

USC Price

PPD 371: The Nonprofit Sector & The Public Interest

Term: Spring 2023

Tuesday/Thursday 4:00 to 5:50 pm

Location: VPD 116

Alexandra Graddy-Reed

graddyre@price.usc.edu

222 Lewis Hall (RGL)

Office Hours: By Appointment

<https://calendly.com/graddyreed/student-meeting>

Course Description

Philanthropic and nonprofit organizations have a long history of community support and social change in the United States. Their unique position and regulation within the economy allows these organizations to be risk takers and sources of innovation. As a result, many important changes have been the result of nonprofit organizations or their funding. This course presents an overview of the nonprofit sector and the organizations that comprise it. We will discuss the history and growth of the sector within a US context. Careful attention is placed on the process of philanthropy and how individuals and foundations can best support nonprofits and the production of public goods.

With generous support from the Price School, the class will have funding for a real grantmaking exercise. Students will first work to develop their own philanthropic strategy and goals. Then as a class, you will work to develop a unified strategy, evaluate potential recipients, and allocate grant funds.

Learning Objectives

This course aims for students to:

1. Gain a deeper understanding of the nonprofit sector and philanthropy within the US
2. Improve their critical thinking and presentation skills
3. Develop their philanthropic approach and collaborative approach

Attendance Policy

Attendance is not mandatory. However, class participation is 10% of the final grade, and repeated absences make participation challenging. Tardiness is disrespectful to others and as a result will be reflected in participation grades. Students who are sick should not attend class. Notice of planned absences is appreciated but not required. Class participation and presentations may not be made-up unless in the case of an emergency, religious, or major personal obligation. If religious or major personal obligations will conflict with any of these, prior notification is required so please speak with me as soon as possible to find an optimal solution (<https://orsl.usc.edu/life/calendar/absences/>).

If you are sick or experiencing any ill symptoms do not come to class; stay home, rest, and obtain relevant treatment. If you do come to class sick you will not be allowed to stay, and your grade will be reduced as a result of the disruption and risk. You will have access to class recordings and lecture slides should you miss class and are always welcome to meet one-on-one with me. It is expected that most of us (myself included) will miss some class because of these policies, but it is for everyone's benefit that we respect and follow the policies.

Technology Policy

We will meet in person twice a week. While recordings of our sessions will be available on Blackboard for students who are not able to attend, this is not a hybrid class and virtual attendance will not be feasible. No personal recording or photography is allowed. Further, the recorded sessions on Blackboard may not be distributed outside of enrolled students in the course.

Cell phones are not allowed in class and any use will be reflected in class participation grades. Laptops are tentatively permitted for notetaking but not recommended. Research (and my own experience in the classroom) overwhelmingly show they decrease knowledge retention and engagement. If the class is not able to participate fully, they will become prohibited. No technology is allowed during student presentations or guest speakers.

Readings

Articles & Cases: Required article and news readings are listed by citation on the weekly schedule and are available through the USC Libraries/Google. Many readings are also posted to Blackboard and denoted with (BB) in the weekly schedule otherwise, all articles can be accessed when logged into the USC libraries system.

Resources:

You will often pull and read nonprofit's Form 990s (their annual tax form). These are most easily accessed via ProPublica. [<https://projects.propublica.org/nonprofits/>]

Candid has more in-depth information available but limits the content free subscribers can access [<https://candid.org/>]

The Center on Philanthropy & Public Policy's website has access to many relevant research reports, papers, and videos [<https://cphp.usc.edu/research/>]

The Chronicle of Philanthropy Weekly Newsletter is recommended to stay up to date on philanthropic news: [https://philanthropy.com/page/Get-Newsletters/543?cid=cpf_nwsl]

Assignment Policies

Assignments are due at the start of class on the specified due date. Late assignments are not accepted unless prior instructor approval is received. Grading rubrics are posted on Blackboard. I may use submitted assignments as examples in future classes. If you would not like your work used in this way, please notify me. Incidence of academic integrity violations will be reported and follow the policy outlined below.

Assignments

1. *Nonprofit/Foundation Analysis & Presentation* (15% of final grade): Students will select a 501(c)3 nonprofit organization or private foundation to present on to the class. The presentations will cover the background of the nonprofit, their structure, financial state, and public good provision. Half the class will present on nonprofit service delivery or advocacy organizations while the other half will present on private foundations.
2. *Giving Workshop* (15% of final grade): Students will write a short paper establishing their own approach to philanthropy. Students will craft a philanthropic mission statement and giving strategy. They will then identify prospects, conduct due diligence, and propose grant allocations given different budgetary constraints.
3. *Giving Circle* (25% of final grade): With support from the Price School, students will engage in a unique opportunity to make actual grants to nonprofit organizations. Towards the end of term, students will individually identify a potential grantee, draft a grant proposal on their behalf, and pitch it to the class. As a group, students will come together to form a giving circle and define a unified approach with a mission statement and giving strategy. Then they will evaluate the prospects and allocate funds to local select nonprofit organizations. The grant proposal accounts for 15% of the final grade while the collaborative giving circle is 10%.
4. *Midterm & Final Exams* (35% of final grade): There will be two exams during the semester that assess your comprehension of the readings and discussions on the variety of topics presented throughout the semester. The final will not be cumulative. The exam with a higher score is worth 20% of the final grade and the other is worth 15%.
5. *Class Participation* (10% of final grade): In-class meetings heavily revolve around student-led discussion; thus, its success depends on student participation. Students are expected to come to class prepared to discuss the current readings and lectures with thoughtful commentary and questions. There will be **weekly reading pop quizzes**. It is expected that discussions are respectful of all participants and their diverse views. Grades will reflect the *quality* of student participation in class discussion, respect to others, and attentiveness to student presentations.

Grade Breakdown & Scale

Assignment	Grade %	Letter Grade	Grade %
Nonprofit Presentation	15 %	A	94-100
Group Workshop	15 %	A-	90-93.9
Giving Circle	25 %	B+	88-89.9
Midterm Exam	15 %	B	83-87.9
Final Exam	20 %	B-	80-82.9
Class Participation	10 %	C+	78-79.9
Total	100%	C	73-77.9
		C-	70-72.9
		D	60-69.9
		F	< 60

Academic Integrity:

The University of Southern California is a learning community committed to developing successful scholars and researchers dedicated to the pursuit of knowledge and the dissemination of ideas. Academic misconduct, which includes any act of dishonesty in the production or submission of academic work, comprises the integrity of the person who commits the act and can impugn the perceived integrity of the entire university community. It stands in opposition to the university's mission to research, educate, and contribute productively to our community and the world.

All students are expected to submit assignments that represent their own original work, and that have been prepared specifically for the course or section for which they have been submitted. You may not submit work written by others or "recycle" work prepared for other courses without obtaining written permission from the instructor(s).

Other violations of academic integrity include, but are not limited to, cheating, plagiarism, fabrication (e.g., falsifying data), collusion, knowingly assisting others in acts of academic dishonesty, and any act that gains or is intended to gain an unfair academic advantage.

The impact of academic dishonesty is far-reaching and is considered a serious offense against the university. All incidences of academic misconduct will be reported to the Office of Academic Integrity and could result in outcomes such as failure on the assignment, failure in the course, suspension, or even expulsion from the university.

For more information about academic integrity see [the student handbook](#) or the [Office of Academic Integrity's website](#), and university policies on [Research and Scholarship Misconduct](#).

Don't cheat. Don't plagiarize. Don't be dishonest. It will not be tolerated. Any incident will be reported. If you are confused on what is plagiarism, please review the library's guide [<https://libguides.usc.edu/c.php?g=234929&p=1559180>]. If you have any further questions as to what constitutes unauthorized assistance on an exam or assignment, or what information requires citation and/or attribution, ask me.

Students and Disability Accommodations:

USC welcomes students with disabilities into all of the University's educational programs. The Office of Student Accessibility Services (OSAS) is responsible for the determination of appropriate accommodations for students who encounter disability-related barriers. Once a student has completed the OSAS process (registration, initial appointment, and submitted documentation) and accommodations are determined to be reasonable and appropriate, a Letter of Accommodation (LOA) will be available to generate for each course. The LOA must be given to each course instructor by the student and followed up with a discussion. This should be done as early in the semester as possible as accommodations are not retroactive. More information can be found at osas.usc.edu. You may contact OSAS at (213) 740-0776 or via email at osasfrontdesk@usc.edu.

Below is the standard set of university resources for a variety of issues. If you are having any problems or concerns, please feel free to reach out to me directly. I am always happy to talk and offer whatever support I can.

Price students also should review internal resources: [<https://priceschool.usc.edu/students/resources/>]

Support Systems:

- Counseling and Mental Health - (213) 740-9355 – 24/7 on call: Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention.
- 988 Suicide and Crisis Lifeline - 988 for both calls and text messages – 24/7 on call: The 988 Suicide and Crisis Lifeline (formerly known as the National Suicide Prevention Lifeline) provides free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week, across the United States. The Lifeline is comprised of a national network of over 200 local crisis centers, combining custom local care and resources with national standards and best practices. The new, shorter phone number makes it easier for people to remember and access mental health crisis services (though the previous 1 (800) 273-8255 number will continue to function indefinitely) and represents a continued commitment to those in crisis.
- Relationship and Sexual Violence Prevention Services (RSVP) - (213) 740-9355 (WELL) – 24/7 on call: Free and confidential therapy services, workshops, and training for situations related to gender- and power-based harm (including sexual assault, intimate partner violence, and stalking).
- Office for Equity, Equal Opportunity, and Title IX (EEO-TIX) - (213) 740-5086: Information about how to get help or help someone affected by harassment or discrimination, rights of protected classes, reporting options, and additional resources for students, faculty, staff, visitors, and applicants.
- Reporting Incidents of Bias or Harassment - (213) 740-5086 or (213) 821-8298: Avenue to report incidents of bias, hate crimes, and microaggressions to the Office for Equity, Equal Opportunity, and Title for appropriate investigation, supportive measures, and response.
- The Office of Student Accessibility Services (OSAS) - (213) 740-0776: OSAS ensures equal access for students with disabilities through providing academic accommodations and auxiliary aids in accordance with federal laws and university policy.
- USC Campus Support and Intervention - (213) 740-0411: Assists students and families in resolving complex personal, financial, and academic issues adversely affecting their success as a student.
- Diversity, Equity and Inclusion - (213) 740-2101: Information on events, programs and training, the Provost's Diversity and Inclusion Council, Diversity Liaisons for each academic school, chronology, participation, and various resources for students.
- USC Emergency - UPC: (213) 740-4321, HSC: (323) 442-1000 – 24/7 on call: Emergency assistance and avenue to report a crime. Latest updates regarding safety, including ways in which instruction will be continued if an officially declared emergency makes travel to campus infeasible.
- USC Department of Public Safety - UPC: (213) 740-6000, HSC: (323) 442-1200 – 24/7 on call: Non-emergency assistance or information.
- Office of the Ombuds - (213) 821-9556 (UPC) / (323-442-0382 (HSC) : A safe and confidential place to share your USC-related issues with a University Ombuds who will work with you to explore options or paths to manage your concern.
- Occupational Therapy Faculty Practice - (323) 442-2850 or otfp@med.usc.edu: Confidential Lifestyle Redesign services for USC students to support health promoting habits and routines that enhance quality of life and academic performance.

Course Overview

This *tentative* schedule provides the topics and assignments due for each class. Readings are listed in the detailed schedule below. Assignments are due at the start of class via Blackboard. Any changes to the schedule will be announced in class and noted on Blackboard.

Week	Tuesday Session	Thursday Session	Assignments Due
1	Course Overview & Introductions	Sector Overview	
2	Types of Nonprofits	Types of Foundations	Thur, 1/19 Presentation Slot
3	Religious Congregations	Public Policies of the Sector	Tue, 1/24 NP Selection if applicable
4	Financing & Reporting	Management & Governance	
5	<i>Nonprofit Presentations</i>		Tue, 2/7 NP Slide Deck if applicable
6	Sector Highlights	Guest Speaker: Rita Fuerst	Thur, 2/16 PF Selection if applicable
7	<i>No Class Meeting</i>	<i>Midterm Exam</i>	
8	Philanthropic Strategies	Financing Innovation	
9	<i>Foundation Presentations</i>		Tue, 3/7 PF Slide Deck if applicable
10	<i>Spring Break – No Class Meetings</i>		
11	Evaluation & Measurement	Innovative Nonprofits; Guest Speaker: David Barth	
12	Careers in the Sector Guest Speaker Panel	Partnerships & Collaboration	Tue, 3/28 Giving Workshop
13	Giving Circle: Mission	Giving Circle: Strategy	
14	<i>No Class Meeting</i>	Grant Proposal Q&A	Tue, 4/11 Grant Proposal Video
15	<i>Finalists Live Pitches</i>	Giving Circle: Debate	
16	Giving Circle: Decisions	Final Discussion & Wrap-up	
Final	<i>Final Exam, May 4th</i>		

Detailed Course Schedule

This *tentative* schedule provides the topics, reading, and assignments for each class. It is expected that all readings are completed before class. Assignments are due at the start of class via Blackboard. Any changes to the schedule will be announced in class and noted on Blackboard.

Week 1: Overview & Introductions

Tuesday January 10th – Course Overview & Introductions

- Complete the Qualtrics Survey (BB)
- Readings
 - Course Syllabus (BB)

Thursday January 12th – Public Goods & the Nonprofit Sector

- Readings
 - Salamon: America's Nonprofit Sector Excerpt (BB)

Week 2: Types of Organizations in the Sector

Tuesday January 17th – Types of Nonprofits; Nonprofit Presentation Assignment Overview

- Review National Council of Nonprofits website [<https://www.councilofnonprofits.org/>]
- Readings
 - Gauss, A. (2015). Why we love to hate nonprofits. *Stanford Social Innovation Review*, July 29, 2015.
 - Reich, R., Dorn, L., & Sutton, S. (2009). Anything Goes: Approval of nonprofit status by the IRS. *Stanford University Center on Philanthropy and Civil Society*, October 2009.

Thursday January 19th – Types of Foundations

- *** Due:** Presentation slots selected
- Watch Darren Walker's CPPP Seminar Video (Link on BB)
- Review Philanthropic Association websites:
 - Council of Foundations [<https://cof.org/>]
 - Philanthropy Roundtable [<https://www.philanthropyroundtable.org/>]
- Readings
 - Carnegie, A. (1889). Wealth. *The North American Review*, 148(391), 653-664. {AKA: The Gospel of Wealth}
 - Gift letter from Buffett to Gates, June 26, 2006. (BB)

Week 3: Public Policies of the Sector

Tuesday January 24th – Religious Congregations

- *** Due:** Nonprofit selection due if applicable
- Readings
 - Chaves, M. (2003). Debunking Charitable Choice: The Evidence Doesn't Support the Political Left or Right. *Stanford Social Innovation Review*, Summer 2003, 28-36.
 - Khan, S. (2017). Is Muslim Philanthropy in the US Coming into its own? *Nonprofit Quarterly*, March 3rd
 - Suozzo, A. (2022). Right-wing think tank Family Research Council is now a church in eyes of the IRS. *Propublica*, July 11
 - Levine, M. (2018). Jewish Fed Instructs Nonprofit Members to Avoid Gun Control – One Declines, *Nonprofit Quarterly*, February 26
 - Associated Press (2022). Florida's new abortion law violates religious freedom, a synagogue's lawsuit says, *NPR*, June 15.

Thursday January 26th – Public Policies Governing the Sector

- Readings
 - Reid, Andrew. "It's About Freedom, Not Finances." *Philanthropy Magazine*, Summer 2013. (BB)
 - Reich, R. (2005). A Failure of Philanthropy. *Stanford Social Innovation Review*, Winter 2005.
 - Strom, S. (2011). California Scrutinizes Nonprofits, Sometimes Ending a Tax Exemption. *The New York Times*, August 14, 2011. (BB)
 - Fahrenthold, D., Closson, T., Tate, J. (2022). 76 Fake Charities Shared a Mailbox. The IRS approved them all. *The New York Times*, July 3, 2022. (BB)

Week 4: Finances & Management of the Sector

Tuesday January 31st – Finances & Reporting

- Review the IRS Form 990
- Watch Dan Pollotta's Ted Talk [<https://www.youtube.com/watch?v=bfAzi6D5FpM>]
- Watch Alan's Form 990 argument (link on BB)
- Readings
 - Goggins Gregory, A. & Howard, D. (2009). The Nonprofit Starvation Cycle. *Stanford Social Innovation Review*, Fall 2009.
 - Polanco, Hilda H. and Summers, John. (2016). "Keep It in Reserve: Grantmaking for a Rainy Day". *Nonprofit Quarterly* (BB)
 - Mitchell, G. E., & Calabrese, T. D. (2022). The Hidden Cost of Trustworthiness. *Nonprofit and Voluntary Sector Quarterly*.
 - Lindsay, D. (2022). How Fundraising Can Bring Americans Back to Giving – if it Changes. *The Chronicle of Philanthropy*, July 12.
 - Anft, M. (2021). Ore. Group Shows Charities How to Earn Income. *The Chronicle of Philanthropy*, April 27

Thursday February 2nd – Nonprofit Management; Presentation Overview

- Readings
 - Millesen, Judith L. (2018) “Who “Owns” Your Nonprofit?”. Nonprofit Quarterly, (BB)
 - Davis, S. (2021). Unionization Trend Continues in Nonprofit Sector. *GrantStation*, January 21st
 - Berman, G. (2022). Leaders must confront declining trust in the nonprofit world – before it’s too late. *The Chronicle of Philanthropy*, August 2.
 - Battilana, J., Lee, M., Walker, J., and C. Dorsey. (2012). In Search of the Hybrid Ideal. *Stanford Social Innovation Review*, Summer 2012.
 - Dees, J.G. (1998). Enterprising Nonprofits, *Harvard Business Review*, January-February Issue.

Week 5: Nonprofit Presentations

Tuesday February 7th – Nonprofit Presentations

- *** Due:** Slide Decks due by 12:00 pm, if applicable

Thursday February 9th – Nonprofit Presentations

Week 6: Sector Highlights & Nonprofit Governance

Tuesday February 14th – Sector Highlights

- Watch assigned CPPP seminar video: Leading Boldly Seminar [<https://cppp.usc.edu/forums-roundtables/leading-boldly/>]
- Readings
 - Hyman, D. & Bai, G. (2022) Nonprofit Hospitals’ Community Benefits Should Square with Their Tax Exemptions. They Often Don’t. *Cato Institute*, February 17. (BB)
 - Howard, T. (2022). Op-Ed: UCLA’s Big Ten move would be a boon for supporting student athletes. *The Los Angeles Times*, Dec 13th
 - Kartje, R. (2022). USC football vs. its own donors and fans? A fight develops for control of endorsements. *The Los Angeles Times*, August 9th
 - Shaywitz, D. (2012). Mission Critical: How translation-focused disease foundations may save medical research. *The Atlantic*, April 20, 2012. (BB)
 - Moore, T. (2022). Black Diaper Bank leaders share struggles and success. *Candid*, April 7th (BB)
 - Moody, C. (2020). Tiny Homes for Austin’s Homeless. *Reason*, January

Thursday February 16th – Guest Speaker Rita Fuerst Adams of Charitable & Philanthropic Management Counsel; Midterm Exam Overview

- *** Due:** Foundation Selection due, if applicable

Week 7: Midterm Exam

Tuesday February 21st – *No Class Meeting*

Thursday February 23rd – Midterm Exam

Week 8: Philanthropy

Tuesday February 28th – Philanthropic Strategies

- Review the Top 50 Donors [<https://www.philanthropy.com/article/the-philanthropy-50>]
- Readings
 - Letts, C., Ryan, W., and A. Grossman. (1997). Virtuous Capital: What Foundations Can Learn from Venture Capitalists. *Harvard Business Review*, 75(2), March/April, 2-7.
 - Kimball, K. and Kopell, M. (2011). Letting Go. *Stanford Social Innovation Review*, Spring 2011. (BB)
 - Porter, Michael & Kramer, Mark. (November – December 1999.) “Philanthropy’s New Agenda: Creating Value, *Harvard Business Review*.
 - Ostrower, Francie. (2016). “Perpetuity of Spend Down: Does the Notion of Lifespan Matter in Organized Philanthropy?”, *Nonprofit Quarterly* (BB)
 - Voytko, L. (2021). The Tortoise vs The Hare: how Jeff Bezos and his ex are giving their money away. *Forbes*, July 22nd (BB)
 - Tedesco, J. (2022). Cancel Culture Targets Charity, *The Wall Street Journal*, Jan 19th (BB)
 - Naylor, N. & Blackwell, N. (2022). Freeing ourselves from colonial, white savior models of philanthropy. *Nonprofit Quarterly*, June 16. (BB)

Thursday March 2nd – Financing Innovations; Giving Workshop Assignment Overview

- Painter, G., Fox, C., O’Leary, C., and Albertson, K. (2018). Social Impact Bonds: More Than One Approach. *Stanford Social Innovation Review*. December 28, 2018. (BB)

Week 9: Private Foundation Presentations

Tuesday March 7th – Private Foundation Presentations

- *** Due:** Slide Decks due by 12:00 pm if applicable

Thursday March 9th – Private Foundation Presentations

Week 10: Spring Break

Tuesday March 14th – *No Class, Spring Break*

Thursday March 16th – *No Class, Spring Break*

Week 11: Strengths & Weaknesses in the Sector

Tuesday March 21st – Evaluation & Measurement

- Readings
 - Mary Kay Gugerty and Dean Karlan, “Measuring Impact Isn’t For Everyone.” *Stanford Social Innovation Review (Blog)*. April 2, 2014.
 - Sawhill, John and Williamson, David. “Measuring What Matters in Nonprofits.” *McKinsey Quarterly*, May 2001.
 - Lowell, Stephanie, Trelstad, Brian & Meehan, Bill. “The Ratings Game: Evaluating the three groups that rate the charities.” *Stanford Social Innovation Review*. Summer 2005.
 - Stegman, E. & Bad Heart Bull, C. (2022). Philanthropy’s love of data must extend to underfunded and frequently ignored indigenous people. *The Chronicle of Philanthropy*, August 9th

Thursday March 23rd – Innovative Nonprofits; Guest Speaker: David Barth, SVP Save the Children

- Review Civica’s Website [<https://civicarx.org/>]
- Review CostPlus Drugs Website [<https://costplusdrugs.com/>]
- Review The Ocean Cleanup Website [<https://theoceancleanup.com/donate/>]
- Review The Good Science Project’s Website [<https://goodscienceproject.org/>]
- Watch assigned CPPP seminar videos
 - Alberto Ibargüen, Local Journalism & Democracy [<https://cppp.usc.edu/speakers-series-conversations/distinguished-speakers-series/>]
 - Kelli Rhee, Arnold Foundation [<https://cppp.usc.edu/speakers-series-conversations-kelli-rhee/>]
- Readings
 - Schiller, B. (2012). Piggybacking On Coke's Supply Chain To Deliver Aid. *Fast Company*, October 1, 2012. (BB)

Week 12: Finding Your Role

Tuesday March 28th – Careers in the Sector Guest Speaker Panel featuring:

- *** Due:** Giving Workshop paper
- Jessica Colburn, Fundraising Consultant for The Lawyers’ Committee for Civil Rights Under Law
- Jennifer Nhieu, Controller for The Music Center Foundation
- Kelsey Rignot, Human Resources for Planned Parenthood Pasadena & San Gabriel Valley
- Casey White, Consulting Manager for Kinetic West; former Program Officer BMGF and Managing Director TFA

Thursday March 30th – Partnerships & Collaboration; Giving Circle Assignment Overview

- Watch assigned CPPP Seminar on LA Urban Funders [<https://cPPP.usc.edu/speakers-series-conversations/los-angeles-urban-funders-retrospect/>]
- Watch assigned CPPP seminar on Philanthropy & The City [<https://cPPP.usc.edu/forums-roundtables/philanthropy-and-the-city-2021/>]
- Readings
 - Ferris, J., “Is this the New Golden Age of Philanthropy: An Assessment of the Changing Landscape,” *Voluntary Sector Review*, 2016. (BB)
 - Ostrower, F. (2005). The Reality Underneath the Buzz of Partnerships. *Stanford Social Innovation Review*, 34-41.
 - Ferris, J. and Williams, N. (2019) Scaling Up: How Philanthropy Helped Unlock \$4.7 Billion to Tackle Homelessness in Los Angeles County. *USC Center on Philanthropy and Public Policy*, August 2019. (BB)
 - Kania, J. and Kramer, M. (2011) Collective Impact. *Stanford Social Innovation Review*, Winter 2011. (BB)

Week 13: Giving Circle

Tuesday April 4th – Giving Circle: Mission; Grant Proposal Video Assignment Overview

Thursday April 6th – Giving Circle: Strategy

Week 14: Grant Proposal Pitches

Tuesday April 11th – *No Live Class Meeting: Watch Proposal Videos*

- *** Due:** Grant Proposal Videos

Thursday April 13th – Grant Proposal Q&A

Week 15: Giving Circle Finalists

Tuesday April 18th – Finalists Live Pitches

Thursday April 20th – Giving Circle: Debate

Week 16: Giving Circle & Course Wrap-up

Tuesday April 25th – Giving Circle: Decisions

Thursday April 27th – Big Issues Discussion & Reflection; Final Exam Overview

- Readings
 - Bielefeld, Wolfgang. (2014) “The Challenges of New Nonprofits”, *Nonprofit Quarterly* (BB)
 - Buchanan, P. (2015). Technology start-ups don’t hold all the answers for ‘broken’ nonprofits. *The Chronicle of Philanthropy*, January 20, 2015. (BB)
 - The Economist (2021). Bridgespan Group: the most powerful consultants you’ve never heard of: The charity-industrial complex, December 22nd
 - Westhoff, E. (2021). How philanthropy is fueling American division. *National Review*, April 18th
 - Powell, M. (2022). Once a bastion of free speech, the ACLU faces an identity crisis. *The New York Times*, June 6; updated Sept 28, 2021. (BB)

Final Exam: Thursday May 4th, 4:30 pm to 6:30 pm