

# NONPROFIT LEADERSHIP (NPLD)

---

## **NPLD 5490 Leading Nonprofits**

Leading Nonprofit Organizations is designed for those interested in leading and managing a nonprofit organization. It takes a practitioner's perspective on strategic realities of modern practice. Each section will seek to rapidly orient a new manager to the complexities, strategic issues, & politics. The course is taught through a combination of theory and practice using selected readings, lectures, guest presentations, group activities (Mock senior staff discussions) and field assignments (pairing with area nonprofit leader and attendance at one of the organizations board meetings.)

Spring

1 Course Unit

## **NPLD 5610 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 non-profit 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.

Fall

0.5 Course Units

## **NPLD 5630 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.

Spring

0.5 Course Units

## **NPLD 5640 Social Impact and International Development**

Social Impact and International Development will explore impact creation in resource-constrained settings, especially outside of one's home community. We will meet online on 5 consecutive Thursday evenings starting October 24th. The class will cover 1) adapting solutions as a way of generating ideas, 2) careful stakeholder segmentation, 3) challenges of deliverables and distribution, 4) revenue and developing a unit of transaction, and 5) identifying and reducing uncertainty and risk. Students will produce written and verbal reflections on the tensions of working in a developing context; insider- outsider identities and trade-offs; and ethics, tensions, and opportunities of working in and out of one's home community.

Spring

0.5 Course Units

## **NPLD 5650 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.

Spring

0.5 Course Units

## **NPLD 5660 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?

Fall

0.5 Course Units

**NPLD 5670 Unleashing Large Scale Social Movements**

There is no shortage of compelling ideas and effective interventions for making the world better, however, very few of these great ideas spread. Aspiring leaders of big social change rarely succeed in engaging others in a meaningful or comprehensive way, their passion and their knowledge reaching hundreds or thousands when millions more could benefit. There are exceptions to this pattern, however, and this course seeks to explain what sets apart the initiatives that become successful large-scale movements. These efforts reliably address three questions in order to have a big impact: 1. How can we secure a genuine commitment from others to join us in the hard work ahead? 2. How can we set a strategy that gives us leverage and reach, making the most of our finite resources? 3. How can we take action, day in and day out, in such a way that we meet our aims for growth and impact, optimizing rapid learning and improvement by everyone in our movement? Drawing on examples from around the world and across the social sector, this course will walk you through these questions and provide you with a blueprint for spreading ideas, innovations, and programs that work, allowing you to engage the most people possible to change behavior and social outcomes at scale.

Fall or Spring  
0.5 Course Units

**NPLD 5690 Beyond Nonprofit: Alternative Forms of Social Economy**

Three institutional forms—the for-profit, the non-profit, and the governmental—are typically presented as the three organizational forms of economic organization. This conventional schema renders invisible all of the many alternative forms of social economy in which more than a billion people throughout the world participate—as workers and consumers, as producers, trustees, and beneficiaries. In this course, we will consider the theory (secular and religious), the history, and the contemporary practice of social economy organizations, including cooperatives, community land trusts, resource trusts, kibbutzim, employee stock ownership, social housing, open source, local currencies, alternative financial institutions, and a broad range of other commons organizations variously utilizing shared ownership models and democratic governance processes. While advancing a host of social objectives from economic democracy to racial and gender justice, from indigenous sovereignty to ecological sustainability.

Spring  
0.5 Course Units

**NPLD 5700 Understanding Philanthropy: Power, Politics, and Social Change**

The United States has a vast nonprofit sector that features 1.3 million organizations. (And that doesn't include 250,000 religious institutions!) Approximately \$1.5 trillion of earned and contributed revenue flows through the so-called third sector. In 2023, Giving USA reported that \$499.33 billion of those funds came from philanthropy – given by a mix of individuals, foundations, and corporations. The use of philanthropic dollars is as diverse as the donors who give those dollars. But what is the best use of those dollars? Sustaining high performing nonprofits? Supporting catalytic action? Nurturing individual excellence in the arts or sciences? This course will explore the field of Philanthropy – what it is; how it works; who participates; its intersection with market forces, public policy, and government; and how it drives social change, sometimes in opposing directions.

Summer Term  
0.5 Course Units

**NPLD 5710 Major Gifts: Strategies in Practice**

There has never been a more important time for nonprofits to contribute to the common good. But nonprofits face a major challenge: With 1% of donors accounting for 49% of donations, in a \$420 billion market, the philanthropic pyramid is looking more like the Eiffel Tower. The answers lie in major gift strategy and tactics. This course will provide a framework for conceptualizing a major gift strategy as well as tools for designing and making a major gift solicitation. This course's goal is to ensure that each student has a case for support and a pitch for use in the immediate future.

Summer Term  
0.5 Course Units

**NPLD 5800 Nonprofit Governance**

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, 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.

Spring  
0.5 Course Units

**NPLD 5820 NGOs and International Development**

The first part of the course will offer a broad perspective on development, aid, and the role of NGOs. The latter half of the course will focus on issues in NGO management: problem analysis, solution design, fundraising, staffing (expatriate and local), monitoring and evaluation (including randomized controlled trials). The course is aimed at students with none to moderate experience in international development, but students with extensive work experience with NGOs or development work are encouraged to join.

Fall  
1 Course Unit

**NPLD 5830 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. Developing an evaluation plan, instruments, and processes that are culturally responsive and equity informed will lead to actionable results and learning that will drive continuous improvement. This course offers an overview of leading social impact measurement methodologies and tools in a format that includes asynchronous recorded video lectures, synchronous discussion lectures, readings, and practical assignments designed to teach the design and implementation of a social impact measurement plan.

Fall or Spring  
0.5 Course Units

**NPLD 5850 Social Impact Lab**

NPLD 5850 is a 5-day, off-site, intensive residential course in social innovation. This course will explore the intersections of passion, purpose, and social impact. Students will learn how social innovators co-develop new ideas with key stakeholders, articulate problems and solutions, define intended impact, and collaborate with other actors – while also examining the values, skills, and interests that set the foundation for their own careers. This course thus involves both self-exploration, the study of the many pathways to social impact, and reflections on the intersection of the two. At the end of the course, students will have learned a set of conceptual tools and strategies that will allow them to be effective problem solvers in diverse settings and answered a set of purpose-driven questions to articulate a plan for future personal and professional growth in the social impact sector.

Spring

1 Course Unit

**NPLD 5870 Empowering Nonprofit Leaders to Thrive**

NPLD 5870 is designed for interdisciplinary students interested in cultivating flourishing organizations, engaged stakeholders, and inspiring leaders across sectors and especially within nonprofits. NPLD 5870 focuses on both theoretical and practical insights that can be gained from cutting-edge research on how and when people thrive at work. This research can be applied to help practitioners enrich people's experiences at work, in collaboration with various stakeholders, and beyond. Additionally, NPLD 5870 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. Indeed, we intentionally start with ourselves as the first site of learning and development to promote greater authenticity and psychological safety. The experiential learning community is enhanced throughout the course with highly interactive, live class sessions, in-depth feedback from the Teaching Team, and intentional practice with constructive peer coaching. At the end of the course, students will feel a strong grounding in their own strengths and values, their own authentic leadership, their ability to connect with others in meaningful, supportive ways, and their capacity to surface opportunities that inspire constructive change at any level of interaction or organizing. 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, communities, the family, etc.); 4. In-depth experience in peer coaching and developing practical experiments to innovate and improve on a daily basis.

Spring

1 Course Unit

**NPLD 5890 Ethics and The Pursuit of 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 and balancing multiple bottom-lines. 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.

Fall

1 Course Unit

**NPLD 5900 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."

1 Course Unit

**NPLD 5920 Innovations and Advances in Public-Private Collaborations and Contracting**

This course considers the origins, motivations for and recent advances in public-private collaborations and contracting arrangements for achieving public and social program goals. The course begins with an examination of the origins and trends in public-private sector partnerships and the influence of important reforms such as the New Public Management on the nature of collaborative arrangements. Particular attention is given—both historically and currently—to outcomes-based performance management, accountability mechanisms and contract incentives and dynamics. The course takes a deeper look at the newest innovations—social impacts bonds or pay for success arrangements—and the evidence on their implementation and effectiveness to date. Case examples and studies are used to illustrate challenges encountered in implementing public-private partnerships and performance-based contracts and in achieving accountability for outcomes and impacts.

Not Offered Every Year

1 Course Unit

**NPLD 5930 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.

Spring

1 Course Unit

**NPLD 5940 Nonprofits and Urban Revitalization: The Philadelphia Story**

Once the "workshop of the world" with a diverse manufacturing economy, the City of Philadelphia lost a huge proportion of its historical economic base from 1950 through 2000. Today Philadelphia struggles to find its competitive advantage yet has tremendous assets including its robust nonprofit sector. This course will explore the rise and fall of Philadelphia's manufacturing economy, the racial and gender dynamics of its employment ecosystem, and contemporary strategies to create a sustainable local economy. Analysis of this city and its vibrant history is accomplished through the investigation of relevant texts, lively in-class discussions, and exploration of public data tools. Equal emphasis is placed on qualitative and quantitative knowledge as students are required to engage with primary sources, census data, and the like. We specifically focus on the role of the nonprofit sector within Philadelphia and emphasize important milestones including the revival of downtown residential living, tourism and hospitality, the emergence of life science investments, and place-based development. The course will combine readings in urban economic and social history with complementary data analyses to understand the growth and change of Philadelphia across time. This course is ideal for students that want to further their understanding of the city, its economic journey with the nonprofit sector, and analytical tools that can bolster this understanding.

1 Course Unit

**NPLD 5950 Philanthropy and the City**

This spring semester course will focus on how urban communities are shaped and influenced by the nonprofit sector and the billions of philanthropic dollars that fuel their work. By bridging theory and practice and utilizing the City of Philadelphia as a place to explore these ideas, the course delves into what dynamics are at play to deliver vital services or programs in health care, education, the arts, community development, and other issues. The course will also focus on these important questions: • Whose responsibility is the public good? How is that responsibility shared by the public, private, and nonprofit sectors? How do different actors within these sectors define the public good? • Given the responsibility for the public good, which individuals and groups make the decisions about how to serve the public good? • How are philanthropic dollars best utilized to generate results or impact via investment in nonprofit organizations? • How is philanthropy responding to some of the key crosscurrents affecting society today? 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 contemporary philanthropy and the nonprofit sector. And thanks to the generosity of donors and alumni, students in the course will work in teams to devise a real-world evaluation process and distribute funds to well-deserving nonprofits – providing an experiential (and unique) opportunity to experience first-hand what it takes to execute effective charitable giving.

Spring

Also Offered As: SWRK 5950

1 Course Unit

**NPLD 5970 Social, Public, and Law Policy for Nonprofits**

SOCIAL, PUBLIC and LAW POLICY is designed for students to strengthen and develop their skills to formulate, shape, and influence public policy. Students will strengthen and develop their skills in policy formulation and implementation. The social, economic, legal, ethical, and political environments, which influence public policy, planning, evaluation, and funding will be explored. Participants will (a) analyze the structural, social, and policy issues that have galvanized advocacy efforts and (b) explore the roles that the government, private sector, and consumers and advocacy groups play in setting policy agendas and examine the intended and unintended effects of these policies. With an increasing competitive market, the overall social sector is changing the landscape for private, nonprofit and government organizations nationally and globally. The public, as well as leaders in government, social investors and philanthropists are demanding new social models that are cost effective, financially self-sustainable, adaptive to feedback and metrics, with clear outcome accountability measures, and the potential for large-scale impact, policy influence, and systems change.

Summer Term

1 Course Unit

**NPLD 5980 Building Inclusive, Poverty-Informed Communities**

Poverty is fundamentally about scarcity—a lack of life's basic human needs, which is not limited to what we may think such as food, water, and shelter. We often reduce poverty to simplistic terms; however, its profound impact affects people's overall well-being and opportunities. This leaves impacted individuals, families, and communities experiencing a persistent threat to safety and security, a lack of belonging, and learned helplessness. This course addresses both the immediate needs of individuals experiencing poverty and alternatives to creating sustainable, systemic changes to promote equity, inclusion, and belonging. This community-engaged/service-learning course examines Philadelphia place-based poverty, with variations in intensity and manifestation. Students will embrace a participatory and culturally humble approach to understanding root causes of poverty through a combination of lectures, immersive classroom experiences, site visits to local nonprofits, and service-learning placement assignments. Students will gain a deep understanding of the complex and multifaceted realities of poverty, including the laws and policies that contribute to and perpetuate widespread poverty in the US. This course examines the issue of poverty within the context of domestic affairs while also considering international human rights standards. This transformative and impactful service-learning course is designed for students who are passionate about inclusivity and reducing barriers. It aims to explore how nonprofits empower economically vulnerable individuals, families, and communities to achieve an improved quality of life. The Netter Center for Community Partnerships has designated this course as an Academically Based Community Service (ABCS) course because it integrates practical engagement with the community alongside traditional teaching methods.

1 Course Unit

**NPLD 5990 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.

Fall or Spring  
1 Course Unit

**NPLD 7200 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. Theoretically, we will focus on developing your working statistical knowledge, and practically we will develop your 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 Non-profit 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. 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 judgement; 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.

Fall

1 Course Unit

**NPLD 7250 Managing Volunteers C**

1 Course Unit

**NPLD 7300 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, non-profit 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.

Fall

0.5 Course Units

**NPLD 7500 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.

Fall or Spring

1 Course Unit

**NPLD 7510 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.

Summer Term

1 Course Unit

**NPLD 7520 Energy, Innovation, and Impact in the Global South**

Over the past decade, a new type of social enterprise has emerged, which aims to deliver goods and services to the huge market of off-grid, low-income households in developing countries. These social enterprises, known as 'Base of the Pyramid' (BoP) ventures, seek to simultaneously achieve profits, scale, and social impact. This course will focus on a sector that has been radically transformed by BoP ventures over the last decade – clean energy. Not only has this sector been catalytic to delivering energy access across the developing world, it also directly aims to combat climate change, the existential issue of our age. This is a course for those who are interested in becoming social entrepreneurs, particularly in developing countries. It will reveal the nuances of operationalizing these ventures and provide a business toolkit for designing and launching a social venture. The course will equally be topical for those who are simply interested in better understanding the inner-workings and implications of this fast-growing and alluring model of alleviating poverty and disease.

1 Course Unit

**NPLD 7600 Nprft Fundrsng Phil Cap**

1 Course Unit

**NPLD 7620 Nonprofit Law**

Nonprofit organizations are subject to specific state and federal laws designed to protect their charitable or other societal purpose and to oversee the solicitation and use of public funds. This course will introduce students to state laws and federal tax laws governing nonprofit (tax-exempt) organizations. This course will provide practical guidance to nonprofit professionals seeking to understand these important rules and to guide their nonprofits to compliance.

Spring

1 Course Unit

**NPLD 7810 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.

Spring

1 Course Unit

**NPLD 7820 Group Dynamics**

"Today, everything we do in life is influenced by • The interpersonal relationships we develop • The partnerships we create in work, friendship, and family groups • Our capacities to understand, embrace, and manage conflicts • The ways we affirm both our differences and our commonness  
NPLD 7820 is a half credit course designed for U Penn grad students who want to enhance their skills at everything from managing work groups through to engaging in discovery-learning and co-educating each other about how to make best use of your time, energies and resources. All of our lives have been altered by the pandemic in ways that are obvious and in ways that are hidden and hard to recognize. People of all ages and walks of life are trying to re-envision the paths we are on, and the contributions we can offer to the world. We are also discovering new things about our identities, the roles we are asked to take up, our sense of belonging in a range of settings, plus things like global economic disparities, the pernicious -isms (race, gender, class, etc.), and humanity's relationship with nature. 7820 is experientially based. This means knowledge and insights are acquired through the direct experience of relational engagement. As we generate new forms of relatedness, our understanding of ourselves deepens, and in turn leads us to take actions that enrich both others and ourselves."

Spring  
0.5 Course Units

**NPLD 7830 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.

Fall  
1 Course Unit

**NPLD 7840 The Nonprofit Sector: Concepts and Theories**

Nonprofit organizations are ubiquitous. They impact almost every area of society. From health care to homeless shelters, from education to the environment, nonprofits provide services, promote legislation, protect rights, and produce public and private goods. This class will survey the entire nonprofit sector, to gauge its vast scope and multiplicity. The course will also cover various concepts and theories related to the nonprofit sector. These concepts and theories come from a variety of academic fields, including economics, sociology, political science, psychology, law, and public administration. We will cover the basic voluntary behaviors associated with nonprofit organizations, such as volunteering and charitable giving. We will also cover the basic concepts associated with nonprofit management, like board governance and fiduciary duties.

Fall  
1 Course Unit

**NPLD 7850 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. Prerequisite: 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. 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. For additional details: <https://www.sp2.upenn.edu/npl-resources/#course-descriptions>

Fall  
1 Course Unit

**NPLD 7860 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.

Spring  
1 Course Unit

**NPLD 7870 Leadership Theory and Practice**

This course will present the evolution of leadership theory beginning with classical trait theories and ultimately focusing on more modern perspectives such as adaptive, authentic, and shared leadership models that engage more critical understandings of traditional leadership theory. Ultimately, we frame leadership as socially constructed, collective experience that is generated by complex group dynamics. We will examine leadership in nonprofit organizations, government, and social movements. Readings will include a formal overview of leadership theory as well as contemporary feminist and futurist perspectives. The practice focus is on developing new relational capabilities that include deep listening, self-reflection, and adaptive problem solving. "There is nothing so practical as good theory" – Kurt Lewin, Organizational Psychologist "All models are wrong, but some are useful" – George Box, Statistician "To learn which questions are unanswerable, and not to answer them, this skill is most needful in times of stress and darkness." – Ursula K. Le Guin Fall

1 Course Unit

**NPLD 7880 Social Impact Entrepreneurship Meets Mass Incarceration**

This course is an integral part of the Penn Restorative Entrepreneurship Program (PREP) <https://www.sp2.upenn.edu/research/special-projects/prep/> and will offer a group of previously incarcerated people intensive training on developing a new business. Students from SP2, Wharton, and Penn Law, and others will work with returning citizens on teams throughout the semester which will learn to craft a viable business plan while also engaging in critical analysis of the limits of social impact entrepreneurship in addressing longstanding social problems such as mass incarceration. In the final meeting, the teams will make pitches to a panel of angel investors who are recruited to provide additional supports to the most promising proposals. This ABCS (Academically-Based Community Service) course aims to not only play an important role in reducing recidivism but to also enable Penn students the opportunity to connect with members of our broader community and engage in meaningful social change in a cross-disciplinary setting where the expectation is that all of us has something to learn from and to teach to everyone else.

Spring

1 Course Unit

**NPLD 7890 Nonprofit Leadership: Topics**

Titles and content varies per term.

0-1 Course Unit

**NPLD 7900 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."

Fall

1 Course Unit

**NPLD 7910 Leadership: Designing the Future**

This course is a Call to Action! It is time for the next generation to shape the world anew. NPLD 7910 provides opportunities for participants to create new insights that help them to reimagine their relationships with themselves, others, and the natural and man-made environments. This is the moment to advance the human condition by co-creating knowledge and perspective while also preserving the wisdom passed on to us from our collective ancestors. NPLD 7910 is a full semester, 1.0 credit unit, synchronous, virtual, experiential course that operates on the principles of discovery learning. Simply put, there is little that is conventional about this class. There are no power-point slides. There are no universal takeaways. There are no final exams. Instead, we offer the chance to immerse, explore, and discover together. Though, come to think of it, the class is delivered via Zoom. That's pretty conventional these days. NPLD 7910 has four parts: Module 1 is a primer that explains the course architecture and creates the learning community for the course. Module 2 provides course members the opportunity to study their own group dynamics while also working to extract salient insights located in a scholarly text on a specific societal dilemma Module 3 has course members working together in new configurations, exploring the power dynamics between groups seeking to enact and amplify social change. Module 4 involves a post-course reading of a book to be determined at the end of Module 3, and the writing of a final paper based on the links in that book and the experiences of course participants throughout the semester.

Fall or Spring

1 Course Unit

**NPLD 7920 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.

Fall or Spring

1 Course Unit



**NPLD 7940 Fundraising and Philanthropy: The Donor Journey**

Today, we stand at an important moment in the history of philanthropy, as U.S. giving reached an all-time high in 2018, with \$427 billion invested in the philanthropic marketplace. As charitable giving is on the rise, nonprofit professionals are thinking more strategically about securing charitable gifts that will position their organization to have greater social benefit, whether they represent small grassroots organizations or large institutions. This course will provide students with the theory and basic knowledge of fundraising that charitable organizations use to raise private philanthropic dollars. The course will begin with an overview of the philanthropic landscape and key trends in philanthropy to contextualize the role of fundraising. Each subsequent module will review different aspects of the theory and body of knowledge that guides the most effective fundraising programs in charitable organizations, including principles of individual giving, major gifts, structural philanthropic vehicles, making the case for support, prospect research, and engaging volunteer leaders in fundraising. Modules are structured to both impart theory and develop skills to enhance students' critical analysis of philanthropy. By the conclusion of the course, students will gain the knowledge, tools, and techniques to implement fundraising best practices at their professional organization or in a volunteer capacity to raise funds for social benefit.

Spring

1 Course Unit

**NPLD 7950 Philanthropy and the City**

This spring semester course will focus on how urban communities are shaped and influenced by the nonprofit sector and the billions of philanthropic dollars that fuel their work. By bridging theory and practice and utilizing the City of Philadelphia as a place to explore these ideas, the course delves into what dynamics are at play to deliver vital services or programs in health care, education, the arts, community development, and other issues. The course will also focus on these important questions: • Whose responsibility is the public good? How is that responsibility shared by the public, private, and nonprofit sectors? How do different actors within these sectors define the public good? • Given the responsibility for the public good, which individuals and groups make the decisions about how to serve the public good? • How are philanthropic dollars best utilized to generate results or impact via investment in nonprofit organizations? • How is philanthropy responding to some of the key crosscurrents affecting society today? 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 contemporary philanthropy and the nonprofit sector. And thanks to the generosity of donors and alumni, students in the course will work in teams to devise a real-world evaluation process and distribute funds to well-deserving nonprofits – providing an experiential (and unique) opportunity to experience first-hand what it takes to execute effective charitable giving.

Spring

1 Course Unit

**NPLD 7960 Philanthropy and Fundraising Tools for Managers of Nonprofit Organizations**

This fall semester 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 to charitable organizations and 83% of it was from individual giving. 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 class 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 leadership and positions of influence, these will be critical tools to understand.

Fall

1 Course Unit

**NPLD 7990 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.

0-1 Course Unit