

# Nonprofit Leadership and Management: Strategies for Organizational Success

*August 30 – October 24, 2023*

Arthur Brooks, Faculty Chair

Caitlin Marquedant, Program Director

## Class Description and Learning Objectives

This 8-week course is focused on the fundamental issues in nonprofit management and leadership and is geared for experienced nonprofit practitioners. We begin by exploring the sector, examining what makes nonprofits unique, the history of the nonprofit sector in the U.S. and around the world, the theoretical underpinnings for its existence, and its scope and impact on society. From there, we examine governance and accountability of nonprofit boards, funding challenges, program evaluation, strategic management theory and practice, the role of nonprofits in policymaking, and the unique aspects of nonprofit finance. Throughout, we will examine real world examples and review the theories and practices that apply to them. Students will leave the course with greater intellectual depth about nonprofits' role in society, as well as practical new skills to take back to their organizations.

## Course Materials and Requirements, Customized for the Online Environment

The content and instruction have been customized for this environment, with an eye to finding advantages (such as the flexibility to students in how/when/where they consume the materials) where they exist.

1. **Asynchronous lectures and interviews:** For each module, there will be 2-5 pre-recorded short lectures or interviews with nonprofit leaders (approximately 20 minutes each) to watch at the student's convenience.
  - a. Please complete the module readings before watching the lectures/interviews.
  - b. Please watch the lectures/interviews before the discussion sessions.
2. **Synchronous discussions:** There will be one live 90-minute summary, small-group, and full-class discussion session per week. Attendance in live lectures is mandatory to complete the course.
3. **Weekly reflection memos, due each week:** In 300 words or less, describe something of particular significance that you learned the preceding week from the readings, lecture, and discussion. Focus on how something struck you and demonstrate your knowledge of the material by showing how you plan to use the insight in your work and life. Reflections are due Tuesday nights at 11:59PM ET.
4. **Final assignment:** There will be a short assignment due near the end of the course in order to receive your certificate. Assignment details will be provided during the course.

## Communication Norms

**Contacting Prof. Brooks:** The best method to contact the professor is via email ([abrooks@hks.harvard.edu](mailto:abrooks@hks.harvard.edu)).

**Updates via Canvas:** General class updates, including any changes to readings and assignments, will be posted to our Canvas site

## Office Hours

*Optional Office Hours with Prof. Brooks will be held biweekly; schedule and Zoom link will be posted on Canvas.*

## Technical Policies and Online Support

For assistance with any technical issues, please contact the program team.

## Attendance and Virtual Classroom Conduct

**Participation in the live virtual sessions are mandatory.** We are able to excuse up to one absence during the program without affecting your certificate. Please log in on time, having done the readings and carefully watched the lectures, and be prepared to participate actively in discussions. You can also email the professor ([abrooks@hks.harvard.edu](mailto:abrooks@hks.harvard.edu)) or the Teaching Fellow directly with any themes you would like to introduce into the discussions.

For in-class discussions, students should rely on the Chat and Raise Hand feature in Zoom. We will monitor the chat and feedback features in Zoom and help facilitate the virtual classroom discussion.

## Accessibility & Accommodations for Student Learning

Harvard Kennedy School is committed to the full inclusion of students with disabilities (learning, mental-health related, physical, chronic illness, temporary injury, etc.). The School provides accommodations and support to students with documented disabilities on an individual, case-by-case basis. If students have a disability or think they may have a disability and would like to receive accommodations for their learning, please contact the program director. Because accommodations may require early planning and generally are not provided retroactively, we recommend that you contact us as soon as possible.

## Study Groups

Starting during Module 2, we will host optional study groups directly before the live sessions from 8:00 – 8:45 am. Group discussions will be based around program topics including fundraising, government/nonprofit relations, communications, HR & volunteer management, social entrepreneurship and nonprofit governance and board relations. Participants can join to choose a different group each week.

## Orientation Session

**Wednesday, August 30, 10:00 – 11:30 am Eastern Time**

We will host a program orientation and onboarding session to review the Zoom and Canvas platforms, meet one another, set expectations, and answer any questions you may have before the start of the program. Though the session will be recorded, you are very strongly encouraged to attend live, as it is the first opportunity to meet your classmates, the staff, and start forming a community with your cohort. Please come prepared by downloading the latest version of Zoom to your computer or iPad.

## Module 1

### Fundamentals of the Nonprofit Sector

August 30 – September 5, 2022

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#### Knowledge goals

1. Understand the dimensions and history of nonprofit activity in the U.S. and around the world
2. Know the biggest issues in policy surrounding nonprofits

#### Action goals

1. Critically put current developments into historical context
2. Confront policy issues with expertise

#### Key Dates

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**Wed, August 30**

**Wed, August 30 | 10:00 – 11:30 am ET**

**Tue, September 5 | 9:00 – 10:30 am ET**

**Tue, September 5**

**Module 1 officially begins**

**Program Orientation on Zoom**

**Live Session on Zoom: Arthur Brooks**

**Reflection Paper due by 11:59 pm ET**

#### Lectures

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1. Introduction
2. Definitions and dimensions of the sector
3. Nonprofit law and history
4. The role of nonprofits in a healthy civil society
5. Video interview with Professor Cornell Brooks

#### Readings

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1. Frumkin, Peter. "The Idea of a Nonprofit and Voluntary Sector." *On Being Nonprofit: A Conceptual and Policy Primer*. Harvard University Press, 2002, pp. 1-28.
2. Dobkin Hall, Peter. "Historical Perspectives on Nonprofit Organizations in the United States." *The Jossey-Bass Handbook of Nonprofit Leadership and Management*, edited by Renz, David O. and Robert Herman, John Wiley & Sons, Inc., 2016, pp. 3-42.
3. Hansmann, Henry. "The Role of Nonprofit Enterprise." *The Yale Law Journal*, vol. 89, no. 5, 1980, pp. 835-901.
4. Salamon, Lester M. and Helmut K. Anheier. "Social Origins of Civil Society: Explaining the Nonprofit Sector Cross-Nationally." *Voluntas: International Journal of Voluntary and Nonprofit Organizations*, vol. 9, no. 3, 1998, pp. 213-248.

#### Extended (Optional) Readings:

Putnam, Robert D. "Bowling Alone: America's Declining Social Capital." *Journal of Democracy*, vol. 6, no. 1, 1995, pp. 65-78.

Hopkins, Bruce R. and Virginia C. Gross. "The Legal Framework of the Nonprofit Sector in the United States." *The Jossey-Bass Handbook of Nonprofit Leadership and Management*, edited by Renz, David O. and Robert Herman, John Wiley & Sons, Inc., 2016, pp. 43-79.

## Module 2

### Nonprofits and the Public Sector

September 6 – 12, 2023

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#### Knowledge goals

1. Understand the key points of nonprofit-government interaction
2. Working knowledge of many models of public goods provision

#### Action goals

1. Readiness to participate on either side of the government-nonprofit divide
2. Share insights with policymakers to improve collaboration and oversight

#### Key Dates

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Wed, September 6

Mon, September 11 | 2:00 – 3:00 pm ET

Tue, September 12 | 8:00 – 8:45 am ET

Tue, September 12 | 9:00 – 10:30 am ET

Tue, September 12

Module 2 officially begins

Office Hours with Arthur Brooks \*Optional

Study Groups \*Optional

Live Session on Zoom: Arthur Brooks

Reflection Paper due by 11:59 pm ET

#### Lectures

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1. Dimensions and issues in government funding
2. Public Value and the Strategic Triangle in Nonprofit Management with Professor Mark Moore (Parts 1, 2, & 3)

#### Readings

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1. Rathgeb Smith, Stephen. "Managing the Challenges of Government Contracts." *The Jossey-Bass Handbook of Nonprofit Leadership and Management*, edited by Renz, David O. and Robert Herman, John Wiley & Sons, Inc., 2016, pp. 536-563.
2. Brooks, Arthur. "The Effects of Public Policy on Private Charity." *Administration & Society*, vol. 36, no. 2, 2004, pp. 166-185.
3. Moore, Mark. "Managing for Value: Organizational Strategy in For-Profit, Nonprofit, and Governmental Organizations." *Nonprofit and Voluntary Sector Quarterly*, vol. 29, no. 1, 2000, pp. 183-204.
4. Moore, Mark. *Social and Public Value*. Concept Note 3.

#### Extended (Optional) Readings:

The Aspen Institute: *The Nonprofit Sector and Government: Clarifying the Relationship*, 2001.

<https://www.aspeninstitute.org/publications/nonprofit-sector-and-government-clarifying-relationship/>

## Module 3

### Fundraising and Philanthropy

September 13 – 19, 2023

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#### Knowledge goals

1. Understand the dimensions of philanthropy and giving patterns
2. Working knowledge of new fundraising models

#### Action goals

1. Effective donor management
2. Improved fundraising toolkit at all expertise levels

#### Key Dates

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**Wed, September 13**

**Tue, September 19 | 8:00 – 8:45 am ET**

**Tue, September 19 | 9:00 – 10:30 am ET**

**Tue, September 19**

**Module 3 officially begins**

**Study Groups \*Optional**

**Live Session on Zoom: Arthur Brooks**

**Reflection Paper due by 11:59 pm ET**

#### Lectures

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1. Dimensions of philanthropy
2. History and trends in philanthropy
3. Fundraising
4. Video interview with Professor Rob Wilkinson (Parts 1, 2, & 3)

#### Readings

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1. Young, Dennis R. "Developing Nonprofit Resources." *The Jossey-Bass Handbook of Nonprofit Leadership and Management*, edited by Renz, David O. and Robert Herman, John Wiley & Sons, Inc., 2016, pp. 509-535.
2. Foster, William Landes, Peter Kim, and Barbara Christiansen. "Ten Nonprofit Funding Models." *Stanford Social Innovation Review*, Spring 2009, pp. 32-39.
3. Horvath, Aaron and Walter W. Powell. "Seeing Like a Philanthropist: From the Business of Benevolence to the Benevolence of Business." *The Nonprofit Sector: A Research Handbook*, edited by Powell, Walter W. and Patricia Bromley, Stanford University Press, 2020, pp. 81-122.

#### Extended (Optional) Readings:

Brooks, Arthur. "Does Giving Make Us Prosperous?" *Journal of Economics and Finance*, vol. 31, no. 3, 2007, pp. 403-411.

## Module 4

### Nonprofit Marketing and Human Resources

September 20 – 26, 2023

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#### Knowledge goals

1. Understanding of the most effective messages for various nonprofit causes and audiences
2. Knowledge of best practices in employee and volunteer recruitment, retention, and management

#### Action goals

1. Bring new ideas to nonprofits on how to share key messages
2. Improve hiring practices and volunteer recruitment

#### Key Dates

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**Wed, September 20**

**Mon, September 25 | 3:00 – 4:00 pm ET**

**Tue, September 26 | 8:00 – 8:45 am ET**

**Tue, September 26 | 9:00 – 10:30 am ET**

**Tue, September 26**

**Module 4 officially begins**

**Office Hours with Arthur Brooks \*Optional**

**Study Groups \*Optional**

**Live Session on Zoom: Arthur Brooks**

**Reflection Paper due by 11:59 pm ET**

#### Lectures

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1. Basics of nonprofit marketing
2. Nonprofit branding
3. Nonprofit human resource & volunteer management

#### Readings

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1. Gainer, Brenda. "Marketing for Nonprofit Organizations." *The Jossey-Bass Handbook of Nonprofit Leadership and Management*, edited by Renz, David O. and Robert Herman, John Wiley & Sons, Inc., 2016, pp. 366-395.
2. Kylander, Nathalie and Christopher Stone. "The Role of Brand in the Nonprofit Sector." *Stanford Social Innovation Review*, vol. 10, no. 2, 2012, 36-41.
3. Watson, Mary R. and Rikki Abzug. "Effective Human Resource Management: Nonprofit Staffing for the Future." *The Jossey-Bass Handbook of Nonprofit Leadership and Management*, edited by Renz, David O. and Robert Herman, John Wiley & Sons, Inc., 2016, pp. 597-638.
4. Brudney, Jeffrey L. "Designing and Managing Volunteer Programs." *The Jossey-Bass Handbook of Nonprofit Leadership and Management*, edited by Renz, David O. and Robert Herman, John Wiley & Sons, Inc., 2016, pp. 688-733.
5. Barenblat, Kevin. "What the Best Nonprofits Know About Strategy." *Harvard Business Review*, 2018, pp. 2-5.

#### Extended (Optional) Readings:

Frumkin, Peter. "Balancing the Functions of Nonprofit and Voluntary Action." *On Being Nonprofit: A Conceptual and Policy Primer*. Harvard University Press, 2002, pp. 163-181.

## Module 5

### Performance Measurement and Strategic Finance

September 27 – October 3, 2023

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#### Knowledge goals

1. Understand the best methods of effectiveness measurement
2. Understand the best systems of nonprofit finance

#### Action goals

1. Construct a performance measurement system
2. Rebuild a finance system at a nonprofit

#### Key Dates

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**Wed, September 27**

**Mon, October 2 | 3:45 - 4:45 pm ET**

**Tue, October 3 | 8:00 – 8:45 am ET**

**Tue, October 3 | 9:00 – 10:30 am ET**

**Tue, October 3**

**Module 5 officially begins**

**Office Hours with Arthur Brooks \*Optional**

**Study Groups \*Optional**

**Live Session on Zoom: Arthur Brooks & Jim Honan**

**Reflection Paper due by 11:59 pm ET**

***Final assignment details to be provided***

*Guest: James P. Honan, Senior Lecturer on Education, Harvard Graduate School of Education*

#### Lectures

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1. Evaluation and performance measurement
2. Nonprofit effectiveness
3. Strategic Finance for Nonprofit Leaders Parts 1, 2, & 3 (Professor James Honan)

#### Readings

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1. Meehan, William F. and Kim Starkey Jonker. "Count What Counts." *Engine of Impact: Essentials of Strategic Leadership in the Nonprofit Sector*, Stanford University Press, 2018, pp. 77-100.
2. Renz, David O. and Robert Herman. "Understanding Nonprofit Effectiveness." *The Jossey-Bass Handbook of Nonprofit Leadership and Management*, John Wiley & Sons, Inc., 2016, pp. 274-292.
3. Mitchell, George E. and Thad D. Calabrese. "Proverbs of Nonprofit Financial Management." *The American Review of Public Administration*, vol. 49, no. 6, 2019, pp. 649-661.
4. 10 Finance Essentials for Social Sector Leaders: <https://nff.org/report/top-ten-finance-essentials-nonprofits-and-funders>
5. Brooks, Arthur. "AEI's President on Measuring the Impact of Ideas." *Harvard Business Review*, vol. 96, no. 2, 2018, pp. 37-42.

#### Extended (Optional) Readings:

Sawhill, John C. and David Williamson. "Mission Impossible? Measuring Success in Nonprofit Organizations." *Nonprofit Management and Leadership*, vol. 11, no. 3, 2001, pp. 371-386.

Wilson, Julie Boatright. "What is Measurement and Evaluation? The Importance of Anchoring Evidence Generation in Your Theory of Change." Harvard Kennedy School, pp. 1-10.

## Module 6

### Social Enterprise

October 4 – 10, 2023

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#### Knowledge goals

1. Familiarity with all forms of nonprofit entrepreneurship
2. Understanding of modern venture philanthropy

#### Action goals

1. Participate in a nonprofit startup
2. Assist a philanthropist in funding a startup

#### Key Dates

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**Wed, October 4**

**Tue, October 10 | 8:00 – 8:45 am ET**

**Tue, October 10 | 9:00 – 10:30 am ET**

**Tue, October 10**

**Module 6 officially begins**

**Study Groups** *\*Optional*

**Live Session on Zoom: Arthur Brooks**

**Reflection Paper due by 11:59 pm ET**

#### Lectures

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1. What is social entrepreneurship?
2. Who are social entrepreneurs?
3. Video interview with Dan Pallotta (Parts 1 & 2)

#### Readings

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1. Brooks, Arthur. "An Introduction to Social Entrepreneurship." *Social Entrepreneurship: A Modern Approach to Social Value Creation*, Pearson, 2008, pp. 1-22.
2. Nash, Matthew T.A. "Social Entrepreneurship and Social Innovation." *The Jossey-Bass Handbook of Nonprofit Leadership and Management*, edited by Renz, David O. and Robert Herman, John Wiley & Sons, Inc., 2016, pp. 295-333.
3. Grossman, Allen S. and Liz Kind. "Pallotta TeamWorks." Harvard Business School, 2002.
4. Pallotta, Dan. "The Way We Think About Charity is Dead Wrong." TED, 2013:  
<https://www.youtube.com/watch?v=bfAzi6D5FpM>

#### Extended (Optional) Readings:

Helm, Scott T. "Social Enterprise and Nonprofit Ventures." *The Jossey-Bass Handbook of Nonprofit Leadership and Management*, edited by Renz, David O. and Robert Herman, John Wiley & Sons, Inc., 2016, pp. 334-365.

Frumkin, Peter. "Social Entrepreneurship." *On Being Nonprofit: A Conceptual and Policy Primer*. Harvard University Press, 2002, pp. 129-162.



## Module 7

### Building a Nonprofit

October 11 – 17, 2023

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#### Knowledge goals

1. Recognize the most effective mission statements
2. Understand core principles of effective leadership in nonprofits

#### Action goals

1. Write a great mission statement
2. Self-transformation as a leader

#### Key Dates

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**Wed, October 11**

**Mon, October 16 | 4:00 – 5:00 pm ET**

**Tue, October 17 | 8:00 – 8:45 am ET**

**Tue, October 17 | 9:00 – 10:30 am ET**

**Tue, October 17**

**Module 7 officially begins**

**Office Hours with Arthur Brooks \*Optional**

**Study Groups \*Optional**

**Live Session on Zoom: Arthur Brooks**

**Final Reflection Paper due by 11:59 pm ET**

#### Lectures

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1. Nonprofit business plans and business models
2. Nonprofit board leadership
3. Nonprofit executive leadership
4. Video interview with Professor Drew Gilpin Faust (Parts 1 & 2)

#### Readings

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1. Meehan, William F. and Kim Starkey Jonker. "The Few Strategic Concepts That Matter." *Engine of Impact: Essentials of Strategic Leadership in the Nonprofit Sector*, Stanford University Press, 2018, pp. 47-76.
2. Brooks, Arthur. "Social Enterprise Business Plans." *Social Entrepreneurship: A Modern Approach to Social Value Creation*, Pearson, 2008, pp. 51-64.
3. Collins, Jim. "Level 5 Leadership: The Triumph of Humility and Fierce Resolve." *Harvard Business Review*, vol. 79, no. 1, 2001, pp. 66-76.
4. Goleman, Daniel. "Leadership That Gets Results." *Harvard Business Review*, vol. 78, no. 2, 2000, pp. 78-90.

#### Extended (Optional) Readings:

Porath, Christine L., Alexandra Gerbasi, and Sebastian L. Schorch. "The Effects of Civility on Advice, Leadership, and Performance." *The Journal of Applied Psychology*, vol. 100, no. 5, 2015, pp. 1527-1541.

## **Reading Week**

**October 18 – 24, 2023**

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**Work on Final Memo Paper**

### **Key Dates**

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**Tue, October 24 | 9:00 – 10:30 am ET**  
**Tue, October 24**

**Live Session on Zoom: Arthur Brooks \*Optional**  
**Final Memo Paper due by 11:59 pm ET**