

POL 324
Philanthropy and the Non-Profit Sector

Spring Semester 2005
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 organization and 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 linked to the non-profit sector and civil society.

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 or volunteers 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 one 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 selected classes, 20 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 listen to a 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 are detailed in an appendix to the syllabus. Note that committee work related to this project will require that students attend a few required afternoon or evening meetings outside of class. **By enrolling in the class you are accepting this additional out-of-class requirement.**

Course Grading and Requirements:

Review #1:	20%
Review #2:	20%
Final exam:	20%
Project paper:	20%
Project participation:	10%
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. The final exam will be a self-scheduled exam to be taken during final exam week.

Note on the project paper: 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. The "project participation" grade is my assessment of your active contribution to the Sunshine Lady Foundation grant project – the committee work, the class deliberations, and your written assessments of each project proposal.

Students are advised that deadlines set for papers or take-home exams are strictly enforced. I'm 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.

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).

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).

The reading load is heavy but most books and articles 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.

Key News Sources:

You are also required to keep abreast of current news on philanthropy and the non-profit sector. All students are required to follow news in the *New York Times*, either via special student subscription (you can subscribe at the College Bookstore) or via the internet. There is also a rapidly growing set of publications, newsletters, and websites devoted to the non-profit sector. Check these web sites periodically (see also appendix of syllabus for additional sources):

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

A standard source of news on non-profits and philanthropy. The library subscribes to the Chronicle. Published twice monthly. As a student, you are a licensed user. I will provide you with the username and password so you can gain full access to the online edition of the Chronicle (you may not share this outside the college).

2) **The Independent Sector:** <http://www.independentsector.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) **Harvard University, Hauser Center for Nonprofit Organizations.**
<http://www.ksg.harvard.edu/hauser/> The Hauser center sponsors a number of research projects, issue papers, and case studies, some of which can be accessed via the website.

9) **Center on Nonprofits and Philanthropy, Urban Institute**
<http://www.urban.org/content/PolicyCenters/NonprofitsandPhilanthropy/Overview.htm>
The Center website is a gateway to a number of important research studies and surveys, especially the NCCS survey.

10) **Brookings Institution, Governance Studies.**
http://www.brookings.edu/gs/gs_hp.htm
See especially the civil society and religion section. 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.

11) **Guidestar** <http://www.guidestar.org/>
The guide for donors to the universe of charities. Many of the information services require a fee, but the site gives you some idea of oversight capacity of potential donors.

COURSE SCHEDULE

Note: secular and religious holidays/holy days are noted in the schedule. Should a class obligation conflict with a faith observance, students are encouraged to seek alternative arrangements with me.

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

Tuesday, Jan. 11:

- Introduction to the Course.
- Introduction to the Non Profit Sector.

Read:

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

Thursday, Jan. 13:

- Mapping the NPS – Changing Relations with the Private and Public Sectors.
- Current News, Trends, and Controversies in the NPS

Read:

1. Salamon, *America's Non-Profit Sector*, ch. 4, 12.
2. The Chronicle of Philanthropy, Jan, 3 2005 issue on-line (<http://philanthropy.com/>) – read “The Charity Boom” and **all** news stories in “Issues” section from January 2005 back to January 2004 (that’s several dozen short articles). Read the news stories with an eye to picking up on major trends and developments in the sector. Take notes on the stories. Be prepared to discuss in–depth what you consider to be the two or three most significant or revealing stories in that collection.

Monday, Jan. 17: Martin Luther King Day

Tuesday, Jan 18: Outreach at the Grassroots Level: Motives, Ethics, and Trends in Volunteerism and Giving

Read:

1. Hodgkinson, Virginia, et al. “Individual Giving and Volunteering” (electronic reserve).
2. Eisner, “No Paint, No Paintbrushes” in *Community Works: The Revival of Civil Society in America*, pp. 75-80;
3. Independent Sector’s national survey on “Giving and Volunteering” (“Key Findings”) access at <http://www.independentsector.org/>, select Giving and Volunteering, select Key Findings (4 page summary)
4. Gholson, “Charity Display?” *New York Times* (Jan 2 2005) (class hand-out).

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? Should organized volunteerism at the college be required to pass a “human subjects review” the same way that research projects involving human subjects must do?

Thursday, Jan. 20: 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 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. 20 at 7:00pm in the event that we need to continue the meeting.

Friday, Jan. 21: Islamic celebration of Eid al-Adha

Tuesday, Jan. 25: Religious and Cultural Traditions of Charity and Social Justice

Read:

1. Robert Bremmer, *Giving: Charity and Philanthropy in History* (1996) (excerpts, electronic reserve).
2. “This Land is Home to Me: A Pastoral Letter on Powerlessness in Appalachia by the Catholic Bishops of the Region” (1975) (electronic reserve).
3. Isadore Epstein, *Judaism* pp. 146-53 (electronic reserve).
4. Salamon, *America’s Nonprofit Sector*, ch. 11.

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. 27:

- The Rise of “Modern” Charity and Philanthropy at Home
- The Rise of International Charity and Aid

Read:

1. Bremmer, *Giving: Charity and Philanthropy in History* (1996) (excerpts) (electronic reserve).
2. Andrew Carnegie, *The Gospel of Wealth* (1889) (electronic reserve).

3. Ignatieff, *The Warrior's Honor* pp. 1-33 (electronic reserve).
4. Forman and Stoddard, "International Assistance" in *The State of NonProfit America*, ch. 7 (electronic reserve).

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>

Tuesday, Feb. 1: The Social Context of Philanthropy

Read:

1. Francie Ostrower, *Why the Wealthy Give: The Culture of Elite Philanthropy* (1995) (excerpts) (electronic reserve).
2. 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. 4: The Public Policy Context: Non-Profits and Changes in Welfare, Health Care, and other Public Policies

Read:

1. Salamon, *America's Nonprofit Sector*, chapters 5, 7-8.
2. "Public Policy" news clippings (electronic reserve).

Tuesday, Feb. 8: The Debate Over Public and Private Outreach. "Is it Fair? Is it Effective?"

Read:

1. Philip Brickman, et al, "The Dilemmas of Helping," in *New Directions in Helping Vol I* (1983), pp. 17-44 (electronic reserve);
2. Charles Murray, *Losing Ground* excerpts (electronic reserve);
3. Michael Katz, *The Undeserving Poor: From the War on Poverty to the War on Welfare* excerpts (electronic reserve).

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?

Wednesday, Feb. 9: Ash Wednesday

Thursday, Feb. 10: Review #1, in class

Thursday, Feb. 10, Islamic New Year

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

Tuesday, Feb. 15:

- Transformation of Relations with the State? Welfare Reform, Devolution, and Sub-Contracting of Social Service Delivery
- Managing “Patchiness:” Needs Assessments, Coordination, Prioritization

Read:

1. “Changing Roles, Changing Relationships: The New Challenge for Business, Non-Profit Organizations, and Government.”(2000) (electronic reserve);
2. Gronberg and Salamon, “Devolution, Marketization, and the Changing Shape of Government--Non-Profit Relations,” in *The State of NonProfit America*, ch. 14 (electronic reserve);
3. “Patchiness” readings (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?

Thursday, Feb. 17: President Bush’s “Faith-Based Initiative”

Read:

1. Stephen Monsma, “Working Faith; How Religious Organizations Provide Welfare-to-Work Services (2002) (electronic reserve);
2. John DiIulio, Jr., “The Lord’s Work,” in Dionne, *Community Works* pp. 50-58;
3. DiIulio, “The Three Faith Factors,” *The Public Interest* (Fall 2002) (electronic reserve);
4. “Faith Based-Initiative” news articles (electronic reserve).

Debate – Faith-Based Initiative. Is the faith-based initiative a well-conceived innovation to empower grass-roots outreach services closest to beneficiaries and to tap into the power of spiritual guidance for personal

transformation? Or is it a dangerous violation of the separation of church and state and/or a political tactic by the Bush Administration to divert government funds to one of its core constituencies?

Tuesday, Feb. 22: Fiscal Trends and Relations with the Market Economy: Marketing, Commercialization, Social Ventures, For-Profit Subsidiaries, and For-Profit Competition
Read:

1. Bill Shore, *The Cathedral Within*, all

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, Feb. 24: “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?

Feb 26 - March 6 – Spring Break, no class

Tuesday, March 8: The Changing Role and Nature of Foundations

Read:

1. Lenkowsky, “Foundations and Corporate Philanthropy” in Salamon, *The State of NonProfit America* ch 11 (electronic reserve)
2. “Foundations” news clippings (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 10: Trends in Non-Profit Fundraising: From Art to Science

Read:

1. “Fundraising” articles TBA (electronic reserve)

Debate – Ethics of Fundraising. What fundraising practices are ethical and which are exploitative, demeaning, deceptive, wasteful, or in some other manner unacceptable? Review examples of fund-raising provided in class to consider which are acceptable, which cross the line, and which are most effective.

Tuesday, March 15: Trends in Project Monitoring and Evaluation

Read:

1. Menkhaus, “Impact Assessment in Post-Conflict Peace-Building: The State of the Art” (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?

Thursday, March 17: “To Whom Do I Give?” The Evolving Role of Federated Funders (the United Way) and Watchdog Groups (Guidestar)

Read:

1. “Federated Funders” readings TBA (electronic reserve)
2. “Tsunami” case study articles (electronic reserve)

Review #2 – take home exam, handed out in class March 17, due in class March 22.

Tuesday, March 22:

- Case Study: Trends in Affordable Housing and Homelessness
- Non-Profits and Advocacy

Read:

1. Salamon, *The State of Non-Profit America*, ch. 6, 10

Debate – Outreach versus Advocacy: What is the appropriate mix for nonprofits between outreach and advocacy? Should 501(c)(3) non-profits do more advocacy, or should they be further restricted? What should be done about non-profits, including churches, which act as *de facto* recruiting and campaign arms of political parties?

Thursday, March 24: Needs assessments – targeting assistance more effectively
Guest Lecture: Dr. Kathryn Sellers, executive director of the Lake Norman Community Development Council

Read:

1. United Way – Central Carolina “Community Works 2003”
http://www.uwcentralcarolinas.org/images/community_resource/Microsoft_Word_-_2003_update_final.pdf
2. Resource Guide, Services in Lake Norman Area (just glance through this)
http://www2.davidson.edu/studentlife/involved/inv_docs/LNCDC/ResourceGuide.pdf
3. “She Serves Suburbs’ Other Side” (*Charlotte Observer* 2004)
http://www.charlotte.com/mld/observer/news/local/states/north_carolina/counties/iredell/9368651.htm

Thursday, March 24: Maundy Thursday

March 25: Good Friday

March 26-29 – Easter Break, no class

Thursday, March 31: 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 5: Operational and ethical criticisms of the NPS: accountability and scandals, loss of public trust

Read:

1. Brody, “Accountability and Public Trust” (electronic reserve)
2. Hancock, *Lords of Poverty*, Introduction (electronic reserve)
3. Maren, *The Road to Hell*, ch. 1 (electronic reserve)
4. Coggins, “The Development Set” (poem) (electronic reserve)
5. “Scandals” articles TBA (electronic reserve)

Thursday, April 7: Systemic criticisms of the NPS

Read:

1. Wagner, *What's Love Got to Do with It?* pp. 3-14, 89-146 (electronic reserve).

Tuesday, April 12: Sunshine Grant allocation meeting

At this meeting we will make a final decision about the awarding of the sunshine grant. In the event that we need additional time, please keep Tuesday 12th evening from 7:00-9:00pm open for a possible spillover session.

Thursday, April 14: Non-Profits and Civil Society

Read:

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

Tuesday, April 19: Non-Profits and Civil Society abroad

Read:

1. Salamon and Sokolowski, *Global Civil Society*, ch. 1-2 (electronic reserve).

Thursday, April 21: Non-Profit Sector Today: Best Practices

Discussion only

April 21: Islamic holiday of the Prophet's Birthday

April 24: First day of Passover

Debates on Best Practices. Too many best practices are actually buzzwords that are either empty expressions or are rarely subjected to critical scrutiny:

1. When is “sustainability” an appropriate objective, and when is “putting yourself out of business” a more appropriate goal?
2. Is “local ownership” always possible or appropriate?
3. How do we balance the best practices of accountability and flexible response?
4. How do we balance the best practices of fund-raising with the desire for NGO autonomy from major donors and the state?
5. How do we balance the best practices of coordination with the desire for NGO autonomy?
6. How do we balance the “do no harm” principle with the need to take risks, especially when the risks are borne by recipients, not the NGOs?
7. Is increased NGO involvement in spiritual and personal transformation an emerging best practice or a dangerous trend toward unqualified meddling in emotional lives of those in need?

Tuesday, April 26: Sunshine Lady Foundation Grant project – after-action review

Discussion of “lessons learned” from the grant-giving project

Sunshine Grant paper due in class, April 26

Thursday, April 28: The Future of the NPS
Lecture and class discussion only (I may have some news articles to hand-out in class)

April 30: Last day of Passover

Tuesday, May 3: Optional class day, will meet if needed

Thursday, May 5: Reading Day

May 6-11: Final exam week (May 6-9 for seniors)

May 15 -- Commencement

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).

International journal of voluntary and nonprofit organizations. The leading international journal for research on the area between the state, the market and households. It is essential reading for all social science scholars who have an interest in public policy.

INDEXES

The Literature of the Nonprofit Sector (LPNS). New York, NY: The Foundation Center. LPNS Online is a searchable database of the literature of philanthropy.

Philanthropic Studies Index. Indianapolis, IN: Joseph and Matthew Payton Philanthropic Studies Library (Available only online).

Includes citations to periodical articles, books, dissertations, pamphlets, and other relevant materials dealing with the broad range of philanthropy.