Course Syllabus

Jump to Today

Penn Social Policy & Practice
University of Pennsylvania

Online MS Nonprofit Leadership Program

NPLD 7840: The Nonprofit Sector: Concepts and Theories

Course Dates: August 27 to November 5, 2025

Synchronous Sessions: Wednesdays, from 8:30 to 10:00 PM ET

First Class Session: August 27

Access Zoom Session links via the Zoom tab to the left

Instructor Information

Instructors

Name: Ram A. Cnaan
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Office Hours: Upon request and as many as students wish for

Name: Lauren E. Graham
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Office Hours: Upon request

Video Lecturer

Name: Chao Guo
Email: chaoguo@upenn.edu

Syllabus

Download the syllabus here **(https://canvas.upenn.edu/courses/1853318/files/149945031?wrap=1)** ↓
(https://canvas.upenn.edu/courses/1853318/files/149945031/download?download_frd=1)
(https://canvas.upenn.edu/courses/1788214/files/137509442/download?download_frd=1)

(https://canvas.upenn.edu/courses/1788214/files/137509442/download?download_frd=1) (updated 8/23/25)

Course Description

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.

Course Objectives

The Nonprofit Sector: Concepts and Theories is a core class for students concentrating in nonprofit leadership. At the conclusion of this course, you should be able to:

- Understand the size, structure and importance of the philanthropic, nonprofit and voluntary sector, in the United States and around the globe.
- Be able to identify the various sub-sectors and their unique functions and attributes.
- Possess a general knowledge of the various scholarly theories and concepts that explain the existence and functioning of the sector.

(https://canvas.upenn.edu/courses/1788214/file_contents/course%20files/2018_NPLD792_Syllabus_PF_12_2 canvas_download=1&canvas_qs_wrap=1)

Course Materials

All required readings (including book chapters, scholarly articles, etc.) will be posted on Canvas in the Modules for each class. Optional/supplemental readings will also be posted. The following text is optional but may be useful, especially for those students opting to write a research paper as their final project for this course [**available as an e-book through the Penn**
(https://upenn.alma.exlibrisgroup.com/discovery/openurl?
institution=01UPENN_INST&vid=01UPENN_INST:Services&%3Fctx_ver=Z39.88-
2004&ctx_enc=info:ofi%2Fenc:UTF-

8&rfr_id=info:sid%2Fsummon.serialssolutions.com&rft_val_fmt=info:ofi%2Ffmt:kev:mtx:book&rft.genre=bo
01-
01&rft.isbn=9781503608047&rft.spage=xii&rft.epage=873&rft.externalDBID=NO_FULL_TEXT&paramdict=en-
US)

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institution=01UPENN_INST&vid=01UPENN_INST:Services&%3Fctx_ver=Z39.88-
2004&ctx_enc=info:ofi%2Fenc:UTF-
8&rfr_id=info:sid%2Fsummon.serialssolutions.com&rft_val_fmt=info:ofi%2Ffmt:kev:mtx:book&rft.genre=bo
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01&rft.isbn=9781503608047&rft.spage=xii&rft.epage=873&rft.externalDBID=NO_FULL_TEXT&paramdict=en-
US) Libraries (https://upenn.alma.exlibrisgroup.com/discovery/openurl?
institution=01UPENN_INST&vid=01UPENN_INST:Services&%3Fctx_ver=Z39.88-
2004&ctx_enc=info:ofi%2Fenc:UTF-
8&rfr_id=info:sid%2Fsummon.serialssolutions.com&rft_val_fmt=info:ofi%2Ffmt:kev:mtx:book&rft.genre=bo
01-
01&rft.isbn=9781503608047&rft.spage=xii&rft.epage=873&rft.externalDBID=NO_FULL_TEXT&paramdict=en-
US)

(https://upenn.alma.exlibrisgroup.com/discovery/openurl?
institution=01UPENN_INST&vid=01UPENN_INST:Services&%3Fctx_ver=Z39.88-
2004&ctx_enc=info:ofi%2Fenc:UTF-
8&rfr_id=info:sid%2Fsummon.serialssolutions.com&rft_val_fmt=info:ofi%2Ffmt:kev:mtx:book&rft.genre=bo
01-
01&rft.isbn=9781503608047&rft.spage=xii&rft.epage=873&rft.externalDBID=NO_FULL_TEXT&paramdict=en-
US) 3 users can access at a time]:

- Powell, W. W., & Bromely, P. (Eds.) (2020). The nonprofit sector: A research handbook 3rd Ed. Stanford University Press.

Course Schedule

Week 1: Introduction / History / Origin of the Nonprofit Sector

Zoom session: Wednesday, August 27, 8:30-10 pm ET

Week 2: Volunteering and Charitable Giving

Zoom session: Wednesday, September 3, 8:30-10 pm ET

Week 3: What is a nonprofit? / Size and scope of the sector

Zoom session: Wednesday, September 10, 8:30-10 pm ET

First round of nonprofit sub-sector presentations.

Week 4: Legal Basis for Nonprofits

Zoom session: Wednesday, September 17, 8:30-10 pm ET

Second round of nonprofit sub-sector presentations.

Week 5: Advocacy and Lobbying & Issues of Governance

Zoom session: Wednesday, September 24, 8:30-10 pm ET

Third round of nonprofit sub-sector presentations.

Week 6: Comparative and International Perspectives

Zoom session: Wednesday, October 8, 8:30-10 pm ET

Fourth round of nonprofit sub-sector presentations.

Week 7: The Nonprofit Sector and The Other Sectors: Government, For-Profit, & Hybrid

Zoom session: Wednesday, October 15, 8:30-10 pm ET

First week of final assignment presentations.

Week 8: Foundations and Donor-Advised Funds

Zoom session: Wednesday, October 22, 8:30-10 pm ET

Second week of final assignment presentations.

Week 9: Student presentations & review of concepts

Zoom session: Wednesday, October 29, 8:30-10 pm ET

Week 10: Student presentations & farewell

Zoom session: Wednesday, November 5, 8:30-10 pm ET

Assignments and Weights

1. *In-Class Participation* (10%)

   Each week, you will be asked to focus on different readings and/or cases to prepare for our in-class discussion. I will be clear about which materials to prepare, and whether you need to submit anything in advance (such as discussion questions). Your in-class participation is graded on your completion of pre-session items, as well as your engagement during the session. Make-up assignments will substitute for in-class participation if you have to miss a session, but all pre-session materials will still be required, even if you have to miss a session. Make-up assignments are due by 11:59 p.m. on the Sunday following the missed session.

2. *Online Discussions* (20%)

Each week, we will have discussion posts that you must complete. These posts will be responding to a critical question that relates to the weekly topic, or to a video or other prompt. To receive credit, you must provide an original response, as well as a response to at least one of your classmates. A good discussion post introduces a new idea, responds critically and thoughtfully to an existing post (without restating what the other person has said in different words), and often connects course content to professional and personal experience.

3. ***Discussion Moderator / Scribe*** **(https://canvas.upenn.edu/courses/1788214/pages/in-class-discussion-moderator-slash-scribe)** (5%)

   In addition to your weekly posts, you will be assigned one week where you will serve as either the moderator or the scribe for the discussion thread. This role will replace the regular expectations for online discussion posts outlined above for the week in which it is assigned. Role assignments will begin in Week 2; for Week 1, please follow instructions for general discussion posts above.

   Moderator

   In this role, you will facilitate cross-post connections, look for opportunities to build and expand on others' ideas by posing critical questions, and/or expand discussion through resource sharing (videos, articles, etc.).

   During the week you are moderator, you will be expected to monitor the thread regularly. You do NOT need to respond to every post, but your engagement should be evident throughout the week. You are NOT grading or assessing classmates' posts, but are instead looking for ways to foster deeper discussion.

   Scribe

   The scribe will close the discussion thread at the end of the week with a summary and synthesis reflection, in which you tie everything together. Your reflection should be about 3-4 paragraphs (400-500 words). You are still encouraged to respond to classmates' posts but will be graded for your role as moderator based on this reflection post.

   Discussion moderator assignments are available **here (https://canvas.upenn.edu/courses/1788214/pages/discussion-role-assignments)** .

4. ***In-Class Subsector Presentation*** **(https://canvas.upenn.edu/courses/1788214/assignments/12346984)** (15%)

   You will work **in groups of 2-3** to present on a subsector of the nonprofit sector. Each group will present on *one* of the following subsectors:

   - Arts, culture, and humanities
   - Education and research
   - Environment and animals

- Health services
- Human services
- Public and societal benefit
- Religion
- Mutual/member benefit

The presentations should include:

- An overview of the size and scope of the subsector, including statistics about the number of organizations, revenue, employment, and other important and/or interesting information.
- Distinguishing features of the nonprofits in that subsector, including some of the unique challenges, characteristics, policy issues, functions, and/or inter-sector dynamics.
- One example organization, to highlight some of the key features of the subsector, and should also be used to contrast with other types of organizations that may also fall within that subsector.
- Each presentation will be 15 minutes each, with 5 minutes for critical questions.
- Group assignments with topics and presentation dates are posted here, and presentations will be made in Weeks 3 through 6 (9/10, 9/17, 9/22, 10/8).

5. ***Individual Concept/Theory Presentation*** **(https://canvas.upenn.edu/courses/1788214/discussion_topics/9326378)** (10%)

   You will pick one concept or theory from the list below and record an asynchronous presentation in which you teach this concept to your classmates. You will upload your presentation to Canvas by the end of the corresponding week. This will be a public discussion post so that your classmates can view your presentation and comment. Your presentation should be 5-10 minutes in length and can make use of slides/visuals. A good way to do this is to record yourself presenting a slide deck on **Zoom. (https://upenn.zoom.us/)**

   You should draw on the assigned readings for the week to help you prepare your presentation, but you are also encouraged to use outside reading/sources. Cite all sources referenced on the final slide of your presentation (APA style).

   Topics and Weeks Assigned: TBD

6. **Final Project (https://canvas.upenn.edu/courses/1788214/assignments/12346977)** (40%)

   The final assignment consists of three options: 1) research paper; 2) policy brief; or 3) multimedia project. The specific instructions for each option will be listed on the assignment page.

   Final Project Prospectus (https://canvas.upenn.edu/courses/1788214/assignments/12346980) (5%)

   You will decide which option you would like to pursue for the final project. Then, you will prepare a one-page proposal outlining your project or paper idea with 2-3 key references. The prospectus will help me to make sure you are on track for the final assignment and will give me an opportunity to

provide you with guidance and feedback. You are also encouraged to seek informal peer review from your classmates on your ideas throughout the semester (optional and ungraded). I can set up a space in Canvas for peer review, if folks are interested and need space for engagement. I also recommend Google Docs and Slides.

The prospectus will be due at the end of Week 4, on Sunday, September 26, by 11:59 p.m. ET. Feedback will be provided in writing during Week 5 to give you time to make adjustments or address concerns as needed.

Final Project Presentation (https://canvas.upenn.edu/courses/1788214/assignments/12346978) (5%)

You will present your final project or paper during the last two classes of the semester (10/29 and 11/5). Each of you will have 10 minutes to present your ideas and project/paper, and then 5 minutes for questions/feedback. You will not be graded on the completeness of your project but rather the quality of the presentation and your level of preparedness (relative to the date you have been assigned), meaning that I expect to see you prepared to share what you're working on in a clear, thoughtful way, to discuss any background readings/contexts that are relevant, and to have thought about questions to ask your peers that can help you as you finish your project.

Final Assignment (https://canvas.upenn.edu/courses/1788214/assignments/12346977) (30%)

The final assignment will be due by **11:59 p.m. on Wednesday, November 12**, via Canvas upload.

APA Citation Style

For all graded assignments where you consult sources (e.g., class readings and other materials), you will be expected to provide a bibliography and in-text parenthetical citations for written work. Please use APA style for all in-text citations and references in written work. The Penn Libraries provide **APA citation resources (https://guides.library.upenn.edu/apasp2)** , including an option to set up a meeting with a guide for more help. Or, you can consult the **Purdue Online Writing Lab (OWL)'s handy guide (https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_forma**

(https://owl.purdue.edu/owl/research_and_citation/apa_style/apa_formatting_and_style_guide/general_forma

Course Grading

This course follows the **School's grading policies for graduate-level courses (https://www.sp2.upenn.edu/masters-student-handbook/)** .

97-100: A+

94-96: A

90-93: A-

87-89: B+

84-86: B

80-83: B-

77-79: C+

74-76: C

70-73: C-

60-69: D

Below 60: F

Students completing this course as part of the Masters in Nonprofit Leadership core requirements must obtain a grade of C- or higher to receive credit. This policy can be viewed **here (https://www.sp2.upenn.edu/resources/masters-student-handbook/policies-and-procedures-for-student-performance/#MinimumGradesinRequi)** .

Withdrawals and Incomplete

A grade of "Incomplete" may be arranged for a student who is unable to complete the course for reasons beyond their control. The instructor reserves the right to refuse to issue an incomplete in cases where sufficient cause or evidence is missing. Poor performance does not provide a basis for an Incomplete. Completion of an “I” grade is expected in the following semester. A "W," for withdrawal, will be given in conformance with university policy.

Class Participation and Attendance

You are expected to attend all scheduled Zoom sessions.

The University makes allowances for students who must miss class due to observance of religious holidays. If you must miss class for a religious holiday, you should notify me of this in writing by the second week of class. **The University’s policy on religious holidays can be found here (https://chaplain.upenn.edu/worship/holidays/)** .

Your regular attendance and active participation in Zoom sessions count toward your final participation grade. However, I realize that you have many other commitments outside of this class. While I expect you to attend and participate actively in every class, I realize that other obligations or conflicts may arise. Therefore, I will not penalize your grade for missing class, provided you notify me as soon as possible, in writing, as conflicts arise, and provided you complete the scheduled make-up assignment. Examples of excused absences include professional or work-related conflicts, family-related conflicts, or health-related conflicts. If you have a medical or family emergency and are unable to make it to class,

please let me know as soon as you are able. All other absences must be submitted to me, in writing, in advance of the scheduled class meeting.

I have only one policy: COMMUNICATION IS KEY. Please do not wait to notify me of any conflicts until after a scheduled class meeting or assignment due date. If you are concerned about your ability to attend class sessions, or to complete assignments on time, please email or set up a time to meet with me to discuss your options.

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/)** . 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 Center for Community Standards and Accountability (https://csa.upenn.edu/)** , 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.

A Note on Self-Plagiarism: If you wish to draw on work that you have completed for another class for any of the assignments for this class, you are required to schedule a meeting with me to discuss how previous work will be used. Anyone who submits past assignments from another class as original work for this class will be considered plagiarizing and will receive a grade of F for the assignment.

Copyright Note

To facilitate access for all class members, these sessions, including your participation, are being recorded and the recordings will be made available to the class, for the duration of this course. These recordings, as well as previously recorded lectures and other course materials, are made available solely for your personal, educational use and may not be shared, copied or redistributed without the permission of Penn and the instructor. You are also not allowed to record class sessions yourselves. Unauthorized sharing or recording is a violation of the Code of Academic Integrity.

Course Resources

- **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)** for students and **Penn's Canvas for Students page (https://infocanvas.upenn.edu/guides/canvas-for-students/)** and email **Brooke Bakan (mailto:bbakan@upenn.edu)** and/or **Canvas Support (mailto:canvas@pobox.upenn.edu)** with any further issues.
- **Accessing Penn Libraries Resources**: Learn how to: **(https://guides.library.upenn.edu/usingeresources/overview)**
  - **Search Franklin Articles+ (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/usingeresources/overview)**
  - **Scan and Deliver (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.
  - **Get books by mail (https://guides.library.upenn.edu/circulation/vpbooksbymail)** : A service offered to Penn patrons with no geographic limitation. Register and request via Books by Mail to have Penn materials shipped to your off- campus home address. The library pays for the outbound shipment. *Users are responsible for paying return shipping or returning materials to the Van Pelt Library.*
- **SP2 Writing 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
Wed Aug 27, 2025	NPLD 7840-001 202530 The Nonprofit Sector: Concepts And Theories (https://canvas.upenn.edu/calendar?event_id=5024887&include_contexts=course_1853318)	8:30pm to 10pm
Tue Sep 2, 2025	Week 1 Discussion (https://canvas.upenn.edu/courses/1853318/assignments/13498543)	due by 11:59pm
Wed Sep 3, 2025	NPLD 7840-001 202530 The Nonprofit Sector: Concepts And Theories (https://canvas.upenn.edu/calendar?event_id=5024888&include_contexts=course_1853318)	8:30pm to 10pm
Tue Sep 9, 2025	Week 2 Discussion (M: Jean and Jazmine / S: Libby) (https://canvas.upenn.edu/courses/1853318/assignments/13498542)	due by 11:59pm
Wed Sep 10, 2025	NPLD 7840-001 202530 The Nonprofit Sector: Concepts And Theories (https://canvas.upenn.edu/calendar?event_id=5024889&include_contexts=course_1853318)	8:30pm to 10pm
	In-Class Subsector Presentation (week 3-9/10) (https://canvas.upenn.edu/courses/1853318/assignments/13498556)	due by 11:59pm
Tue Sep 16, 2025	Individual Concept/Theory Presentation (week 3-9/10) (https://canvas.upenn.edu/courses/1853318/assignments/13498539)	due by 11:59pm
	Week 3 Discussion (M: Sam and Jenny Beth / S: Amelia) (https://canvas.upenn.edu/courses/1853318/assignments/13498541)	due by 11:59pm
Wed Sep 17, 2025	NPLD 7840-001 202530 The Nonprofit Sector: Concepts And Theories	8:30pm to 10pm

Date	Details	Due
	(https://canvas.upenn.edu/calendar?event_id=5024890&include_contexts=course_1853318)	
Tue Sep 23, 2025	Final Assignment Prospectus (https://canvas.upenn.edu/courses/1853318/assignments/13498548)	due by 11:59pm
	Individual Concept/Theory Presentation (week 4-9/17) (https://canvas.upenn.edu/courses/1853318/assignments/13498536)	due by 11:59pm
	Week 4 Discussion (M: Caitlin and Bart / S: Meredith) (https://canvas.upenn.edu/courses/1853318/assignments/13498540)	due by 11:59pm
Wed Sep 24, 2025	NPLD 7840-001 202530 The Nonprofit Sector: Concepts And Theories (https://canvas.upenn.edu/calendar?event_id=5024891&include_contexts=course_1853318)	8:30pm to 10pm
Tue Oct 7, 2025	Individual Concept/Theory Presentation (week 5- 9/24) (https://canvas.upenn.edu/courses/1853318/assignments/13498533)	due by 11:59pm
	Week 5 Discussion (M: Remi and Sina / S: Kiana) (https://canvas.upenn.edu/courses/1853318/assignments/13498538)	due by 11:59pm
Wed Oct 8, 2025	NPLD 7840-001 202530 The Nonprofit Sector: Concepts And Theories (https://canvas.upenn.edu/calendar?event_id=5024892&include_contexts=course_1853318)	8:30pm to 10pm
Tue Oct 14, 2025	Individual Concept/Theory Presentation (week 6-10/8) (https://canvas.upenn.edu/courses/1853318/assignments/13498532)	due by 11:59pm
	Week 6 Discussion (M: Hillary and Hideyasu / S: Elisha) (https://canvas.upenn.edu/courses/1853318/assignments/13498537)	due by 11:59pm
Wed Oct 15, 2025	NPLD 7840-001 202530 The Nonprofit Sector: Concepts And Theories	8:30pm to 10pm

Date	Details	Due
	(https://canvas.upenn.edu/calendar?event_id=5024893&include_contexts=course_1853318)	
Tue Oct 21, 2025	Individual Concept/Theory Presentation (week 7-10/15) (https://canvas.upenn.edu/courses/1853318/assignments/13498531)	due by 11:59pm
	Week 7 Discussion (M: Steven and Kelsey / S: Amy) (https://canvas.upenn.edu/courses/1853318/assignments/13498535)	due by 11:59pm
Wed Oct 22, 2025	NPLD 7840-001 202530 The Nonprofit Sector: Concepts And Theories (https://canvas.upenn.edu/calendar?event_id=5024894&include_contexts=course_1853318)	8:30pm to 10pm
Tue Oct 28, 2025	Week 8 Discussion (M: Lauren and Vikas / S: Irena) (https://canvas.upenn.edu/courses/1853318/assignments/13498534)	due by 11:59pm
Wed Oct 29, 2025	NPLD 7840-001 202530 The Nonprofit Sector: Concepts And Theories (https://canvas.upenn.edu/calendar?event_id=5024895&include_contexts=course_1853318)	8:30pm to 10pm
Wed Nov 5, 2025	NPLD 7840-001 202530 The Nonprofit Sector: Concepts And Theories (https://canvas.upenn.edu/calendar?event_id=5024896&include_contexts=course_1853318)	8:30pm to 10pm
	Synchronous Session Participation (https://canvas.upenn.edu/courses/1853318/assignments/13498560)	due by 11:59pm
Wed Nov 12, 2025	Final Project (https://canvas.upenn.edu/courses/1853318/assignments/13498544)	due by 11:59pm
	Final Assignment Presentation (Round 1 - 10/29) (https://canvas.upenn.edu/courses/1853318/assignments/13498545)	

Date	Details	Due
	Final Assignment Presentation (Round 2- 11/5) (https://canvas.upenn.edu/courses/1853318/assignments/13498546)	
	In-Class Subsector Presentation (week 4-9/17) (https://canvas.upenn.edu/courses/1853318/assignments/13498557)	
	In-Class Subsector Presentation (week 5-9/24) (https://canvas.upenn.edu/courses/1853318/assignments/13498558)	
	In-Class Subsector Presentation (week 6-10/8) (https://canvas.upenn.edu/courses/1853318/assignments/13498559)	