Students, through the combination of theory and practice, are provided with the essential competencies and tools to design and incorporate a not-for-profit, conduct in-depth analysis of a not-for-profit’s effectiveness including, but not limited to, governance, leadership, social impact, financial sustainability, and systems and policy influence. Through the mock simulation process of designing, incorporating, and governing, students will leave with a “best practice” for not-for-profit manual that includes articles of incorporation, bylaws, governance deliverables, strategic business plan, organizational scorecard, 3-5 year budget, development plan and public policy strategy. The knowledge and tools gained through readings and the mock simulation experience, will be applied, in the form of a thorough analysis, to the governance, leadership, strategic and/or business model, financial sustainability, social impact, marketing and communication, and public policy influence of an existing organization.
Course usually offered summer term only
Also Offered As: SWRK 596
Activity: Lecture
1.0 Course Unit

NPLD 597 Social Public & Law Poli
Course usually offered summer term only
Activity: Lecture
1.0 Course Unit

NPLD 598 Social Norms for Social Change
As mobile computing technologies become increasingly functional and affordable, donor and grassroots organizations find ways to justify and massively fund their use in social sector work. This reading- and discussion-based class will be driven by concern that technological resources be used maximally to promote social initiatives’ efficiency, effectiveness, cultural appropriateness, and sustainability. We will use organizational and sociotechnical frameworks to understand how resource-constrained social organizations translate potentially performance-improving technologies into actual performance improvements for stronger mission achievement. No technology influences social outcomes in a vacuum - we will study how implementation environments, and distribution and adoption strategies, influence technologies’ uptake and mission-advancement.
Taught by: Thomas Noah and Molly Sinderbrand
Course usually offered summer term only
Activity: Lecture
0.5 Course Units
NPLD 720 Data Analysis for Social Impact
Practitioners, leaders, and researchers need to engage with the latest cutting-edge research findings in their field. In this class you will develop an understanding of the quantitative methods that underpin social impact research, in an applied lab-based context. Theoretical knowledge and effective data analysis skills by introducing you to a range of approaches for analyzing and handling large-scale secondary quantitative data that capture social impact. The substantive focus of the course will be on individual-level participation in the Nonprofit Sector in activities such as volunteering and charitable giving. This applied course covers the fundamental elements and approaches to handling and analyzing quantitative survey data. The emphasis is on developing an adequate understanding of basic theoretical statistical principles, descriptive and exploratory methods of analysis, graphical representation, operational procedures, and interpretation of statistical results using Stata. The course will cover a wide range of statistical techniques from basic descriptive statistics to more advanced multivariate statistical techniques, such as OLS regression and logistic regression. You will also be introduced to a number of important topics, including theory testing and development; philosophy of science and research judgements; and replication in social impact research. This course is an introduction to applied social impact research and is designed for those who want to engage with quantitative social impact research, but also those who wish to make their own original research contributions. No prior statistical knowledge or programming skills are required to enroll in the course.

Taught by: Bennett
One-term course offered either term
Activity: Online Course
1.0 Course Unit
Notes: Fall 2019: open to NPL online students only.

NPLD 725 Managing Volunteers C
Activity: Lecture
1.0 Course Unit

NPLD 730 Difficult Art of Listening
The art of listening ethnographically has many benefits. Using a generally anthropological framework to organize sessions, this course attempts to make a case for the productive force (for scholars, policy makers, nonprofit leaders and others) of hearing in proactive and nuanced ways. Highlighting the value of acoustemological ways of understanding the world (knowing through hearing), the course asks students to listen in newfangled ways to many of the things they’ve heard before - while also listening out for things that they've never previously taken note of.

Thinking about how listening carefully greases the wheels for successful interpersonal communication and overall cultural understanding, students will be asked to observe themselves listening in ways that might allow for innovative translations of observable/empirical data into knowledge that can be deployed in service to personal, institutional, and structural change.

Course usually offered in fall term
Activity: Online Course
0.5 Course Units
Notes: Fall 2019: open to NPL online students only.

NPLD 750 Corporate Social Responsibility (CSR): Partnerships and Practices
Businesses performing philanthropic activity often use their platform of CSR activities to engage with society, directly, via a corporate foundation, or through partnerships with nonprofit organizations. Although such philanthropic activities are not directly related to profit-making ventures, they may boost their reputation, be used in marketing their products, talent recruitment, increase employee engagement and commitment, and thus contribute to the profit indirectly. Many businesses undertake their CSR related philanthropic activities using strategic partnerships with nonprofits or public sector organizations to meet their goals. This provides opportunities to nonprofit and public sector leaders in achieving social and sustainable change.

Taught by: Handy
Activity Lecture
1.0 Course Unit
Notes: Course takes place in the Netherlands Pre-travel meeting dates TBA; Application required: www.sp2.upenn.edu/global/courses

NPLD 751 Widening the Aperture: Assessing Global Social Impact Interventions
Part of being a working professional in social impact is assessing the effectiveness of intervention models. This is true whether you work in service delivery, consulting, evaluation or philanthropy. This course offers students a unique, experience-based opportunity to assess an organization’s work from afar, then on the ground in Malawi. The expectation is that several assumptions established in the beginning of the course will hold through to the end. Importantly, others will not. Students will understand how we build a knowledge base about an organization’s work, what assertions we come to, and then how we test those assumptions. This process represents a vital skill set including research, perspective-taking, and direct engagement with the communities served and the people doing the work. The course will provide students with a practical framework for analyzing social impact interventions through three important and complementary lenses: sector practice, environmental factors and organizational implementation.

Students will use the immersive, travel experience in Malawi to engage directly with one of three service organizations to apply the framework. They will also use data collected about these organizations through the Lipman Family Prize selection process, a University of Pennsylvania-based social impact prize, combined with their own research, both primary and secondary, to better understand the organizations, staff, and forces influencing the intervention. Students will use ethnographic tools to collect and analyze primary data regarding staff attitudes and perceptions at these organizations. Students will present their findings to the organizational leadership while still in the country. The course will include significant team-based project work.

Course usually offered summer term only
Activity: Lecture
1.0 Course Unit

NPLD 752 Business Methods Solving Social Problems
Activity: Lecture
1.0 Course Unit
Notes: Travel course to Kenya; application required

NPLD 760 Nprft Fundrsng Phil Cap
Activity: Lecture
1.0 Course Unit
NPLD 781 Understanding and Managing Volunteers for Impact
In chemistry, an atom is the smallest unit of matter that has the properties of an element. In the same vein, volunteers are the atoms of voluntary action. Volunteers are the backbone of many human service organizations, environmental organizations, and other nonprofit organizations. Volunteers serve almost every function from stuffing envelopes to sitting on boards of nonprofit organizations. They make many programs such as education, and environmental protection possible and fill the void created by the fiscally retreating governments as well as newly arising social problems and human needs. Without volunteer participation, the services that are offered by many nonprofit organizations would be unavailable or provided at a higher cost to government, clients, and donors. The literature as to what constitutes volunteering and what produces committed and effective volunteers is confusing and full of contradictions. Furthermore, only few organizations know how to face the challenges of managing unpaid staff and how to motivate volunteers without offering material benefits. Volunteers are simultaneously non-remunerated employees and independent support with a different agency than paid employees. This course will combine presentations, group work, discussions, case studies, video clips, and readings to delve into the challenges of volunteering.

Course usually offered in spring term
Activity: Lecture
1.0 Course Unit
Notes: NPLD hybrid students only

NPLD 782 Small Group Processes
Studying the behavior of groups and the actions/inactions of people within groups provides a doorway to deeper understanding of our selves, our families, our friends, our colleagues, our organizations, and our communities. This half credit course is designed for Penn Graduate students eager to generate constructive group processes when chairing a committee, managing a work group, teaching in a classroom, serving on a jury, conducting a support/therapy group or facilitating strategy formulation. It is easy to see what is going well or poorly when observing what others are doing. But tuning into and gaining a comprehensive grasp of these processes when they are happening in the groups we belong to and learning how to take constructive actions in the here and now when it can have a meaningful impact requires a high level of cognitive capability combined with a special form of relational artistry. This course is an amalgam of experiential activities and energizing ways to internalize the rich concepts developed during many decades of applied-academic research. Participants are required to be fully present and fully engaged for the whole weekend, read the major book and a number of articles, post write a paper. This course occupies a full weekend and runs from 6pm Fri. to 6pm Sun. This is a 48-hour intensive weekend; you go home to sleep. Participants applying for this course are required to take a Primer, which provides potential participants with a common conceptual base for engaging in the essential learning and lays out the intellectual foundations of the course. Permits will be issued soon after participants have taken the Primer. Contact the NPLD program for more information on primer and course dates.
One-term course offered either term
Prerequisite: Attendance at course Primer (see course description)
Activity: Seminar
0.5 Course Units
Notes: For exact course meeting times, view the NPL course webpage: https://www.sp2.upenn.edu/academics/ms-in-nonprofit-leadership/academics/course-descriptions/

NPLD 783 Field Exercise in Social Impact Measurement
The twofold purpose of social impact measurement is to assess and improve the impact of nonprofit programs, and to offer actionable information for ongoing improvement. Social impact measurement is an essential learning opportunity for grantmaker and grantee. However, developing an evaluation plan, instruments, and process that is culturally responsive with an equity lens and also aligned with a nonprofit’s capacity is crucial. This course will offer an overview of leading social impact measurement methodologies and tools and field exercise experience. During the field exercise, student teams will develop an evaluation plan and associated instruments for a nonprofit using one or more of the methodologies. Teams will present their evaluation plans and offer recommendations for implementation. Lectures will be complemented by class time devoted to field exercise team meetings and off-site work.
Taught by: Hargro
One-term course offered either term
Activity: Lecture
1.0 Course Unit
Notes: Fall 2019: open to all NPL students.

NPLD 784 The Nonprofit Sector: Concepts and Theories
Can you imagine a world without the vitality and diversity of the nonprofit sector? What would it be like? Everyday from health care to education, from serving the disadvantaged to protecting and restoring the environment, nonprofit organizations seem to have become an inseparable part of every aspect of our lives. So often they are taken for granted that we seldom pause and reflect on the roles and functions of these vital organizations in our community. This course will introduce you to the various roles that voluntary, philanthropic and nonprofit organizations play in American society. It will cover the theory, size, scope and functions of the sector from multiple disciplinary perspectives including historical, political, economic, and social views. The course also has a "hidden agenda." Take this class to see and discover what this agenda is!
Taught by: Guo
Course usually offered in fall term
Activity: Lecture
1.0 Course Unit
NPLD 785 Group Dynamics and Organizational Politics
This is one of the courses referred to as “The Power Lab at Penn.” This intensely experiential course is designed for those providing group and institutional leadership at any level of a human enterprise, managing work groups, chairing committees, serving on special task forces, conducting support groups, offering legal services, teaching in classrooms, facilitating groups in clinical settings, etc. Participants will focus on two topics: (1) an in-depth understanding of group dynamics while they are in action, and (2) the organizational relationships between groups that are in a powerful position, groups locked in a powerless state and those caught in the middle between the powerful and the powerless.

Course Structure: This course has six components: (1) A pre-course discerning process, which consists of a one evening plus one full day Primer workshop; (2) Module 1 which is focused on group dynamics; (3) reading an assigned book and writing a paper based on Module 1 experiences; (4) Module 2 which addresses power relationships among groups with differential resources; (5) reading two assigned books and writing a paper based on Module 2 experiences; and (6) a post-course debriefing. The Primer provides all potential participants with a common conceptual base for engaging in the essential learning and lays out the intellectual foundations of the course.

Taught by: Kenwyn Smith
Course usually offered in fall term
Also Offered As: SWRK 766
Prerequisites: Permit required; all potential participants are required to attend a Primer class which consists of one evening session AND an all day session. Permits are granted only after students have completed the primer classes.
Activity: Lecture
1.0 Course Unit
Notes: Students from all graduate programs at Penn are welcome to apply. Contact the NPLD program for more information: https://www.sp2.upenn.edu/academics/ms-in-nonprofit-leadership

NPLD 786 Strategic Management and Leadership of Nonprofits
This course is about doing good and doing well. It is designed to introduce you to the fundamental issues in accountability and governance and the administration and management in nonprofit organizations. Through research and analysis, you will understand multiple structures of accountability and the various stakeholders in nonprofits, understand the duties and dynamics of boards of directors in conjunction with other mechanisms of governance (e.g., chief executive officers, advisory boards, etc.), and develop an understanding of management techniques and leadership skills for enhancing the effectiveness of nonprofit organizations. You will be asked to think about the challenges of running nonprofit organizations in a comparative context, with cases drawn from both the U.S. and abroad. The emphasis of this course is on acquiring operational skills. The course is designed for those who may have had years of experience managing other people and programs in the nonprofit sector but who want to develop a more systematic mastery of this challenge, as well as students from other sectors who aspire to a nonprofit leadership role.

Taught by: Guo
Course usually offered in fall term
Activity: Lecture
1.0 Course Unit

NPLD 787 Leadership: Group Dynamics and Organizational Politics
This course addresses a number of foundation issues central to leadership: wealth creation, wealth distribution, innovation, critical thinking, cross-sector collaboration, and ushering in new futures. It starts with the premise that all leadership requires forms of reasoning that transcend the conventional. In the final analysis leadership is about change, about stability, about power, about organizing, about releasing untapped capacity, about giving birth to the possible. Our class deliberations will be on these topics plus the relationship between what-is and what-might-be, the experiences of the followership, and the dynamics within and among groups, particularly in settings where there are significant inequities and power differentials.

Taught by: Smith
Course usually offered in spring term
Activity: Lecture
1.0 Course Unit
Notes: NPLD hybrid students only

NPLD 790 Social Finance
Economic analysis and financial accounting are like languages: fluency comes with practice. In-class review of case studies (including, on occasion, in-person discussions with the representatives of diverse agencies and organizations featured in the case studies) will enable students to test and develop their capacity for applying conceptual tools and analytical methods to sometimes messy and always complicated, real-life situations. The course objective is to develop theoretical understanding, critical judgment, and practical skills for sensitive and effective engagement with financial and economic matters of significance. Students will learn: (a) different ways of thinking about the economic foundations of social policy, (b) the basic terminology, tools, and methods for analyzing the financial statements of a wide range of organizations, and (c) accounting procedures for evaluating business, government, and organizational operations, policies, and practices.

This course is at once macro and micro in its orientation: It provides a conceptual basis - derived from mainstream and alternative perspectives - for thinking about the economic dimensions of human development and social policy, and it introduces a set of core competencies for leadership and financial management of organizations, including conventional enterprises, consulting firms, research institutions, governmental agencies, philanthropies, cooperatives and employee owned enterprises, community development corporations, community development financial institutions, local currencies, community land trusts, resource trusts, and other third-sector organizations.

Taught by: Lamas
Course usually offered in fall term
Also Offered As: NPLD 590
Activity: Online Course
1.0 Course Unit
Notes: NPLD hybrid students only
The course is open to students across the University. All graduate students who take this course must register under NPLD790. All undergraduate students must register under NPLD590. Section 001 is open only to students in the online NPLD program.
NPLD 791 Leadership: Designing the Future
This is one of the two courses referred to as The Power Lab at Penn. The other is NPLD 785/SWRK 766. This experiential, highly interactive seminar is for those eager to serve in managerial/leadership positions of human systems that create/maintain the organizational and fiscal viability of public, non-profit or private enterprises, including their partnerships. Candidates in all Penn graduate programs are welcome, whether one's ambition is to generate sustainable livelihoods, renewable energy, wealth, clean water, viable environments, robotics, or quality services in fields such as education, health care, AI, communication, the arts, or criminal justice, or security. Course participants are members of decision-making groups that run a computer-based, data-driven, future-creating, socio-economic simulation while synchronously studying the intra and inter-group dynamics inherent in all leadership actions. The educational methodology of this course is based on discovery-learning processes about the critical inter-dependencies among several phenomena, such as: strategy formulation-execution and organizational practices that unleash latent possibilities; wealth creation and the dynamics of competition/collaboration within and among groups; robust economic metrics and intra/inter-group decision-making and sophistication; leadership of market-financial-political ecosystems and quality group-based followership; the efficacy of work-based activities and system conflict management capabilities; building new forms of private, public, non-profit ventures and developing human capital. This course combines intellectual and experiential learning about the business of organizing and an organization's businesses. It is based on cutting-edge sociological, economic, psychological, managerial and anthropological thinking about wealth-creation/circulation, the power of combining left-brain and right-brain reasoning, the harnessing of energies trapped by classic organizational conflicts and accessing the abundance located in contexts of seeming scarcity. The Faculty - provides the intellectual architecture for this learning adventure; builds and manages the structures for all the experiential events; facilitates the discovery processes of participants; links the lessons of scholarship to challenges experienced in everyday work-places; offers group and system-wide feedback about the universal lessons located in the unique dynamics, co-manufactured by course participants in their simulated world. This course meets on two Wednesday evenings and two consecutive weekends. It is a distinct advantage to have previously taken NPLD 782; those who have done this course will be given first access to NPLD 791. Taught by: Smith
One-term course offered either term
Prerequisites: Permit required; all potential participants are required to attend a Primer class which consists of one evening session AND an all day session. Permits are granted only after students have completed the primer classes.
Activity: Lecture
1.0 Course Unit
Notes: Students from all graduate programs at Penn are welcome to apply. This course meets on two Wednesday evenings and two consecutive weekends. It is a distinct advantage to have previously taken NPLD 782. Contact the NPLD program for course dates and more information.

NPLD 792 Social Entrepreneurship
Social entrepreneurs are individuals with innovative vision seeking to accomplish important public purposes through the creative and aggressive mobilization of people and resources. Using academic theory and research on social entrepreneurship as a framework, student innovators learn to design, develop, and lead social change organizations of their own invention. Students turn their passion for changing the world into concrete plans for launching a venture. Over the course of the semester, we will cover a broad array of topics associated with social innovation and entrepreneurship, including defining the problem/opportunity, refining the mission/vision, developing market research and industry analysis, defining a financial and operating structure, assessing results and progress, and scaling an enterprise. This course is neutral on sector. Graduate students in any of Penn's graduate and professional schools who want to create social value through either nonprofit or for-profit ventures are invited to take the class and develop their ideas. The class will expose students to the process of getting an organization - regardless of sector - off the ground and running. While this is a class on innovation and entrepreneurship, students do not need to be committed to starting a venture upon graduation. The skills and tools contained in the course have wide applicability in the workplace. Being able to develop a coherent venture plan is great training for anyone who wants to work in government, philanthropy, or the business sector funding or managing existing organizations. The course attempts to convey a picture of what a well-considered and well-executed venture plan looks like with the goal of developing in students an appreciation for clear thinking in the pursuit of the creation of public value. Students will work throughout the term on a plan for an organization that they devise, with assignments spread out throughout the term. Elements of a venture plan will be drafted through multiple class assignments, and students present formally and informally several times throughout the semester, receiving feedback from faculty, peers, social entrepreneurs, and invited guests. At the end of the term, students will assemble all the pieces they have worked on in the class, revise and hone these elements, and then put them into a coherent venture plan for their organization. This course is ideal preparation for the Dell Social Innovation Challenge (www.dellchallenge.org), which the instructor founded and which awards funds to launch new student social ventures. Entry into the Challenge is not required.
Taught by: Frumkin
One-term course offered either term
Activity: Online Course
1.0 Course Unit
Notes: Fall 2019: open to NPL online students only.
NPLD 794 Nonprofit Fundraising and Philanthropic Capital
This collection of two day workshops gives students an opportunity to have an intensive workshop/seminar experience to gain insight on an area of interest under the umbrella of a single course. Students will be able to choose any three out of four workshop offerings that match their interests and passions. NOTE: Students must select three of the four workshops in addition to the lecture section to receive credit for this course! No more than three workshops may be taken by an individual student in a given term. Workshop topics are determined at the start of each semester. The workshops generally will meet two times with one week off in between for additional readings or an assignment. The structure of the classes will vary but the goal will remain the same: to give students an intensive exposure to three topics they may not otherwise be able to fit into their course plan. The course is open to all graduate and professional students as well as undergraduate juniors and seniors. Workshop titles and descriptions can be viewed on the NPLD website - http://www.sp2.upenn.edu/degree-programs/ms-in-nonprofit-leadership/academics/course-descriptions-2/. The workshops generally meet on a Friday or Saturday and each session will be for a full day. The structure of the classes will vary but the goal will remain the same: to give students intensive exposure to three topics that they may not otherwise be able to fit into their course plan. The course is open to all graduate and professional students as well as undergraduate juniors and seniors. Americans gave more than $390 billion to nonprofit organizations last year, the highest total ever recorded. Now, more than ever, it is crucial that nonprofit leaders master the art and science of raising philanthropic capital. Participants in this innovative class will: acquire an understanding of the nonprofit funding landscape; learn proven and creative strategies to secure investments; gain the experience of giving and motivating charitable commitments; and receive peer evaluation and professional consulting feedback. This experiential and interactive learning course will provide students an opportunity to evaluate a nonprofit organization endeavoring to attract voluntary support, and coach students to think through and develop the ideas, skills, and tools required to participate personally in today's philanthropic market.
Course usually offered in spring term
Corequisite: Online course for hybrid program only
Activity: Online Course
1.0 Course Unit
Notes: NPLD hybrid students only

NPLD 796 Philanthropy and Fundraising Tools for Managers
This course will review the everyday tools that nonprofit managers and development officers need to raise funds from individuals and other sources of private philanthropy. Last year, Americans gave approximately $300 million and 83% of it was from individuals. The fundraising profession has created a body of knowledge in the past twenty years that can guide effective fundraising programs so that charitable organizations can support their mission. The sessions will review the theory and practical techniques that development professionals use every day in large and small organizations including annual giving, major gifts, planned giving, cultivation of donors, making your case for support, the Seven Faces of Philanthropy, special events, and prospect research. There will also be discussions of philanthropic trends and current giving patterns. For those who are interested in nonprofit administration, these will be critical tools to understand.
Taught by: Heisman
Course usually offered in spring term
Activity: Lecture
1.0 Course Unit
Notes: Undergraduates need permission

NPLD 797 Philanthropy and the City
This course will focus on how urban communities are shaped by the nonprofit sector and the billions of philanthropic dollars that fuel their work. By bridging theory and practice, the class explores what dynamics are at play to deliver vital services or programs in healthcare, education, the arts, community development, and other issues. The course will also focus on these important questions: (1) Whose responsibility is the public good? How is that responsibility shared by the public, private, and nonprofit sectors? and (2) Given that responsibility for the public good, which individuals and groups make the decisions about how to serve the public good? How are these decisions made, and who benefits from these decisions? Students will consider these questions in an interdisciplinary context that will bring a historical and philosophical perspective to the examination of the values and institutions that characterize the contemporary philanthropy and the nonprofit sector.
Taught by: Bauer/Goldman
Course usually offered in spring term
Also Offered As: URBS 404
Activity: Seminar
1.0 Course Unit

NPLD 799 Independent Study
Independent studies provide a flexible opportunity for students and NPL faculty or part-time instructors to work together in pursuing a topic of special interest that is not sufficiently covered by other courses in the curriculum. The content of independent studies is highly specialized and, as such, requires a plan of study developed jointly by the student(s) and the supervising professor. Independent studies require the academic advisor's approval.
Activity: Independent Study
1.0 Course Unit