

**Public Policy 4725**  
**Frank Batten School of Leadership & Public Policy**  
**Foundations, NGOs, and Public Policy**  
**Fall 2015**

**Instructors**

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**Meets**

- Seminar/Workshop: Tuesdays & Thursdays, 9:30 am to 10:45 am, Gibson 342
- 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**

The goals of this course are threefold. The first is to give students practical knowledge about how foundations and non-profit 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 a generous gift from the Once Upon a Time Foundation's Philanthropy Lab, students in this class will be able to offer a minimum of \$30,000 in grants to the nonprofit community. The third goal, drawing upon the first two, is to encourage a thoughtful discussion of the role of foundations and NGOs within the broader public policy community in contemporary democracies.

**Course structure**

Because of the time involved in running a grant program – structuring the grant guidelines, soliciting grant proposals from nonprofits, understanding the policy problems organizations are engaged with, evaluating proposals, conducting site visits, and making grant decisions – at least half of our time together will function as an active workshop. 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 you classmates accountable. Mistakes hurt real organizations and the people they serve.

## Requirements/Deliverables

### Preparation for and participation in seminar and workshop: (30%)

- May include quizzes, but mostly tracks the degree to which you are prepared for class and can contribute.
- Reading discussion papers (8 total with 10 opportunities): All students will submit via Collab's Drob Box a one-page, single-spaced, thoughtful response to the assigned readings for select classes **by 8 pm the prior evening**. We'll grade your best 8 papers.
- Your thoughtful contributions to class discussion that elevate the conversation beyond the assigned reading.

### RFP Grant-making project (40%)

We will run a grant-making project to allocate \$30,000 in grant money through an open "Request for Proposals" targeting three issues: housing, health care, and hunger. Open RFPs are typically used by larger, professionally staffed organizations to grant money, including major foundations and cities.

#### Open Request for Proposals (RFP)

The fall 2015 class of Public Policy 4725 at the University of Virginia's Frank Batten School of Leadership & Public Policy invites submissions to its grant program. The class is the recipient of a generous donation that allows it, in return, to offer a grant opportunity to the local community. The class will award a minimum of \$30,000 in grants to nonprofit (501(c)3) organizations in the City of Charlottesville and Albemarle County. The focus of this open grant program is three-fold: food insecurity, access to health care, and access to housing.

Within these three areas, the grant committee is also interested in applications seeking support for increased organizational capacity, for example, through program evaluation, the creation of collaborations across organizations, or efforts that may allow organizations to diversify their funding sources.

To apply, submit a letter of inquiry of no more than three pages in PDF form to Paul Martin at [pmartin@virginia.edu](mailto:pmartin@virginia.edu) by August 15, 2015. Organizations should be mindful that the grant review committees are comprised of students in a learning environment.

Organizations that are closely connected to the University of Virginia are ineligible.

(Submit as an individual)

- Memos on LOI (3 total, due 8 pm prior to class).
- Memos on full proposals, (up to 8 total, due 8 pm prior to class).
- Pre-site visit memo.
- Allocation memo: Prior to beginning our final deliberations on the RFP grant making, write a 2-page memo explaining how our grant money should be allocated and why.

### Foundation Program-Crafting Project (25%)

Groups will compete to give away an additional \$5,000 in a general operating fund grant to an organization within the state of Virginia working within the arena of “Climate Change” or “Early Childhood Interventions”. Students have the task of persuading a new foundation to adopt more specific causes within these two themes.

(Submit as a group)

- Mission statement & values web presence (see samples on Collab)
- Background research, grant report & recommendation (see samples on Collab)
- Pitch Day Presentation: Each group will make a case to the foundation directors to persuade them to direct \$5,000 toward a specific cause, based upon the strength of the groups’ pitches, grant report, and preliminary work.

### Stewardship Memo (5%)

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.

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

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

Zunz, Olivier. 2011. *Philanthropy in America: A History*. Princeton, NJ: Princeton University Press.

Monroe, Kristen Renwick. 1988. *The Heart of Altruism*. Princeton, NJ: Princeton University Press.

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

## Reading and Assignment Schedule. NB: All reading is subject to change.

Week	Date	In Class	Deliverable Due?	Read in advance: All on Collab, Bookstore, or Clemmons Reserves
1	8/25	Introductions & Discussion of two major projects		Reich, "Failure of Philanthropy"; Singer, "What Should a Billionaire Give and What Should You?"; Wenar, "Poverty is No Pond" (Collab); Andrew Mwenda's TED talk:( <a href="http://www.ted.com/talks/andrew_mwenda_takes_a_new_look_at_africa/transcript?language=en">http://www.ted.com/talks/andrew_mwenda_takes_a_new_look_at_africa/transcript?language=en</a> )
	8/27	Holly Hatcher (guest) workshop.	Reading Response Paper due; Form Groups by 8/28.	Brest, Paul & Hal Harvey. 2008. Money Well Spent: A Strategic Plan for Smart Philanthropy. Bloomberg Press: New York. (Introduction, Chapters 1-4)
2	9/1	Part 1: Sarah McLean and Grey McLean present on Aduivans Foundation and Micro-Foundations Project; Part 2: Social Construction of Target Populations at UVa	Reading Response Paper due	Schneider & Ingram, "Social Construction of Target Populations"; Smith, Steven Rathgeb and Michael Lipsky. 1993. Nonprofits for Hire: The Welfare State in the Age of Contracting. Cambridge, MA: Harvard University Press. (pp. 3-40)
	9/3	Primer on reviewing grants; Memo Writing in Class	Memo on TJACH & AHIP LOIs from 2014; Draft Web Presence Due by Sunday, September 6 at 11:59 pm	Orosz, Joel J. 2000. The Insider's Guide to Grantmaking. San Francisco: Jossey-Bass, Inc. (pp.66-95). (Collab); Practice LOIs from 2014
3	9/8	Review LOIs (Emphasis on Capacity)	<b>Memo on LOIs</b>	Aduivans Report: Primer on Charlottesville and Albemarle County; Select LOIs
	9/10	Review LOIs (Emphasis on Outcomes)	<b>Memo on LOIs</b>	Eisinger, Peter K. 1998. Toward an End to Hunger in America. Brookings. (pp 1-18); Select LOIs
4	9/15	Review LOIs (Theories of Change)	<b>Memo on LOIs</b>	Schlyer, Ridge. 2014. Orange Dot Report, Update.; Select LOI's
	9/17	LOI Mini-Exam and Initial Cuts of LOIs		Review LOI's for exam
	9/22	Final Cuts of LOIs/Assign Rejection Letters		Review LOI's for final cuts; Reading TBA

5	9/24	Thinking Like a Foundation: Crafting Grant-making Programs	Reading Response Due; Final Web Presence Due by Friday, September 25, 5 pm	Roelofs, Joan. 2003. "What are Foundations?" in Foundations and Public Policy: The Mask of Pluralism. Albany: SUNY Press. (Collab); 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," Dan Pallotta, TED, <a href="http://www.ted.com/talks/dan_pallotta_the_way_we_think_about_charity_is_dead_wrong?language=en">http://www.ted.com/talks/dan_pallotta_the_way_we_think_about_charity_is_dead_wrong?language=en</a>
6	9/29	Thinking Like a Foundation: Alternative Philanthropic Vehicles	Reading response -- pick Tuesday or Thursday this week	Kramer, Mark and Sarah Cooch. 2007. "The Power of Strategic Mission Investing," Stanford Social Innovation Review, Fall pp 43-51.; Brest and Harvey, Chapters 8-10, Jacqueline Novogratz, TED, <a href="http://www.ted.com/talks/jacqueline_novogratz_a_third_way_to_think_about_aid">http://www.ted.com/talks/jacqueline_novogratz_a_third_way_to_think_about_aid</a>
	10/1	Thinking Like a Foundation: Due Diligence & Investor Mindset	Reading response -- pick Tuesday or Thursday this week	Exponent Philanthropy, "How to Review an Organization's Financial Statements"
	10/6	FALL READING DAY		
7	10/8	Making mistakes like a foundation	Reading response due; Microfoundation Report Due by 5 pm, Friday, October 9	Fleishman, Joel L. 2009. The Foundation: How Private Wealth is Changing the World. (Chapters 9 & 12)
8	10/13	Thinking Like a Foundation: Influencing Public Policy; Heidi Binko (Guest Speaker)	Reading response due	Brest and Harvey, Chapters 13 & 14; Coffman, Julia. 2008. "Foundations and Public Policy Grant Making" James Irvine Foundation.
	10/15	Pitch Day Scheduled for evening of 10/15	Pitch Day Scheduled for evening of 10/15	Pitch Day Scheduled for evening of 10/15
9	10/20	Review Full Proposals	<b>Memo on Full Proposals</b>	Short reading: Sawhill & Williamson, "Measuring What Matters in Nonprofits"; Snibbe, "Drowning in Data"; & Le, "Bring Unicorns Back to Our World"
	10/22	Review Full Proposals	<b>Memo on Full Proposals</b>	Short reading: Hanleybrown, Kania, and Kramer, "Channeling Change: Making Collective Impact Work"
10	10/27	Review Full Proposals	<b>Memo on Full Proposals</b>	Short reading TBA
	10/29	Prep day for site visits	<b>Memo on questions you want resolved by site visits</b>	Orosz, Joel J. 2000. The Insider's Guide to Grantmaking. San Francisco: Jossey-Bass, Inc. (pp.130-142). (Collab)

11	11/3	Discussion	Reading response -- pick Tuesday or Thursday this week	Monroe, Heart of Altruism. (pp. 3-26, 41-90)
	11/5	Discussion	Reading response -- pick Tuesday or Thursday this week	Monroe, Heart of Altruism (pp. 91-120, 197-216)
12	11/10	Discussion	Reading response -- pick Tuesday or Thursday this week	Zunz, History of Philanthropy (pp. 1-43,104-136)
	11/12	Discussion	Reading response -- pick Tuesday or Thursday this week	Zunz, History of Philanthropy (pp. 201-263)
13	11/17	ED/Site Visits	Reading response -- pick Tuesday or Thursday this week	Zunz, History of Philanthropy (pp. 137-200)
	11/19	ED/Site Visits	Reading response -- pick Tuesday or Thursday this week	Zunz, History of Philanthropy (pp. 264-299)
14	11/24	Discussion	Reading Response Paper due	Sanders, Lynn M. 1997. "Against Deliberation. Political Theory 25:1-17 (on Collab)
	11/26	THANKSGIVING		
15	12/1	Final Deliberation	<b>Allocation Memo</b>	
	12/3	Final Deliberation		
16	12/8	Final Deliberation		
Final Exam, Friday December 18, 2:00 p.m. to 5:00 p.m.				
Awards Ceremony on Reading Day, Wednesday, December 16, Noon to 1:30 p.m.				