

PPOL 4740
Philanthropy: Private Initiatives for the Public Good
Spring 2014

Instructor

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Office Hours

Fridays, 9-10 a.m. & 3-4 p.m.
(Note: These hours are set aside for appointments.
I can't guarantee availability for drop in's).

Meets

- Seminar: Tuesdays & Thursdays, 2 p.m. - 3:15 p.m., New Cabell Hall 291
- Lab: Fridays, 1 p.m. - 3 p.m., Lower Seminar Room, Garrett Hall
- We will use all three weekly meetings interchangeably as the course requires. All students are expected to be present during all sessions. Some Friday sessions will be set aside for out of class group assignments.

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 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 \$50,000 in grants to the nonprofit community. The third goal, drawing upon the first two, is to encourage a thoughtful discussion of the role of philanthropy 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.

Requirements/Deliverables

Preparation for and participation in seminar: (25%)

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

Exams (25%)

- First exam: February 6. Exam is half LOI and half readings. LOI portion is taken in class, as a group; readings portion is taken outside of class, individually.
- Second exam: Take-home exam, due March 21.
- Final Exam: Take-home exam, due May 8.

Grant-making project (50%)

We begin the class with \$50,000 in grant money to allocate. The lion's share (\$45,000) is to be distributed 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.

The remaining \$5,000 has been reserved for an exercise mirroring a pre-select process. Pre-select grant-making is used by many smaller, family foundations. In our case, the project simulates a "donor-advised fund" where groups must persuade the directors of the funds about the best use of the donated fund.

Open Request for Proposals (RFP)

The spring 2014 class of Public Policy 4740 (Philanthropy: Private Initiatives for the Public Good) 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 \$50,000 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 by January 13, 2014. Organizations should be mindful that the grant review committees are comprised of students in a learning environment.

RFP Deliverables (continued)

(Submit as a group)

- Review of Letters of Inquiry (LOI).
- LOI Rejection Letters.

(Submit as an individual)

- Memos on LOI (3 total, due midnight prior to class).
- Memos on full proposals, (8 total, due midnight 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.

Pre-Select, Donor Advised Fund: The remaining \$5000 is subject to a competition across groups within the class. Students will self-select into small groups based on common interests. While the RFP is restricted to the areas of housing, health care, and hunger, this \$5000 is wide open and can be given to any registered 501 (c) 3 nonprofit organization in Charlottesville or Albemarle County.

(Submit as a group)

- Mission statement & values web presence
- Background research, grant report & recommendation
- Pitch Day Presentation: Each group will make a case to a board of directors, comprised of philanthropic actors in the local community. The board will allocate the \$5,000 based on the strength of the groups' pitches.

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.

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

Page, Benjamin and James Simmons. 2000. *What Government Can Do: Dealing with Poverty and Inequality*. Chicago: University of Chicago Press.

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

Philanthropy Course Schedule Spring 2014

Week	Date	In Class	Deliverable Due?	Read in advance
W1	14-Jan	Introductions & Discussion of Assigned Readings		Reich, "Failure of Philanthropy"; Singer, "What Should a Billionaire Give and What Should You?"; Wenar, "Poverty is No Pond"
	16-Jan	Discussion of Assigned Reading	Reading Response Paper Opportunity	Schneider & Ingram, "Social Construction of Target Populations" ; Lipsky, "The Critical Role of Street-Level Bureaucrats"; Kettl, "Transformation of Governance: Globalization, Devolution, and the Role of Government"
	17-Jan	Form Groups; Visit with Philanthropy Lab	Email Group Members and Initial Topic	Brest & Harvey, <i>Money Well Spent</i> . Introduction, pages 2-36, 269-280
W2	21-Jan	Discussion of Assigned Reading	Reading Response Paper Opportunity	Page & Simmons, <i>What Government Can Do: Dealing with Poverty and Inequality</i> . pages 1-75; 210-232
	23-Jan	Discussion of Assigned Reading	Reading Response Paper Opportunity	Page & Simmons, pages 92-106; 247-308
	24-Jan	Present Draft Web Presence; 2pm guest	Draft Web Presense for MicroFoundations	Brest & Harvey, pages 37-70; Bardach, "The Eightfold Path"
W3	28-Jan	Review LOIs (Emphasis on Capacity)	Memo on LOIs	Select LOI; Frumkin, "The Idea of a Nonprofit and Volunteer Sector"; & Hanleybrown, Kania, and Kramer, "Channeling Change: Making Collective Impact Work"
	30-Jan	Review LOIs (Emphasis on Outcomes)	Memo on LOIs	Select LOI; Sawhill & Williamson, "Measuring What Matters in Nonprofits"; Snibbe, "Drowning in Data"; & Le, "Bring Unicorns Back to Our World"
	31-Jan	Guest Philantropist?	Web Presense Due	Brest & Harvey, pages 166-228
W4	4-Feb	Review LOIs (Theories of Change)	Memo on LOIs	Select LOI; Kellog Fountation, "Logic Model Development Guide"; Letts, Ryan, and Grossman, "Virtuous Capital: What Foundations can Learn from Venture Capitalists"
	6-Feb	First Exam: Covers all reading and all LOIs		
	7-Feb	Initial Cuts of LOIs	Review of LOI	Clotfelter, "The Distributional Consequences of Nonprofit Activities"; Diaz, "For Whom and For What? The Contributions of the Nonprofit Sector"; and TBA

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W5	11-Feb	Discussion of Assigned Reading	Reading Response Paper Opportunity	Eisinger, <i>Toward an End to Hunger in America</i> , pages XXXX
	13-Feb	Discussion of Assigned Reading	Reading Response Paper Opportunity	Eisinger, pages XXXX
	14-Feb	Final Cuts of LOIs		
W6	18-Feb	Discussion of Assigned Reading	Reading Response Paper Opportunity	Monroe, <i>The Heart of Altruism</i> , pages 3-62
	20-Feb	Discussion of Assigned Reading	Reading Response Paper Opportunity	Monroe, pages 63-120
	21-Feb	Rejection Letter Review	Draft Rejection Letters	Monroe, pages 217-238
W7	25-Feb	Discussion of Assigned Reading	Final Rejection Letters Due	Selections on Philanthrocapitalism
	27-Feb	Discussion of Assigned Reading	Reading Response Paper Opportunity	Selections on Financial Mismangement of NGOs
	28-Feb	Practice Presentations	MicroFoundation Grant Report Due	
W8	4-Mar	Review Full Proposals	Memo on Full Proposals	Select Full Proposals
	6-Mar	Review Full Proposals	Memo on Full Proposals	Select Full Proposals
	7-Mar	Pitch Day!	Upload & Deliver Presentations	
Spring Break				
W9	18-Mar	Review Full Proposals	Memo on Full Proposals	Select Full Proposals
	20-Mar	Review Full Proposals	Memo on Full Proposals	Select Full Proposals
	21-Mar	Prep for Site Visits	Pre-Site Visit Memo	
W10	25-Mar	ED Visit Day		
	27-Mar	ED Visit Day		
	28-Mar	Site Visits		

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W11	1-Apr	Discussion of Assigned Reading	Reading Response Paper Opportunity	Zunz, <i>Philanthropy in America: A History</i> , Introduction, Chapters 1 & 2
	3-Apr	Discussion of Assigned Reading	Reading Response Paper Opportunity	Zunz, Chapters 3 & 4
	4-Apr	Site Visits		
W12	8-Apr	Discussion of Assigned Reading	Reading Response Paper Opportunity	Zunz, Chapter 5 & ADDITIONAL READING TBA
	10-Apr	Discussion of Assigned Reading	Reading Response Paper Opportunity	Zunz, Chapters 6 & 7
	11-Apr	Debrief Site Visits		
W13	15-Apr	Discussion of Assigned Reading	Reading Response Paper Opportunity	Zunz, Chapters 8, 9, and Conclusion
	17-Apr	OPEN		
	18-Apr	Discussion of Assigned Reading	Reading Response Paper Opportunity	Sanders, "Against Deliberation"
W14	22-Apr	Final Deliberation	Allocation Memo	
	24-Apr	Final Deliberation		
	25-Apr	Final Deliberation		
	29-Apr	Final Deliberation		
	7-May	Awards Ceremony		
	8-May	Final Exam		