NONPROFIT LEADERSHIP (NPLD)

NPLD 5100 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 empower students to develop their own innovative solutions to difficult social problems around the world.
Spring
1 Course Unit

NPLD 5110 Approaches to Social Impact Creation: International Context
This course introduces students to important international development challenges and different approaches adopted in addressing them. Seven specific development challenges: hunger, health care, education, credit provision, risk management, provision of savings avenues and livelihood creation will be discussed in detail. The prevailing scenario, the progress made and the gaps that remain will be discussed. The different approaches adopted in addressing each issue will be highlighted after which one or two international cases will be discussed in detail. Some of the approaches discussed include initiatives by cross sector collaborations, not for profits, for-profit social enterprises, philanthropic organizations, and innovative Government programs. The penultimate session will focus on the challenges of adopting innovative approaches to development challenges in bureaucratic settings, an area that is especially important as well as particularly challenging. Strategies and tactics used by such innovators will be discussed. The final session will be about scaling up successful innovations. Different models that have been used to scale up innovation will be discussed. Both final sessions also include case study discussions.
Spring
1 Course Unit

NPLD 5520 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 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 new operating model has reframed the way companies, foundations, and NGOs engage billions of poor people. 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 clean energy access across the developing world, it also directly aims to combat climate change, the existential issue of our age. Within the BoP energy ecosystem, progress between sub-sectors could not be more different. For example, the clean cooking sector has failed in its mandate to address the problem of open fire cooking. By contrast, the solar lighting sector has scaled massively. This emergent field has attracted a generation of professionals looking to balance profitability and social impact, from social entrepreneurs to impact investors. Yet is the hype justified -- is there really a ‘Fortune at the Base of the Pyramid’? 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. While renewable energy will serve as a focal point, the course will also grapple with a range of cross-cutting themes, including climate change, gender, culture, public health, and the role of the private sector in development.
Spring
0.5 Course Units

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. For term specific details please consult our website: https://www.sp2.upenn.edu/academics/ms-in-nonprofit-leadership
Fall
0.5 Course Units
NPLD 5620 (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 inurements 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.
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/outside 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 5680 Marketing Strategy for Social Impact
The first step in engaging beneficiaries, donors, and other customers is to understand what you will do, what you will not do, and why. This “marketing strategy” sets you up to make smart choices each day for how you will engage your stakeholders. In this course we will focus on the strategic vision that leads to engagement and growth. This course will enable you to: 1) Describe challenges and opportunities from the perspective of the customer rather than the organization; 2) Define and articulate a value proposition that can help guide marketing and strategic decisions; and 3) Evaluate the alignment of programs, pricing, promotion, and channels to affect consumer behavior and achieve goals.
Spring
0.5 Course Units

NPLD 5700 Philanthropy: Society’s Passing Gear
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 2018, Giving USA reported that $427 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 field of Philanthropy – what it is, how it works, who participates, and its intersection with public policy and government.
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. Notes: For term-specific details, refer to https://www.sp2.upenn.edu/academics/ms-in-nonprofit-leadership/curriculum/ and select the "Course Descriptions - Online Program” option.
Summer Term
0.5 Course Units

NPLD 5740 Social Impact at the Bottom of the Pyramid
The 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 general 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.
0.5 Course Units

NPLD 5800 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.
Fall or 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 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.

Spring
1 Course Unit

NPLD 5860 Empowering Nonprofit Leaders to Thrive
This course is designed for interdisciplinary students interested 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 non-profit organization.

Spring
1 Course Unit

NPLD 5870 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 non-profit organization.

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. For term specific details please consult our website: https://www.sp2.upenn.edu/academics/ms-in-nonprofit-leadership

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 5910 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!
Summer Term
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 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.
Summer Term
0.5 Course Units

NPLD 5950 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.
Summer Term
Also Offered As: SWRK 5950
1 Course Unit

NPLD 5960 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.
Spring
Also Offered As: SWRK 5960
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 Social Norms for Social Change
Social practices, pressures, and paradigms exert enormous influence on our lives, from how we spend our money to how we treat each other. Social norms, in particular, can be a powerful tool for social change, but in order to use them, change agents need to know what they are and how they influence behavior and decisions. In this course, students will learn what social norms are, how to measure them, and how to use them in pursuit of lasting social change. Applications of social norms theory in the nonprofit sector include programmatic efforts to change harmful behaviors, policies that promote behavior change at scale, strengthening effectiveness within an organization, and engaging with donors and other stakeholders. Students will learn from readings, case studies, and guest speakers working on social norms change in many different contexts. Throughout the course, students will plan their own social norms-based intervention or program to apply to their own work.
Fall or Spring
0.5 Course Units

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 6000 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 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 judgement; and replication in social impact research.
Fall or Spring
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, 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.
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
Nonprofit Leadership (NPLD)

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 Business Methods Solving Social Problems
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 Small Group Processes
Studying the behavior of groups and the actions/inactions of people within groups provides a doorway to deeper understanding of ourselves, 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, conducting a support/therapy group or facilitating strategy formulation. It is easy to look back and see what went right or wrong in a group or when observing what others are doing. But tuning into and gaining a comprehensive grasp of these processes when they are happening 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 weekend course is an amalgam of experiential activities and energizing ways to internalize the rich concepts developed during a hundred years of research. Participants are required to be fully present and fully engaged for the whole weekend, read the equivalent of a book’s worth of material, and write an 8-page (double spaced) paper. For term specific details please consult our website: https://www.sp2.upenn.edu/academics/ms-in-nonprofit-leadership. Prerequisite: Attendance at Course Primer.

Fall or 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.
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 Designing the Future
"This experiential, highly interactive course is for those preparing to serve in managerial/leadership positions, charged with creating/maintaining the organizational and fiscal viability of public, non-profit or private enterprises. Candidates in all graduate programs are welcome. The educational methodology of NPLD 7870 is based on discovery-learning processes about the critical inter-dependencies among 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 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 dealing with being in positions of power, powerlessness and middleness. This course combines intellectual, experiential, and emotional learning about the business of organizing and the organizing of productive enterprises. 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. For term specific details please consult our website: https://www.sp2.upenn.edu/academics/ms-in-nonprofit-leadership"
Fall or Spring  
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**

**CALL TO ACTION!** It is time for the next generation to reshape the world. NPLD 791 provides opportunities for participants to create new insights that help to rebuild the environment-humanity relationship, advance the human condition, and re-form the prevailing economic system. NPLD 791 is a 1 cu synchronous, virtual, experiential course that operates on the principles of discovery learning. It has three parts: (1) A primer that explains the course architecture; (2) Module 1, which enables course members to hone their inter-personal and group skills while also studying a scholarly text on a specific societal dilemma; (3) Module 2, which has course members working together, developing implementable plans that address a real world problem of their choosing. In 791 members are in three separate sections for the primer and Module 1. In Module 2 all sections work together. A special feature of this course is that participants co-discover and co-create three different bodies of insights. After every session, small groups of participants co-educate their peers about what they have just learned. This has a multiplier effect. Basically each individual does one full course, but gains three courses worth of education.

**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 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 7970 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.

**Spring**

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.

1 Course Unit