



HCOL 41163: Giving and Philanthropy

2021 Spring Semester

Section 674 / W 4:00-6:40 / Scharbauer 1010

PROFESSOR

Dr. Ron Pitcock
Office: 1016A Scharbauer

OFFICE HOURS

Tuesday 4-5 via Zoom
Friday 9-10 via Zoom

Zoom Links for Office hours and classes are available on D2L site

EMAIL

r.pitcock@tcu.edu
Use Giving 2021 in subject line

RESPONSE

I try to respond within 24 hours to email. I also reserve weekends for family; if you send email during the weekend, I cannot promise a response until Monday.

WILSON ASSISTANTS

Olivia Wales / Gabby Douthitt

COURSE WEBSITE

We will use our TCU online site extensively for course materials, updates, discussions, and gradebook.

THE PHILANTHROPY LAB

<https://www.thephilanthropylab.org/>

Overview

"Nature of Giving," an upper-division Honors colloquium, will concentrate on two primary learning outcomes.

First, students will gain an understanding and appreciation for the meaning/importance of philanthropy. Students will examine the scope and diversity of the philanthropic sector through historical figures like Andrew Carnegie and John D. Rockefeller and current philanthropists Warren Buffett and Bill Gates, who co-founded The Giving Pledge, a challenge directed toward the wealthy to give away a majority of their wealth to charitable causes. This work will introduce students from a range of disciplines to the complex roles various foundations currently play in US society and culture, and encourage them to examine further the intersections of philanthropy with policy, the arts, business, law, and society.

Second, students will solve problems associated with philanthropy by participating in real philanthropic endeavors. Students will research various nonprofit organizations located in both Fort Worth/Tarrant County and international locations, visit and conduct interviews,



develop various memoranda/briefing notes, and ultimately, in Scharbauer Hall's Debate Chamber, argue the merits of each organization under consideration. Students taking the course will help determine the goals of our philanthropy, the number and size of our gift(s), the mode of our awarding the gift(s), and our plans for evaluating the success of our gift(s). The work in this course will affect real lives in meaningful ways, and students will discuss and make moral and ethical judgments as they engage micro-decisions while considering macro-consequences. Students will direct and control over \$40,000 (donor-funded gifts to the course); it is up to the students' collective wisdom to grant these funds responsibly under rules we create as a class and with the guidance of TCU.

Nature of Giving is designed to prepare students to live thoughtful, philanthropic lives. For some, the course will help imagine how giving can become a vocation—particularly in non-profit organizations. For all, the course should point out the importance of giving as an avocation in the future.

Specific Course Description: Chronology & Philanthropic Work

Few universities offer courses in philanthropy or grant making. An even fewer number offer those courses in areas outside business schools, public policy/management programs, and graduate courses. Think of it in these terms: a rough accounting of curricula at the top-ranked 100 universities reveals that over 4000 classes on Economics exist; only 250 classes (approximately) on philanthropy could be found. Please note that these raw statistics do not include business courses.

John V. Roach Honors College students taking this course are fortunate to have this class. TCU was the first university in the nation to work with The Once Upon A Time Foundation... who has founded "The Philanthropy Lab." Working from TCU's syllabus and course experience, The Philanthropy Lab now funds similar classes at Harvard, Yale, Stanford, Duke, Princeton, Northwestern, the U of Michigan, the U of Pennsylvania, the U of Texas, the U of Chicago, the U of Virginia, the U of Wisconsin, the U of Washington, Tulane, UCLA, Texas A&M, and Baylor, among others. Students in this course are also fortunate because TCU Donors like Mr. Jeff and Mrs. Kelly Dillard, Ms. Carol Ray, and Mr. Ed Schollmaier have taken an interest in the course and support it financially. Alumni of the course have also started to donate funds. Because of these gifts, TCU students will have the opportunity to both study *and* practice philanthropy by making substantial grants to a small group of nonprofit organizations.

This semester will operate much like previous giving courses. Over the course of the first 5 weeks, studies of current and historical philanthropists will shape how students evaluate the operational strategies and goals of local philanthropies. Starting week 1 and ending week 5, students will conduct due diligence research on nonprofit organizations, picking personal favorites and assessing those organizations' potential suitability for receipt of a grant. Guest speakers—including representatives from the Once Upon a Time Foundation, TCU Advancement and Development staff, the Fort Worth Zoo, TCU



Donors, and the Amon Carter Foundation—will inform our research of regional nonprofit organizations during



this time and throughout the rest of the semester. For weeks 7, 8 & 9, students will produce and read persuasive written descriptions (briefing documents) about nonprofit organizations and vote for 12-15 finalist organizations. For weeks 10-12, students will divide into teams and complete background research (including on-site visits) on the finalist organizations, and then prepare a formal publication and group presentation for the benefit of other students in the class.

In week 13, teams will present cases for donating either all or a part of the \$40,000+ gift to their assigned organization. Finally, during weeks 14 and 15, the class will debate the merits of each organization and reach a consensus on which 3-5 organizations will receive funds.

On Wednesday, 5 May at 4:00 pm, students will arrange a public presentation of the award(s) to the nonprofit organization(s) and reflect on what they have learned and experienced.

Syllabus Note

This syllabus represents my current plans and objectives. As we go through the semester, those plans may need to change to enhance the class learning opportunities or work around speakers' schedules. Such changes, communicated clearly, are not unusual and should be expected.

Honors College Student Pledge

As a member of the John V. Roach Honors College, I pledge to dedicate myself to intellectual inquiry, life-long learning, and critical thinking, to demonstrate personal and academic integrity, and to engage others in earnest and respectful discussion with an open mind.

Mission Statements

TCU Mission Statement:

To educate individuals to think and act as ethical leaders and responsible citizens in the global community.

John V. Roach Honors College Mission Statement:

Dedicated to enriching the intellectual life of TCU, the John V. Roach Honors College seeks to empower, inspire, and motivate high-achieving students to become leaders in our global society. To accomplish the mission, the TCU Honors College will:

1. Promote self-discovery, critical thinking and conscientious understanding of world cultures through rigorous academic endeavors and creative inquiry in the context of big questions, great ideas, and relevant issues that transcend the curriculum.
2. Offer unique residential, curricular, and co-curricular opportunities, fostering a community of scholars for whom vigorous engagement with local, national, and global communities becomes a way of life.



Honors Colloquia

Honors Colloquia are discussion-centered seminars in which students and professors from diverse disciplinary backgrounds explore questions of enduring significance. The breadth of exploration fuels integrative learning: creating or exploring connections among different ways or domains of learning (including but not limited to theories, methods, skills, experiences, values, cultures, or perspectives). Through conversations informed by intensive reading, writing, analysis, and experiential learning, University Honors students expand their capacities for creative, critical thought and collaborative inquiry.

Outcomes and Actions Steps

Primary Learning Outcome

To participate in the philanthropic process, perform due diligence, discuss moral judgments, and make micro-decisions while considering the macro-consequences.

Action Steps:

Graduates of this course will

- Practice strategic philanthropy
- Connect readings and discussions to real life through interactions with practitioners.
- Formulate and explain an individual opinion/philosophy on the subject of giving.
- Determine what it means to “give away smartly” and understand why giving is actually difficult.
- Engage a decision-making and due diligence process will real-world implications

Responsibilities of Colloquium Members and Course Policies

Communicate effectively and clearly: The colloquium requires students to write persuasively, speak effectively in public, debate ideas, listen carefully, conduct independent research and bring ideas from your own fields of specialization.

Be professional, you are always representing TCU: The written assignments have length limits because conciseness and professionalism are key. Be mindful of your status as representatives of TCU in all contacts with external organizations. You are not students in many of the situations this course will place you: you are professionals with over \$40,000 to give away responsibly.

Be dependable and present: Because class progress will often depend on your work, it is important to provide assignments on time by whatever means necessary. Even if you have to miss, the class needs your work product—notes, memorandums, and evaluations. Regular attendance is crucial to success in this course. Only official university-sanctioned absences are excused. Students missing class either to represent



TCU in a university-mandated activity or attend conferences for professional development should provide official documentation of schedules and turn in work in advance. Two absences will result in your failing the course.

Be prepared: I expect every course member to read all of the assigned texts in advance of class and prepare for discussion by taking notes. As you read, plan to make at least two contributions to the discussion. A planned contribution is mulled over in advance of class and can take the form of a question, illustration of a point in the reading, a disagreement, or a contrast with other readings.

Respect your colleagues: Once in class, be prepared to listen to and work with colleagues. At all times be prepared to comment on colleague's statements or to summarize perspectives that have been presented. Always treat seriously any comment offered in earnest. If you disagree with a colleague, clarify your position using appropriate evidence or explanation.

Seek help when needed: Course members are welcome to secure additional help on papers at the William L. Adams Writing Center (ext. 7221). For writing-center information visit <<http://www.wrt.tcu.edu/>> online. Students who receive tutoring—formal or informal—from individuals or programs other than the William L. Adams Writing Center are responsible for ensuring that the tutoring adheres to ethical standards consistent with those followed at the writing center (e.g., tutors do not write any portion of a student's paper; tutors do not proofread; tutors do not assist students with take-home exams). Students whose tutoring does not meet such ethical standards violate the university's code on academic misconduct and are subject to its penalties.

TCU Online: We will use the TCU Online learning platform extensively in this course. We will share all documents, have multiple threaded discussions, and track your grades on our class site.

Philanthropy Fridays: This speaker series will take place primarily during class. However, because speakers have some availability concerns, we could meet during some Fridays this semester. If this is needed, during these sessions, we will have a lunch and spend time with a speaker who will give a short presentation and answer questions regarding their work and thoughts on philanthropy, as well as your work in this class.

Computers, Air Media, & Markers: Students are welcome to use computers in class as long as the work pertains to class. Texting, emailing, and other forms of communication are not allowed. Because we will often work in groups and are in a tech classroom, students bringing computers to class must have Creston AirMedia downloaded and ready to go on their computers. To download AirMedia, please visit www.tcu.edu/airmedia. All students need to bring an EXPO dry-erase marker.

Submitting Papers: All papers, drafts, and briefing documents are due at the time designated on TCU Online. Any material handed in after the assigned time will be counted a day late. Excuses other than those that are university-approved will not persuade me to make an exception to this policy.

Make-up work: Except for university-approved absences, students are not allowed to make up missed daily assignments. This includes activities missed by being late for class or leaving early.

Absences: When an absence is not university-approved, I will not provide you with information, notes, handouts, or other class materials that you have missed. Thus, if you must be absent, make arrangements with another member of the class to get copies of handouts for you, allow you to copy notes, etc. Similarly, I will only bring graded assignments to class on the day they are to be returned. After that, they may be picked up in my

*Liberality lies
not in the
multitude of the
gifts but in the
character of the
giver.*

--Aristotle



office during office hours. One unexcused absence will warrant lowering your final grade one letter; 2 absences will result in your failing the course.

Course Organization and Content

Classes: Our classroom will prioritize class discussion and expect smart participation from every member in the class. Our goal is to provide a seminar-like experience and opportunities to learn through inquiry rather than simple regurgitation.

Class Participation: This is a class based on collaborative discourse. As such, being prepared to participate in discussions is a course requirement. This entails having **read, annotated, and thought** about the complete assignment carefully before class starts. Furthermore, you **must** bring your copy of the text to class every day. Since we will be engaged in closely examining the texts we read and the language that they use, if you don't have your text then you aren't prepared for class, even if you have read the assignment. Naturally, this admonition applies to the texts that you will find online.

Philanthropy is commendable but it must not cause the philanthropist to overlook the circumstances of economic injustice which make philanthropy necessary.

--Martin Luther King Jr.

More broadly speaking: Ask questions. Be curious. You are more than welcome to have a different interpretation of a text than a classmate or me; just be sure to share your perspective in a productive and supportive manner. Since the course will be conducted as a seminar-and not a series of lectures-the substance of our class meetings will primarily consist of **your responses** to the course texts (such as general questions, impressionistic responses, or interpretations of particular passages) and, secondarily, my engagement with your responses. Your active participation will be consequently factored into your final grade for the course. If you're reluctant to speak up, please email me and we'll figure out a way for you to participate.

Here are the behaviors that count:

- asking questions
- answering questions
- making comments (extra points for comments that relate to material in the text, and for sharing relevant experiences)

Here are the value-added behaviors—the ones the put your contributions over the top:

- responding to something another student says (including answering a question asked by a student)
- constructively disagreeing with something in the text or said in class by me or another student

And there are behaviors to avoid:

- not listening
- pretending to be listening while texting or cruising online
- speaking without being recognized
- making fun or otherwise berating something said by another person.



Here's how your participation is graded: I regularly write notes about who's doing what. Every day after class (or during) you should write down what you contributed—the question you asked, the answer you gave, the

comment you made, etc. At midterm I'll ask you to send me an email that lists the dates and the contributions you made. I'll compare your record with mine and send you an email indicating your grade if your current level of participation continues. I'll also make some suggestions for improvement. At the end of the course, I'll ask you to send me a second note which summarizes your contributions across the course. Be welcome to say what grade you think these contributions merit. I'll respond to your note with the grade and my feedback.

One-page reflection and responses: Over the course of the semester, you will have one-page statements and responses. These exist to help you reflect and make meaning from key events/moments in class. These documents will be turned in via TCU Online in a drop box.

Initial Nomination Papers: You will produce four one-page papers nominating nonprofits for consideration. These white papers should provide contact information (in case a reader wants to see more) and summarize purpose, achievements, financials (if readily available), pros, and cons. To write these nomination papers, students will not need to visit the nonprofits or make contact. These documents will be turned in via TCU Online in a drop box. Examples available online.

Top 36 Briefing Documents: These 3-page small-group studies of assigned nonprofits dig deeper than the one-page white paper and provide a greater sense of due diligence. A closer examination of financials and a discussion of needs (based on site visit and communication with the nonprofit) is key to this document. These documents will be turned in via TCU Online in a drop box. Rubrics available online.

Final Group Briefings and Presentations: Groups of 3-4 students will produce these materials, which are extensive 10-15 page documents analyzing finalist organizations. The documents should reflect complete due diligence and clearly communicate the specific needs of nonprofits. The presentation should use multimedia and last 10 minutes. Rubrics available online.

Final Personal Reflection and Letters to Donors: One-page documents turned in via TCU Online to drop box.

Class Dedication: 5-minute presentation that dedicates our focus and efforts to a human being, event, or moment.



Evaluation

In this class I will meet with you regularly to evaluate your progress. In order to receive a passing grade for this course, you must satisfactorily complete all major assignments on time with a cumulative passing average. One unexcused absence will warrant lowering your final grade one letter; 2 absences will result in your failing the course. Final grades will be calculated using the grade book provided through TCU Online: Grades will be calculated using the following scale:

93-100 = A

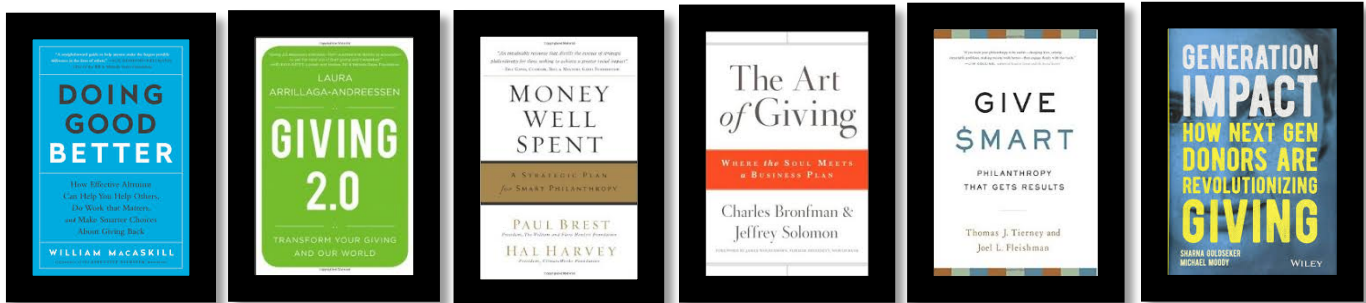
90-92.999 = A-



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|----------------|----------------|
| 87-89.999 = B+ | 70-72.999 = C- |
| 83-86.999 = B | 67-69.999 = D+ |
| 80-82.999 = B- | 63-66.999 = D |
| 77-79.999 = C+ | 60-62.999 = D- |
| 73-76.999 = C | Below 60 = F |

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| Class Participation | 25% |
| White Paper Proposals of 4 Initial Charities | 10% |
| Briefing documents: Top 36 Charities | 10% |
| Group Briefings and Presentations: Top 15 Charities | 20% |
| One-page reflections and responses on process and learning | 20% |
| Class Dedication Assignment | 5% |
| Final Reflection Paper and Letter to Donors | 10% |

Selected Readings (All available on TCU Online)



Arrillaga-Andreesen, Laura. *Giving 2.0: Transform Your Giving And Our World*. San Francisco: Jossey-Bass, 2012.

Brest, Paul and Hal Harvey. *Money Well Spent: A Strategic Plan for Smart Philanthropy*. New York: Bloomberg, 2008. (online selections)

Bronfman, Charles & Jeffrey Solomon. *The Art of Giving: Where the Soul Meets a Business Plan*. San Francisco: Jossey-Bass, 2010.

Tierney, Thomas J. and Joel Fleishman. *Give \$mart: Philanthropy That Gets Results*. New York: PublicAffairs, 2011.

Articles

"America's Worst Charities." <http://www.tampabay.com/topics/specials/worst-charities.page>

Bernholz, Lucy. "Philanthropy's 2012 Buzzwords." *The Chronicle of Philanthropy* 26 December 2012. (online)

Brief History of Charitable Giving. www.givingbetter.org (online)

Carnegie, Andrew. *The Gospel of Wealth* (online)

"Due Diligence Done Well: A Guide for Guidemakers."

Frumkin, Peter. *The Art and Science of Philanthropy*. Chicago: U of Chicago P,

Pallotta, Dan. "Why Can't We Sell Charity Like We Sell Perfume?" *The Wall Street Journal*. 14 September 2012. (online)

Preston, Caroline. "Steve Jobs Found Much to Dislike About Philanthropy." *The Chronicle of Philanthropy* 26 October 2011. (online)

Salamon, Lester M. *The State of Nonprofit America*. 2nd ed. New York: The Foundation Center, 2012.

Stannard-Stockton, Sean. "Nonprofit Analysis: Beyond Metrics." *Social Edge* 2012. (Online)

Zunz, Olivier. *Philanthropy in America: A History*. New Jersey: Princeton UP, 2011. (online excerpts)

Videos

Bezos, Mark. "A Life Lesson from a Volunteer Firefighter." TED Talk. (online)

"Eli Broad." *60 minutes*, 2011. (online)

Dichter, Sasha. "The Generosity Experiment." TED Talk. (online)



Fulton, Katherine. "You are the Future of Philanthropy." TED Talk. (online)
 Gates, Bill. Harvard University Commencement Speech, 2007. (online)
 "The Giving Pledge." ABCnews. (online)
 Palotta, Dan. "The Way We Think About Charity is Dead Wrong." TED Talk. (online)
 Singer, Peter. "The Why and How of Effective Altruism." TED Talk. (online)

Resources

General Sites:

Idealist.org (clearinghouse for nonprofit ideas and news)
 NonprofitHub.com (large list of links organized by category)
 Urban Institute (general social and economic policy research institute, with section devoted to nonprofits and philanthropy)
 Guidestar (basic data covering nonprofits, including tax form 990 images; free but registration required)
 Harvest Today (nonprofit and philanthropy news service)
 Givewell.org (Research on Charities)
 National Center for Charitable Statistics (<http://nccsdataweb.urban.org/>)

On Philanthropy:

The Chronicle of Philanthropy (national weekly devoted to covering philanthropy)
The Non-Profit Times (monthly news magazine)
 Center on Philanthropy at Indiana University (www.philanthropy.iupui.edu)
 EPhilanthropyFoundation.org
 Philanthropy News Digest (<http://fdncenter.org/pnd>)
 American Association of Fundraising Counsel (<http://www.aafc.org> : Organization dedicated to ensuring ethical behavior amongst philanthropies)
 The Philanthropic Initiative (www.tpi.org : offers strategic services to philanthropists)
 American Institute of Philanthropy (www.charitywatch.org : general purpose philanthropy website, including ratings of organizations)
 Center for Strategic Philanthropy & Civil Service (<http://cspcs.sanford.duke.edu>)
 Non-Profit Quarterly (www.nonprofitquarterly.org)

Past Gifts Made by Nature of Giving Alumni \$884,545 / 54 gifts

| Year | Nonprofit | Amount | Purpose |
|------|---|----------|--|
| 2020 | Meals On Wheels, Inc. of Tarrant County | \$25,000 | Unrestricted Gift |
| 2020 | Presbyterian Night Shelter | \$17,800 | Unrestricted Gift |
| 2020 | Alliance for Children | \$10,000 | Unrestricted Gift |
| 2020 | Safehaven | \$16,000 | Unrestricted Gift |
| 2019 | Mercy Clinic | \$18,000 | Dental Clinic Operating Costs and New Static Autoclave Machine |
| 2019 | Hope Farm | \$16,080 | New Computers for Reading Lab |
| 2019 | Traffick 911 | \$25,295 | Unrestricted Gift |
| 2019 | CASA | \$10,000 | Unrestricted Gift |
| 2018 | SafeHaven of Tarrant County | \$20,557 | Crisis Hotline Salaries and Adventure Camp |
| 2018 | Immunization Collaboration | \$15,000 | Vaccinations for kids in Tarrant County |



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| 2018 | Gill Children's Services | \$15,000 | General Fund—Allocated Based on Need |
| 2018 | Communities in Schools | \$34,000 | Social Worker Salary to work in local public school and develop mentor program |
| 2018 | Arise Africa | \$24,483 | Backpacks, books, school supplies |
| 2018 | The NET | \$20,960 | The MASE Program and Worthy Co Program |
| 2017 | Rivertree Academy | \$13,000 | Curriculum and Teacher Training |
| 2017 | Educational First Steps | \$16,000 | Accredited Centers and Enrollment Services |
| 2017 | CASA | \$30,000 | Funds to hire additional Caseworker |
| 2017 | Mercy Clinic of Fort Worth | \$21,000 | Medical Room, Blood Pressure Machines, and Autoclave |
| 2017 | Touch A Life | \$20,000 | Education of children saved from human trafficking on Lake Volta |
| 2016 F | Hope Farm | \$20,000 | Literacy Program |
| 2016 F | Alliance for Children | \$12,000 | Room Makeover Projects for Abused Children |
| 2016 F | Girls Inc. of Tarrant County | \$15,000 | Eureka STEM Project for Lower Income Female Students |
| 2016 F | Gill Children's Services | \$10,000 | General Fund—Allocated Based on Need |
| 2016 F | One Acre Fund | \$10,000 | General Fund |
| 2016 F | SafeHaven of Tarrant County | \$8,000 | Legal Services for Clients |
| 2016 S | Northside Inter-Community Agency (additional funds made through evaluation requirement) | \$10,000 | Unrestricted |
| 2016 S | Gill Children's Services (additional funds made through evaluation requirement) | \$3,500 | Unrestricted |
| 2016 S | MANNA Worldwide (additional funds made through evaluation requirement) | \$11,500 | Technology and unrestricted |
| 2016 S | The Clubhouse for Special Needs | \$8,050 | Half-Court Soft-top Basketball Course and Wheelchair Ramp Remodel |
| 2016 S | Educational First Steps | \$28,800 | New Childcare Center in the Como Community |
| 2016 S | Gill Children's Services | \$13,450 | General Fund — Allocated Based on Need |
| 2016 S | Presbyterian Night Shelter | \$10,500 | Children's Multipurpose Room |
| 2016 S | Tarrant Literacy Coalition | \$14,200 | HiSET Test Program Funding for Adult Education |
| 2016 S | World Relief Fort Worth | \$10,000 | Match Grant Program; Cash Assistance for Refugees |



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| 2015 | Community Link Mission | \$10,995 | Development of Medical Clinic and Supplies |
| 2015 | Gill Children's Services | \$1,855 | Medical and Dental Services/Surgeries |
| 2015 | MANNA Worldwide | \$5,000 | Development of Water Well in Honduras |
| 2015 | Northside Inter-Community Agency | \$9,950 | Circle of Winners Summer Program |
| 2015 | Real School Gardens | \$14,200 | W.J. Turner Elementary Garden & Teacher raining |
| 2015 | The Net | \$8,000 | Drop-in Center for Support and Counseling |
| 2014 | The Net | \$16,592 | Development of the Purchased Program |
| 2014 | Project Bliss | \$6,200 | Furnishings for new client housing |
| 2014 | Feed By Grace | \$9,313 | Infrastructure Project |
| 2014 | Battered Women's Foundation | \$12,895 | Creation of Exterior Storage |
| 2014 | Mission Arlington | \$15,000 | New Bus |
| 2013 | Agua Para Todos | \$6,200 | Motorcycles for transportation of well workers |
| 2013 | Communities in Schools | \$31,000 | In-school tutoring and mentoring program for school in crisis |
| 2013 | Feed By Grace | \$18,294 | Gardening Program and Shelter |
| 2013 | Fortress Youth Development Center | \$25,000 | Transportation and setup for new building |
| 2013 | Journey Learning Center | \$10,000 | Ipads and Learning devices for affordable |
| 2013 | SafeHaven of Tarrant County | \$8,876 | Mattresses & Washer/Dryer for shelter |
| 2012 | Fort Worth Hope Center | \$30,000 | Full funding of dental clinic |
| 2012 | Child Vision Center | \$25,000 | Majority funding of advanced eye examination equipment |
| 2012 | Feed By Grace | \$17,000 | Fences and earthworms for gardens |
| 2012 | The Charis Project | \$15,000 | Creation of orphanage community and farms in rural Thailand |
| 2012 | Against Malaria | \$9,000 | 15,000 nets in Africa |
| 2012 | Northside Inter-Community Agency | \$6,000 | Literacy program for developing readers |
| 2011 | Hope Farm | \$15,000 | One-year of private education for 8 boys |
| 2011 | The Warm Place | \$3,750 | Training for 25 additional counselors |



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| 2011 | Fortress Youth Development Center | \$1,250 | Literacy software for developing readers |
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Course Schedule

Campus Life and the Student Experience Will Be Different This Year.

The health and safety of students, faculty, and staff is Texas Christian University's highest priority. TCU has implemented public health interventions, which includes following local and state public health orders and CDC guidelines. These health interventions may impact your experience as a student both inside and outside the classroom. Safety protocols may change during the semester and may result in modifications or changes to the teaching format, delivery method, or the course schedule (e.g., altering meeting times or frequency; changing beginning or ending dates for a term; or partially or completely moving from a face-to-face classroom teaching to an online teaching or remote learning format). Any changes in teaching format, delivery method, or course schedule will not impact the credit hours for the course.

Health and Wellness:

If you are exhibiting symptoms that may be related to COVID-19 (fever or chills, dry cough, shortness of breath, etc.) or are concerned that you may have been exposed to COVID-19, you must self-quarantine and consult with the Brown Lupton Health Center at 817-257-7949 for further guidance.

In addition, you must notify the Campus Life Office immediately at 817-257-7926 or use the TCU COVID-19 Self-Report Hotline, 817-257-2684 (817-257-COVI). Campus Life will inform your professors that you are unable to attend class, and provide any assistance and support needed. Click here for detailed information concerning COVID-19 symptoms: <https://www.cdc.gov/coronavirus>.

If you are unwell, but are not exhibiting potential COVID-19-related symptoms, please notify your instructor as soon as possible that you are ill and will not be attending class.

If you do not feel well enough to attend class in person, but feel well enough to attend class remotely, please notify your instructor as soon as possible before the class begins to arrange attendance via video conferencing.

Face Coverings and Physical Distancing:

Face coverings are required on campus, unless you are alone in your private office or dorm room. Students are expected to practice physical distancing and wear protective face coverings at all times while in public spaces on the TCU campus. Failing to do so in the classroom could result in the student being asked to leave the room and continue the class through remote access. Additionally, the instructor has the option to terminate the class period and continue it as a remote session. Failure to comply with the instructor's request to adhere to TCU policy regarding face coverings or repeat violations may be reported to Campus Life.

TCU Online: Our Learning Management System

Getting Started with TCU Online

Technical Requirements: Check your computer is ready by looking at the [specifications list](https://community.brightspace.com/s/article/Brightspace-Platform-Requirements).
(<https://community.brightspace.com/s/article/Brightspace-Platform-Requirements>)

Log In: (using your TCU Network Credentials)

1. Access via my.tcu.edu > Student Quick Links > TCU Online
2. Login at the following [website](http://d2l.tcu.edu) (<http://d2l.tcu.edu>) my.tcu.edu



*For information about logging into TCU Online, view these [instructions](#).
(<http://tcuonline.tcu.edu/kb/how-do-i-log-in/>).

Student Orientation Tutorial for TCU Online: If you have not yet taken the TCU Online Student Orientation Tutorial, please do so now. To access it, click on the Orientations semester OR view all courses in your My Courses widget visible upon logging in to TCU Online. Click on the "Student Orientation Tutorial" to enter the orientation course. Follow the instructions in the course. You can return to this tutorial at any time.

Getting Help with TCU Online

If you experience any technical problems while using TCU Online, please do not hesitate to contact the D2L HELP DESK. They can be reached by phone or chat 24 hours a day, 7 days a week, 365 days a year.

Phone: 1-877-325-7778

Chat: Chat is available within TCU Online in the Help menu on the navigation bar.

If you are working with the helpdesk to resolve a technical issue, make sure to keep me updated on the troubleshooting progress.

If you have a course-related issue (course content, assignment troubles, quiz difficulties) please contact me.

Personal Settings & Notifications for TCU Online

As a student, you should set up your account settings, profile, and notifications. To do this you will login to TCU Online and select your name on the top right of the screen. You can upload a photo of yourself and add personal information to your profile. In the notifications area, you can add your phone number to receive text messages when grades are given, as well as reminder texts for upcoming assignments and quizzes.

Student Success Tools for TCU Online

Pulse

[Pulse](#) is a phone app which gives you access to the course calendar, assignments, grades, and announcements. This app provides a graph that can help you manage your time. Based on the number of assignments and events on the course calendar for your classes, the graph will display busy times for class work in the upcoming week. You can use this app to manage your daily workload, and it includes the ability to view and access course materials offline. You can download Pulse from the Google Play or Apple Store. You can learn more and download Pulse here:
<https://www.d2l.com/products/pulse/>.

ReadSpeaker

[ReadSpeaker](#) includes a number of tools that can enhance your understanding and comprehension of course materials. ReadSpeaker can create an audio version of content that you can listen to while on a page within a course or that you can download to listen offline. ReadSpeaker can also read Microsoft Office files and PDFs. There are additional tools and features to assist you with reading and focusing in TCU Online, tools that provide support for writing and proofing text, and tools that can read non-TCU Online content aloud. You can learn more about how to use ReadSpeaker tools here:
<https://tcuonline.tcu.edu/how-to-hub/instructor-how-to-hub-for-tcu-online/integrations-and-mobile/readspeaker/>

TCU Online: Our Learning Management System

Email

Only the official TCU student email address will be used for all course notification. It is your responsibility to check your TCU email on a regular basis.



Course Materials

TCU students are prohibited from sharing any portion of course materials (including videos, PowerPoint slides, assignments, or notes) with others, including on social media, without written permission by the course instructor. Accessing, copying, transporting (to another person or location), modifying, or destroying programs, records, or data belonging to TCU or another user without authorization, whether such data is in transit or storage, is prohibited. The full policy can be found at: <https://security.tcu.edu/polproc/usage-policy/>.

Violating this policy is considered a violation of Section 3.2.15 of the Student Code of Conduct (this policy may be found in the Student Handbook at <https://tcu.codes/code/index/>), and may also constitute Academic Misconduct or Disruptive Classroom Behavior (these policies may be found in the undergraduate catalog at <https://tcu.smartcatalogiq.com/current/Undergraduate-Catalog/Student-Policies/Academic-Conduct-Policy-Details>). TCU encourages student debate and discourse; accordingly, TCU generally interprets and applies its policies, including the policies referenced above, consistent with the values of free expression and First Amendment principles.

Academic Misconduct

The John V. Roach Honors College expects students to adhere to the university's code of student conduct, especially as it pertains to academic conduct (Sec. 3.4 from the Student Handbook). Any act that violates the academic integrity of the institution is considered academic misconduct. The procedures used to resolve suspected acts of academic misconduct are available in the offices of Academic Deans and the Office of Campus Life and are listed in detail in the Undergraduate Catalog. Specific examples include, but are not limited to:

- **Cheating:** Copying from another student's test paper, laboratory report, other report, or computer files and listings; using, during any academic exercise, material and/or devices not authorized by the person in charge of the test; collaborating with or seeking aid from another student during a test or laboratory without permission; knowingly using, buying, selling, stealing, transporting, or soliciting in its entirety or in part, the contents of a test or other assignment unauthorized for release; substituting for another student or permitting another student to substitute for oneself.
- **Plagiarism:** The appropriation, theft, purchase or obtaining by any means another's work, and the unacknowledged submission or incorporation of that work as one's own offered for credit. Appropriation includes the quoting or paraphrasing of another's work without giving credit therefore. I reserve the right to use Turnitin as for plagiarism detection.
- **Collusion:** The unauthorized collaboration with another in preparing work offered for credit.
- **Fabrication and falsification:** Unauthorized alteration or invention of any information or citation in an academic exercise. Falsification involves altering information for use in any academic exercise. Fabrication involves inventing or counterfeiting information for use in any academic exercise.
- **Multiple submission:** The submission by the same individual of substantial portions of the same academic work (including oral reports) for credit more than once in the same or another class without authorization.
- **Complicity in academic misconduct:** Helping another to commit an act of academic misconduct.

Disability Statement

Texas Christian University complies with the Americans with Disabilities Act and Section 504 of the Rehabilitation Act of 1973 regarding students with disabilities. Eligible students seeking accommodations should contact the Coordinator of Student Disabilities Services in the Center for Academic Services located in Sadler Hall, 1010. Accommodations are not retroactive, therefore, students should contact the Coordinator as



soon as possible in the term for which they are seeking accommodations. Further information can be obtained from the Center for Academic Services, TCU Box 297710, Fort Worth, TX 76129, or at (817) 257-6567.

Adequate time must be allowed to arrange accommodations and accommodations are not retroactive; therefore, students should contact the Coordinator as soon as possible in the academic term for which they are seeking accommodations. *Each eligible student is responsible for presenting relevant, verifiable, professional documentation and/or assessment reports to the Coordinator.*

Students with emergency medical information or needing special arrangements in case a building must be evacuated should discuss this information with their instructor/professor as soon as possible.

Support for TCU Students

Campus Offices

- Alcohol & Drug Education Center (817-257-7100, Samuelson Hall basement)
- Brown-Lupton Health Center (817-257-7938 or 817-257-7940)
- Campus Life (817-257-7926, the Harrison 1600)
- Center for Academic Services (817-257-7486, Sadler Hall 1022)
- Center for Digital Expression (CDeX) (cdex@tcu.edu, Scharbauer 2003)
- Counseling & Mental Health Center (817-257-7863, Samuelson Hall basement)
- Mary Coutts Burnett Library (817-257-7117)
- Office of Religious & Spiritual Life (817-257-7830, Jarvis Hall 1st floor)
- Student Development Services (817-257-7855, BLUU 2003)
- Center for Writing (817-257-7221, Reed Hall 419)
- Transfer Student Center (817-257-7855, BLUU 2003)
- Veterans Services (817-257-5557, Jarvis Hall 219)

Statement on TCU's Discrimination Policy:

TCU prohibits discrimination and harassment based on age, race, color, religion, sex, sexual orientation, gender, gender identity, gender expression, national origin, ethnic origin, disability, predisposing genetic information, covered veteran status, and any other basis protected by law, except as permitted by law. TCU also prohibits unlawful sexual and gender-based harassment and violence, sexual assault, incest, statutory rape, sexual exploitation, intimate partner violence, bullying, stalking, and retaliation. We understand that discrimination, harassment, and sexual violence can undermine students' academic success and we encourage students who have experienced any of these issues to talk to someone about their experience, so they can get the support they need.

- [Review TCU's Policy on Prohibited Discrimination, Harassment and Related Conduct or to file a complaint: https://titleix.tcu.edu/title-ix/.](https://titleix.tcu.edu/title-ix/)
- [Learn about the Campus Community Response Team and Report a Bias Incident: https://titleix.tcu.edu/campus-community-response-team/](https://titleix.tcu.edu/campus-community-response-team/)

Title IX at TCU



As an instructor, one of my responsibilities is to help create a safe learning environment on our campus. It is my goal that you feel able to share information related to your life experiences in classroom discussions, in your written work, and in our one-on-one meetings. I will seek to keep any information you share private to the greatest extent possible. However, I have a mandatory reporting responsibility under TCU policy and federal law and I am required to share any information I receive regarding sexual harassment, discrimination, and related conduct with TCU's Title IX Coordinator.

Students can receive confidential support and academic advocacy by contacting TCU's Confidential Advocate in the Campus Advocacy, Resources & Education office at (817) 257-5225 or the Counseling & Mental Health Center at <https://counseling.tcu.edu/> or by calling (817) 257-7863. Alleged violations can be reported to the Title IX Office at <https://titleix.tcu.edu/> or by calling (817) 257-8228.

Should you wish to make a confidential report, the Title IX Office will seek to maintain your privacy to the greatest extent possible, but cannot guarantee confidentiality. Reports to law enforcement can be made to the Fort Worth Police Department at 911 for an emergency and (817) 335-4222 for non-emergency or TCU Police at (817) 257-7777.

Obligations to Report Conduct Raising Title IX or VAWA Issues

Mandatory Reporters: All TCU employees, except Confidential Resources, are considered Mandatory Reporters for purposes of their obligations to report, to the Coordinator, conduct that raises Title IX and/or VAWA (Violence Against Women Act) issues.

Mandatory Reporters are required to immediately report to the Coordinator information about conduct that raises Title IX and/or VAWA issues, including any reports, complaints or allegations of sexual harassment, discrimination and those forms of prohibited conduct that relate to nonconsensual sexual intercourse or contact, sexual exploitation, intimate partner violence, stalking and retaliation involving any member of the TCU community, except as otherwise provided within the [Policy on Prohibited Discrimination, Harassment and Related Conduct](#).

Mandatory Reporters may receive this information in a number of ways. For example, a complainant may report the information directly to a Mandatory Reporter, a witness or third-party may provide information to a Mandatory Reporter, or a Mandatory Reporter may personally witness such conduct. A Mandatory Reporter's obligation to report such information to the Coordinator does not depend on how he/she received the information. Mandatory Reporters must provide all known information about conduct that raises Title IX or VAWA issues to the Coordinator, including the identities of the parties, the date, time and location, and any other details. Failure of a Mandatory Reporters to provide such information to the Coordinator in a timely manner may subject the employee to appropriate discipline, including removal from a position or termination of employment.

Mandatory Reporters cannot promise to refrain from forwarding the information to the Coordinator if it raises Title IX or VAWA issues or withhold information about such conduct from the Coordinator. Mandatory Reporters may provide support and assistance to a complainant, witness, or respondent, but they should not conduct any investigation or notify the respondent unless requested to do so by the Coordinator.

Mandatory Reporters are not required to report information disclosed (1) at public awareness events (e.g., "Take Back the Night," candlelight vigils, protests, "survivor speak-outs," or other public forums in which students may disclose such information (collectively, public awareness events); or (2) during an individual's participation as a subject in an Institutional Review Board approved human subjects research protocol (IRB Research). TCU may provide information about Title IX rights and available resources and support at public awareness events, however, and Institutional Review Boards may, in appropriate cases, require researchers to provide such information to all subjects of IRB Research.

Relevant reporting phone numbers are: 911 for an emergency and (817) 335-4222 for non-emergency or TCU Police at (817) 257-7777.



Student Access and Accommodation

Texas Christian University affords students with disabilities reasonable accommodations in accordance with the Americans with Disabilities Act and Section 504 of the Rehabilitation Act. To be eligible for disability-related academic accommodations, students are required to register with the TCU Office of Student Access and Accommodation and have their requested accommodations evaluated. Students are required to provide instructors an official TCU notification of accommodation approved through Student Access and Accommodation. More information on how to apply for accommodations can be found at <https://www.tcu.edu/access-accommodation/> or by calling Student Access and Accommodation at (817) 257-6567. Accommodations are not retroactive and require advance notice to implement.

Student Access and Accommodation Audio Recording Notification:

Audio recordings of class lectures are permitted for students as an approved disability accommodation through Student Access and Accommodation. Recordings are not to be shared with other students, posted to any online forum, or otherwise disseminated. By participating in this course, you are giving your implied consent to this recording. If you anticipate that you will not consent to your audio participation being recorded, please contact the instructor immediately so the instructor may work with you to determine how to assess your class participation and assignments that may require collaboration during the class session.

Emergency Response Information

Please review [TCU's L.E.S.S. is More public safety video](#) to learn about Lockdown, Evacuate, and Seek Shelter procedures. (<https://publicsafety.tcu.edu/less-is-more/>)

[TCU's Public Safety website](#) provides maps that show our building's rally point for evacuation and the seek shelter location. (<https://publicsafety.tcu.edu/>)

In the event of an emergency, call the TCU Police Department at **817-257-7777**.

Download the [Frogshield Campus Safety App](#) on your phone. (<https://police.tcu.edu/frogshield/>).

Inclement Weather Policy

In the event of inclement or threatening weather, everyone should use his or her best judgment regarding travel to and from campus. Safety should be the main concern. If you cannot get to class because of adverse weather conditions, you should contact me as soon as possible. Similarly, if I am unable to reach our class location, I will notify you of any change (e.g. to Zoom) as soon as possible through email (ideally 3 hours before class starts) to prevent you from embarking on any unnecessary travel. If you cannot get to class because of weather conditions, I will make allowances relative to required attendance policies. However, a cancelled class does not mean that assigned work is not due; rather, we will always remain on schedule with our reading and due dates.

*We make a living by what we get.
We make a life by what we give.*

— Winston S. Churchill

Course Schedule

This calendar represents my current plans and objectives. As we go through the semester, those plans may need to change to enhance the class learning opportunities. Such changes will be clearly communicated.



| WEEK | CLASS | IN CLASS WORK | WORK YOU NEED TO BE DOING IN ORDER TO GIVE AWAY OVER \$40,000 | REQUIRED READING, PREPARATION, ASSIGNMENTS, AND DUE DATES |
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| WEEK 1 | Wednesday, 20 Jan | <p>Introduction to "Giving Experience" and Syllabus</p> <p>Not a course ... an opportunity</p> <p>Poem: "OKAY" (Read in class)</p> <p>How to begin Evaluating Nonprofits and developing SROI</p> <p>How to research and write-up nonprofits for white papers</p> | Begin to identify and choose your initial nonprofits. Each student is responsible for identifying and writing a one-page white paper on 4 local nonprofits and an optional international nonprofit. You may not repeat another person's nomination. | <p>Readings & Viewings Include (all readings and viewings are online)</p> <p>Worms and Water Pumps</p> <p>DUE: FRIDAY, 22 Jan: Personal Philanthropic statement</p> |
| Week 2: Martin Luther King Day | Wednesday, 27 Jan | <p>History and Thought on Giving and Philanthropy</p> <p>Peter Singer: Effective Altruism</p> <p>SROI</p> | Continue to identify nonprofits and write white papers. | <p>Readings & Viewings Include (all readings and viewings are online)</p> <p>Gulati-Partee, "A Primer on Nonprofit Organizations"</p> <p>https://www.councilofnonprofits.org/myths-about-nonprofits</p> <p>"Hard Trade-Offs," from <i>Doing Good Better</i></p> <p>"How You Can Save Hundreds of Lives", from <i>Doing Good Better</i></p> <p>"What is Effective Altruism" from <i>The Most Good You Can Do</i></p> <p>Morozov, "Rockefeller gave away money for no return. Can we say the same of today's tech barons?"</p> <p>Watch:</p> |



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| | | | | <p>Peter Singer, "The Why and How of Effective Altruism"</p> <p>MacAskill, "What Are the Most Important Moral Problems of Our Time"</p> <p>Due: Wednesday, 27 Jan: Do Good Exercise</p> |
| WEEK 3 | Wednesday, 3 Feb | <p>The Cases of Steve Jobs, Warren Buffett, and Bill Gates</p> <p>Eli Broad</p> <p>The Giving Pledge</p> <p>SROI</p> | <p>Continue to identify nonprofits and write white papers.</p> | <p>Readings & Viewings Include (all readings and viewings are online)</p> <p>"Materialist Philanthropy," from <i>We Make a Life By What We Give</i></p> <p>Tierney & Fleishman, "Introduction," <i>Give Smart</i></p> <p>Preston, "Steve Jobs Found Much to Dislike about Philanthropy"</p> <p>Singer, "What Should a Billionaire Give—And What Should You?"</p> <p>Watch: Bill Gates, Harvard Commencement</p> <p>Bill and Melinda Gates, "Why giving away our wealth has been the most satisfying thing we've done"</p> <p>Due: Wednesday, 3 Feb: What do you care about and look for in a nonprofit?</p> |
| WEEK 4 | Wednesday, 10 Feb | SROI | <p>Turn in white papers before the start of class. Start reading them and ranking them by what</p> | <p>Readings & Viewings Include (all readings and viewings are online)</p> |



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| | | | <p>interests you and what does not, by what nonprofit you want to support and why not, by what nonprofit you believe in and don't.</p> | <p>"Whoever Has Will Receive More," from <i>We Make a Life By What We Give</i></p> <p>"Show Me The Impact," from <i>Generation Impact: How Next Gen Donors are Revolutionizing Giving</i>"</p> <p>Tierney & Fleishman, "What Are My Values and Beliefs," <i>Give Smart</i></p> <p>Bronfman & Solomon essays</p> <p>Watch: Fulton, "You Are the Future of Philanthropy"</p> <p>DUE: Wednesday, 10 Feb. All White Paper Nominations</p> |
| WEEK 5 | Wednesday, 17 Feb | <p>DEBATE, DISCUSS, DECIDE</p> <p>Narrow to 35 nonprofits</p> | <p>Determine your interest level in the top 35 and start developing stronger 3-page briefing documents for your assigned nonprofit</p> | <p>Readings & Viewings Include (all readings and viewings are online)</p> <p>Norton, "How to Buy Happiness"</p> <p>DUE:</p> <ol style="list-style-type: none"> 1. Wednesday, 17 Feb. (Before class) Ranking of top nonprofits based on White Paper 2. Thursday, 18 FEB. Preference request and response to Decision Process |
| WEEK 6 | Wednesday, 24 Feb | <p>Guest Speaker, Mr. David Dena, Fort Worth Zoo</p> <p>Reading 990 Tax Forms</p> | <p>Continue working on extended briefing documents.</p> | <p>Readings & Viewings Include (all readings and viewings are online)</p> <p>"Overhead Costs, CEO Pay, and Other Confusions," from <i>Doing Good Better</i></p> <p>Brest & Harvey, essays from <i>Money Well Spent</i></p> |



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| <p>WEEK 7</p> | <p>Wednesday, 3 March</p> | | <p>Finish and submit briefing documents. Start reading the briefing documents.</p> | <p>Readings & Viewings Include (all readings and viewings are online)</p> <p>Don Williams Case Study</p> <p>Other Case Studies</p> <p>Watch: Pallotta, "The Way We Think About Charity is Dead Wrong"</p> <p>Oelwang, "Stop Saving the World, Start Reinventing"</p> <p>Okonjo-Iweala, "Want to Help Africa? Do Business Here"</p> <p>Penley, "Giving Poorly Can Be Worse Than Not Giving At All"</p> <p>Due: Friday, March 5, Noon: Extended Briefing Reports</p> <p>Sunday, March 7, 11:59: Midterm Participation Report</p> |
| <p>WEEK 8 Spring Refresh</p> | <p>Wednesday, 10 March</p> | <p>SPRING REFRESH</p> | <p>Continue reading briefing documents</p> | |
| <p>WEEK 9</p> | <p>Wednesday, 17 March</p> | <p>DEBATE, DISCUSS, DECIDE</p> <p>Narrow to 15 nonprofits</p> | <p>Read the 35 extended briefing papers. Determine the top 15 finalists based on materials in extended briefing papers.</p> | <p>Readings & Viewings Include (all readings and viewings are online)</p> <p>Dichter, "The Generosity Experiment"</p> <p>Due Diligence Done Well, GEO</p> <p>Due:</p> |



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| | | | | Friday, 17 March, NOON: 1.Reaction to Decision Process 2.Preferences for top 15 |
| Week 10 | Wednesday, 24 March | | You should be in process of researching and developing briefing books and presentations for your finalists. | Readings & Viewings Include (all readings and viewings are online) <i>"More Than an ATM," from Generation Impact: How Next Gen Donors are Revolutionizing Giving"</i> Reich, "A Failure of Philanthropy" Quick Guide to Conducting a Site Visit |
| WEEK 11 | Wednesday, 31 March | Guest Speaker: Jeff and Kelly Dillard, The Dillard Family Foundation | You should be in process of researching and developing briefing books and presentations for your finalists. | Readings & Viewings Include (all readings and viewings are online) <i>"How Much, How Well," from We Make a Life By What We Give</i> "A Monday Morning Checklist," Tierney and Fleishman Due: Evaluation of Group Members |
| WEEK 12 | Wednesday, 7 April | Giving Goals | Finish researching and developing briefing books and presentations | Readings & Viewings Include (all readings and viewings are online) Ditkoff & Grindle, "Audacious Philanthropy" Arrillaga-Adressen, "In the Trenches: Getting Big Results from a Small Nonprofit" Due: Evaluation of Group Members Due: 9 April, Friday at 5 Your Giving Goal |



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| WEEK 13 | Wednesday, 14 April | PRESENTATIONS OF FINALISTS | Read briefing books and provide questions needing clarification | Readings & Viewings Include (all readings and viewings are online) Due : 12 April at 10 AM: Final Briefing Books Due: 14 April at 10 AM: Final Presentation PPTs |
| WEEK 14 | Wednesday, 21 April | DEBATE, DISCUSS, DECIDE | Read briefing books and provide questions needing clarification | Readings & Viewings Include (all readings and viewings are online) The Mistakes We Make When Giving to Charity” Watch: Fulton, “You Are The Future of Philanthropy” Due: Final evaluation of Group Members |
| WEEK 15 | Wednesday, 28 April | DEBATE, DISCUSS, DECIDE FINAL DEBATE: THE BEGINNING | Develop framework for discussion and decision-making. Begin making decisions | |
| GIVING Ceremony | Wednesday, 5 May 3:00 PM – Debate Chamber | | | Due: For Seniors: Wednesday, 5 May: 8:00 AM <ul style="list-style-type: none"> • Final Reflection • Letter to Donors • SPOT (after ceremony) For Non-graduating students Friday, 7 May 5:00 PM <ul style="list-style-type: none"> • Final Reflection • Letter to Donors • SPOT (after ceremony) |

