

PPOL 4740  
Philanthropy: Private Initiatives for the Public Good  
Spring 2013

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Class Meeting: Tuesdays & Thursdays from 2 p.m. - 3:15 p.m., Lower Seminar Room, Garrett Hall

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This is a course on the philanthropic sector, comprising a set of private actors – foundations, nonprofit organizations, and private citizens – engaged in work to promote the public good. While interacting with government and the business community, this sector operates differently than either, with its own ethics, goals, standards, and practices.

The goals of this course are threefold. The first is to give students a better understanding of the primary actors in the philanthropic sector, with an emphasis on providing practical knowledge about how foundations and nonprofit organizations are governed and function. A second is to give students hands-on experience with grant-making, one of the central practices of this sector. Through a generous gift from an anonymous donor, students in this class will serve as the “directors” of their own “micro-foundation.” In addition to drafting a mission statement and establishing related goals, ultimately they will be able to offer grants to the nonprofit community. The third goal, drawing upon the first two, is to encourage a thoughtful discussion of the role of philanthropy within the broader public policy community in contemporary democracies.

### Course requirements and structure

Because of the time involved in running a grant program – structuring the grant guidelines, soliciting grant proposals from nonprofits, 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.

*This class demands a high degree of flexibility, please be advised.*

### Seminar deliverables (35% of class grade)

- Reading discussion papers (10, total): All students will submit via email a one-page critical response to the assigned readings for select classes by 9 pm the prior evening to [pmartin@virginia.edu](mailto:pmartin@virginia.edu).
- Your thoughtful contributions to class discussion that elevate the conversation beyond the assigned reading

## Workshop deliverables (65% of class grade)

### RFP Grant on "Food"

- Mission statements web presence and initial LOI selection, group reports evaluating solicited proposals (group: 10%)
- LOI Rejection Letters (group: 10%)
- Review of full proposal, 8 two-page memos (individual: 30%)
- Site visit memo, (individual: 5%)
- Allocation memo: Pre-deliberation/final allocation memos: each individual student will write a 2-page memo explaining how our grant money should be allocated and why (individual: 5%).

### Pre-select Grant

- Mission statements web presence (group: 10%)
- Background research, grant report & recommendation (group: 20%)
- In-class pitch (group: 5%)

### Stewardship memo

Each student will write and revise a memo to the donor explaining how we spent their money. The instructor will select the top memos and send them to the foundation as a part of our final report. (Individual: 5%)

## Doing the math on the final grades

We expect all the groups to get high grades on the grant-making workshop. Indeed the only way to do poorly is if you miss deadlines or turn in poor quality work. The real grade differentiation will likely occur on the writing assignments, in-class discussion, and exam. If you excel at the project and neglect the other half, you will earn a poor grade.

## Required Books (available at the UVa Bookstore)

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

Eisinger, Peter. 1998. *Toward an End to Hunger in America*. Washington, DC: Brookings Institute Press.

Fleishman, Joel L. 2009. *The Foundation: A Great American Secret; How Private Wealth is Changing the World*. PublicAffairs.

Winne, Mark. 2009. *Closing the Food Gap: Resetting the Table in the Land of Plenty*. Beacon Press.

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

*Caveat Emptor:* This class differs from many courses you are accustomed to taking. First, we will be working directly with community organizations. Second, we have an obligation to allocate \$100,000 in grant money responsibly. Accordingly, the usual expectations for professionalism and timeliness are heightened. Our collective success has consequences for both the university and the community.

The class is also different because there is, at best, only a nascent field of study called “philanthropy.” While we have selected readings we think will work and engage you at the appropriate level, we may be wrong. Furthermore, the authors of the readings may be wrong.

Students who enjoy responsible freedom to create and take chances will do well in this course. Students looking for clear structure will be frustrated. Indeed, given the responsibilities we have assumed, as well as the trying times that nonprofits are facing, we may need to change the syllabus half-way through the semester!

Our stewardship of this \$100,000 gift will require hard work. Consequently, we will hold you to high standards. Your writing must be crisp and clear. Your work must be submitted on deadline. Repeated failure to read will become obvious in discussion and will not be tolerated.

As you plan your workload, be prepared to complete a significant part of the grant project in advance of Tuesday meetings and to complete about 100 pages of reading with a short writing assignment in advance of Thursday meetings.

January 15: Introduction, class gift, project, groups created

January 17: Distribute LOI, further hunting, Readings in Collab folder

January 22: Philanthropy in the Policy Stream

- Schneider, Anne and Helen Ingram. 1993. Social Construction of Target Populations: Implications for Politics and Policy. *American Political Science Review* 87: 334-347.
- Lipsky, Michael. 1980. *Street Level Bureaucrats*. New York: Russell Sage Foundation. Pp. 3-23.
- Kettl, Donald F. 2000. The Transformation of Governance: Globalization, Devolution, and the Role of Government. *Public Administration Review* 488-497.
- Mission statement assignment due

January 24: Moving forward on LOI

- Brest, Paul and Hal Harvey. 2008. *Money Well Spent: A Strategic Plan for Smart Philanthropy*. New York: Bloomberg Press. (introduction, pp. 2-36, 269-280)
- Eisinger, Peter. 1998. *Toward an End to Hunger in America*. Washington, DC: Brookings Institute Press. (pp 1-35)

January 29: Defining problems, logic models, and solutions

- MWS, pp. 37-70
- Bardach, Eugene, "A Practical Guide for Policy Analysis: The Eightfold Path to More Effective Problem Solving", *The Eightfold Path: Step One: Define the Problem*" pp. 1-10
- Reference W.K. Kellogg Foundation, Logic Model Development Guide, <http://www.wkkf.org/knowledge-center/resources/2006/02/WK-Kellogg-Foundation-Logic-Model-Development-Guide.aspx>
- LOI Selection memo due

January 31: Dawn of philanthropy as we know it

- Zunz, Olivier. 2011. *Philanthropy in America: A History*. Princeton: Princeton University Press. Chapters 1 & 2

February 5: More on hunger

- Eisinger, Peter. 1998. *Toward an End to Hunger in America*. Washington, DC: Brookings Institute Press. (pp 36-74)

- Winne, Mark. 2009. *Closing the Food Gap: Resetting the Table in the Land of Plenty*. Beacon Press. (selection)

February 7: More on hunger

- Eisinger, Peter. 1998. *Toward an End to Hunger in America*. Washington, DC: Brookings Institute Press. (pp 107-133)
- Winne, Mark. 2009. *Closing the Food Gap: Resetting the Table in the Land of Plenty*. Beacon Press. (selection)

*Requests for full proposals issued February 8 with requested return by March 1*

February 12: Nuts and bolts of foundations

- *Guest Speaker: TBA*
- Fleishman, Joel. 2009. *The Foundation: A Great American Secret*. New York: Public Affairs. Pages 1-31; 45-54; 71-116.
- Roelofs, Joan. 2003. "What are Foundations?" in *Foundations and Public Policy: The Mask of Pluralism*. Albany: SUNY Press.
- Zunz, Chapter 3

February 14: What should your foundation fund?

- MSW, pp. 166-228

February 19: Nuts and bolts of nonprofit organizations

- Peter Frumkin, "The Idea of a Nonprofit and Volunteer Sector," in *On Being Nonprofit: A Conceptual and Policy Primer*. Cambridge University Press.
- Light, Paul. 2002. *Pathways to Nonprofit Excellence*. Washington, DC: Brookings. (collab)
- Zunz, chapter 4

February 21: Philanthropy at mid-century

- Zunz, Chapters 6 & 7
- Mission statements/web presence of delegated micro-foundations due

February 26: Assessing impact

- MSW, pp. 135-164
- Sawhill, John, and David Williamson. 2001. "Measuring What Matters in Nonprofits," *McKinsey Quarterly* 2001.pp. 98-107
- Snibbe, Alana Connor. 2006. "Drowning in Data," *Sanford Social Innovation Review*. Pp. 39-45.

February 28: Grantmaking

- MSW, pp. 71-115

March 5: Why do people do good?

- Monroe, Kristen Renwick. 1998. *Heart of Altruism*. Selections (collab)

March 7: Guest Speaker; Prof. Martin traveling on UVa business

- Orosz, Joel J. *The Insider's Guide to Grantmaking: How Foundations Find, Fund, and Manage Effective Programs*. San Francisco: Jossey-Bass, 2000. (selections)

March 12: Spring Break

March 14: Spring Break

March 19: Reviewing full proposals (Reading TBA)

March 21: Reviewing full proposals (Reading TBA)

March 26: Reviewing full proposals (Reading TBA)

March 28: Reviewing full proposals (Reading TBA)

April 2: Field visits; group research days (Reading TBA)

April 4: Field visits; group research days (Reading TBA)

- Micro-foundation Background research, grant report & recommendation due, Friday April 5 through Dropbox

April 9: *Deciding who gets what*

- Clotfelter, Charles. 1992. "The Distributional Consequences of Nonprofit Activities," in Charles T. Clotfelter, ed., *Who Benefits from the Nonprofit Sector?* Chicago: University of Chicago Press.
- Diaz, William. 2003. "For Whom and For What? The Contributions of the Nonprofit Sector" in Lester M. Salmon, ed., *The State of Nonprofit America*. Washington: Brookings Institution.

April 11: Nonprofits and Markets

- Porter, Michael E. and Mark R. Kramer. 1999. "Philanthropy's New Agenda: Creating Value," *Harvard Business Review*, November-December, 121-130.
- Letts, Christine W., William Ryan, and Allen Grossman. 1997. "Virtuous Capital: What Foundations can Learn from Venture Capitalists," *Harvard Business Review*, March-April, 36-44.
- Kramer, Mark and Sarah Cooch. 2007. "The Power of Strategic Mission Investing," *Stanford Social Innovation Review*, Fall pp 43-51.

April 16: Transparency & Boundaries

- Fleishman, Chapters 9 & 13
- In-class pitches for micro-foundation grants of \$10K

April 18: "Public Policy" Philanthropy

- MSW, Chapters 13 & 14
- Coffman, Julia. Foundations and Public Policy Grantmaking

April 23: What should we fund?

- Fleishman, Chapters 5 & 6

April 25: Final deliberations

- Sanders, Lynn. 1997. Against Deliberation. *Political Theory* 25:347-

April 30: Final deliberations

Awards Ceremony May 8