USC Price

PPD 689: The Nonprofit Sector & Philanthropy
Wednesdays 2:00-5:20 pm
Location: RGL 215

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Schedule an appointment at:
https://calendly.com/graddyreed/student-meeting

Course Description

In the United States, the nonprofit sector and philanthropy offer a unique vehicle to create social change and spur public good provision. Many important innovations have been the direct 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 of the sector and its economic, political, and social rationale within a US context. Careful attention is placed on the relationships between nonprofit organizations and to government, for-profits, and social enterprises. The implications for and challenges of policy, strategy, and management are discussed.

Learning Objectives

This course aims for students to:
1. Gain a deeper understanding of the nonprofit sector and philanthropy within the US
2. Develop critical assessments of nonprofit organizations and policies
3. Evaluate philanthropic strategies regarding public good provision
4. Strengthen your critical thinking and presentation skills

Technology Policy

We will meet in person weekly. While this is not a hybrid class, recordings of our sessions will be available on Blackboard for students who are not able to attend. While the live sessions will be recorded and posted to Blackboard, 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 permitted but not recommended. Research (and my own experience in the classroom) overwhelmingly show they decrease knowledge retention and engagement. If your use of technology is distracting other students, it will be reflected in your participation grade.

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/).

Readings

Articles & Cases: Required article and news readings are listed by citation on the weekly schedule and are available through the USC Libraries or 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: Candid is now home of both Guidestar and the Foundation Center. You will need to create a free user account to access information for research [https://candid.org/]

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

Subscription: 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. Assignments must be submitted via Blackboard. 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.

Don't cheat. Don't plagiarize. Don't be dishonest. Any incident will be reported.

Assignments

Each assignment has a detailed overview posted on Blackboard along with relevant rubrics and examples.

1. *Nonprofit Organization Analysis & Presentation* (10% of final grade): Students will select a 501(c)3 nonprofit organization focused on service delivery and/or policy advocacy to create a profile of the organization, their structure, financial state, and public good provision. Groups of 2-3 students will then provide a presentation to the class on their chosen organizations, the similarities and differences, and strengths and weaknesses of the set.

2. *Private Foundation Analysis & Presentation* (10% of final grade): Similar to the nonprofit analysis, students will also select a private grantmaking foundation and create a profile of the organization and then make a group presentation.

3. *Giving Workshop* (20% of final grade): Throughout the semester, we will work on a giving workshop, where students will establish their own approaches to philanthropy. Elements include identifying a philanthropic mission, creating a giving strategy, identifying prospects,

and evaluating grantees and strategies. For each element, students will write a short reflection, which we will then discuss in class.

4. *Policy Project* (25% of final grade): Students will argue *against* their personal beliefs for or against a policy related to the nonprofit sector. Within the project, students will synthesize an argument into a variety of mediums to argue their case to a wide-reaching audience. Elements will include short written pieces such as a tweet and an op-ed as well as data visualizations. Students will present their arguments to the class.

    a. PhD Alternative (optional): If you are working towards a doctoral degree, as an alternative to the policy project, you may instead write a research paper. If you are interested in pursuing this option, please reach out to me early in the semester to discuss your idea. Papers will pose a specific research question relevant to philanthropy or the nonprofit sector, utilize an existing data set, conduct quantitative or qualitative analysis, and review the relevant literature.

5. *Group Evaluation Project* (25% of final grade): Throughout the semester, students will work in small groups to evaluate a nonprofit or social enterprise. Much like a mini consulting project, students will work in teams with clients to provide valuable feedback to improve the organization. The project culminates in a group presentation with your evaluation and assessment.

6. *Class Participation* (10% of final grade): This course is a combination of lecture and discussion, thus its success depends on student participation. Students are expected to come to class prepared to discuss the current readings and topics with thoughtful commentary and questions. It is also expected that discussions are respectful of all participants and their views. Grades will reflect the quality of student participation in class discussion, respect to others, and attentiveness to presentations.

Grade Breakdown & Scale

Assignment	Grade %
Nonprofit Analysis	10%
Foundation Analysis	10%
Giving Workshop	20%
Policy Project	25%
Evaluation Project	25%
Class Participation	10%
Total	100%

Letter Grade	Grade %
A	94-100
A-	90-93
B+	87-89
B	83-86
B-	80-82
C+	77-79
C	70-76
Not Passing	< 70

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/*]

Academic Conduct: Plagiarism – presenting someone else's ideas as your own, either verbatim or recast in your own words – is a serious academic offense with serious consequences. Please familiarize yourself with the discussion of plagiarism in SCampus in Part B, Section 11, "Behavior Violating University Standards" policy.usc.edu/scampus-part-b. Other forms of academic dishonesty are equally unacceptable. See additional information in SCampus and university policies on Research and Scholarship Misconduct.

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.

Support Systems:

Counseling and Mental Health - (213) 740-9355 – 24/7 on call
studenthealth.usc.edu/counseling
Free and confidential mental health treatment for students, including short-term psychotherapy, group counseling, stress fitness workshops, and crisis intervention.

National Suicide Prevention Lifeline - 1 (800) 273-8255 – 24/7 on call
suicidepreventionlifeline.org
Free and confidential emotional support to people in suicidal crisis or emotional distress 24 hours a day, 7 days a week.

Relationship and Sexual Violence Prevention Services (RSVP) - (213) 740-9355(WELL), press "0" after hours – 24/7 on call
studenthealth.usc.edu/sexual-assault
Free and confidential therapy services, workshops, and training for situations related to gender-based harm.

Office for Equity, Equal Opportunity, and Title IX (EEO-TIX) - (213) 740-5086
eeotix.usc.edu
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
usc-advocate.symplicity.com/care_report

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.usc.edu
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) 821-4710
campussupport.usc.edu
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
diversity.usc.edu
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
dps.usc.edu, emergency.usc.edu
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) 442-120 – 24/7 on call
dps.usc.edu
Non-emergency assistance or information.

Office of the Ombuds - (213) 821-9556 (UPC) / (323-442-0382 (HSC)
ombuds.usc.edu
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) 442-33*40 or otfp@med.usc.edu
chan.usc.edu/otfp
Confidential Lifestyle Redesign services for USC students to support health promoting habits and routines that enhance quality of life and academic performance.

Detailed Course Schedule

This tentative schedule provides the topics, reading, and assignments for each class. It is expected that all readings and asynchronous elements are completed before class. Assignments are due at the start of class. Any changes to the schedule will be announced in class and noted on Blackboard. Readings followed by (BB) are posted on Blackboard.

Part I: The Nonprofit Sector

Week 1: August 24th The Nonprofit Sector & Philanthropy
* Due: In-take Survey (BB)
- Readings:
  - Course Syllabus (BB)
  - Zeveloff, J. (2016). There's a brilliant reason why Van Halen asked for a bowl of M&Ms with all the brown candies removed before every show, *Insider* (BB)

Week 2: August 31st Public Policies for the Sector; Sector Highlight: Health
 * Due: Students select a nonprofit organization to analyze
- Asynchronous:
  - Review Civica's Website [https://civicarx.org/]
  - Review CostPlus Drugs Website [https://costplusdrugs.com/]
- Readings:
  - Arnsberger, P., Ludlum, M., Riley, M., and Stanton, M. (2008). A History of the Tax-Exempt Sector: An SOI Perspective. *Statistics of Income Bulletin,* Winter.
  - Chaves, M. (2003). Debunking Charitable Choice: The Evidence Doesn't Support the Political Left or Right. *Stanford Social Innovation Review*, Summer 2003, 28-36.
  - Reich, R. (2005). A Failure of Philanthropy. *Stanford Social Innovation Review*, Winter 2005.
  - Reid, Andrew. "It's About Freedom, Not Finances." *Philanthropy Magazine*, Summer 2013. (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)
  - Hyman, D. & Bai, G. (2022) Nonprofit Hospitals' Community Benefits Should Square with Their Tax Exemptions. They Often Don't. *Cato Institute,* February 17. (BB)

Week 3: September 7th Types of Nonprofits: Public Charities & Private Foundations; Sector Highlight: Religion
 * Due: Giving Workshop Part 1: Mission
- Readings:
  - Salamon: America's Nonprofit Sector Excerpt (BB)
  - 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.
  - Gauss, A. (2015). Why we love to hate nonprofits. *Stanford Social Innovation Review*, July 29, 2015.

Part II: Management & Strategies

Week 4: September 14th Nonprofit Finances & Reporting; Sector Highlight: Arts
- Asynchronous:
    - Watch Dan Pollotta's Ted Talk [https://www.youtube.com/watch?v=bfAzi6D5FpM]
    - Review the IRS Form 990
- Readings:
    - Foster, William Landes, Kim Peter & Christiansen, Barbara. "Ten Nonprofit Funding Models". *Stanford Social Innovation Review.* Spring 2009.
    - 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
    - Armstrong, D. & Gabrielson, R. (2021). St. Jude Hoards Billions While Many of its Families Drain their Savings. *Propublica*

Week 5: September 21st *Nonprofit Presentations*
 * Due: Slide Deck

Week 6: September 28th Nonprofit Management: Boards & Governance; Sector Highlight: Education
 * Due: Students select a foundation to analyze
         Students select a policy position for policy campaign assignment
- Asynchronous:
    - Watch CPPP's Seminar with Darren Walker, Ford Foundation President [https://cppp.usc.edu/speakers-series-conversations/walkerdss/]
- Readings:
    - Ostrower, F. (2007). Nonprofit Governance in the United States. *The Urban Institute, Center on Nonprofits and Philanthropy.* (BB)
    - Millesen, Judith L. (2018) "Who "Owns" Your Nonprofit?". *Nonprofit Quarterly*, (BB)
    - Bell, Jeanne. (2020) "Beyond Financial Oversight: Expanding the Board's Role in the Pursuit of Sustainability". *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.
    - Kartje, R. (2022). USC football vs. its own donors and fans? A fight develops for control of endorsements. *The Los Angeles Times,* August 9th

Week 7: October 5th Philanthropic Strategies; Sector Highlight: Science

- Asynchronous:
  - Watch CPPP Seminar with Thomas Tierney & Joel Fleishman, Give Smart [https://cppp.usc.edu/speakers-series-conversations/give-smart/]
  - Review the Top 50 Donors [https://www.philanthropy.com/article/the-philanthropy-50]
  - Review The Good Science Project's Website [https://goodscienceproject.org/]
- Readings:
  - Carnegie, A. (1889). Wealth. *The North American Review*, 148(391), 653-664. {AKA: The Gospel of Wealth}
  - Porter, Michael & Kramer, Mark. (November – December 1999.) "Philanthropy's New Agenda: Creating Value, *Harvard Business Review*.
  - 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.
  - Ostrower, Francie. (2016). "Perpetuity of Spend Down: Does the Notion of Lifespan Matter in Organized Philanthropy?", *Nonprofit Quarterly* (BB)
  - Kimball, K. and Kopell, M. (2011). Letting Go. *Stanford Social Innovation Review*, Spring 2011. (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)
  - Shaywitz, D. (2012). Mission Critical: How translation-focused disease foundations may save medical research. *The Atlantic*, April 20, 2012. (BB)

Week 8: October 12th *Private Foundation Presentations*
 * Due: Slide Deck

Week 9: October 19th Solving Big Problems through Partnership; Guest: Client for Evaluation Assignment
- Asynchronous:
  - Watch assigned CPPP Seminar on LA Urban Funders [https://cppp.usc.edu/speakers-series-conversations/los-angeles-urban-funders-retrospect/]
- 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)
  - Social Venture Partners Case Study (BB)

Part III: Progress and the Future of the Sector

Week 10: October 26ᵗʰ Evaluation & Measurement; Sector Highlight: Human Service
* **Due:** Giving Workshop Part 2
- Readings:
  - Brest, P. (2010). The Power of Theories of Change. *Stanford Social Innovation Review*, Spring 2010. (BB)
  - 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.
  - Cunningham, K. and Ricks, M. (2004). Why Measure. *Stanford Social Innovation Review*, Summer 2004
  - Moore, T. (2022). Black Diaper Bank leaders share struggles and success. *Candid,* April 7ᵗʰ (BB)
  - 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
  - Moody, C. (2020). Tiny Homes for Austin's Homeless. *Reason,* January

Week 11: November 2ⁿᵈ Innovation in and from the Sector; Sector Highlight: Environmental
* **Due:** Group Evaluation Project Deliverable 1
- Asynchronous:
  - Watch assigned CPPP Seminar video
    - 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/]
  - Review The Ocean Cleanup Website [https://theoceancleanup.com/donate/]
- Readings:
  - 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.
  - Schiller, B. (2012). Piggybacking On Coke's Supply Chain To Deliver Aid. *Fast Company*, October 1, 2012. (BB)
  - 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)
  - Di Mento, M. (2022). Wendy Schmidt Gives Big to Protect the Ocean and Fight Climate Change. *The Chronicle of Philanthropy,* August 9ᵗʰ

Week 12: November 9ᵗʰ Final Project Presentations
* **Due:** Slide Deck; Policy Survey

Week 13: November 16th *TBD Client Interviews for Evaluation Project*

Week 14: November 23rd *Thanksgiving Break No Class*

Week 15: November 30th Future Issues & Giving Circle
 * Due: Giving Workshop Part 3
- Asynchronous:
  - Watch assigned CPPP Seminar video
    - Philanthropy & The City [https://cppp.usc.edu/forums-roundtables/philanthropy-and-the-city-2021/]
    - Leading Boldly Seminar [https://cppp.usc.edu/forums-roundtables/leading-boldly/]
- Readings:
  - Buffett, Peter. (2013). The Charitable-Industrial Complex. *The New York Times*, July 26, 2013. (BB)
  - 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 Period: December 9th *Group Project Presentations*
 * Due: Slide Deck