

NPLD 797 Syllabus
Philanthropy & The City
 Spring 2024—01/16/24

PHILANTHROPY AND THE CITY: CHARITABLE GIVING AND ITS ROLE IN URBAN COMMUNITIES

PLEASE NOTE THAT SYLLABUS IS SUBJECT TO CHANGES, EDITS, AND ADDITIONS. ADDITIONS TO THE CANVAS SITE WILL BE MADE THROUGHOUT THE SEMESTER, AND STUDENTS WILL BE NOTIFIED.

Instructors:

Douglas Bauer, Executive Director, The Clark, Scriven and Fernleigh Foundations

E-mail: dbauer@clarkest.com

Phone: 212.977.6900, ext. 222

Greg Goldman, Senior Talent Solutions Partner, DiverseForce; Email: gregh@sas.upenn.edu

Phone: 215.990.5998

Teaching Assistant:

Phoebe Unetic

E-mail: unetic@upenn.edu

Phone: 609.651.5858

Office Hours: by appointment

Location: 285 McNeil

Time: Thursdays, 5:15 – 8:15 p.m.

“To give away money is an easy matter in any man’s power. But to decide to whom to give it, and how large and when, and for what purpose and how, is neither in every man’s power nor an easy matter. Hence, it is that such excellence is rare, praiseworthy, and noble.” -Aristotle, 384-322 BC

“What is the use of living, if it be not to strive for noble causes and to make this muddled world a better place for those who will live in it after we are gone?” -Winston Churchill, 1908

“I hear that in New York

A man stands on the corner of Broadway and 26th Street

Every evening during the winter months

And procures for the homeless who gather there

By entreating passersby a place for the night.

The world is not thereby made different

Relations between human beings are not improved

The age of exploitation is not thereby shortened

But a few men have a place for the night

The wind is kept away from them one night long
The snow destined for them falls in the street.

Don't put the book down yet, you who are reading it, man!
A few people have a place for the night
The wind is kept away from one night long
The snow destined for them falls in the street
But the world is not thereby made different
Relations between human beings are not thereby improved
The age of exploitation is not thereby shortened."
-Bertolt Brecht, "Places for the Night", 1931

"Living just enough for the city..." -Stevie Wonder, 1973

"Will our economic success make us more generous or more self-absorbed? More idealistic about the aspirations of the founding fathers and the work of our forefathers in making American life what we so comfortably inherit? Or will the diminished need to struggle as hard as other generations lessen our imagination about how to address the needs of others and fix what is still broken in our society? Either society is possible. One will build our society; the other will erode and slowly degenerate it over the first few decades of the twenty-first century." -Claire Gaudiani, 2003

There are many forces that keep cities vibrant and livable. There are many forces that are clearly visible and acknowledged – government and commerce – for the good that they provide. But there are other forces that are not so readily acknowledged, and yet play a key role in ensuring that a city not only functions but is a strong community of civility, health, education, and culture.

It is the combination of nonprofits and philanthropic funds that fuels this latter work. In Philadelphia, nonprofits and philanthropy have had a long history of activity and action. According to a Philadelphia *Inquirer* article from September 2022, there are 9,000 nonprofits in Greater Philadelphia (and over 1,300,000 in the U.S.) and over \$6 billion of endowed funds dedicated to philanthropic endeavors. Indeed, the largest employer in the City of Philadelphia is a nonprofit. Answer: The University of Pennsylvania.

Much is expected of this so-called third sector. Not only to provide shelter for the night for the homeless that Brecht describes, but also to tackle more complex issues such as alleviating poverty in urban communities today. Fair or unfair, nonprofits and philanthropy are being asked to try and fill the growing chasm between the haves and have-nots. In addition, the third sector is called on to tackle issues that the government cannot address or is not willing to address, thanks to a maddening collision of current and prevailing political attitudes. This is quite a challenge. Some say it impossible; the challenge is far too steep -- and was further exacerbated by the Covid-19 pandemic. Others argue that this country's nonprofits are dynamic and resilient and can indeed meet the challenge – by being deeply connected to the communities they serve and being nimble enough to provide the services that are truly needed.

What sustains the nonprofit sector is revenue from government, business, and private individuals. For close to a century, federal, state, and local governments have paid nonprofits to deliver services and programs of all kinds. Philanthropic support from corporations, foundations and private citizens has provided nonprofits with funds to nurture social, cultural, and environmental innovations. The

testing of innovative ideas -- entrepreneurial ideas -- that can positively change the way human beings are treated or help neighborhoods become transformed are fueled by philanthropy.

According to Giving USA, \$499.33 billion was given to American charities in 2022. And while it may appear to be easy to give money away, it is, as Aristotle pointed out some 2300 years ago, not an easy matter, and ever more challenging today. The reasons for this are complex. Some are contextual: the nonprofit sector has dramatically changed since the recession of 2009 and has been further impacted by the pandemic. Some are analytical: Will poverty be alleviated through access to capital, education, health, or responsive government? Some are issue-based: How one supports K-12 education reform efforts is surely quite different than how one supports the arts or environmental groups. And some of the reasons are very much determined by the ability (or lack thereof) of the nonprofit itself to deliver outputs, outcomes and/or impact – however those elements are to be defined by the nonprofit itself let alone other stakeholders.

This class explores philanthropy and its impact on urban communities. While much can be learned and gained from reading and reviewing various books, articles, and websites, the instructors strongly believe in bringing the class into the community and see various projects but also to meet and engage with the leaders behind these efforts. We hope (and plan) that the class is a bridge between theory and practice. Both inform each other. We are deeply fortunate that Philadelphia provides such a full array of organizations and programs that are committed to tackling and solving issues and problems that confront us as a community. We are also fortunate that you will have the real challenge of making decisions about where \$45,000 (and possibly more) in grant money will be allocated to nonprofits in the community. (Many thanks to Penn alumna Dana Hork and her organization, Change for Change, the Nonprofit Leadership Program and The Philanthropy Lab in Fort Worth, TX for providing the funding.) The opportunity to provide grants in this manner is, indeed, unique. This class at Penn is only one of 15 universities in the United States that are provided resources of this kind so that the students can participate in philanthropy that is “real time/real life.”

We hope that by the end of the class and the semester, students will know what it means when means when Stevie Wonder aurally describes “living just enough for the city.” And that there is a confederation of nonprofit managers, philanthropists, groups, and organizations that are doing the best they can to ensure that, and perhaps, just a little bit more.

COURSE FORMAT

This will be an active three-hour class. The instructors have knowledge and experience to impart, but very much see themselves as facilitators. We will keep lecturing to a minimum. In the course of the semester, we will read various books, articles, and documents and **discuss** them. Be ready to do so. You will meet leaders from the nonprofit and philanthropic community. Be ready to **engage** them. In the course of the semester, you will virtually visit projects or programs in Philadelphia. Be ready to **observe**.

Again, we really want to use the class experience as a bridge between theory and practice. The readings we discuss in class and the speakers we invite into the class complement each other. We will spend time in each session exploring the readings and interacting with the speakers.

This course is not for the student who wants to receive information and then simply present it back in the form of papers. We are looking for students who want to engage with the material and the people in this vibrant sector. Class participation is vital and will count toward your overall grade (see next section). Get to know your classmates as the journey in this work is better understood and enjoyed by shared experience.

IMPORTANT NOTES

- There will be a 15-minute break during each class session.
- Students are welcome to eat their dinner during class since it occurs during the dinner hour.
- Mobile Devices and Laptops: We encourage open dialogue between all of us and are interested in your high level of participation. We recognize that laptops/tablets are commonly used for notetaking. Please be respectful of your instructors and classmates by utilizing the devices to enhance your class experience but please do not use the devices for non-class related content while in session. We discourage the use of cellphones during class time; you are, of course, free to check your phone during the break.

COURSE REQUIREMENTS

There are three major components for this course:

1. **Class participation.** Class attendance and preparation are critical. All of us bring different perceptions and ideas to this dialogue about cities and how they function. Prepare for each class by reviewing the readings and be ready to provide an open and comfortable atmosphere in which to share comments and participate.

Additionally, for each week for which readings have been assigned, students will also submit to the professors via Canvas a brief response (two to three paragraphs) to at least two readings. Each student will enter their submissions by 5 pm the day before that particular class. These are not individually graded but will count toward your overall grade for class participation. They are intended to encourage reference to the readings during class discussions.

2. **Philanthropic Framework (February 29) See below.**
3. **Final project (due April 18)** Students in the class will be broken up into teams. Each team will be tasked with researching in depth an issue area and establishing a “private foundation.” Each team will be allocated funds to distribute in the form of a grant to a nonprofit that supports their assigned issue area based in the City of Philadelphia. Each team will have to develop a Philanthropic Framework that includes a vision, mission, and a set of grantmaking guidelines as well as work sharing their research nationally and regionally of their issue. This will, in turn, help to focus the team on what issues and nonprofits they intend to support and why. This Philanthropic Framework will be due on **February 29** and each group will present its framework to the rest of the class for feedback.

The goal of the final project, due **April 18**, is to recommend a nonprofit for funding support. The nonprofit you recommend must be agreed to by your entire team. All aspects of the nonprofit – mission, program effectiveness, capacity of management and board to lead the organization, and fiscal strength – must be considered. During the second to last class of the semester, April 18, each team will make a presentation on their foundation and what grant recommendation they have put forward and why. Each team will be allotted 20 minutes in which to make their presentation and advocate for their recommendation (plus 10 minutes for Q&A). For the presentation, each team will provide the instructors with a copy of their presentation as well as a write-up, due **May 2**, of their grant recommendation.

FY20 Class Article featured on SP2 site: <https://www.sp2.upenn.edu/philanthropy-class-provides-55k-in-grants-to-local-nonprofits-amid-covid-19-crisis/>

Content of the write-up and presentations will be graded for clarity and sharpness of the ideas articulated. If you have some doubt about your ability to express your ideas appropriately, please see the instructors. We will make sure you are connected with a Penn writing fellow. We would also suggest reading two fine books on writing. Both are classics and indispensable when it comes to mastering the written word. They are Elements of Style by E.B. White and On Writing Well by William Zissner.

The grade on the final project will be based on the content of the write-up AND the strength of the presentation. Each team member will receive the same grade so collaboration and esprit de corps will be essential.

Your final grade will be calculated as follows:

- **Final Presentation and Write-up** **50%**
- **Philanthropic Framework** **25%**
- **Class attendance and participation** **25%**

COURSE READINGS:

1. Bernholz, Blueprint 2024 (PDF)*
2. Breeze, In Defence of Philanthropy (PDF)**
3. Buchanan, Giving Done Right
4. Collins, Good to Great and the Social Sector
5. Godeke with Briaud, Impacting Investment Handbook: An implementation guide for practitioners (PDF)****
6. Hunter, Working Hard and Working Well ***
7. Marino, Leap of Reason: Managing to Outcomes in an Era of Scarcity ***
8. Marino/Weiss, The Big Reset
9. Reich, Just Giving: Why Philanthropy is Failing Democracy and How It Can Do Better

10. Schiller, [The Price of Humanity: How Philanthropy Went Wrong and How To Fix It](#)

11. Articles assigned weekly by session.

*Bernholz' "Blueprint 2024" can be downloaded for free at

<https://pacscenter.stanford.edu/publication/philanthropy-and-digital-civil-society-blueprint-2024>.

**PDF of Breeze chapters will be available on Canvas.

***Hunter' "Working Hard and Working Well" and Marino's "Leap of Reason" and "The Big Reset" can be downloaded for free at www.leapofreason.org.

****The Godeke/Briaud monograph can be downloaded for free at www.rockpa.org.

Various readings and articles will be made available via Canvas. Other newsworthy readings may be assigned as the semester continues. The additional readings are essential to comprehend the content of the class.

Finally, we urge you to stay on top of current events, especially anything related to philanthropy and nonprofits by reading the Philadelphia [Inquirer](#), the New York [Times](#), and any additional sources you find useful. There will be topical events that will contribute to the richness of class discussions. We will use them and expect you to be aware of them.

Statement on Academic Integrity: Students are expected to conduct themselves consistent with the University of Pennsylvania's Code of Academic Integrity, which presents standards regarding plagiarism, multiple submissions, and other actions. Students are expected to be familiar with the Code, which can be found at <http://www.upenn.edu/academicintegrity/>.

COURSE SCHEDULE

SECTION ONE: CONTEXT IS EVERYTHING

January 18 – Week One

Topic: Welcome & Course Overview

- ❖ Introductions and what you bring to the class
- ❖ What you hope to get out of the class
- ❖ Course overview

January 25 – Week Two

Topic: Overview of the Third Sector

- ❖ Bernholz, “Philanthropy and the Social Economy: Blueprint 2024”
- ❖ Buchanan, Chapter 1
- ❖ Cohen, “I’m Rethinking How I Choose to Give to Those In Need”
- ❖ Schiller, Chapter 1
- ❖ National Council of Nonprofits, “Nonprofit Impact Matters”

February 1 – Week Three

Topic: Overview on Nonprofits and Nonprofit Management

- ❖ Collins, Good to Great and the Social Sector
- ❖ Morino, Leap of Reason (Introduction, Pages 1-74, 95-98, 105-110)
- ❖ Seachange, Tough Times Call for Tough Action
 - Distribute \$10 to each student
 - Select Issue Areas and Teams

SECTION TWO: GIVING IT AWAY

February 8 – Week Four

Topic: Philanthropy 301 – Part I- The Macro

- ❖ Carnegie, “The Gospel of Wealth”
- ❖ Breeze, Introduction: The Need for a Defence of Philanthropy
- ❖ Lewis-Kraus, “The Reluctant Prophet of Effective Altruism”
- ❖ Schiller, Chapters 2, 3 and 4
- ❖ Soros, “My Philanthropy”
- ❖ Zaki, “The Feel-Good School of Philanthropy”
 - Discuss \$10 exercise
 - Teams Meet and Begin Initial Discussion of Foundation Structure

February 15 – Week Five

Topic: Philanthropy 301 – Part II- The Micro

Guest Speaker: Representatives from the Spruce Foundation

- ❖ Buchanan, Chapters 2 , 3 and 4
- ❖ MacFarquhar, “What Money Can Buy”
- ❖ Porter and Kramer, *Philanthropy’s New Agenda: Creating Value*”
- ❖ Reich, *Just Giving*, Chapter 4
- ❖ Shapiro, “Wealthy Donors Pull Back From New York City’s Escalating Problems”
 - **Develop a Mission & Vision Statement, Values, and Giving Guidelines**
 - **How to Develop Proposals and Conduct Virtual Site Visits**
 - **Develop Schedule to Accomplish Work**

February 22 – Week Six

Topic: Philanthropy 301 – Part III – The Macro and Micro adds up to what?

Guest Speaker: Jenny Rockwell, Director of Program Partnerships and Volunteer Recruitment. Big Brothers/Big Sisters of Philadelphia, and Phoebe Unetic, Students from 2023 Class

- ❖ Buchanan, Chapter 7 and Conclusion
- ❖ Eisinger, “How Zuckerberg’s Altruism Helps Himself”
- ❖ Giridharadas, “This Week, Billionaires Made a Strong Case for Abolishing Themselves”
- ❖ Goel, “Zuckerberg Defends Structure of his Philanthropic Gift”
- ❖ HISTPHIL, “Philanthropy In The Empire of Pain”
- ❖ Lewis-Kraus, “Sam Bankman-Fried, Effective Altruism, and the Question of Complicity”
- ❖ Miller, “Building a Foundation for the 21st Century”
- ❖ Scott, “384 Ways to Help”
- ❖ *Reich, Just Giving, Chapter 5 and Conclusion*
- ❖ Review websites of William Penn Foundation, The Philadelphia Foundation, The Lenfest Foundation, The Fels Fund, and the Barra Foundation

February 29-- Week Seven

Teams Present Their Issues Research and Philanthropic Framework in Class (And issue their RFP before leaving for Spring Break)

March 7- Spring Break--No Class**SECTION THREE - CURRENT REALITIES****March 14 —Week Eight**

Topic: Voices From the Field: COVID-19, Great Resignation, Racial Reckoning & the impact on Philadelphia Nonprofits

Listen to, and engage, a Panel of nonprofit leaders

March 21 -Week Nine

Class Site Visit in Philadelphia -- TBD

- ❖ Giving 2.0 Site Visit Notes

March 28 - Week Ten

Topic: Due Diligence

- ❖ Check-in from teams and seek feedback from professors
- ❖ Buchanan, Chapter 5

April 4 -Week Eleven

Topic: The Current and Future State of Philanthropy

Guest Speaker: TBD

- ❖ Breeze, Conclusion: In Praise of Philanthropy
- ❖ Schiller Chapters 8 and 9

April 11- Week Twelve

Topic: Foundation Workshop II & Determine Funding Recommendations

- ❖ Team Time to Prepare for Final Presentations

- Review Research and Notes from identified Nonprofits
- Develop System of Review and Selecting Grantees
- Outline Presentation and Final Write-ups

April 18--Week Thirteen

Final Presentations by Teams

April 25 -Week Fourteen-- Final Class

Topic: What Did We Learn and What Do We Take Away?

- ❖ Class reflections and understanding the essential themes/ideas/concepts about philanthropy

May 2 - Write-up on Final Recommendations Due

Spring 2023 Grantmaking Team Process/Timeline

- Thursday, February 1 (Week 3) – Select issues areas and teams.
- Thursday, February 8 (Week 4)– Teams meet and begin discussion of issue areas and foundation structure.
- Thursday, February 22 (Week 6)—Presentations from last year’s students.
- Thursday, February 29 (Week 7)—Present Issue Research and Philanthropic Framework.
- Friday, March 1 (end of Week 7)—Issue RFP to at least five organizations.
- Monday, March 18 (Beginning of Week 9)—Proposals Due.
- Tuesday, March 19 - Friday March 22 (Week 9) - Proposal Review and Select Organizations for Site Visits.
- Weeks 10 and Week 11—Conduct Site Visits.
- Thursday, April 11 (Week 12) –Pop-up Foundation Workshop — Determine funding recommendation and outline final presentation.
- Thursday, April 25 (Week 13) – Class presentation with funding recommendation.
- Thursday, May 2– Write up due on final recommendation.

About the Instructors:

Doug Bauer is Executive Director of The Clark Foundation. The Foundation focuses on helping individuals out of poverty and then leading independent and productive lives and supports nonprofits and programs in New York City and Cooperstown, NY. Doug manages not only the Clark Foundation but is also executive director of the Scriven and Fernleigh Foundations and a Senior Vice President of The Clark Estates, Inc. Together, the three foundations have assets over \$800 million and provides over \$40 million in grants, scholarships, and programs annually. Prior to Clark, Doug was a Senior Vice President with Rockefeller Philanthropy Advisors (RPA) from

2002 to 2009 and led the organization's Strategic Initiatives Team. Prior to joining RPA, he was a Vice President at Goldman Sachs and President of the Goldman Sachs Philanthropy Fund, the firm's charitable gift fund. From 1997 to 2000, Doug was Director of Community Partnership at SmithKline Beecham (now GlaxoSmithKline) and Executive Director of the SmithKline Beecham Foundation, where he focused on community-based health care around the world. From 1992 to 1996, Doug was a Program Officer for Culture at the Pew Charitable Trusts. And from 1988 to 1992, he managed the Scott Paper Company Foundation.

Doug's opinions and ideas on philanthropy have been featured in the *Associated Press*, *Bloomberg*, *The Chronicle of Philanthropy*, *Contribute*, the *Financial Times*, *Inside Philanthropy*, the *Los Angeles Times*, *The New York Post*, *Stanford Social Innovation Review*, *The Wall Street Journal* and on CNBC, NPR, and PBS. Doug co-authored, with Steven Godeke, *Philanthropy's New Passing Gear: Mission Related Investing, A Policy and Implementation Guide for Foundation Trustees*. Doug is a past chair of Philanthropy New York and current co-chair of its Public Policy Committee and also serves on boards of The Leatherstocking Corporation and The Melalucca Foundation, and the immediate past Board Chair of the Partners for Health Foundation. He is also an adjunct faculty member at the Columbia Business School.

Doug is a graduate of Michigan State University. He also has an M.S. from Penn and a M.J. from Temple University.

Greg H. Goldman is a 30-year veteran of Philadelphia's nonprofit community, having held senior roles as a grantmaker, chief development officer and executive director. He is currently a Senior member of the executive search practice for DiverseForce and Senior Consultant for the firm of Schultz and Williams, and an executive coach for Legacy Land and Water Partners. He was Senior Director of Development for the National Audubon Society and Executive Director of Audubon Pennsylvania. He was Vice President, Development, and a member of the Philadelphia Zoo's senior management team from 2011 through 2016. Prior to joining the Zoo, Greg served as a Federal Program Officer for the US Commerce Department's Broadband Technology Opportunity Program (BTOP), where he directed millions of dollars to broadband expansion and digital literacy programs across the US. From 2006-2010, he was CEO of The Digital Impact Group (previously known as Wireless Philadelphia), a major City-wide effort designed to close the digital divide by extending Internet access to low-income families and small businesses across Philadelphia. Other executive positions include Executive Director of the Delaware Valley Regional Economic Development Fund, Vice President of Korman Communities, a Philadelphia-based residential real estate company, and Executive Director of MANNA, a local organization that delivers nourishment to people living with HIV/AIDS and other illnesses. During his six-year tenure there, the organization's service capacity and budget more than doubled, and its reach extended to include all 11 counties of the tri-state region.

From 1992 to 1998, Greg was the Senior Program Officer at The Philadelphia Foundation, where he directed financial resources to dozens of community-based organizations throughout the City and region. He directed the \$1.5 million Summer Career Exploration Program, coordinated the selection process for the Williams Award for Organizational Excellence, and served as the Chair of the Skills Building Working Group of Delaware Valley Grantmakers, now known as the Philanthropy Network.

Goldman also served as Program Officer at the Field Foundation of Illinois, and as a consultant to several philanthropic organizations in Chicago, including the Lawyers Trust Fund of Illinois, the Illinois Facilities Fund, and the corporate giving program of Marshall Field's, Chicago's leading retailer. He was chair of the Poverty Task Force of the Donor's Forum of Chicago.

A Phi Beta Kappa graduate of Northwestern University, Greg holds a Master's Degree in public policy from the University of Chicago. He is also the recipient of the prestigious Eisenhower Fellowship, an international professional development program for emerging community leaders.

About the Teaching Assistant:

Phoebe Unetic will be your TA for this course. Phoebe has lived in Philadelphia for 7 years and cut her teeth in Philly's vibrant nonprofit sector at two organizations: the Philadelphia Outward Bound School -- where she led backpacking, rock climbing, and canoeing expeditions for Philly area youth before managing the school's day programs -- and MANNA -- where she managed 2 full-time staff and over 5,000 annual volunteers. She is a graduate of Young Involved Philly's Board Prep program and sits on CHOP's Community Advisory Board, an active grantmaking board that provides funding for employee-sponsored projects in CHOP's geography. Phoebe represented Penn at the Philanthropy Lab's national conference in 2023 and secured an additional \$50,000 for We Love Philly, an educational nonprofit funded by last year's class.

Phoebe graduated in December 2023 with an MS in Nonprofit Leadership and an MS in Social Policy from SP2. She also holds a BA in Anthropology from McGill University in Montreal.