NONPROFIT MANAGEMENT PROGRAM
Milano The New School for Management and Urban Policy
NEW SCHOOL UNIVERSITY

Philanthropy and Social Justice in the 21st Century

CRN#4001
Thursdays, 6-7:50pm
January 28 – May 13,2010
6 East 16th Street
Room 1006

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Office hours by appointment

[Do not leave messages on my office phone:
I will distribute my home and cell numbers in class.]

Course Description

Organized philanthropy has a complex history in the U.S. and is an important, growing component of the nonprofit sector. The term philanthropy, as used in this course, refers to broad national and international "giving" sector. This course will provide an overview of the field of philanthropy in the United States – and to a more limited extent in other countries. Moreover, there will be a specific focus on how philanthropy defines, practices and supports social justice.

The course will put a specific emphasis on U.S. foundations and new philanthropic initiatives. Foundations play a critical role - alone - and in partnership with government and businesses in funding scientific research, designing and testing new policy ideas, implementing new social service programs, bridging the gap between a program pilot stage and full program implementation, supporting social movements, and sustaining many of the nonprofit organizations in this country and elsewhere. There are currently more than 78,000 grant makers in the United States and there are a significant and growing number of foundations in other parts of the world. Yet, the majority of individuals in the U.S. - including students of and employees in the nonprofit sector - are either totally unfamiliar or mostly unfamiliar with what foundations do or why and how they do it. Even less is known about how to access these institutions.

In the last five years, there has been growing interest, and more reliable research, in better understanding how foundations, giving circles, trusts, donor-advised funds, philanthropic collaborations, and other "giving" institutions operate. One particular theme that has received enormous public and political attention has been diversity in the sector and philanthropies' support of social justice in the United States.

The course will revolve around three main questions/themes:

- **What is American Private Philanthropy?**

The course will begin by giving students a working knowledge of philanthropy and the growing nonprofit foundation and giving sub-sector. Students should expect to leave the course understanding the substantive distinctions in the philanthropic sector, the history of philanthropy and foundations in the U.S. and the general practices of current day foundations and philanthropic initiatives.

Sub-Themes:

1. Characteristics of the sub-sector
2. Foundation Center, Giving USA Statistics
3. General objectives of philanthropy
4. Different types of foundations [Describe each]
5. IRS Regulations
6. Cross-border giving
7. Current Legislative Environment
8. Introduction to Diversity in Philanthropy
9. Giving traditions across diverse ethnic, racial, and religious identities
10. What is Responsive Philanthropy ?

- **What is social justice, and what is social justice in philanthropy?**

We will explore the definitions of social justice. We will also discuss the history of philanthropy, and social justice, and the likely impact of the giving sector on social justice in the United States moving forward.

Sub-Themes

1. What is fairness and equity, and how does it happen (or not)?
2. What is the relationship between social justice and philanthropy?
3. What social justice activity is happening in philanthropy right now, and what does it look like? (Is it effective or not, and why/why not?)

- **Creating new script for Philanthropy – Asking the Big Challenging Questions?**

What new strategies are in design or have been implemented to change who "owns" private philanthropy, which operates within this sector, how "giving" is changing structural and social inequities, and what new strategies should be considered to insure philanthropy is serving a diverse constituency.

Sub-Themes

1. What is creative philanthropy – what does it look like, and how does it happen?
    - Innovation in Community "links"
    - Funder Collaborations
    - New, small foundations

- Giving Circles
- Affinity Groups activities
- Community Foundations
- Microlending in U.S. (e.g. Grameen Foundation)
- Other strategies

2. What is new in International Philanthropy?

The course will include at last two or three seminar sessions led by philanthropic leaders and private donors. – Names to be announced at a later date. One seminar session will be dedicated to a panel discussion among a group of experienced, senior foundation executives, private donors, community donors, and young, emerging philanthropists.

The purpose of having guests join the class is to give students an opportunity to ask experienced philanthropists and grant makers how they practice philanthropy.

Course Requirements

This is a small seminar – no more than 15 students are in any one course. All students will be expected to attend all the class sessions, to complete all readings, all course assignments and to be actively engaged in class discussions. The course will be a rich learning experience only if it is a team effort.

In addition, students will be expected to complete four assignments, as listed below. Each of these assignments will be explained, in detail, in the first seminar.

		DUE DATES
Class Participation **Follow Blog or an RSS feed –report to class**	**20%**	**All semester**
First Written Assignment: Response to Fleishman	**10%**	**February 4**
Two Direct Interviews with Foundation Officers • **Including brief summary**	**10%**	**By March 4**
Student Led Seminar – small team activity	**20%**	**March 4,11,25**
Reflection Paper on Social Justice	**20%**	**April 15**
Analysis of Case Study on a Philanthropic Entity • **Working toward social justice** **[Case Studies List on last page of this document]**	**20%**	**May 13**

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COURSE SESSIONS and READINGS

What is American Philanthropy

[No class on Thursday, January 28]

Session 1: February 4
Introduction to the Seminar

- Description of NPM and foundation websites as sources of information for the course.
- Syllabus Review

Exchange of Ideas
- What is Philanthropy?
- What types of private philanthropic entities exist?
- Answers to the Fleishman questions
- Why are you taking the course?

Readings/Assignments Required:
- Fleishman, Joel L, *The Foundation: A Great American Secret; How Private Wealth Is Changing the World,* New York, Public Affairs Books, 2007.
- Writing Assignment #1 -Response to three essay questions:
    - Describe the data Fleishman used to make the case for his book. How did he collect this data? Be specific, for example did he send out a mail survey to all US foundation officers" In other words, describe the author's methodology.
    - What bias [i.e. threats to validity], if any, is introduced to Fleishman's analysis because of the methodology he employed?
    - What does Fleishman describe as the three major roles of Foundations? Do you think foundations do or should play another role/ If yes, describe what role you would take if you launched your own foundations?

Professional Philanthropic Sector websites with which students should be very familiar:
- The Foundation Center – www.fdncenter.org
- Philanthropy New York (formerly NYRAG) - www.philanthropynewyork.org
- Chonicle of Philanthropy – www.philanthropy.com
- Council on Foundations – www.cof.org
- Independent Sector – www.independentsector.org
- National Committee for Responsive Philanthropy
- Capital Research Center
- Center for Effective Philanthropy
- The site of one of the COF affinity groups –e.g. Hispanics in Philanthropy, APIP, ABFE; etc.
- Giving USA Foundation

Additional recommended course preparation: All students not familiar with the **Foundation Center** should pay a visit to their library at 79 Fifth Avenue (between 15th and 16th streets – second floor) and become familiar with their website – www.fdncenter.org . The Foundation Center's publications provide the most current information on foundation programs, practices, and giving patterns in various fields.

Session 2: February 11
The Current State of the "Giving" Philanthropic Sector

- What variables are correlated with particular philanthropic activity?
- Current Giving Patterns in the United States
- Forces Affecting Philanthropy: economic, demographic, leadership shifts, war
- Forms of Private Philanthropy

Readings:

- GIVING USA 2009: The Annual Report on Philanthropy for the Year 2009
- Giving USA Foundation, "U.S. Charitable Giving Estimated to be $306.39 billion in 2007", Press Release, June 23, 2008 **BB**
- The Foundation Center, "A First Look at the Foundation and Corporate Response to the Economic Crisis", Research Advisory, January 2009 **BB**

Also: Study a few of the following websites. Select a Blog or RSS feed you want to follow all semester. Share information in last 15 minutes of each class.

1) Global Giving Matters: http://www.synergos.org/globalgivingmatters/
2) Philanthropy for Social Justice and Peace: http://p-sj.org/blog
3) Rosetta Thurman: Promoting Next Generation Leadership for Social Change: http://rosettathurman.com/blog
4) Pathways To Progress: http://www.justphilanthropy.org/index.html
5) Epiphanies: Musings and News from Emerging Practitioners in Philanthropy: http://epip.blogspot.com/
6) Center for Community Change: http://www.communitychange.org/
7) Interaction Institute: http://interactioninstitute.org/blog/
8) Idealist.org - Ami Dar is the author
9) Emerging Practitioners in Philanthropy [EPIP]

Session 3: February 18
The History of Private Philanthropy in U.S: The Elite Experience, 1890-1940

- How did private philanthropy start in the U.S. and what were [are] the main characteristics of the first foundations?
- How have their history impacted the foundations that followed? What factors led to change?
- What "history" is now being made?

Readings:

Clotfelter, Charles T. and Thomas Ehrlich, editors.,*Philanthropy and the Nonprofit Sector in a Changing America.*Indiana University Press, Bloomington, Indianapolis, 1999 Pages 34-51 **BB**

Kessner, Thomas and Ariel Rosenblum, *Philanthropy in American History, The Elite Experience, 1890- 1940,* Center for the Study of Philanthropy, 1999,Pages 1-18 **BB**

Recommended Readings:

- Fremont-Smith, Marion, *Governing Nonprofit Organizations, 2004.*
- Frumkin, Peter, *Strategic Giving: The Art and Science of Philanthropy, 2006.*
- Prewitt, Kenneth and Associates, eds., *The Legitimacy of Philanthropic Foundations, 2006.*

Session 4: February 25
Introduction to U.S. Foundations and Foundation Missions

- Types of Foundation - Private, Public, Regional, Community, Corporate, Others
- The role of Trustees and Board of Directors
- How should we interpret a foundation's mission? How do they determine mission, purpose and practice?
- Running a Foundation- The Staff
- The Grant making Process
- Grants management
- Intra-Foundation Relations – Affinity groups, the RAGs
- Asset Management

Guest Speakers: A panel of 3 speakers from: (1) a "progressive" nontraditional foundation; (2) an old established, traditional foundation, (3) a funders collaborative or other "giving" entity. Speakers TBA

Readings
Edward L. Queen II, "Working With Foundations", *Serving Those in Need*. Chapter 10 **BB**

Katz, Stanley N. "Philanthropic World Voices Mixed Reaction on Buffett's Gift to Gates Fund", The Chronicle of Philanthropy, Section: Giving; Pg. 12, Vol. 18, No. 19, July 20, 2006.

Kamal, Ashok, Student paper on Asset Management ***BB***

Cullman, Lewis B. *Can't Take it With You: The Art of Making and Giving Money* John Wiley and Sons, Inc., 2004 , Chapter 7, Pages 157-189 **BB**

Emerson, Jed, "Where the Money Meets Mission", Stanford Social Innovation Review, www.ssireview.com Pages 38-47 **BB**

Session 5: March 4
Measurement and Accountability

- Public Trust in the N-for-Profit Sector and the need for regulatory reform in a Changing Philanthropic Environment
- Trustees and Self-government at the end of the century
- Internal and External Evaluations
- How do foundations measure program success and failures?
- What do they expect from grantees?
- What are the most effective tools for measuring grantee and foundation performance?
- What role do Trustees play in monitoring the work of the foundations?
- What role does the IRS play?

Readings

- "A guide to measuring evaluation and policy" (Annie E. Casey Foundation) http://www.aecf.org/KnowledgeCenter/Publications.aspx?pubguid={4977C910-1A39-44BD-A106-1FC8D81EB792}

- "Accountability in a Changing Philanthropic Environment" Ilchman, Warren and Dwight F. Burlingame, Philanthropy and the Nonprofit Sector in a Changing America, Clotfelter, Charles T. and Thomas Ehrlich, Editors. Indiana University Press, Bloomington, Indianapolis, 1999.

What is Social Justice? What is Social Justice in Philanthropy?

Session 6: March 11
The Critics
Student Led Discussion

Readings

- Skloot, Edward, Philanthropy: What's Love Got to Do With It? Keynote Speech at the Center for Effective Philanthropy Conference, New York October 10, 2003 Pages 1-14 **BB**

- "Failure in Philanthropy," Peter Frumpkin, Philanthropy, July/August 1998.

- "Requesting, Reimagining, and Retooling Philanthropy", Michael A. Bailin, Nonprofit and Voluntary Sector Quarterly, vol. 32, no. 4, December 2003.

- Chao, Jessica, Julia Parshall, Desiree Amador, Meghna Shah and Armando Yanez, Philanthropy in a Changing Society: Achieving Effectiveness through Diversity (New York: Rockefeller Philanthropy Advisors, April 2008)

Session 7: March 25
What is Social Justice?
Student Led Discussion

Readings on Social Justice to be announced

Review and retrieval of article of interest to you [student] from any of the following:

- National Committee for Responsive Philanthropy - www.ncrp.org
- Diversity in Philanthropy Project - www.diversityinphilanthropy.com
- Just Philanthropy – www.justphilanthropy.org
- Philanthropic Initiative for Racial Equity – www.racialequity.org
- Women's Funding Network - www.womensfundingnetwork.org
- Hispanics in Philanthropy - www.hiponline.org
- The Hispanic Federation - www.hispanicfederation.org
- Asian Americans/Pacific Islanders in Philanthropy – www.aapip.org
- Association of Black Foundation Executives – www.abfe.org
- National Center for Black Philanthropy – www.ncfbp.net
- Disability Funders Network – www.disabilityfunders.org
- Funders for Lesbian and Gay Issues – www.lgbtfunders.org
- Native Americans in Philanthropy – www.nativephilanthropy.org

Session 8: April 1
Legislative Responses
Student Led Discussions

Readings

- Greenlining Institute, Investing in a Diverse Democracy: Foundation Giving to Minority-Led Nonprofits (Berkeley, CA, July 2006)

- National Committee for Responsive Philanthropy, "Creating a Philanthropic Sector that is More Responsive to the Needs of Diverse Communities," Comments to the House Committee on Ways and Means, Subcommittee on Oversight (September 25, 2007).

- Phianthropic Initiative for Racial Equity, "Measuring What We Value, Critical Issues Forum Volume I (April 2008).

- Benchmarking Diversity: A First Look at New York City Foundations and Nonprofits", Published by the Foundation Center and Philanthropy New York, October 2009. http://www.philanthropynewyork.org/s_nyrag/bin.asp?CID=5478&DID=30307&DOC=FILE.PDF

Session 9: April 8
Diversity – Definitions, Obstacles, Impact

Guest: Foundation officers deeply involved in diversity issues at work and with grantees**.**

Readings [Select 3 articles and be prepared to discuss in small groups]

- Nielson, Scott and Helena Huang, "Diversity, Inclusion and the Nonprofit Sector", National Civic Review, Vol. 98 No. 3, Fall 2009.

- Winborne, Wayne, "A New Conversation About Racial Identity", National Civic Review, Vol. 98 No. 3, Fall 2009.

- LaMarche, Gara, "Taking Account of Race: A Philanthropic Imperative", National Civic Review, Vol. 98 No. 3, Fall 2009.

- Osborn, Torie "Toward Commonality: Thoughts on Diversity in a New Era of Change", National Civic Review, Vol. 98 No. 3, Fall 2009.

- McGrath, Michael, "Debating Diversity", National Civic Review, Vol. 98 No. 3, Fall 2009.

- Aguilar, Orson, et al. Fairness in Philanthropy Part II: Perspectives from the Field. Berkely, CA: Greenlining Institute. 2005. 9 pp.

- Disability Funders Network. Cross-Currents in the Mainstream: Including Disability in Foundation Funding Priorities. Falls Church, VA: Disability Funders Network. 2004.

- Geursen, Gus; Rentschler, Ruth. "Unraveling Cultural Value." Journal of Arts Management, Law and Society vol. 33 (Fall 2003) pp. 196-210.

- Grantmakers in Aging. Exploring Diversity from Multiple Perspectives. Dayton, OH: Grantmakers in Aging. 2003 24 pp.

- Skerry, Peter. "What Grantmakers Should Know About Hispanics." Philanthropy vol. 13 (September-October 1989) pp 8-9.

- Greene, Stephen G.; Hall, Holly; Stehle, Vince. "The Nonprofit World's Diversity Dilemma." Chronicle of Philanthropy vol. 6 (20 September 1994) pp. 1, 26-29.

Creating a New Script for Philanthropy

Session 10: April 15
Building New and Effective Responses

Guest: Individual from orgs of high net worth individuals who are giving large portions of their weath away, e.g. Resource Generation and Bolder Giving

Reflections Paper Due

Readings:
Building Communities: Autonomous Lesbian, Gay, Bisexual, Transgender and Queer People of Color Organizations in the U.S. Racial Equity
http://www.lgbtracialequity.org/publications/FLGI%20LGBTQ_POCRprt-F.pdf

Frameworks for Understanding Racial Inequities
http://www.lgbtracialequity.org/tools/frameworks.cfm

Expanding Global Philanthropy to Support the Human Rights of Lesbian, Gay, Bisexual and Transgender People
http://www.arcusfoundation.org/assets/pdf/expanding_global_philan.pdf

"The 'New Philanthropy' Isn't New – or Better", Pablo Eisenberg, Chronicle of Philanthropy, Letters to the Editor, pp 32-22 [year not listed].

The Honest Truth: Lessons Learned from the Stories of People of Color in Philanthropy (Audio CD)

Session 11: April 22
New Frameworks – Perspectives from the Field

Guests - Panel Discussion - Philanthropoids currently working for social justice in the field (e.g. Gara LaMarche, Atlantic Philanthropies; Ronna Brown, Philanthropy New York; Rusty Stahl, EPIP; Leanette Gilbert, Ford Foundation)

Readings:

- Readings by Suzanne Pharr, including In the Time of the Right: Reflections on Liberation, and Homophobia: A Weapon of Sexism
  http://www.amazon.com/s/ref=nb_ss?url=search-alias%3Daps&field-keywords=suzanne+pharr

- Annual report from the Atlantic Philanthropies:
  http://atlanticphilanthropies.org/news/reports/2007_annual_report

- Lester, Darryl and Athan Lindsay, "Rethinking the Philanthropic Script: Community Philanthropy, Collective Giving and Giving Circles", Responsive Philanthropy, Summer 2009. pp. 6-8.

- Goldberg, Alison, "Philanthropy's Commitment to the Common Good", Responsive Philanthropy, Summer 2009. pp. 3-5.

- Ahn, Christine E., "Democratizing American Philanthropy", The Revolution Will Not Be Funded: Beyond the Non-Profit Industrial Complex

- King, Tiffany Lethabo and Equare Osayande, "The Filth on Philanthropy: Progressive Philanthropy's Agenda to Misdirect Social Justice Movements", The Revolution Will Not Be Funded: Beyond the Non-Profit Industrial Complex

Session 12: April 29
Lessons for the Future
What works? What does not work?

Readings
Guilloud, Stephanie and William Cordery, "Fundraising is Not a Dirty Word: Community-Based Economic Strategies for the Long Haul", The Revolution Will Not Be Funded: Beyond the Non-Profit Industrial Complex

Kivel, Paul, "Social Service or Social Change?", The Revolution Will Not Be Funded: Beyond the Non-Profit Industrial Complex

Session 13: May 6
Radical Social Change

Readings
- Jones de Almeida, Adjoa Florencia, "Radical Social Change: Searching for a New Foundation", The Revolution Will Not Be Funded: Beyond the Non-Profit Industrial Complex

- Tang, Eric, "Non-Profits and the Autonomous Grassroots", The Revolution Will Not Be Funded: Beyond the Non-Profit Industrial Complex

- Muhammad Yunus, "Banker to the Poor: Microlending and the Battle Against World Poverty"

Session 14: May 13
What Next?

Case Study Analysis Due

Case Studies Selections for Final Project

1) Korten, Alicia Epstein Change philanthropy : Candid Stories of Foundations Maximizing Results through Social Justice. 1st ed. San Francisco, CA: Jossey-Bass Publishers. 2009. xxvi, 281 p.

Abstract: Book that provides case studies of foundations strategies for supporting social justice issues. Grantmakers represented in this volume include the Discount Foundation, the Schott Foundation, the Needmore Fund, the Ford Foundation, the Open Society Institute, the Liberty Hill Foundation, the Charles Stewart Mott Foundation, the Global Fund for Women, and the Gulf Coast Fund for Community Renewal and Ecological Health (a project of Rockefeller Philanthropy Advisors).

Google Books Preview

Call Number: 416 KOR CHA
Subject/descriptor: Foundations--analysis; Foundations--case studies; Program development; Program evaluations; Social action; Social justice
Location: New York; DC
VIEW / PRINT FULL CITATION

2) Funder collaborations addressing HIV/AIDS : examples from around the world. New York, NY: Funders Concerned About AIDS. 2008. 28 p.

Abstract: 19 case studies illustrate varied effective grantmaker partnerships in fighting the global spread of HIV and AIDS. Names and contact information are provided for each profiled initiative.
Subject File Number: 235
Subject/descriptor: AIDS; Health; Foundations--case studies; Foundations--collaboration; International philanthropy--case studies
Location: New York; DC; Cleveland; San Francisco; Atlanta
VIEW / PRINT FULL CITATION Full Text Available

3) Silver, Diana; Weitzman, Beth C. "The pros and cons of comprehensive community initiatives at the city level : the case of the Urban Health Initiative". The Foundation Review vol. 1 (Winter 2009) p. 85-95.

Abstract: An analysis of the Robert Wood Johnson Foundation's Urban Health

Initiative, noting the advantages and disadvantages to using a city-wide approach, rather than focusing at the neighborhood level.

Subject/descriptor: Community development--case studies; Nonprofit organizations--case studies; Foundations--case studies; Johnson Foundation,

Robert Wood
Location: New York VIEW / PRINT FULL CITATION

4) Foster-Fishman, Pennie; Long, Robert. "The challenges of place, capacity, and systems change : the story of Yes We Can!". The Foundation Review vol. 1 (Winter 2009) p. 69-84.

Abstract: A description of "Yes We Can!" a project that seeks to enhance economic and educational outcomes in Battle Creek, Mich. The initiative was launched in 2002 by the W. K. Kellogg Foundation.

Subject/descriptor: Community development--case studies; Nonprofit organizations--case studies; Nonprofit organizations--Michigan; Foundations--case studies; Foundations--Michigan; Kellogg Foundation, W.K.
Location: New York
VIEW / PRINT FULL CITATION

5) Timberland: Commerce and Justice
Date: 2004
Region: Northern America
Source: Harvard Business School
When Jeffrey Swartz became the third generation in his family to lead the Timberland Co., he pursued a strategy in which commerce and justice were "inextricably linked." Community involvement, environmental management, and global labor standards became not addenda to the commercial strategy, but integral parts of it. Spanning more than 10 years of Swartz's innovative leadership, this...

6) Promoting Social Justice: A Vision of Philanthropic Activism
Date: 2007
Region: Northern America
Source: Carnegie Corporation of New York
During the 1960s, civil unrest spilled into the streets of America as violence erupted in many urban areas across the nation. Under the direction of Alan Pifer, president of Carnegie Corporation of New York from 1967 to 1982, the Corporation and other foundations initiated grantmaking that not only focused on studying a problem but also on supporting organizations that created agendas, organized...
7) Lessons of Philanthropy: A Case Studies Approach
Link to Full Report
192 page report from Loyola College to the Ford Foundation that includes teaching case studies surrounding the issues of social justice