

Public Policy 4725: Foundations, NGOs, and Public Policy

Frank Batten School of Leadership & Public Policy

Fall 2016

Instructors

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Meets

- Seminar: Tuesdays & Thursdays, 9:30 am to 10:45 am, Monroe Hall 122
 - Workshop: Fridays, 2-4 pm, Minor Hall 130
- All students are expected to be present during all sessions.
- Advance preparation is essential to your individual and our collective success in this class.

About the course

This course has four goals. The first is to give students practical knowledge about how foundations and nonprofit organizations are governed and function. A second is to give students hands-on experience with grant-making, one of the central practices of this sector. Through partnerships with the [Aduvans Foundation](#) and the [Once Upon a Time Foundation](#), students in this class will be actively involved in making grants of \$75,000 to the nonprofit community. The third goal is to give students deeper substantive knowledge in the area of our grantmaking. The final goal is to encourage a thoughtful discussion of the role of foundations and NGOs within the broader public policy community in contemporary democracies.

Course structure

At least half of our time together will function as an active workshop where we work together to learn about the state of health care and mental health in the local community, the problems citizens face with respect to their health, and the organizations seeking to provide access to health care and mental health. This portion of the class will culminate in two distinct, student-driven grant making processes directed toward nonprofits in this sector.

The remaining portion of the class will operate as a traditional upper-division seminar, with an emphasis on class discussion of assigned readings.

Much of the work we do will be done in small groups and will take on the character of work rather than class. This class will call on you to hold yourselves and your classmates accountable. Mistakes hurt real organizations and the people they serve.

Because we will be juggling both the practical and theoretical sides of the class, careful attention to the syllabus and schedule is vital.

Requirements/Deliverables

Reading Analysis Papers

All students will submit via Collab's Drob Box a one-page, single-spaced, thoughtful analytical response to the assigned readings for select classes **by 8 pm the prior evening**. We'll grade your best 8 papers, but submit no more than one per week. (20%)

Grant-making Project, Part 1: Operating Grants (done in assigned groups)

- Issue Briefing (10 minute presentation with Q & A and 3-page memo) October 7 (15%). On September 16, each team will be given a topic based on the guest speakers visiting with the class. That team will condense and synthesize a larger body of knowledge into a 10 minute presentation and 3-page memo.
- Portfolio Recommendation (15 minute presentation with Q & A and 5-page memo) November 4 (25%). Prior to this step, students will have established an understanding of the underlying healthcare and mental health needs of the community through guest lectures and group research. Students will have also established an understanding of individual nonprofits through the critical review of nonprofit submitted grant applications. Based upon this knowledge base, student groups will submit a portfolio grant recommendation to the Adiuvars Relief Fund. The recommendation will detail and provide the supporting rationale for specific grant amounts for specific nonprofits. The recommendation will be synthesized into a 15 minute presentation and 5-page memo.
- NB: Group grades are weighted by peer review of group members

Grant-making Project, Part 2: Capacity Grants (done by individuals)

- 1-page memos on capacity grants (10%)
- Advocacy memo for capacity grants (5%)

Stewardship Memo

Each individual will write a 3-page (single spaced) memo to the Once Upon a Time Foundation explaining how we spent their money and how their grant influenced you. Due December 6 (5%)

Participation

Peer and professor assessments of contributions to discussion and workshop.

- Contributions, weeks 1-7 (10%)
- Contributions, weeks 8-15 (10%)

Required Books (available at the UVa Bookstore and on 3-hour reserve at Clemons Library); all other reading is on Collab.

Zunz, Olivier. 2012. *Philanthropy in America: A History*. Princeton, NJ: Princeton University Press.

See spreadsheet for detailed schedule of daily assigned readings and deliverable due dates.

Frank Batten School of Leadership and Public Policy Honor Statement

The Frank Batten School of Leadership and Public Policy embraces and upholds the University's Honor Code principles that mandate that students will not lie, cheat, or steal, nor tolerate the actions of those who do. Acting in a manner consistent with the principles of Honor benefits every member of the community while enrolled in the Batten School and in the future.

We expect every student to comply fully with all provisions of the UVa Honor System. By enrolling in this course, you agree to abide by and uphold the Honor Code System of the University of Virginia As applied to your Batten course work and requirements, and unless otherwise specified by your instructors:

- All graded assignments must be pledged.
- Students may not access any notes, study outlines, problem sets, old exams, answer keys, or collaborate with other students without explicit permission.
- When given permission to collaborate with others, students will not copy answers from another student.
- Students should always cite any resources or individuals they have consulted to complete an assignment. If in doubt, sources should be cited.
- Suspected violations will be forwarded to the Honor Committee, and, at the discretion of the instructor, students may receive "no credit" the assignment in question, independent of the actions taken by the Honor Committee.
- Any questions about what is or is not permitted on an assignment, should be clarified by students with their instructors prior to the completion of their work.

If you believe you may have committed an Honor Offense, you may wish to file a Conscientious Retraction ("CR") by calling the Honor Offices at (434) 924-7602. According to Honor guidelines, for your retraction to be considered valid, it must, among other things, be filed with the Honor Committee before you are aware that the act in question has come under suspicion by anyone. More information can be found at www.virginia.edu/honor. If you have questions regarding the course honor policy, please contact your honor representatives.

Frank Batten School of Leadership and Public Policy Wellbeing Statement

If you are feeling overwhelmed, stressed, or isolated, there are many individuals here who are ready and wanting to help. Both [Amanda Crombie](#), Director of Academic Programs and [Jill Rockwell](#), Assistant Dean for Student Services are available to help all Batten Students. They are readily accessible during walk in hours or by setting up an appointment.

Alternatively, there are also other University of Virginia resources available. The Student Health Center offers [Counseling and Psychological Services](#) (CAPS) for its students.

Call 434-243-5150 (or 434-972-7004 for after hours and weekend crisis assistance) to get started and schedule an appointment. If you prefer to speak anonymously and confidentially over the phone, call Madison House's [HELP Line](#) at any hour of any day: 434-295-8255.

If you or someone you know is struggling with gender, sexual, or domestic violence, there are many community and University of Virginia resources available. The [Office of the Dean of Students](#), [Sexual Assault Resource Agency](#) (SARA), [Shelter for Help in Emergency](#) (SHE), and [UVA Women's Center](#) are ready and eager to help.

Week	Date	Topics to consider	Assigned Reading	How are we using class time?	What is due?
1	8/23	Bigger Picture of "Civil Society"/situating nonprofits and foundations in a larger tradition	Edwards, Michael. 2009. <i>Civil Society</i> . Malden, MA:Polity Press. (pages 1-33)	Introduce class and project	
	8/25	The role of nonprofits as problem-solvers. Guest speaker: Jen Jacobs	Smith, Steven Rathgeb and Michael Lipsky. 1993. <i>Nonprofits for Hire: The Welfare State in the Age of Contracting</i> . Cambridge: Cambridge University Press. (pages 3-40)	Basic overview of nonprofits (10,000 foot view)	Response paper due (Required)
	8/26	Big overview of project: A broad brushstroke discussion of the landscape and players, including service components, geography, payment.		Deeper introduction to project and forming teams; student introductions	
2	8/30	What is the role of civil society in a democratic system of governance and public policy?	Ehrenberg, John. 1999. <i>Civil Society: The Critical History of an Idea</i> . New York: New York University. Chapter 6 (pp 144-172). Berger, Peter L. and Richard John Neuhaus. 1977. "To Empower People: The Role of Mediating Structures in Public Policy".	Discussion of readings.	Response paper option
	9/1	Christine Nardi, Center for Nonprofit Excellence	Putnam, Robert. 1996. <i>The Strange Disappearance of Social Capital</i> . PS. Schneider, Jo Anne. 2009. "Organizational Social Capital and Nonprofits" <i>Nonprofit and Voluntary Sector Quarterly</i> 38:643-662.	Larger discussion on nonprofits in democratic societies (30,000 foot view)	Response paper option
	9/2	Hour 1: Rod Manifold, Executive Director, Central Virginia Health Services, Inc.		Health Care speaker: Federally Qualified Health Clinics	
		Hour 2: Carolyn Engelhard, Associate Professor of Public Health		Health Care speaker: Affordable Care Act	

3	9/6	Dr. Mohan Nadkarni. What is the role of hospitals for indigent and low income care?	Zunz, Olivier. 2012. <i>Philanthropy in America: A History</i> . Princeton, NJ: Princeton University Press. Chapters 1 & 2	Health care speaker: What is the role of hospitals for indigent care?	Response paper option
	9/8	Erika Viccellio, Executive Vice President, United Way (former Executive Director of the Charlottesville Free Clinic).	Zunz, Olivier. 2012. <i>Philanthropy in America: A History</i> . Princeton, NJ: Princeton University Press. Chapters 3 & 4	Health care speaker: What is the role of free clinics?	Response paper option
	9/9	Hour 1: TBA		Health care speaker: Why invest in mental health?	
		Hour 2: Mike Murphy, Past-chair, Mental Health coalition		Health care speaker: The state of the mental health community	
4	9/13	Using philanthropic dollars for political goals	Zunz, Olivier. 2012. <i>Philanthropy in America: A History</i> . Princeton University Press. Chapters 5 & 7	Discuss Readings for the week	Response paper option
	9/15	Using philanthropic dollars for political goals	Mayer, Jane. 2016. <i>Dark Money: The Hidden History of the Billionaires Behind the Rise of the Radical Right</i> . New York: Doubleday. Chapters 2 & 3	Discuss Readings for the week	Response paper option
	9/16	Hour 1: Dorothy Batten, President, DN Batten Foundation		TBA	
		Hour 2: Dr. Vicki Weiss, President of Board of Directors, Remote Area Medical (RAM) of Virginia		Health care speaker: Unique problems of rural health	

5	9/20	Thinking Like a Foundation: Crafting Grant-making Programs/Alternative Mechanisms	Porter, Michael E. and Mark R. Kramer. 1999. "Philanthropy's New Agenda: Creating Value," Harvard Business Review, November-December, 121-130. (Collab); Letts, Ryan, and Grossman, "Virtuous Capital: What Foundations can Learn from Venture Capitalists,"; Kramer, Mark and Sarah Cooch. 2007. "The Power of Strategic Mission Investing," Stanford Social Innovation Review, Fall pp 43-51.	Understand what foundations do programatically	Response paper option
	9/22	Introduction to the larger role and policy surrounding foundations	Zunz, Olivier. 2012. <i>Philanthropy in America: A History</i> . Princeton University Press. Chapters 6 & 8	Understand federal policies governing foundations and nonprofits	Response paper option
	9/23	Hour 1: Thinking Like a Foundation: Influencing Public Policy	Review http://www.wahoosforsustainability.com/ ; Adiuvs work on climate change and early interventions		
Hour 2: Grant Reviewing Workshop led by Adiuvs Foundation					
6	9/27	Thinking Like a Foundation: Due Diligence & Investor Mindset	Exponent Philanthropy, "How to Review an Organization's Financial Statements"; Orosz, Joel J. 2000. <i>The Insider's Guide to Grantmaking</i> . San Francisco: Jossey-Bass, Inc. (pp.130-142). (Collab)	How to review financial nonprofit financial documents	
	9/29	Open for group consultations			
	9/30	OFF - in advance of reading days			
	10/4	Reading Day/ Open for practice presentations			
	10/6	Operating Grants Review	Reading grant applications		

7	10/7	Issue Briefings			Issue Briefings/ Memo due Sunday, Midnight 10/9
8	10/11	Operating Grants Review	Reading grant applications		
	10/13	Operating Grants Review	Reading grant applications		
	10/14	Site visits			
9	10/18	The Dark Side of Civil Society	Berman, Sheri. 1997. "Civil Society and the Collapse of Weimar Republic." <i>World Politics</i> 49:401-429.		Response paper option
	10/20	The Promise of Civil Society	Havel, Vaclav. 1978. "The Power of the Powerless"		Response paper option
	10/21	Site Visits			
10	10/25	Operating Grants Review	Reading grant applications		
	10/27	Site Visits			
	10/28	Site Visits			
11	11/1	Practice Presentations			
	11/3	Open Office Hours			
	11/4	Portfolio Briefings			Portfolio Briefings/M emo due Sunday, 11/9 by midnight
	11/8	Capacity Grants Review			1-page memo

12	11/10	Capacity Grants Review			1-page memo
	11/11	OFF			
13	11/15	Capacity Grants Deliberation	Sanders, Lynn M. 1997. "Against Deliberation. <i>Political Theory</i> 25:1-17 (on Collab)		1-page memo required, Response paper option
	11/17	Capacity Grants Deliberation			
	11/18	Capacity Grants Deliberation (if needed)			
14	11/22	Off for Thanksgiving			
	11/24				
	11/25				
15	11/29	What is our obligation to give?	Singer, Peter. 2011. "What Should a Billionaire Give—and What Should You?" in Patricia Illingworth, Thomas Pogge, and Leif Wenar's <i>Giving Well: The Ethics of Philanthropy</i> . Oxford University Press.	What is our moral and ethical responsibility to help others in need?	Response paper option
	12/1	What is our obligation to learn?	Wenar, Leif. 2011. "Poverty is No Pond" in Patricia Illingworth, Thomas Pogge, and Leif Wenar's <i>Giving Well: The Ethics of Philanthropy</i> . Oxford University Press.	What is our knowledge obligation to understand first? Where did we as a class do a good and not so good job? What might we have gotten wrong?	Response paper option
	12/2	Awards Ceremony?			

16	12/6	What policies should govern philanthropy?	Reich, Rob. 2005. "A Failure of Philanthropy: American Charity Short Changes the Poor, and Public Policy is Partly to Blame" <i>Stanford Social Innovation Review</i> . ; Reich, Robert (a different person) "Colleges, Churches, and Non-profits are doing the Wealthy's Dirty Work" <i>Alternet</i> .	How would you change the tax code or the policy status of nonprofits and foundations?	Response paper option
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