

**School of Policy, Planning and Development  
University of Southern California**

**PPD 353: Introduction to Philanthropy and Grant-Making**

**Professor:** Veronica Flores [veronief@usc.edu](mailto:veronief@usc.edu)

**Time:** Thursdays 6pm – 9:20pm

**Location:** VKC 157

**Office Hours:** Thursdays, by appointment only

*“If you’re in the luckiest 1pc of humanity, you owe it to the rest of humanity to think about the other 99pc.”*

*—Warren Buffett*

### **COURSE DESCRIPTION**

Philanthropy is not confined to simply helping others, although that is a primary focus. Philanthropists are also active in environmental action, political action, and social action. Today's donors are creating long-term relationships with the organizations that they support, becoming knowledgeable on the issues involved and advocates for these causes. While they are supportive, they nonetheless hold nonprofits accountable: they want to be able to see the difference that their donations are making.

As we will discuss in class, the competition for funding within the non-profit sector is fierce, with cyclical declines in government spending, corporate philanthropy, and foundation funding. This course introduces students to the world of philanthropy; grant writing and earned income models that can lead to sustainable nonprofit funding strategies. Students can expect to learn about the history and dynamics of this sector of our economy and its impact and role in society. This includes the use of product development strategies and social return on investment.

By the end of the semester students will:

- ✓ Examine the essential aspects of fundraising and how to maximize fundraising opportunities
- ✓ Understand and describe various theories, philosophies, and practices of philanthropy
- ✓ Learn how nonprofit organizations can use entrepreneurial approaches to strengthen civil society
- ✓ Through an interactive process, learn the fundamental elements of a grant proposal, including how to prepare professional, competitive, compelling, and successful proposals
- ✓ Understand the connection between earned income, social innovation and sustainability
- ✓ Gain a general understanding of social return on investment

### **REQUIRED TEXTS AND READING**

Nancy Burke Smith and Judy Tremore, *The Everything Grant Writing Book*, 2<sup>nd</sup> Edition, Adams Media 2008

Tom Ralser, *ROI For Nonprofits: The New Key to Sustainability*, 2009

Andy Robinson and Kim Klein, *Selling Social Change (Without Selling Out): Earned Income Strategies for Nonprofits*, 2002

- Remainder of readings are pdfs on Blackboard

## GRADING

Your grade will be determined by a combination of participation and the timely and effective completion of written and oral assignments.

Participation	10% (100)
Papers (2)	25% (125x2)
Group Project/Presentation	15% ((150)
Midterm	25% (250)
Final Exam	25% (250)

Minimum	Maximum	Grade
930	1000	A
900	929	A-
875	899	B+
830	874	B
800	829	B-
775	799	C+
730	774	C
700	729	C-
650	699	D
0	649	F

## COURSE FORMAT

The course meets once per week. Attendance and participation are mandatory. I take attendance. Students who miss class will have their participation grade reduced. The classes are intended to be interactive so that students and instructor can learn from each other. Students will spend a fair amount of time in smaller groups in which they not only talk and think together, but also solve and create together.

## PARTICIPATION

Includes attendance, peer reviews, in-class exercises/presentations, and discussions. Each student will be responsible for contributing 1 case for the semester –and these will be evaluated and discussed in class. You should keep in mind that you must be prepared to discuss and apply each of these assigned cases during class as part of group exercises. Cases are considered relevant if they represent a real life example that pertains to the week's reading. In addition to providing the cases, students will develop the group discussion questions (at least 5).

## EXAMS

The midterm will be a take-home paper based on the readings and group discussions. The questions will be posted on Blackboard 1 week before midterms. This exam will provide the roadmap to completing a full proposal. Exams may not exceed 6 pages, 1.5-spaced (12-point font).

The final, also a take-home examination, will be the submission of a full proposal. The requirements will be posted on Blackboard 2 weeks before the last day of class. Exams may not exceed 6 pages, 1.5-spaced (12-point font).

## SKILLS-BUILDING PAPERS

Students are required to write 2 papers. Each skills-building paper is due before class. These papers should be 2 pages long, utilizing the readings as well as the in-class discussion to support responses. You have the choice on how to divide up the 2 papers, but at least one skills-building paper must be completed one week before the midterm and two weeks before finals. The criteria for these papers will be posted on Blackboard.

## GROUP PROJECT/PRESENTATION

Students are required to identify a nonprofit in Los Angeles that could benefit from earned income. Once a nonprofit has been identified, groups develop a plan to solve or mitigate issues of sustainability with an earned income approach.

Students will work in small groups and are expected to give a 20-minute presentation on their prospectus. This will include two sections:

### ***Earned-Income Prospectus***

Develop a five-page earned income prospectus for a local nonprofit. To be submitted at time of presentation.

### ***Group Presentation:***

Links the efforts of your team to produce a final presentation, which the class will evaluate.

## **STATEMENT ON ACADEMIC INTEGRITY**

Students should maintain strict adherence to standards of academic integrity, as described in SCampus ([www.usc.edu/dept/publications/SCAMPUS](http://www.usc.edu/dept/publications/SCAMPUS)). In particular, the University recommends strict sanctions for plagiarism defined below:

### **11.11 Plagiarism**

- A. The submission of material authored by another person but represented as the student's own work, whether that material is paraphrased or copied in verbatim or near-verbatim form.
- B. The submission of material subjected to editorial revision by another person that results in substantive changes in content or major alteration of writing style.
- C. Improper acknowledgement of sources in essays or papers.

NOTE: Culpability is not diminished when plagiarism occurs in drafts that are not the final version. If any material is prepared or submitted by another person on the student's behalf, the student is expected to proofread the results and is responsible for all particulars.

## **STATEMENT ON DISABILITIES**

The university will provide reasonable accommodation of academically qualified students with disabilities, so those students can participate fully in the university's educational programs and activities. Although USC is not required by law to change the "fundamental nature of essential curricular components of its programs in order to accommodate the needs of disabled students," the university will provide reasonable academic accommodation. Any student requesting academic accommodations based on a disability is required to register with Disability Services and Programs (DSP) each semester. A letter of verification for approved accommodations can be obtained from DSP. Please be sure the letter is delivered to me as early in the semester as possible. DSP is located in STU 301 and is open early 8:30 a.m. – 5:00 p.m., Monday through Friday. The phone number for DSP is (213) 740-0776.

## **COURSE SCHEDULE**

### **Week 1: Introduction: What is Philanthropy? - 8/29**

Jerr Boschee, 2006. *Migrating from Innovation to Entrepreneurship: How Nonprofits are Moving toward Sustainability and Self-Sufficiency*. (Selected list of 18 terms)

Crutchfield, Leslie, John V. Kania and Mark R. Kramer. 2011. *More Than Give: The Six Practices of Donors Who Change the World*. Jossey-Bass (pp 1-23).

Barry Knight. The Value of Community Philanthropy: Results of a Consultation for Khan Foundation USA and Charles Stewart Mott Foundation. *February 2012*

### **Week 2: Impact Philanthropy - 9/5**

Mark R. Kramer. Catalytic Philanthropy. Stanford Social Innovation Review Spring 2009.

Paul Brest. A Decade of Outcome-Oriented Philanthropy. Stanford Social Innovation Review Spring 2012.

Michael E. Porter and Mark R. Kramer. The Competitive Advantage of Corporate Philanthropy. Harvard Business Review 2012.

*Case Discussion/Questions for week 1 and 2: TBD by Students*

### **Week 3: Analyzing the Need - 9/12**

Nancy Burke Smith and Judy Tremore, *The Everything Grant Writing Book*, 2<sup>nd</sup> Edition, Adams Media 2008. (Chapters: 1, 8, 9)

SWOT Analysis: Strengths, Weaknesses, Opportunities, and Threats by *Community Tool Box*.

*Case: nonprofit profile/group process: TBD by Students*

**SPEAKER: Chi Hughes**

### **Week 4: The Value of the Need Statement - 9/19**

Nancy Burke Smith and Judy Tremore, *The Everything Grant Writing Book*, 2<sup>nd</sup> Edition, Adams Media 2008. (Chapters: 11)

*Case: nonprofit profile/group process: TBD by Students*

### **Week 5: Setting Goals and Creating SMART Objectives – 9/26**

Nancy Burke Smith and Judy Tremore, *The Everything Grant Writing Book*, 2<sup>nd</sup> Edition, Adams Media 2008. (Chapters: 12)

*Case: nonprofit profile/group process: TBD by Students*

### **Week 6: Earned Income Strategies - 10/3**

Andy Robinson and Kim Klein, *Selling Social Change (Without Selling Out): Earned Income Strategies for Nonprofits*, 2002, (Chapters: 1, 2, 3)

Tom Ralser, *ROI For Nonprofits: The New Key to Sustainability*, 2009, (Chapter 1, 2, 3, 4)

*Case Discussion/questions:* TBD by Students

**Week 7: Midterm - 10/10**

No class. Students must email their exam Thursday no later than 7:30pm to [veronicf@usc.edu](mailto:veronicf@usc.edu).

**Week 8: Earned Income Planning - 10/17**

Andy Robinson and Kim Klein, *Selling Social Change (Without Selling Out): Earned Income Strategies for Nonprofits*, 2002, (Chapters: 4, 5, 7)

Tom Ralser, *ROI For Nonprofits: The New Key to Sustainability*, 2009, (Chapter 5, 6, 7, 10)

*Ideation Session: Project Groups are formed*

**Week 9: Action Plans and Evaluation- 10/24**

Nancy Burke Smith and Judy Tremore, *The Everything Grant Writing Book*, 2<sup>nd</sup> Edition, Adams Media 2008. (Chapters: 13, 14)

*Case: sample action plan/exercise & evaluation group process:* TBD by Students

**SPEAKER: TBA**

**Week 10: Budget - 10/31**

Nancy Burke Smith and Judy Tremore, *The Everything Grant Writing Book*, 2<sup>nd</sup> Edition, Adams Media 2008. (Chapters: 15)

*Case: sample action plan/exercise& evaluation group process:* TBD by Students

**Week 11: Sustainability - 11/7**

Joanne Fritz. How to Write the Sustainability Section of Your Grant Proposal: The Sequel to Your Proposal's Story. Sample from *Storytelling for Grantseekers*, Second Edition, Cheryl A. Clarke, Jossey-Bass, 2009

*Case Discussion/Questions:* TBD by Students

**Week 12: Finding the Right Funder & Completing a Grant - 11/14**

Nancy Burke Smith and Judy Tremore, *The Everything Grant Writing Book*, 2<sup>nd</sup> Edition, Adams Media 2008. (Chapter: 2, 4, 5)

Andy Robinson and Kim Klein, *Selling Social Change (Without Selling Out): Earned Income Strategies for Nonprofits*, 2002, (Chapters: 6, 8)

**Week 13: Student Presentations - 11/21**

*Student Presentations: Groups sign up for this night.*

\*Part of the presentation grade includes students evaluating other groups' presentations.

**Week 14: Student Presentations - 12/5**

*Student Presentations: Groups sign up for this night.*

\*Part of the presentation grade includes students evaluating other groups' presentations.

**Final – 12/12**

No Class. Students must email their exam Thursday no later than 9pm to [veronicf@usc.edu](mailto:veronicf@usc.edu).