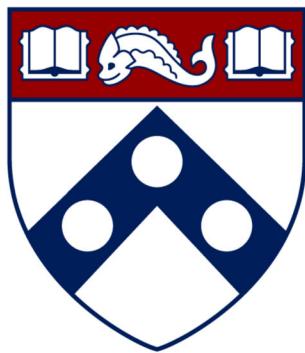


Course Syllabus

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Penn Social Policy & Practice UNIVERSITY *of* PENNSYLVANIA

Online MS Nonprofit Leadership Program

NPLD 5870: Empowering Nonprofit Leaders to Thrive

Course Dates: October 7 - December 16, 2025

Synchronous Sessions: most Tuesdays, 12:00 to 2:00 PM Eastern via Zoom



Instructor Information

Instructor:

Meredith Myers, PhD

Lecturer, the School of Social Policy and Practice

Senior Fellow, Center for Leadership & Change Management, the Wharton School

Executive Director, Job Crafting LLC

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Zachary Friedman, MS

Pearl Pagarigan, MS

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Office Hours: Anytime by appointment

Email: zachary.friedman@gmail.com (<mailto:zachary.friedman@gmail.com>)

Email: pearlpagarigan@gmail.com (<mailto:pearlpagarigan@gmail.com>)

Phone: 617-842-7166

Phone: 347-636-6866

Emailing the Teaching Team:

Course email address: NPLD5870@gmail.com (<mailto:NPLD5870@gmail.com>)

This email address gets forwarded to the entire teaching team and is the best way to get the fastest reply to a general question. Please use this email for questions regarding assignments.

Note: The NPLD 5870 Canvas inbox will NOT be monitored, so direct all communications either to to NPLD5870@gmail.com (<mailto:NPLD5870@gmail.com>) or to the personal email addresses of specific members of the teaching team.

Course Description

NPLD 5870 is designed for interdisciplinary students interested in cultivating flourishing organizations, engaged stakeholders, and inspiring leaders across sectors and especially within nonprofits. NPLD 5870 focuses on both the theoretical and practical insights that can be gained from cutting-edge research on how and when people thrive at work. This research can be applied to help practitioners enrich people's experiences at work, in collaboration with various stakeholders, and beyond.

Additionally, NPLD 5870 is built upon a foundation of experiential learning, such that students can expect to experiment and apply course concepts in their own lives throughout the semester. In other words, students will start with themselves as their first site of learning and development. The experiential community is enhanced throughout the course with small group peer coaching, as well as highly interactive live class session and in-depth feedback from the teaching team.

At the end of the course, students will feel a strong grounding in: their own positive core of strengths and values, their own authentic leadership, their ability to connect with others in meaningful, supportive ways, and their capacity to surface opportunities that inspire constructive change at any level of interaction or organizing. The final paper will help students to crystallize their unique visions for a successful future and to design clear action steps to pursue after the course ends.

Course Objectives

The learning objectives of the course provide students with:

- Techniques and real-world experience in using positive leadership concepts to enrich one's own career, relationships, and life
- Ability to identify opportunities to use positive leadership practices in the workplace to enhance stakeholder engagement, individual and organizational performance, and collective impact
- Tools for applying positive leadership concepts in nonprofits, as well as all other organizational domains (e.g., business, government, coaching, the family, etc.)
- In-depth experience in peer coaching and developing practical experiments to innovation and improve on a daily basis

[\(https://canvas.upenn.edu/courses/1853320/file_contents/course%20files/2018_NPLD792_Syllabus_PF_12_2_canvas_download=1&canvas_qs_wrap=1\)](https://canvas.upenn.edu/courses/1853320/file_contents/course%20files/2018_NPLD792_Syllabus_PF_12_2_canvas_download=1&canvas_qs_wrap=1)

Class Timing & Synchronous Sessions

Each week there will be required readings, videos and/or podcasts, as well as a series of videos to watch. Also, the class will meet live via Zoom on Mondays from 12-2pm ET for most weeks. **You can access the Zoom login information via the course calendar or the specific week's synchronous session assignment.**

Please make sure you have on your calendar the following schedule of class meeting times:

- ***Week 1: No Synchronous Session on October 7 - Enjoy Exploring Canvas!***
- Week 2: Tuesday, October 14, 12-2pm ET, live via Zoom
- Week 3: Tuesday, October 21, 12-2pm ET, live via Zoom
- Week 4: Tuesday, October 28, 12-2pm ET, live via Zoom
- Week 5: Tuesday, November 4, 12-2pm ET, live via Zoom
- Week 6: Tuesday, November 11, 12-2pm ET, live via Zoom
- Week 7: Tuesday, November 18, 12-2pm ET, live via Zoom
- ***Week 8: No Required Synchronous Session on November 25***
- Week 9: Tuesday, December 2, 12-2pm ET, live via Zoom
- ***Week 10: No Required Synchronous Session on December 11***
- Week 11: Tuesday, December 16, 12-2pm ET, live via Zoom

Course Materials

Required Books

1. Collins, J. (2005). *Good to Great and the Social Sectors: A Monograph to Accompany Good to Great*. HarperCollins. [Access via Penn Libraries](#)
(https://franklin.library.upenn.edu/catalog/FRANKLIN_9940092723503681)
2. Dutton, J.E. (2003). *Energize Your Workplace: How to Create and Sustain High-Quality Connections at Work*. Jossey-Bass. [Access via Penn Libraries](#)
(https://upenn.alma.exlibrisgroup.com/discovery/openurl?institution=01UPENN_INST&vid=01UPENN_INST:Services&%3Fctx_ver=Z39.88-2004&ctx_enc=info%2Fenc:UTF-8&rfr_id=info%2Fsummon.serialssolutions.com&rft_val_fmt=info%2Ffmt:kev:mtx:book&rft.genre:01-01&rft.pub=Jossey-Bass&rft.isbn=9780787956226&rft.externalDBID=08O&rft.externalDocID=ciando486320)

Course Requirements & Expectations

Given the intensive and interactive nature of our course, timely student attendance and active participation are expected for all live sessions (Weeks 1-7, 9, and 11). To support your intentional learning experience, the teaching team will assign points for attendance each week and offer coaching if needed.

Please Note: If there is a major emergency that will prevent you from attending, it is expected that you contact the Teaching Team before class (NPLD5870@gmail.com) and work to arrange a make-up assignment. If not, then there will be a deduction of points allotted to that class, potentially up to the full 5 points.

Evaluation and Grading

Coursework for NPLD 5870 is weighted as follows:

Course Components:	Points:	Additional Details:
Pre-Course Survey	4	Designed for the Teaching Team to get to know you
Live Classes via Zoom	32	4 points each for 8 live class sessions
Papers	24	Authenticity Paper; Pre-Break Update; Final Paper
1on1 Meeting with Teaching Team	5	To be completed before Thanksgiving break
Experiential Activities	25	5 points each for 5 assignments
Community Activities	10	2 points each for 5 assignments

Each course component is described in greater detail according to each week of the class in the [PDF syllabus](https://canvas.upenn.edu/courses/1853320/files/152587713?wrap=1) (https://canvas.upenn.edu/courses/1853320/files/152587713/download?download_frd=1) . Additionally, each assignment has its own page and full description in the Modules section of Canvas, including a template to fill in when completing each assignment.

- Also, [this course calendar](https://canvas.upenn.edu/courses/1853320/files/152052202?wrap=1) (https://canvas.upenn.edu/courses/1853320/files/152052202/download?download_frd=1) shows the assignments according to each week and is designed to help you better envision and plan for our course work flows.

As a rule, assignments should be submitted before midnight (i.e., by 11:59pm) Eastern Time (ET) on the assigned due dates. The only exception is peer commenting, which is due by 6pm ET on Mondays. Any late submissions without prior email notice to the teaching team will result in point deductions.

To assign course grades, the points earned for each of the above components will be added together. That total will translate into a letter grade according to the following scale:

A+ = 97 - 100	B+ = 87 - 89.99	C+ = 77 - 79.99	D+ = 67 - 69.99
A = 94 - 96.99	B = 84 - 86.99	C = 74 - 76.99	D = 60-66.99
A- = 90 - 93.99	B- = 80 - 83.99	C- = 70 - 73.99	F = less than 60

Syllabus

[Download the syllabus here](https://canvas.upenn.edu/courses/1853320/files/152587739?wrap=1) (https://canvas.upenn.edu/courses/1853320/files/152587739/download?download_frd=1)

Statement on Academic Integrity

Students are expected to conduct themselves consistent with the [University of Pennsylvania's Code of Academic Integrity](https://catalog.upenn.edu/pennbook/code-of-academic-integrity/) (<https://catalog.upenn.edu/pennbook/code-of-academic-integrity/>) .

Care should be taken to avoid academic integrity violations, including plagiarism, fabrication of information, and multiple submissions (see descriptions below).* Students who engage in any of these actions will be referred to the Office of Student Conduct, which investigates and decides on sanctions in cases of academic dishonesty.

1. Plagiarism: using the ideas, data, or language of another without specific or proper acknowledgment. Example: copying another person's paper, article, or computer work and submitting it for an assignment, cloning someone else's ideas without attribution, failing to use quotation marks where appropriate, etc.
2. Fabrication: submitting contrived or altered information in any academic exercise. Example: making up data for an experiment, fudging data, citing nonexistent articles, contriving sources, etc.
3. Multiple submission: submitting, without prior permission, any work submitted to fulfill another academic requirement.

*It is students' responsibility to consult the instructor if they are unsure about whether something constitutes a violation of the Code of Academic Integrity.

Course Resources

- **Accessing Your Grades:** Assignment grades and feedback can be found in the Grades tab to the left in Canvas ([Canvas Grades Guide \(<https://community.canvaslms.com/t5/Student-Guide/How-do-I-view-my-grades-in-a-current-course/ta-p/493>\)](https://community.canvaslms.com/t5/Student-Guide/How-do-I-view-my-grades-in-a-current-course/ta-p/493)). Final course grades can be found in [Path@Penn \(<https://path.at.upenn.edu/student/landing>\)](https://path.at.upenn.edu/student/landing) by viewing your unofficial transcript after the course is complete and you have submitted your course evaluations.
- **Technical Help and Questions:** Submit requests for technical help to sp2help@sp2.upenn.edu (<mailto:sp2help@sp2.upenn.edu>)..
- **Canvas Help and Questions:** You can search the [online Canvas documentation \(<http://guides.instructure.com/m/4212>\)](http://guides.instructure.com/m/4212) for students and [Penn's Canvas for Students page \(<https://infocanvas.upenn.edu/guides/canvas-for-students/>\)](https://infocanvas.upenn.edu/guides/canvas-for-students/). Also, feel welcome to contact SP2 Support Staff-- [Vanessa Martinez Penn](mailto:vmartp@upenn.edu) (<mailto:vmartp@upenn.edu>) and [Nicole Auge](mailto:augen@upenn.edu) (<mailto:augen@upenn.edu>)-- and/or [Penn Canvas Support](mailto:canvas@pobox.upenn.edu) (<mailto:canvas@pobox.upenn.edu>) with any further issues.
- **Accessing Penn Libraries Resources:** Learn how to: (<https://guides.library.upenn.edu/usingresources/overview>)
 - [Search Franklin Articles+ \(<http://guides.library.upenn.edu/articlesplus>\)](http://guides.library.upenn.edu/articlesplus): Penn Libraries' large collection of eBooks, scholarly journals, newspaper articles, conference proceedings, and more.
 - [Use electronic resources \(<https://guides.library.upenn.edu/usingresources/overview>\)](https://guides.library.upenn.edu/usingresources/overview)
 - [Scan and Deliver \(<https://guides.library.upenn.edu/resourcesharing/scandelivergetfromapennlibrary>\)](https://guides.library.upenn.edu/resourcesharing/scandelivergetfromapennlibrary): Enables you to obtain scans of selected book chapters and journal articles in the general, non-Reserve collections of the University of Pennsylvania Libraries for your research.
- [SP2 Writing Support \(<https://www.sp2.upenn.edu/support/>\)](https://www.sp2.upenn.edu/support/): SP2 master's program students (online and on-campus) can access one-on-one writing support from peer tutors enrolled in our doctoral programs. Zoom-based sessions help students sharpen skills and leverage best practices in areas

such as writing style, organization, editing, APA standards, redundancy, and avoiding plagiarism. To access this service, request a referral from an instructor or your Academic Advisor.

- **Weingarten Center:** (<https://weingartencenter.universitylife.upenn.edu/>) The Weingarten Center offers a variety of resources to support all Penn students in reaching their academic goals. All services are free and confidential. **To contact the Weingarten Center, call 215-573-9235.** The office is located in Stouffer Commons, 3702 Spruce Street, Suite 300. (Please note that one-on-one learning consultations are not available to online students.)
- **Disability Services** (<https://weingartencenter.universitylife.upenn.edu/disability-services/>): The University of Pennsylvania is committed to the accessibility of its programs and services. Students with a disability or medical condition can request reasonable accommodations through the Weingarten Center website. Disability Services determines accommodations on an individualized basis through an interactive process, including a meeting with the student and a review of their disability documentation. Students who have approved accommodations are encouraged to notify their faculty members and share their accommodation letters at the start of each semester. Students can contact Disability Services by calling 215-573-9235

Course Summary:

Date	Details	Due
Sun Oct 12, 2025	 NPLD 5870 Pre-Survey (https://canvas.upenn.edu/courses/1853320/assignments/13498577)	due by 11:59pm
Tue Oct 14, 2025	 NPLD 5870 - Week 2 Synchronous Session (https://canvas.upenn.edu/calendar?event_id=5149543&include_contexts=course_1853320)	12pm to 2pm
	 Week 2 Synchronous Session: Intros and Chartering (https://canvas.upenn.edu/courses/1853320/assignments/13498584)	due by 12pm
Fri Oct 17, 2025	 **My Availability for 1:1 Meeting** (https://canvas.upenn.edu/courses/1853320/assignments/13498578)	due by 11:59pm
Sat Oct 18, 2025	 Week 2 Harmonize: Introductions & Supportive Beginnings: Milestone 1 (https://canvas.upenn.edu/calendar?event_id=5139140&include_contexts=course_1853320)	11:59pm
Mon Oct 20, 2025	 Week 2 Harmonize: Introductions & Supportive	due by 11:59pm

Date	Details	Due
	<p><u>Beginnings</u> (https://canvas.upenn.edu/courses/1853320/assignments/13498583)</p>	
Tue Oct 21, 2025	<p> <u>NPLD 5870 - Week 3</u> <u>Synchronous Session</u> (https://canvas.upenn.edu/calendar?event_id=5139074&include_contexts=course_1853320)</p>	12pm to 2pm
	<p> <u>Week 3 Synchronous Session:</u> <u>Authenticity Applications</u> (https://canvas.upenn.edu/courses/1853320/assignments/13498586)</p>	due by 12pm
Mon Oct 27, 2025	<p> <u>Authenticity Paper</u> (https://canvas.upenn.edu/courses/1853320/assignments/13498580)</p>	due by 11:59pm
	<p> <u>NPLD 5870 - Week 4</u> <u>Synchronous Session</u> (https://canvas.upenn.edu/calendar?event_id=5153743&include_contexts=course_1853320)</p>	12pm to 2pm
Tue Oct 28, 2025	<p> <u>Week 4 Synchronous Session:</u> <u>The Question Exercise</u> (https://canvas.upenn.edu/courses/1853320/assignments/13498588)</p>	due by 12pm
Sat Nov 1, 2025	<p> <u>Week 4 Harmonize: The Question Exercise Experiment: Milestone 1</u> (https://canvas.upenn.edu/calendar?event_id=5168301&include_contexts=course_1853320)</p>	11:59pm
Mon Nov 3, 2025	<p> <u>Week 4 Harmonize: The Question Exercise Experiment</u> (https://canvas.upenn.edu/courses/1853320/assignments/14063712)</p>	due by 11:59pm
	<p> <u>NPLD 5870 - Week 5</u> <u>Synchronous Session</u> (https://canvas.upenn.edu/calendar?event_id=5153744&include_contexts=course_1853320)</p>	12pm to 2pm
Tue Nov 4, 2025	<p> <u>Week 5 Synchronous Session:</u> <u>Successful Giving & Consensual Questions</u> (https://canvas.upenn.edu/courses/1853320/assignments/14044241)</p>	due by 12pm

Date	Details	Due
Tue Nov 11, 2025	 NPLD 5870 - Week 6 Synchronous Session (https://canvas.upenn.edu/calendar?event_id=5153745&include_contexts=course_1853320)	12pm to 2pm
Sat Nov 15, 2025	 Week 6 Synchronous Session: Appreciative Inquiry Deep Dive (https://canvas.upenn.edu/courses/1853320/assignments/13498590)	due by 12pm
Mon Nov 17, 2025	 Weeks 5-6 Harmonize: Appreciative Inquiry Experiment: Milestone 1 (https://canvas.upenn.edu/courses/1853320/assignments/14079739)	11:59pm
Tue Nov 18, 2025	 NPLD 5870 - Week 7 Synchronous Session (https://canvas.upenn.edu/courses/1853320/assignments/13498592)	12pm to 2pm
Mon Nov 24, 2025	 Week 7 Synchronous Session: Appreciative Inquiry Wrap-Up & HQC Beginnings (https://canvas.upenn.edu/courses/1853320/assignments/13498592)	due by 11:59pm
Tue Nov 25, 2025	 Pre-Break Update Paper (https://canvas.upenn.edu/courses/1853320/assignments/13498582)	due by 11:59pm
Wed Nov 26, 2025	 NPLD 5870 - OPTIONAL Week 8 Synchronous Session (https://canvas.upenn.edu/courses/1853320/assignments/13498594)	12pm to 2pm
	 Week 8 OPTIONAL Synchronous Session: Potential Q&A Session for HQCs (https://canvas.upenn.edu/courses/1853320/assignments/13498595)	due by 12pm
	 1:1 Meeting with Teaching Team (https://canvas.upenn.edu/courses/1853320/assignments/13498596)	due by 11:59pm

Date	Details	Due
	(https://canvas.upenn.edu/courses/1853320/assignments/13498579)	
	 NPLD 5870 - Week 9 Synchronous Session (https://canvas.upenn.edu/calendar?event_id=5153748&include_contexts=course_1853320)	12pm to 2pm
Tue Dec 2, 2025	 Week 9 Synchronous Session: HQC's + Managing Up Role Play (https://canvas.upenn.edu/courses/1853320/assignments/13498594)	due by 12pm
Mon Dec 8, 2025	 Weeks 7 - 9 Harmonize: High Quality Connection (HQC) Experiment (https://canvas.upenn.edu/courses/1853320/assignments/13498591)	due by 11:59pm
	 NPLD 5870 - OPTIONAL Week 10 Synchronous Session (https://canvas.upenn.edu/calendar?event_id=5153749&include_contexts=course_1853320)	12pm to 2pm
Tue Dec 9, 2025	 Week 10 OPTIONAL Synchronous Session: Potential Q&A Session (https://canvas.upenn.edu/courses/1853320/assignments/13498596)	due by 12pm
Mon Dec 15, 2025	 Week 10 Harmonize: Overarching Course Themes & You at Your Best (https://canvas.upenn.edu/courses/1853320/assignments/13498595)	due by 11:59pm
	 NPLD 5870 - Week 11 Final Synchronous Session (https://canvas.upenn.edu/calendar?event_id=5153750&include_contexts=course_1853320)	12pm to 2pm
Tue Dec 16, 2025	 Week 11 Synchronous Session: Integration & Celebration (https://canvas.upenn.edu/courses/1853320/assignments/13498585)	due by 12pm
Mon Dec 22, 2025	 Final Paper (https://canvas.upenn.edu/courses/1853320/assignments/13498581)	due by 11:59pm