

POL 324
Philanthropy and the Non-Profit Sector

Spring Semester 2003
Davidson College

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T-Th 1:00-2:15

“The non-profit sector is perhaps the least well-understood component of American society. . . Without a clear understanding of the non-profit sector, it is as impossible to comprehend American society and American public policy today as it was in the time of de Tocqueville.” Lester Salamon, in *America’s Non-Profit Sector* (1999).

Welcome to POL 324, an upper-level, cross-disciplinary course devoted to exploration of the non-profit sector, philanthropy, and the policies and politics of community development in America and abroad.

The non-profit sector is of enormous importance in the US and in some, though not all, foreign settings. In America, it constitutes 8.8% of the GNP, employs 11% of the workforce, and is composed of an astonishing 1.2 million organizations. It is also a sector undergoing exciting and dramatic changes which are having a major impact on citizens and communities. And, it is a sphere of public life in which virtually all of us devote considerable time – as volunteers, donors, members, employees, board members, and beneficiaries. Yet it is rarely the subject of academic coursework and is not nearly as intensively researched as are the private and public sectors. I hope you will agree by the end of the semester that the topic is a thought-provoking and rewarding area of study.

The course is primarily designed to serve students who:

- are active in volunteerism and community outreach and wish to learn more about the sector within which they work;
- anticipate entering careers in the nonprofit sector;
- expect to play a future role in philanthropy, charitable giving, advocacy work, or as board members of non-profit entities; or
- wish to learn more about broader social and political issues which close examination of the non-profit sector helps to illuminate.

Course objectives

The primary aims of the course are to provide the class with an opportunity to explore:

- the rapid changes in and expansion of the role of the non-profit sector as a service provider, as well as explanations for these changes, and debates about their implications;
- the changing relationship between the non-profit, private, and public sectors;
- the role of non-profits in civil society, and the role of civil society in democracy;
- the “state of the art” of best practices and principles in community development;
- the many public policy debates, controversies, and criticisms surrounding the impact of charitable organizations, trends in philanthropic giving, and innovations in non-profit management.

Course design and method

Students who have been granted permission to take this course are all experienced leaders in non-profits and community outreach activities on campus and/or abroad. That background enables us to approach the course as a partnership, with the expectation that all will be full participants in both learning and teaching on another. A premium will thus be placed on class discussions and debates. This in turn places extra responsibility on all class members to come to each session having closely read the assigned reading.

In several classes, the final 25 minutes of the class will be specifically set aside for a debate over a controversial reading or question. Those debates are highlighted in shaded inserts in the syllabus. Students may be called upon to state and defend their position on the matter. Come prepared!

The course will also invite a number of speakers to join us during the semester. In the past, we have been fortunate to attract some wonderful speakers ranging from heads of local grass-roots organizations to presidents of large foundations such as the Duke Endowment and the Z. Smith Reynolds Foundation. Some of these speakers will meet with us during class time; others may be scheduled to speak in a public forum in the evening. Class members who cannot attend evening presentations by speakers must view a video-tape of the lecture. Use of in-class speakers invariably requires a bit of flexibility in our syllabus, as speakers must sometimes reschedule with us. Be prepared for a certain amount of revision of the syllabus over the course of the semester.

Finally, the class is very fortunate to have been given a generous grant from the Sunshine Lady Foundation. This \$10,000 grant will enable us to engage in a “learning-by-doing” philanthropic project involving the disbursement of the grant money to a worthy cause. Details about the semester-long project, and student roles and responsibilities in the project, are detailed in an appendix to the syllabus. Note that committee work related to this project will require that students attend a few afternoon or evening meetings outside of class – consider this the “lab” portion of the course. By enrolling in the class you are accepting this additional out-of-class requirement.

Course Grading and Requirements:

Review #1:	25%
Review #2:	25%
Final exam:	25%
Class project:	15%
Class participation:	10%

Reviews: Reviews will cover all required reading, class discussions, speakers, and any other material identified by the instructor. A study guide will be made available prior to each review. The reviews will place high value on a student's ability to thoughtfully and critically analyze complex issues and debates, and present that analysis in a clear and compelling manner. Review #1 will be an in-class test. Review #2 will be a take-home test. The final exam will be a self-scheduled exam to be taken during final exam week.

Note on the class project: see appendix.

Note on participation: The participation grade will be determined on the basis of the quality, not necessarily quantity, of contributions to class discussions made by students over the course of the semester. Thoughtful questions are often as valuable as a deep insight.

Students are advised that deadlines set for papers or take-home exams are strictly enforced. Much as I consider myself a nice guy, I'm also obliged to prepare you for the world beyond college, where missed deadlines result in real consequences. Requests for extensions based on overall work load will not be considered; students are asked to review their deadlines and make a work-plan at the outset of the semester to avoid problems. Requests for extensions based on personal illness or family crisis will be considered on a case-by-case basis. If those requests are made shortly before an assignment is due, the instructor may request to see a copy of drafts completed up to that point. Students who choose to wait until 48 hours before an assignment is due to begin writing it will face penalties for late papers and will have to sit through a truly awful lecture about planning and personal responsibility. Don't make me do it!

Office Hours:

Monday:	11-12:00
Tuesday:	2:30-3:30
Wednesday:	10:00-11:00
Thursday:	2:30-3:30
Friday:	11:00-12:00

I have a large teaching and advising load this semester so I suggest that you schedule meetings with me in advance – drop-ins during office hours are welcome but may face a queue. I will place an appointment schedule on my office door if you wish to secure a fixed appointment. Brief queries can also be handled via email.

Required Reading:

Some of the required reading will be made available on electronic reserve through the library website. The following books are required as well:

Lester Salamon, *America's Non-Profit Sector: A Primer* 2nd ed. (Foundation Center, 1999).

Lester Salamon, ed., *The State of Non-Profit America* (Washington DC, Brookings Institution, 2002).

Bill Shore, *The Cathedral Within* (Random House, 1999).

E.J. Dionne, ed., *Community Works: The Revival of Civil Society in America* (Brookings, 1998).

Peter Drucker, *Managing the Non-Profit Organization* (Harper 1990).

David Wagner, *What's Love Got To Do with It? A Critical Look at American Charity* (New Press, 2000).

You may notice that this is a fairly heavy reading load – six books. But looks are deceiving – most of these are very readable, non-academic texts. Still, I recommend that you try to front-load some of the reading at the outset of the semester when your schedule is a bit more relaxed.

You are also required to keep abreast of current news on philanthropy and the non-profit sector. There is now a rapidly growing set of publications, newsletters, and websites devoted to the topic. To monitor current events, reports, and research on philanthropy and the non-profit sector, check these web sites periodically:

1) **The Chronicle of Philanthropy:** <http://philanthropy.com/>

A standard source of news on non-profits and philanthropy. Only some of the articles on the website are free. The library subscribes to the Chronicle. Published twice monthly; check the full publication out there.

2) **The Independent Sector:** <http://www.indepsec.org/>

The website for a large coalition of American Non-Profits, including many of the biggest in the country. It carries useful reports and surveys on a wide range of issues such as volunteerism, laws affecting non-profits, and fundraising.

3) **The Non-Profit Times** <http://www.nptimes.com/>

A monthly news magazine for the non-profit world, with excellent in-depth articles and studies.

4) **Interaction** <http://www.interaction.org/>

Website for an alliance of 160 of the largest US based non-governmental organizations (NGOs) working in international relief and development.

5) **The Center on Philanthropy at Indiana University**

<http://www.philanthropy.iupui.edu/>

This is the gateway website to the Center's extensive resources on Philanthropy, ranging from course material to bibliographies to reports and the center's newsletter "Philanthropy Matters" which can be accessed via the web.

6) **The Foundation Center, *Philanthropy News Digest*** <http://fdncenter.org/>

Daily news on foundations and giving.

7) **Non-Profit Quarterly.** <http://www.nonprofitquarterly.org/> Available in library.

A quarterly periodical with more in-depth, academic studies relating to the non-profit sector. The website allows you to see an index of current and old articles, and a few articles are available in full. All others can be accessed via the library.

8) **Brookings Institution.** <http://www.brook.edu>

Contains very useful reports, op-eds, and a running list of recent articles in the press on volunteerism, religion and community, and President Bush's Faith-Based Initiative.

9) **Guidestar** <http://www.guidestar.org/>

The guide for donors to the universe of charities.

In addition, most major US newspapers have a reporter devoted to covering the non-profit sector, and stories about them appear daily in the news. Keep an especially close eye on the New York Times (which each November devotes an entire section to "Giving"); The Christian Science Monitor; and the Charlotte Observer, which follows local philanthropy and charities closely.

COURSE SCHEDULE

Part I: Introduction: The History and Context of Philanthropy, Volunteerism, and the Non-Profit Sector

Tuesday, Jan.14: Introduction to the Course: What is the NPS?

Read: Salamon, *America's Non-Profit Sector*, intro and chapters 2-3 (pp. 1-40).

Thursday, Jan. 16: Mapping the NPS – Changing Relations with the Private and Public Sectors

Read: Salamon, *The State of Non-Profit America*, ch. 1 (note that parts of this are redundant with Tuesday's readings; focus on sections devoted to changes and challenges in the sector); and recent news clippings on non-profits (electronic reserve).

Tuesday, Jan. 21: Needs Assessment -- Local, National, Global

Read: UNDP, *Human Development Report 2002*, pp. 1-33 (electronic reserve); United Way, "United Way State of Caring Index" (electronic reserve); "Local and National Needs" news clippings (electronic reserve); and *peruse* (to get a general idea – no need to read closely) the US census results on uninsured Americans and on poverty rates at these websites:

<http://www.census.gov/hhes/www/poverty.html>.

<http://www.census.gov/prod/2002pubs/p60-220.pdf>

Debate -- Charity and Ethics: How much charitable giving, if any, is ethically required of us? Read and react to a short article by: Peter Singer, "The Singer Solution to World Poverty" *The New York Times Magazine* (1999) (available on electronic reserve). Also available on the web at: <http://www.nytimes.com/library/magazine/home/19990905mag-poverty-singer.html>

Thursday, Jan. 23: Planning Session on the Sunshine Grant Project

In this planning session we will discuss core issues related to the Sunshine Grant.

Decisions made at this initial session are critical. The agenda of the meeting will include:

- Identification of essential tasks to be completed in order to advertise the grant and solicit grants from non-profits in the Greater Charlotte area.
- Establishment of committees for specific tasks related to the grant
- Agreement upon an appropriate set of deadlines and time-frames for the grant solicitation and award
- Preliminary discussion of the main priorities and principles guiding the process
- Anticipation of potential problems

This planning meeting may well require that we continue the session after class. Please keep your calendar open for the evening of Jan. 23 at 7:00pm in the event that we need to continue the meeting.

Tuesday, Jan. 28: Religious and Cultural Traditions of Charity and Social Justice

Read: Robert Bremmer, *Giving: Charity and Philanthropy in History* (1996) (excerpts); “This Land is Home to Me: A Pastoral Letter on Powerlessness in Appalachia by the Catholic Bishops of the Region” (1975); Isadore Epstein, *Judaism* pp. 146-53; “Islamicity” excerpt on alms; James Scott, *The Moral Economy of the Peasant* (excerpts) (all on electronic reserve); and Salamon, *The State of NonProfit America*, ch. 8, “Religious Congregations.”

Debate – Charity, Social Justice, and Religious Traditions: Religious motives play an important role in much charity activity, especially in the US. Do the Christian, Islamic, and Jewish traditions give adherents clear guidance on matters of poverty, charity, and social justice, or just an array of contradictory traditions and scripture passages which ideologues “cherry-pick” to justify their position? If you are a member of a faith community, which scripture passages, traditions, or interpretations of your belief are most powerful in shaping your views on giving?

Thursday, Jan. 30: The Rise of “Modern” Charity and Philanthropy at Home and Abroad

Read: Bremmer, *Giving: Charity and Philanthropy in History* (1996) (excerpts) (electronic reserve); Andrew Carnegie, *The Gospel of Wealth* (1889) (electronic reserve); and *State of Nonprofit America* chapter 7, “International Assistance.”

Tuesday, Feb. 4: The Social Context of Philanthropy

Read: Francie Ostrower, *Why the Wealthy Give: The Culture of Elite Philanthropy* (1995) (excerpts) (electronic reserve); Eleanor Brown, “Patterns and Purposes of Philanthropic Giving,” from Clotfelter and Ehrlich, eds. *Philanthropy and the Non-Profit Sector in a Changing America* (1999) (electronic reserve).

Debate – Self-Interested Philanthropy: What’s wrong with self-interested giving? Does it matter what motivates the giver as long as his or her philanthropy serves the common good? Is it wrong for elites to use philanthropy to advance their social or business interests? Or are “mixed motives” simply a fact of life in community outreach, and nothing to wring our hands over? Is Ostrower justified in her critical and even cynical tone toward the philanthropy of the elite, or is she being unfair?

Thursday, Feb. 6: The Public Policy Context: Non-Profits and Changes in Public Policy from the New Deal to the New Millennium

Read: Salamon, *America’s Nonprofit Sector*, chapters 4-5; Paul Irby, “The Politics of Generosity: Charitable Giving, Taxes, and Government Spending in the United States” (excerpts, electronic reserve); “Public Policy” news clippings (electronic reserve).

Tuesday, Feb. 11: The Debate Over Public and Private Outreach. “Is it Fair? Is it Effective?”

Read: Philip Brickman, et al, “The Dilemmas of Helping,” in *New Directions in Helping Vol I* (1983), pp. 17-44 (electronic reserve); Charles Murray, *Losing Ground* excerpts (electronic reserve); Michael Katz, *The Undeserving Poor: From the War on Poverty to the War on Welfare* (pp. 124-184) (electronic reserve); Wagner, *What’s Love Got to Do with It?* pp. 3-14, 46-68.

Debate – Charity and Capitalism: What is the relationship between charity and capitalism? Is all of the charitable work of the non-profit sector just covering for the problems and poverty created by a fundamentally unjust system? If so, isn’t advocacy (to change the system) a better use of time than charitable outreach? Or, does all the charity of the NPS contribute to the erosion of personal responsibility and work ethics of an “undeserving poor?” Is the NPS on the “road to hell” – a road paved with good intentions but one which ends up undermining the ethos of free enterprise and creating dependency?

Thursday, Feb 13: **Review #1, in class**

PART II: Trends and Transformation in the Non-Profit Sector

Tuesday, Feb. 18: Transformation of Relations with the State? Devolution, Sub-Contracting of Social Service Delivery, and President Bush’s “Faith-Based Initiative”

Read: “Changing Roles, Changing Relationships: The New Challenge for Business, Non-Profit Organizations, and Government.”(2000) (electronic reserve); Salamon, *The State of NonProfit America*, ch. 14; Stephen Monsma, “Working Faith; How Religious Organizations Provide Welfare-to-Work Services (2002) (electronic reserve); Kathryn Tempas, “Can an Office change a Country: The White House Office of Faith-Based Initiatives A Year in Review” (2002) (electronic reserve); John DiIulio, Jr., “The Lord’s Work,” in Dionne, ed. *Community Works* pp. 50-58; DiLulio, “The Three Faith Factors,” *The Public Interest* (Fall 2002) (electronic reserve); “Op-Eds on Faith Based-Initiative” (electronic reserve).

Debate – Autonomy of the Non-Profit Sector: Is the trend toward government funding and implementation of social programs via non-profits dangerous, eroding their autonomy and rendering them little more than sub-contractors to the government? Or is it an excellent opportunity for the NPS to step in and do social services more efficiently and effectively than government bureaucracies? Is the faith-based initiative a well-conceived innovation to empower grass-roots outreach services most close to beneficiaries, or a dangerous violation of the separation of church and state and a flawed approach to deliver aid to the needy?

Thursday, Feb. 20: Contemporary Trends in Key Non-Profit Sub-Sectors
Read: Salamon, *America's Non-Profit Sector* ch. 6-10

Tuesday, Feb. 25: Case Study: Affordable Housing

Guest speaker: Mr. Paul Leonard, Chairman of the Board of Directors for Habitat for Humanity International, and Member of the Davidson College Board of Trustees.

Read: Salamon, *The State of Non-Profit America*, ch. 6; "Affordable Housing"

Thursday, Feb. 27: Fund-Raising in Higher Education: Trends and Challenges

Guest speakers: Ms. Kristin Bradberry, Vice-President for College Relations, Davison College, and Dr. Kevin McCarthy, Executive Director of College Relations, Davidson College

March 1-9 Spring Break

Tuesday, March 11: Fiscal Trends and Relations with the Market Economy: Marketing, Commercialization, Social Ventures, For-Profit Subsidiaries, and For-Profit Competition

Read: Shore, *The Cathedral Within*, all; and Salamon, *The State of Non-Profit America*, ch.13.

Debate – Entrepreneurism and the NPS: Are entrepreneurial models appropriate for the NPS, or a disastrous misapplication of business school jargon? Is "growing to scale" a great idea for spreading successful NPS models, or does it undermine the grass-roots nature of the sector and threaten to introduce the McDonaldization of non-profits? Is Bill Shore a visionary or merely a self-promoter? (or something in between?)

Thursday, March 13: "Venture Philanthropy" and the New Philanthropists

Read: Morino Institute, "Venture Philanthropy: The Changing Landscape" (2001) (electronic reserve); Time magazine, "The New Philanthropists" (July 24 2000) (electronic reserve); "New Philanthropy" news clippings (electronic reserve).

Debate – When Does Donor Involvement Go Too Far? Is venture philanthropy a virtue and an opportunity to tap into a donor's expertise, or an invitation to micro-management and meddling by people who know lots about software marketing but nothing about social services? How far should a non-profit go to accommodate the demands of a donor before saying no, even at the risk of losing a major donation? Under what conditions does a donor have every right to intervene when he/she feels the non-profit is not using the funds correctly?

Tuesday, March 18: The Changing Role and Nature of Foundations

Guest speaker: Mr. Bart Landess, Foundation for the Carolinas

Read: Karl and Karl, “Foundations and the Government” in *Philanthropy and the Non-Profit Sector in a Changing America* (2000) pp. 52-72 (electronic reserve); Salamon, *The State of NonProfit America* ch 11; “Foundations” news clippings (electronic reserve); Foundation for the Carolinas literature (electronic reserve).

Debate – Are Foundations in Need of Greater Regulations? Does the corruption of some foundations justify new regulations to insure these are not just slush funds for rich families? Or will new laws only hurt the many legitimate foundations? Should foundations be forced by law to donate more than just 5% of their endowment annually? Should they be forced to spend all their capital assets within a certain period, or should they be allowed to exist in perpetuity?

Thursday, March 20: The United Way Community Needs and Asset Report for the North Mecklenburg County Area

Guest Speaker: Ms. Donna Arrington, Vice President Community Planning United Way of Central Carolinas.

Read: “Building on Our Strengths” (December 2000)(electronic reserve).

Tuesday, March 25: Fundraising in Times of Scarcity: Coping with the Current Financial Downturn

Read: “Fundraising” clippings (electronic reserve)

Debate – Is Increasingly Intense NPS Competition for Funding a Good or Bad Thing? Some argue that the heightened competition in fundraising is good for non-profits – it will force them to improve their performance and will weed out poorly operated organizations. Others claim it is bad for all concerned, forcing non-profits to devote increasing energy and staff to fundraising rather than programming, promoting rivalry rather than cooperation between sister organizations, and creating a tendency for non-profits to avoid controversy and “speaking truth to power” for fear of losing funding. What’s your view?

Thursday, March 27: Trends in Project Monitoring and Evaluation

Read: “Monitoring” clippings (electronic reserve)

Debate – “Measurable Outputs.” Non-Profits are under increasing pressure to report measurable outputs to donors. Yet often their most important impact is process-oriented, intangible, long-term, and difficult to measure. Are donors right in pressing for more systematic and quantitative tools of assessment (to insure accountability and unbiased evaluation) – or is this trend leading non-profits to focus on tangible but short-term and secondary goals at the expense of more important objectives? How best to measure the intangible impacts of some non-profit work?

Review #2 – take-home exam handed out in class March 27, due in class April 1.

Tuesday, April 1: Best Practices and Principles at the Grassroots Level: Lessons Learned
Lecture and discussion only

Thursday, April 3: Trends in Non-Profit Management

Read: Drucker, *Managing the Non-Profit Organization*, all; “Management”
clippings (electronic reserve)

Debate – Career or Vocation? One perennial human resource problem faced by non-profit agencies is retention and recruitment, due mainly to salary scales that are lower than those of both the public and private sectors. Some larger non-profits have opted to base their salary scale for top management on that of private sector CEOs, leading to salaries of \$300,000 or more for some individuals. Is payment of private-sector level salaries justifiable on the grounds that it attracts top talent, or is it a scandalous waste of charitable contributions which ought to go to the needy? Is it naïve to argue that top management of non-profit agencies approach their jobs as a vocation (implying a certain level of financial or personal sacrifice)?

Tuesday, April 8: Trends in Individual Giving, Volunteerism and Volunteer Management

Read: Salamon, *The State of Non-Profit America*, ch. 12; Eisner, “No Paint, No Paintbrushes” in *Community Works: The Revival of Civil Society in America*, pp. 75-80; Independent Sector’s national survey on “Giving and Volunteering” (electronic reserve); “Volunteerism” clippings (electronic reserve)

Debate – Student Volunteerism at Davidson. Is required community service from students and student organizations a good or a bad practice? What kinds of volunteerism currently practiced by Davidson’s many service organizations and projects actually of dubious merit or even potentially harmful? Whose interests should come first in volunteer programs – the educational needs of the volunteers or the needs of the beneficiaries?

Thursday, April 10: **Sunshine Grant Final Project Meeting**

At this meeting we will make a final decision about the awarding of the sunshine grant.

Tuesday, April 15: Non-Profits and Civil Society

Read: Dionne, ed, *Community Works: The Revival of Civil Society in America*, all

Thursday, April 17: Non-Profits and Civil Society, continued

Read: Salamon, *The State of Non-Profit America*, ch. 9.

Tuesday, April 22 – Easter holiday, no class

Thursday, April 24: Crises, Criticisms, and Reform of the Non-Profit Sector

Read: Wagner, *What's Love Got to Do With It?*, all; “Criticism and Reform”
clippings (electronic reserve)

Tuesday, April 29: Crises, Criticisms, and Reform of the Non-Profit Sector

Read: Salamon, *The State of Non-Profit America*, ch. 15, 17; “Accountability”
clippings (electronic reserve)

Sunshine Grant paper due in class, April 29

We will also engage in an “after-action review” – reflecting on what we learned about the process – over dinner in the College Center, 6:00 p.m. this evening. Details to be determined.

Thursday, May 1: Course Conclusion: The Future of Philanthropy and the Non-Profit Sector in the US and Abroad

Read: Salamon, ch. *America's Non-Profit Sector* ch. 12.

Tuesday, May 6: Speaker, Ms. Doris Buffett, President, Sunshine Lady Foundation

Thursday, May 8 – reading day

May 9-14 final exams

Appendix A Sunshine Grant

Project assignment:

Write a “lessons learned” assessment on the process of allocating the Sunshine grant. You may place emphasis on whatever you deem to be most important, but your paper should address lessons on at least some of the following:

- procedural and administrative issues
- challenges of assessment of grant reviews
- the values, principles, and ethical issues at play in the process
- personal and group dynamics of decision-making
- insights into the work of grant-giving foundations
- insights into the work of grant applications by non-profits

The paper should be about 10 double-spaced pages. The grade for the paper will be determined by the following criteria:

- quality of analysis: do not just describe, but thoughtfully assess what happened
- persuasiveness: compelling, clear theses and positions backed up with specific examples from the process
- clarity and appropriateness of “lessons learned:” the paper should be written in a way such that an individual from outside the class and with no experience in grant-giving would find the piece illuminating and educational.
- quality of writing. This always matters!

Stylistically, the paper need not and should not read like a conventional college term paper. Give it the structure and tone of a policy paper. You may make reference to ideas and quotes from our readings if appropriate, though that is not expected. If you do, footnote and use standard, complete endnote citations, including page numbers.

Honor Code considerations: The paper is unusual in that it requires you all to write on a common experience, about which you will no doubt be talking together. You may discuss with classmates the general experience and your general observations about the process. You may not share specific plans and outlines for your papers. General brainstorming together is not only acceptable, but the whole point of the exercise; still, make sure the paper you write is your own.

Appendix B: Non-Profit Publications, Institutes, Resources

PERIODICALS

Advancing Philanthropy. Alexandria, VA: Association of Fundraising Professionals. (Published quarterly).

How-to articles and reports on successful fundraising practice. The official journal of the Association of Fundraising Professionals.

The Chronicle of Philanthropy. Washington, DC: The Chronicle of Philanthropy. (Published biweekly).

The latest issues in philanthropic activity from case histories and people in the profession to statistical data on major contributions are covered in this newspaper. Sections can include fundraising, giving, foundations, corporations, marketing, management, volunteering, grants, international fundraising activities, and many other areas of philanthropy. Job opportunities are listed in the last section.

Corporate Philanthropy Report. Gaithersburg, MD: Aspen Publishers, Inc. Provides an understanding of corporate trends in giving and has feature articles about corporate giving.

Currents. Washington, DC: Council for Advancement and Support of Education. (Published monthly).

Publication of the major association for education institutions. Includes articles on fundraising, public relations and alumni administration.

Foundation News and Commentary. Washington, DC: The Foundation. (Published monthly).

Features articles and commentary about grantmakers, grantmaking activities and trends. Includes book reviews, people news, and classifieds.

Fund Raising Management. Garden City, NY: Hoke Communications, Inc. (Published monthly).

This monthly serial includes current topics and strategies in fundraising. Special feature articles provide helpful management and practical information for the fundraising executive. Conference reports keep readers up to date on issues and trends. Every issue includes a development section, calendar of events, club news, newsmakers, marketplace, cassettes, fundraising directory and a classified section.

Grantsmanship Center News. Los Angeles, CA: Grantsmanship Center. (Published bimonthly).

Contains advice on writing grant proposals and articles related to foundation giving. Lists sources for assistance and helpful advertising.

Grassroots Fundraising Journal. Oakland, CA: Chardon Press. (Published bi-monthly). Articles on alternative sources of funding, book reviews and bibliographies.

Geared toward the low-budget and start-up organization.

International Journal of Nonprofit and Volunteer Sector Marketing. London, England: Henry Stewart Marketing.

A good source for understanding international dimensions of nongovernmental organizations.

Journal of Planned Giving. Indianapolis, IN: National Committee on Planned Giving. (Published quarterly).

Articles on planned giving, ranging from how to give, why to give, legalities of giving, to who gives.

New Directions for Philanthropic Fundraising. San Francisco, CA: Jossey-Bass, Inc. (Published quarterly).

New Directions for Philanthropic Fundraising was created to strengthen voluntary giving by addressing how the concepts of philanthropy pertain to fundraising practice. In each quarterly paperback, authors address themes related to fundraising management and technique, always keeping in mind the values of voluntarism and public benefit that characterizes philanthropic organizations.

The journal is sponsored by the Indiana University Center on Philanthropy.

Specific titles currently available are listed below, under the topics addressed.

The Nonprofit Counsel. San Francisco, CA: Jossey-Bass Publishers, Inc. (Published monthly).

This monthly newsletter written by nonprofit tax expert Bruce Hopkins will help your organization stay on top of the most pressing nonprofit tax and legal concerns.

Nonprofit Management and Leadership. San Francisco, CA: Jossey-Bass, Inc. (Published quarterly).

Provides latest developments in theory and practice of nonprofit management; includes articles, features, book reviews, research reports, and updates on professional conferences.

The Nonprofit Quarterly. Boston, MA: Third Sector New England. (Published quarterly).

This publication strives to provide nonprofit leaders a forum to exchange innovative ideas and informational resources.

The NonProfit Times. Skillman, NJ: The Nonprofit Times. (Published monthly).

Focus of this publication is on nonprofit management and fundraising techniques.

Sections may include news/features, computer software, technology, management and finance, commentary on current issues, and other areas of interest. Job opportunities are also listed. Free to subscribers who meet certain qualifications; check with the publisher.

Nonprofit Volunteer Sector Quarterly (NSVQ). Thousand Oaks, CA: Sage Publications, Inc. (Published quarterly).

The journal of the Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA), this is an international, interdisciplinary publication that reports on research and programs related to voluntarism, citizen participation, philanthropy, and nonprofit organizations.

Nonprofit World. Madison, WI: Society for Nonprofit Organizations. (Published bimonthly).

Articles on all aspects of running an effective nonprofit organization, including fundraising, income generation, and legal advice.

Philanthropy. Washington, DC: Philanthropy Roundtable. (Six issues are published

yearly).

Informative coverage of issues facing the field; discusses current issues in philanthropy.

Philanthropy Matters. Indianapolis, IN: The Center on Philanthropy at Indiana University.

A publication of the Center on Philanthropy that includes news and reports on research as well as articles of interest to nonprofit sector personnel and academicians.

Philanthropy News Digest. New York, NY: The Foundation Center. (Published weekly). News digest with feature articles, columns and departmental news produced by the leading source of foundation information.

Successful Fund Raising. Sioux City, IA: Stevenson Consultants, Inc. (Published monthly).

A monthly report of successful fundraising ideas, strategies and management issues.

Taxwise Giving. Old Greenwich, CT: Taxwise Giving & Philanthropy Tax Institute. Important information regarding tax issues of charitable giving. Significant in understanding donor relations.

Voluntas. Dordrecht, The Netherlands: Kluwer Academic/Plenum Publishing Corporation. (Published quarterly).

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