

## SECTION ONE

# Introduction

The Hauser Center for Nonprofit Organizations  
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# The Hauser Center for Nonprofit Organizations

## Purpose and Context

The Hauser Center is a university-wide research center at Harvard University. Established in 1997 with a generous grant from Rita and Gus Hauser, the Center pursues research and education, promoting critical thinking about the importance, roles and performance of nonprofit organizations. While our name infers nonprofits, our research has expanded over the years to include other organizations of civil society as well.

The Hauser Center is comprised of a community of Harvard researchers, faculty, staff, students, and practitioners linked to similar individuals in the US and around the world. Our work is disseminated through publications, conferences, seminars, lectures, courses and scholarly testimony before public bodies at the international, national and local levels.

## Research

*Goal: Ask, answer, and articulate the implications of the critical questions regarding nonprofits and civil society.*

Nonprofits and other organizations of civil society have grown dramatically in import and impact over the last century. Most of the research focus has been at the level of organizational management—understanding-operations and how to make them more effective. Given the scope and impact of these organizations, it is necessary for some institutions to focus on “first order” questions about the sector—questions about its appropriate role in creating public and private good, and how those roles relate to the functions of business and government. We follow with questions of what public policies should be constructed as a result of that understanding. Then, in order to remain relevant, we tie these questions back to operational implications.

## Education

*Goal: Teach creative, critical thinking and practical skills to those engaged in or with nonprofits and organizations of civil society.*

Our educational initiatives are geared towards the following: a) teaching creative, critical thinking about the role and functioning of nonprofits and other organizations in civil society b) building skills that can create effective organizations with long-term capacity. We are responsible for designing and delivering coherent curriculum that reflects both the current state of the sector and its relationship with broader society, to best prepare students for thoughtful engagement within the field.

## Practice

*Goal: To offer creative, critical thinking and practical advice to individual, organizational and societal leaders.*

As a research body examining first-order questions and their implications, we see a responsibility to engage with leaders making strategic, operational and public policy decisions. This includes helping to frame problems, craft possible solutions, and evaluate both the potential and real impact of solutions once enacted.

*\* The Hauser Center is not a degree granting institution. Prospective students wishing to pursue nonprofit studies should apply directly to the KSG or other Harvard graduate schools. For a more complete description of the Hauser Center and its activities, please visit our website at <http://www.ksg.harvard.edu/hauser>.*

## An Overview of the Guide

### What does this Guide cover?

The Hauser Center's *Guide to Nonprofit Courses: Harvard University and Beyond* summarizes the range of courses related to the nonprofit sector that are being offered at Harvard University's various graduate schools, Tufts University's Fletcher School of Law and Diplomacy, and the Massachusetts Institute of Technology (MIT). This *Guide* is the Hauser Center's premier publication for students interested in the nonprofit sector and civil society. To learn more about the wealth of nonprofit-related academic resources, research and information offered at Harvard University and beyond, please contact the Hauser Center.

This year's *Guide to Nonprofit Courses* is divided into four broad sections. The first section briefly introduces the Hauser Center, the Center's recommended approach to taking nonprofit courses and an overview of what this resource is designed to provide. Following the introduction, the second section presents all of the 2006-2007 course listings for each of Harvard's graduate schools, the Harvard Extension School, Tufts University's Fletcher School of Law and Diplomacy, and the Massachusetts Institute of Technology (MIT) as they pertain to the nonprofit sector and civil society. As students find courses of interest, the third section provides full course descriptions and class times.

The criteria used to select courses for the catalog include:

- Improves understanding of the intersection between nonprofits/civil society and other sectors
- Addresses a policy problem or policy area with which nonprofits/NGOs would typically engage
- Addresses a field in which nonprofits/NGOs play a key role
- Addresses a policy problem or policy area likely to impact those working in nonprofits
- Provides skill-based experience for future work in the NGO sector

The final section offers valuable cross-registration guidance. This section reviews general procedures for cross-registering at Harvard University and highlights specific requirements for each school. Used in conjunction with the contacts and deadlines found on the back cover, this section offers the essentials for successful cross registration.

Other important features to note are: 1) The Online At-A-Glance section, located in the inside front cover, which references online resources for each school, and 2) The appendices which suggest resources for students and practitioners seeking to develop their interest in the nonprofit sector. The first appendix provides descriptions of several Harvard research centers that are useful for learning about nonprofit organizations and/or related issues. The second appendix lists faculty members at the various schools who currently teach or have previously taught nonprofit-related classes.

### What this Guide may not cover

The *Guide to Nonprofit Courses: Harvard University and Beyond* is a reference that describes a wide variety of nonprofit courses; it should not be your final source for course information. Policies vary between courses and schools. Since course offerings sometimes change after the *Guide to Nonprofit Courses* has gone to print, and cross-registration procedures vary, **each school's registrar should be considered the final authority and consulted for final information about a course.** The most up-to-the-minute information should be available from the registrar or through the school's online resources (see Online At-A-Glance on the front inside cover). When in doubt about the relevance or appropriateness of a course to your program of study, check with your academic advising staff, department chair, and/or local registrar. The following tips will help you design the course schedule best suited to your interests:

#### Helpful Course Planning Tips

Look at the detailed student evaluations of the courses. Many schools annually collect and tabulate student evaluations from the previous year. These compilations are available to students to aid in course selection. Contact the registrar's offices at the respective schools to determine where these resources are located.

Check for course syllabi or other descriptive information about the courses' teaching objectives, requirements, etc. Again, check with the school's registrar, course webpages, or librarian.

Contact professors working on issues of interest to you. Use the course guide creatively to identify potential faculty members as useful starting points to your particular nonprofit research or practice interest(s).

## Course Frameworks for Nonprofit Careers

To assist students and faculty seeking to optimize Harvard University's interdisciplinary, intellectual resources at the various professional schools, Hauser Center faculty designed the following curriculum templates with recommended courses for those pursuing careers as nonprofit leaders and managers, cross-sector problem solvers, or social change activists. Each template provides recommendations for essential and recommended courses to develop skills needed for these career paths. The templates present a variety of relevant courses offered at the Kennedy School of Government (KSG) and other graduate schools at Harvard University that should enhance the core curriculum required by each of the degree programs highlighted. Not all courses listed are available each year.

### Cross-sector Problem Solvers

Nonprofit/non-governmental organizations (NGOs) around the world have exploded in number and variety in the past few decades. As part of the increased variety of roles they play, these organizations are called upon to trigger, and sometimes lead and monitor, problem-solving efforts across the three sectors. Careers in such sector-spanning roles are among the most demanding—and least understood—that nonprofit leaders face. With the prospect of continued change in the roles performed by the private for-profit, nonprofit/NGOs, and public sectors, these cross-sector opportunities also promise to be among the most important for public service professionals in the years ahead.

Professionals who regularly promote this cross-sector value added by nonprofits need knowledge and skills in the following domains: collective problem-solving (including collaboration and negotiation), leadership (in particular, organized efforts to help institutions embrace change in mindsets and practices), the history of relationships and policies across sectors, organizational performance, accountability, and project management.

**Masters of Public Administration (MPA), Masters of Public Policy (MPP), Masters of Public Policy/Urban Planning (MPP/UP), and Masters in Public Administration/International Development (MPA/ID) degree candidates, as well as cross-registrants from other schools or faculties:**

#### ESSENTIAL COURSES

NPS-100	The Nonprofit Sector: Policies and Controversies
*PED-376	Civil Society and Development
*STM-221	Introduction to Negotiations Analysis

#### OTHER RECOMMENDED COURSES

NPS-201	Strategy and Leadership in Nonprofit Organizations
NPS-401	Philanthropy: Policy and Practices
*BGP-100	The Business-Government Relationship in the United States
*PAL-101	Exercising Leadership: Mobilizing Group Resources
*STM-143M	Entrepreneurship in the Social Sector (Harvard Business School)
*STM-230	Advanced Workshop in Multiparty Negotiation and Conflict Resolution
^STM-101B	The Strategic Management of Public Organizations

*Plus fundamentals in strategic management, political and economic analysis, advocacy as appropriate, and policy-area specific courses on cross-sector dynamics*

\*For Masters of Public Administration (MPA) degree candidates.

^For Masters of Public Policy (MPP), Masters of Public Policy/Urban Planning (MPP/UP), and Masters in Public Administration/International Development (MPA/ID) degree candidates.

*Please note that not all of the recommended course frameworks courses will be offered in the 2006–2007 school year.*

## Leadership for Social Change

Leading others in strengthening democratic institutions, pursuing common interests, and achieving social change is a vocation, a craft, and an art. Students can make use of their time at the John F. Kennedy School of Government to reflect on the vocation, learn tools of the craft, and develop appreciation for the art. You can pursue this calling in diverse venues: community organizations, religious institutions, communities of learning, labor unions, political campaigns, advocacy networks, and government at all levels. In choosing courses, students may want to consider the experience and interests of others enrolled in the class and the instructors, as well as the content of the syllabus. Related courses offered at the Divinity School, Graduate School of Education, Law School, Faculty of Arts and Sciences and MIT Urban Studies program can also be explored.

### Masters of Public Administration (MPA) degree candidates at the KSG, as well as cross-registrants from other schools or faculties

#### ESSENTIAL COURSES

PAL-177	Organizing: People, Power and Change
*PAL-101	Exercising Leadership: Mobilizing Group Resources
API-703	Understanding Democracy Through History
STM-221	Introduction to Negotiation Analysis
STM-517	Managing People: Self, Relationships, and Teams
PAL-127M	Moral Leadership: Self, Other, Action

#### OTHER RECOMMENDED COURSES

##### Useful Practices

API-214	Public Opinion, Polling and Public Policy
API-701	Reasoning from History
STM-199	Organizational and Institutional Analysis
PAL-117	The Arts of Communication
PAL-119	Organizational Leadership and Governance
PAL-142	Persuasion: the Science and Art of Effective Influence
PAL-154M	Public Narrative: Identity, Agency, Action
PAL-224	Running for Office and Managing Campaigns
PPP-307	Modern Political Communications

##### Valuable Frameworks

NPS-100	Introduction to the Nonprofit Sector
PAL-150Y	Seminar: Politics and Advocacy
STM-480	Leadership for a Networked World
PAL-216	Democratic Theory
PAL-218	Putting the Public Back into Public Policy
NPS-202	Accountability and Policy: Challenges in the Public, Nonprofit, and Private Sectors

##### Social Change Venues

PAL-107	Civil Rights Innovations
PAL-122	Religion, Politics, and Public Policy
ENR-205	Environmental Justice as a Public Policy Issue
HCP-382	Health Policy Reform: the US in Comparative Perspective
PAL-229	Driving Forces in American Politics
PAL-265	Leadership, Democracy and Conflict: the Politics of the Developing World
STM-334M	Innovation and Reform in 21st Century Democracies
BGP-405	"On the Balcony of History?" The European Union in the 21st Century
HLE-201	Poverty and Social Policy
HUT-100	Policy Making in Urban Settings
ISP-103	Global Governance
ISP-209	US Security, the Law and Justice
PED-130	Why Are So Many Countries, Poor, Volatile, and Unequal
PED-376	Civil Society and Development
PED-501	Native Americans in the 21st Century: Nation Building

\*For Masters of Public Administration (MPA) degree candidates.

*Please note that not all of the recommended course frameworks courses will be offered in the 2006–2007 school year.*

## Nonprofit Management

Nonprofit management demands a range of skills and talents including managing staff and volunteers, marketing to paying clients and customers, fund-raising through donors, communicating with government regulators, and designing new programs. While the John F. Kennedy School of Government offers a full range of courses on strategic management in the public sector, students committed to a career in nonprofit management can develop a course of study for themselves that will build the special skills needed in the nonprofit sector.

**Masters of Public Administration (MPA), Masters of Public Policy (MPP), Masters of Public Policy/Urban Planning(MPP/UP), and Masters in Public Administration/International Development (MPA/ID) degree candidates, as well as cross-registrants from other schools or faculties:**

### **ESSENTIAL COURSES**

NPS-201	Strategy and Leadership in Nonprofit Organizations
STM-143M	Entrepreneurship in the Social Sector (Harvard Business School)
^STM-101B	Strategic Management of Public Organizations

### **OTHER RECOMMENDED COURSES (ADDITIONAL NPS OR PED/PAC)**

*NPS-100	The Nonprofit Sector: Policies and Controversies
NPS-401	Philanthropy: Policy and Practices
*PAL-101	Exercising Leadership: Mobilizing Group Resources
1520	Effective Leadership of Social Enterprise (Harvard Business School)

\*For Masters of Public Administration (MPA) degree candidates.

^For Masters of Public Policy (MPP), Masters of Public Policy/Urban Planning (MPP/UP), and Masters in Public Administration/International Development (MPA/ID) degree candidates.

*Please note that not all of the recommended course frameworks courses will be offered in the 2006–2007 school year.*