

SECTION ONE

Introduction

The Hauser Center for Nonprofit Organizations
An Overview of the Guide
Course Frameworks for Nonprofit Careers

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 suggests 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; and 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 2007-2008 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.

For inclusion, a course had to meet the following criteria:

- Provides skill-based experience for future work in the NGO sector.
- Improves understanding of theories and/or the practical application of theories concerned with the intersection between nonprofit/civil society and other sectors.
- Addresses a field in which nonprofits/NGOs play a key role.
- Addresses a policy problem or area that nonprofits/NGOs would typically engage with or be impacted by.

The final section offers valuable cross-registration guidance. It 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 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. 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 be consulted for final information about a course.** The most up-to-the-minute information should be available from the registrar or through each school's online resources (see Online At-A-Glance inside the front 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 reviews are located.

Go over 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

The recent review of the non-profit curriculum performed at the Kennedy School of Government and spearheaded by affiliates of the Hauser Center suggested the creation of four essential areas of coursework needed to gain a full understanding of the nonprofit field: the role of NGOs in contemporary society, strategic management and leadership, financial strategies and value management, and community organizing and advocacy. These four areas closely mirror curriculum templates already developed by Hauser Center faculty for those pursuing careers as cross-sector problem solvers, nonprofit leaders and managers, or social change activists. Each template provides essential and recommended courses to develop skills needed for these career paths, and together cover the four essential areas suggested by the curriculum review. Although the following templates do not highlight courses on financial strategies and value management, relevant courses can be located throughout this guide. Please note that not all courses listed are available each year.

The Role of NGOs in Contemporary Society (Cross-sector Problem Solving)

As nonprofit/non-governmental organizations (NGOs) around the world have exploded in number and variety in the past few decades, there has been a need for courses which deepen the understanding of the roles such organizations play in contemporary society. As part of the increased variety of roles they play, these organizations are called upon to trigger, and some-times 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	Introduction to the Nonprofit Sector
*PED-376	Civil Society and Development
*STM-221	Introduction to Negotiations Analysis

OTHER RECOMMENDED COURSES

NPS-201	Strategic Management of Nonprofit and Nongovernmental 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 and Public Sector
*STM-230	Advanced Workshop in Multiparty Negotiation and Conflict Resolution
^STM-101B	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 2007–2008 school year.

Community Organizing and Advocacy

Another area essential to preparation for a nonprofit career is community organizing and advocacy. 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-502	Managing People: Self, Relationships, and Teams
PAL-127	Moral Leadership: Self, Other, and Action

OTHER RECOMMENDED COURSES

Useful Practices

API-214	Public Opinion, Polling and Public Policy
API-701	Reasoning from History
STM-199	Doctoral Seminar on Public Management and Leadership
PAL-119	Organizational Leadership and Governance
PAL-142	Persuasion: the Science and Art of Effective Influence
PAL-154M	Public Narrative: Identity, Agency, and Action

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	Innovations in Democratic Governance: Solving Public Problems
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: Comparative Perspectives
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 Twenty-First 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	U.S. Security, the Law and Justice
PED-130	Why Are So Many Countries, Poor, Volatile, and Unequal?
PED-376	Civil Society and Development

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

Please note that not all of the recommended course frameworks courses will be offered in the 2007–2008 school year.

Strategic Management and Leadership

An additional area of courses needed for those entering the nonprofit sector, strategic management and leadership, reflects the diversity of skills needed and challenges presented by this career path. 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	Strategic Management of Nonprofit and Nongovernmental Organizations
STM-143M	Entrepreneurship in the Social and Public Sector
^STM-101B	Strategic Management of Public Organizations

OTHER RECOMMENDED COURSES (ADDITIONAL NPS OR PED/PAC)

*NPS-100	Introduction to the Nonprofit Sector
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 2007–2008 school year.