

**Princeton University
Woodrow Wilson School
Fall 2008**

WWS 527d – Foundations as Change Agents

*Mondays, 1:00-4:00 PM
Robertson 035*

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Seminar Description

Foundations are uniquely American institutions. They enjoy privileged status under the law in exchange for the expectation that they will support worthy causes that benefit society. Many foundations indeed provide valued financial assistance to educational, cultural, social service, civil rights, health-related and other non-governmental organizations that serve as the indispensable infrastructure of communities across the country.

Yet some foundations, especially large ones, have grander and more aggressive ambitions. They aspire to function as proactive change agents that are instrumental in incubating and creating new institutions, fostering and deploying new knowledge, cultivating and spreading innovative ideas, spawning and sustaining social movements, informing and shaping public opinion, reforming major institutions and service delivery systems, and impacting public policy.

This seminar will focus on the foundation as change agent. Among other topics, we will examine: (1) the original and continuing rationale for the existence of foundations; (2) significant examples of this catalytic role achieving its intended purpose; (3) high profile instances where best intentions backfired; and (4) the controversies that can arise when foundations choose sides in ideologically charged debates. The seminar will also concentrate on the spirited criticism that occasionally erupts over whether foundations are sufficiently transparent and accountable for their expenditures and impact; whether they should exist in perpetuity or be required to spend their way out of existence; whether and how they should be held responsible for the dubious actions of grantees; and whether they should be subjected to more rigorous legislative and regulatory strictures and oversight.

The course will meet once a week in seminar format. Since it is a discussion course, active student participation is expected. There will be advance reading assignments that are keyed to each week's topic. Every student is required to write and present a short memorandum and a final research paper on subjects to be determined in discussion with me. There is no final examination in this course.

Class #1 – September 15, 2008

The first session will introduce the professor and participants in the seminar. We will review the purpose, expectations, requirements and organization of the course. The bulk of the session will be devoted an examination of the nature and purpose of foundations as well as their privileged and protected existence in the spectrum of American institutions.

Required reading:

- Joel L. Fleishman, *The Foundation: A Great American Secret*, Public Affairs, New York, NY, 2007, pp. xi-xvi, 1-12 and 32-85.
- Joan Roelofs, *Foundations and Public Policy: The Mask of Pluralism*, State University of New York Press, Albany, NY, 2003, pp. 7-25.
- James Allen Smith, "The Evolving American Foundation,' in Charles Clotfelter and Thomas Erlich (editors), *Philanthropy and the Nonprofit Sector in a Changing America*, Indiana University Press, Bloomington and Indianapolis, IN, pp. 34-51.
- Barry D. Karl and Stanley N. Katz, "Foundations and Ruling Class Elites," in *Daedalus*, Volume 116, No. 1, Winter 1987, pp. 1-40.

Class #2 – September 22, 2008

Private foundations fall under the purview of Congress, the Internal Revenue Service, state legislatures and state attorneys general, among other legislative and regulatory overseers. In addition to routine oversight, they occasionally attract intense scrutiny, even threats, when their grants cause acute politicians, betray severe lapses in ethical judgment, or generate the perception that they are unaccountable, or insufficiently transparent. This session will focus on legislative and regulatory supervision of the philanthropic sector.

Required reading:

- Commission on Foundations and Private Philanthropy, "Politics and Public Concern over Foundations," *Foundations, Private Giving, and Public Policy*, University of Chicago Press, Chicago, 1970, pp. 63-71.
- Waldemar A. Nielson, *The Big Foundations*, Columbia University Press, New York, 1972, pp. 3-20.
- John G. Simon, "The Regulation of American Foundations: Looking Backward at the Tax Reform Act of 1969," *Voluntas*, Volume 6, No. 3, October 1995, pp. 243-254.
- Peter Frumkin, "The Long Recoil from Regulation: Private Philanthropic Foundations and the Tax Reform Act of 1969," *American Review of Public Administration*, Volume 28, No. 3, September 1998, pp. 266-286.
- Joel L. Fleishman, *The Foundation: A Great American Secret*, Public Affairs, New York, NY, 2007, pp. 249-265.
- John R. Labovitz, "The Impact of the Private Foundation Provisions of the Tax Reform Act of 1969: Early Empirical Measurements," *Journal of Legal Studies*, Vol. 3, No. 1, January 1974, pp. 82-86.
- Ford Foundation Cairo, www.fordfound.org/pdfs/impact/regional_cairo.pdf

- Edwin Black, "Ford Foundation Aided Groups Behind Biased Durban Parley," *Forward.com*, October 17, 2003, www.forward.com/articles/6855/
- Lee Kaplan, "Ford Funds the Palestinian Left," *FrontPageMagazine.com*, February 9, 2004, www.analyst-network.com/article.php?art_id=203 .
- Joe Berkofsky, "Pressure Builds on Ford Foundation to Stop Supporting Anti-Israel Groups," *United Jewish Communities*, www.ujc.org/page.aspx?id=50242
- Edwin Black, "Tightening Control: Palestinian Groups Rail Against U.S. Constraints," *Jewish News of Greater Phoenix*, November 7, 2003, www.jewishcom/jewishnews/031031funding.shtml and www.jewishaz.com/jewishnews/031107/tightening.shtml
- Michael Anft, "Ford Foundation Cuts Aid to Controversial Charity," *Chronicle of Philanthropy*.
- Brad Wolverton, "13 Nonprofit Groups Sue Federal Government Over Terrorism Rules," *Chronicle of Philanthropy*.
- Ian Wilhelm, "Tax Agency Vows to Improve Checking on Charity-Terrorism Ties," *Chronicle of Philanthropy*.

Class #3 – October 3, 2008 (Friday)

On Friday afternoon, we will visit the Verizon Foundation in Basking Ridge, NJ. In the interests of full disclosure, I serve on the board of directors of the parent company. Major corporations are significant players in philanthropy. As with their private counterparts, corporate foundations occasionally set out to make signature contributions to a given field. Patrick Gaston, the President of the Verizon Foundation, will describe and provide a demonstration of Thinkfinity, the initiative launched by the Foundation to deploy communications technology to enrich teaching and learning in schools. The presentation will be followed by a Q & A with Mr. Gaston. .

Required reading:

- Please visit www.Thinkfinity.org to brief yourself on this initiative.
- Reynold Levy, "Corporate Philanthropy Comes of Age," in Charles Clotfelter and Thomas Erlich (editors), *Philanthropy and the Nonprofit Sector in a Changing America*, Indiana University Press, Bloomington and Indianapolis, IN, 2001, pp. 99-121.

Class #4 – October 6, 2008

Public television as we know it today owes its very existence to the philanthropic sector, most notably the Carnegie Corporation. A half century ago, a blue ribbon commission created by Carnegie issued a landmark report that was instrumental in transforming a marginalized segment of the maturing television industry into a prominent and enduring player in modern telecommunications. We will examine the origins of public television and the recurring debates over its relevance and significance.

Required reading:

- "Carnegie Commission on Educational Television, Summary, 1967," Public Broadcasting PolicyBase, www.current.org/pbbp/carnegie/carnegieISummary.html

- “A Public Trust: The Report of the Carnegie Commission on the Future of Public Broadcasting (Carnegie II),” Public Broadcasting PolicyBase, www.current.org/pbpb/carnegie/carnegieIIrecd.html
- James Day, *The Vanishing Vision: The Inside Story of Public Television*, University of California Press, Berkeley/Los Angeles/London, 1995, pp. 15-42, 77-99, and 115-168.
- Ellen Condliffe Lagemann, *The Politics of Knowledge: The Carnegie Corporation, Philanthropy, and Public Policy*, Wesleyan University Press, Middletown, CT, 1989, pp. 216-226.
- Martin Morse Wooster, *Great Philanthropic Mistakes*, Hudson Institute, Washington DC, 2006, pp. 85-108.
- “The Future of Public Television,” 2004 Arts and Humanities in Public Life Conference, December 2-3, 2004, Cultural Policy Center, Irving B. Harris Graduate School of Public Policy Studies, University of Chicago, pp. 8-77, <http://culturalpolicy.uchicago.edu/pdfs/pbsbook.pdf>
- “Digital Future Initiative: Challenges and Opportunities for Public Service Media in the Digital Age: Executive Summary,” Report by the Digital Future Initiative Panel, December 15, 2005, www.newamerica.net/files/dfe%20summary.pdf

Class #5 – October 13, 2008

The philanthropic sector played a defining role in shaping medical education in the U.S. in the 20th century. The famed Flexner report, which was backed by the Rockefeller Foundation and the Carnegie Foundation for the Advancement of Teaching, articulated rigorous new standards for medical education, helped fortify many medical schools, but also precipitated the demise of those that could not measure up. In this session, we will examine one of the most fabled examples of foundations as change agents.

Required reading:

- Steven C. Wheatley, *The Politics of Philanthropy: Abraham Flexner and Medical Education*, University of Wisconsin Press, 1988, pp. ix-xv, 19-107, 140-166, and 197-199.
- Mark D. Hiatt, “Around the Continent in 180 Days: The Controversial Journey of Abraham Flexner,” *The Pharos*, Winter 1999, p. 18-24.
- Stephen J. Kunitz, “Professionalism and Social Control in the Progressive Era: The Case of the Flexner Report,” *Social Problems*, Volume 22, No. 1, October 1974, pp. 16-27.
- Mark D. Hiatt and Christopher Stockton, “The Impact of the Flexner Report on the Fate of Medical Schools in North America After 1909,” www.jpands.org/vol8no2/hiatt.pdf
- Andrew H. Beck, “The Flexner Report and the Standardization of American Medical Education,” *Journal of the American Medical Association*, Volume 291, No. 17, May 5, 2004, pp. 2139-2140.
- Molly Cooke et al, “American Medical Education 100 Years after the Flexner Report,” *New England Journal of Medicine*, Volume 355, Issue 13, September 28, 2006, p. 1339.

- Martin Morse Wooster, *Great Philanthropic Mistakes*, Hudson Institute, Washington DC, 2006, pp. 1-26.

Class #6 – October 20, 2008

In this session and the next we will examine several forays by major foundations into urban school reform. There have been many such ventures over the years. We will focus principally on three of them: (1) school decentralization in New York City; so-called comprehensive school reform; and (3) the small schools movement. The key questions for the class are what was sought and what was wrought by these ambitious reform efforts. Note that the readings for this session and the next are rather voluminous. The reading material will be divvied up so that teams of students take lead responsibility as presenters and discussants for each topic.

Required reading:

Topic 1 -- School Decentralization

- Diane Ravitch, *The Great School Wars*, Basic Books, New York, 1974/1988, pp. 251-398.
- Vincent J. Cannato, *The Ungovernable City*, Basic Books, New York, 2001, pp. 267-300 and 344-351.
- Tamar Jacoby, "McGeorge Bundy: How the Establishment's Man Tackled America's Problem with Race," *APF Reporter*, Vol.13, #3, 1990, www.aliciapatterson.org/APF1303/Jacoby/Jacoby.html.
- Richard D. Kahlenberg, "Ocean Hill-Brownsville, 40 Years Later," *Chronicle of Higher Education*, April 25, 2008.

Topic 2 – Comprehensive School Reform

- Meg Sommerfield, "Annenberg Schools Program Yields Millions, but Gets Mixed Results," *Chronicle of Philanthropy*, 2002
- Institute for Education and Social Policy, "Final Report of the Evaluation of New York Networks for School Renewal: An Annenberg Challenge for New York City: 1996-2001, Steinhardt School of Education, New York University, December 2001, pp. 1-38, www.steinhardt.nyu.edu/iesp.olde/ppublications/pubs/nynsr/finalreport.pdf
- Annenberg Foundation and Annenberg Institute for School Reform, "The Annenberg Challenge: Lessons and Reflections on Public School Reform," 2002, www.annenbergfoundation.org/usr_doc/Lessons_&Reflections_report.pdf
- "Can Philanthropy Fix Our Schools: Appraising Walter Annenberg's \$500 Million Gift to Public Education," Thomas Fordham Foundation, April 2000.
- Martin Morse Wooster, *Great Philanthropic Mistakes*, Hudson Institute, Washington DC, 2006, pp. 137-151.

Class #7 – November 3, 2008

This week we will continue our examination of major philanthropic forays into urban school reform.

Required reading:

Topic 3 – The Small Schools Movement

- Eileen Foley et al, "Evaluation of New Century High Schools: Profile of an Initiative to Create and Sustain Small, Successful High Schools: Final Report," Prepared for New Visions for Public Schools by Policy Studies Associates, Inc., October 2007, pp. i-ii and 1-65.
- Lawrence Bernstein et al, "Implementation Study of Smaller Learning Communities: Final Report," U.S. Department of Education Office of Planning, Evaluation and Policy Development, May 2008, pp. 1-16 and 133-143.
- David Hoff, "Study of Small High Schools Yields Little on Achievement," *Education Week*, May 21, 2008, p. 10.
- Erik W. Robelen, "Gates High Schools Get Mixed Reviews in Study," *Education Week*, November 16, 2006, p. 1.
- American Institutes for Research, "Evaluation of the Bill & Melinda Gates Foundation's High School Grants Initiative: 2001-2005 Final Report," August 2006, pp. 1-87, www.gatesfoundation.org/nr/downloads/Ed/researchevaluation/Year4EvaluationAIRSRI.pdf
- Valerie E. Lee and Douglas D. Ready, *Schools Within Schools: Possibilities and Pitfalls of High School Reform*, Teachers College Press, New York and London, 2007, pp. 6-22 and 144-164.
- Caroline Hendrie, "In N.Y.C., Fast-Paced Drive for Small Schools," *Education Week*, June 23, 2004, p. 1.
- Erik W. Robelen, "Small Schools' Ripple Effects Debated; As N.Y.C. and Chicago Close Failing High Schools, District Officials Encounter Criticism," *Education Week*, May 3, 2006, p. 1.
- Catherine Gewertz, "New Small Schools in N.Y.C. Post Higher Graduation Rate," *Education Week*, October 31, 2007, p. 10.
- Jennifer Medina, "Attention Goes a Long Way at a School, Small by Design," *New York Times*, June 30, 2008, p. B1.
- Erik W. Robelen, "Gates Learns to Think Big," *Education Week*, October 11, 2006, p. 28.
- Debra Viadero, "Foundation Shifts Tack on Studies; Scholars Say Gates Risks Losing Valuable Findings," *Education Week*, October 25, 2006, p. 1.
- Catherine Gewertz, "Chicago's Small Schools See Gains, But Not on Tests," *Education Week*, August 9, 2006, p. 5.
- Debra Viadero, "Study Questions Push for Smaller High Schools; Downsizing Seen as Unlikely to Benefit Types of Students Targeted by Reforms," *Education Week*, June 7, 2006, p. 12.
- Debra Viadero, "Edge Seen for Chicago Charter High Schools," *Education Week*, May 14, 2008, p. 8.

Topic 4 – Taking Stock

- Andrew J. Rotherham, “Teaching Fishing or Giving Away Fish? Grantmaking for Research, Policy, and Advocacy,” in Frederick M. Hess (editor), *With the Best of Intentions: How Philanthropy is Reshaping K-12 Education*, Harvard Education Press, Cambridge, MA, 2005, pp. 199-224.
- Peter Frumkin, “Strategic Giving and Public School Reform,” in Frederick M. Hess (editor), *With the Best of Intentions: How Philanthropy is Reshaping K-12 Education*, Harvard Education Press, Cambridge, MA, 2005, pp. 275-294.
- Frederick M. Hess (editor), *With the Best of Intentions: How Philanthropy is Reshaping K-12 Education*, Harvard Education Press, Cambridge, MA, 2005, pp. 295-312.
- Mark Dowie, *American Foundations: An Investigative History*, MIT Press, Cambridge, MA, 2001, pp. 23-46.
- “How Many Billionaires Does It Take to Fix a School System?” *New York Times Magazine*, March 9, 2008, p. 50.
- Chester E. Finn, Jr., Commentary: “Lessons Learned: A Self-Styled ‘Troublemaker’ Shares Wisdom Gleaned from 57 Years in Education,” *Education Week*, February 27, 2008,

Class #8 – November 10, 2008

The topic this time is non-traditional modes of philanthropy. Our guest presenter for this session will be Dennis Whittle, an MPA alumnus of WWS and the Founder/CEO of Global Giving. It is a unique development donor that utilizes the internet to match givers and grantees. In addition to understanding these innovative modes of grant-making, we will probe whether they have the potential to be scalable and to serve as instruments of significant social change.

Required reading:

- Please visit the website of Global Giving at www.globalgiving.com to brief yourself on the organization’s strategy and initiatives.
- Christopher W. Letts et al, “Virtuous Capital: What Foundations Can Learn from Venture Capitalists,” *Harvard Business Review*, March/April 1997, p. 36.
- Community Wealth Ventures, Inc., “Venture Philanthropy 2001: The Changing Landscape,” Morino Institute, pp. 5-31, www.vppartners.org/learning/reports/report2001/essays.pdf
- Ben Gose, “Way to Grow,” *Chronicle of Philanthropy*, September 6, 2007.
- Thomas J. Billitteri, “Venturing a Bet on Giving,” *Chronicle of Philanthropy*, June 1, 2000.
- Knowledge@Wharton, “Does Venture Philanthropy Work?” Special to CNET News.com, May 8, 2004, http://news.cnet.com/2030-1030_3-5206330.html?hhTest=1
- Neil Carlson, “Enlightened Investment or Excessive Intrusion?” *Responsive Philanthropy*, Spring 2000,

www.tgci.com/magazine/Enlightened%20Investment%20or%20Excessive%20Intrusion.pdf

- Ben Gose, "A Revolution Was Ventured, But What Did It Gain?", *Chronicle of Philanthropy*, August 21, 2003.
- Robert Chapman Wood and Gary Hamel, "The World Bank's Innovation Market," *Harvard Business Review*, November 2002, pp. 2-8.
- Jonathan Rauch, "This is Not Charity," *Atlantic Monthly*, October 2007, www.theatlantic.com/doc/print/200710/clinton-foundation
- Mark Schoofs, "Clinton Foundation Sets Up Malaria-Drug Price Plan," *Wall Street Journal*, July 17, 2008, p. A9.
- Douglas McGray, "Network Philanthropy," *Los Angeles Times Magazine*, January 21, 2007, <http://articles.latimes.com/2007/jan/21/magazine/tm-philanthropy03>
- Mark Dowie, *American Foundations: An Investigative History*, MIT Press, Cambridge, MA, 2001, pp. 221-245 and 265-270.
- Ford Foundation, "Program-Related Investments: A Different Approach to Philanthropy," Program-Related Investments/Archives, 27 pages, <http://67.199.6.203/archives/item/0205/original/1>

Class #9 – November 17, 2008

Foundations have played decisive roles in seeding and sustaining institutions that seek to reshape the ideological and public policy landscape of this country. Liberal and conservative causes have benefited from, indeed owe their very existence to, foundation largesse. Ironically, both sides have studied, mimicked and, in poker terms, "called and raised" the strategies of the other in their quest for ascendancy and influence in American life.

Required reading:

- Ellen Condliffe Lagemann, *The Politics of Knowledge: The Carnegie Corporation, Philanthropy, and Public Policy*, Wesleyan University Press, Middletown, CT, 1989, pp. 123-146.
- Waldemar A. Nielson, *The Big Foundations*, Columbia University Press, New York, 1972, pp. 332-361.
- J. Craig Jenkins, "Channeling Social Protest: Foundation Patronage of Contemporary Social Movements," in Walter W. Powell and Elisabeth S. Clemens (ed.), *Private Action and the Public Good*, Yale University Press, New Haven & London, 1998, pp. 206-216.
- Joan Roelofs, *Foundations and Public Policy: The Mask of Pluralism*, State University of New York Press, Albany, NY, 2003, pp. 101-119 and 121-155.
- David Callahan, "\$1 Billion for Ideas: Conservative Think Tanks in the 1990s," National Committee for Responsive Philanthropy, pp. 7-38.
- Steven M. Teles, *The Rise of the Conservative Legal Movement: The Battle for Control of the Law*, Princeton University Press, Princeton and Oxford, 2008, pp. 22-57 and 181-219.

- Bill Berkowitz, "Michael Joyce," *Media Transparency*, March 3, 2006, www.mediatransparency.org/story.php?storyID=114
- Elizabeth Greene, "Reinventing Philanthropy on the Right," *Chronicle of Philanthropy*.

Class #10 – November 24, 2008

We will visit the Robert Wood Johnson Foundation in Princeton this week to meet with Dr. Risa Lavizzo-Mourey, the President and CEO, from 3:00-4:00 P.M. RWJF is the preeminent foundation addressing the crisis of childhood obesity. Dr. Lavizzo-Mourey will discuss her perspective on foundations as agents of social change and brief us on RWJF's primary objectives and overarching strategy as the leading philanthropic change agent in this arena. Her presentation will be followed by a Q & A.

Required reading:

- Susan Dentzer, "In Pursuit of Social Change: A Conversation with Risa Lavizzo-Mourey," *Health Affairs*, Volume 26, No. 6, November/December 2007, pp. 1656-1665.
- Please also visit the Robert Wood Johnson Foundation website at www.rwjf.org to brief yourself in advance on its childhood obesity strategy, investments and position papers.

Class #11 – December 1, 2008

Foundation boards and executives as well as supporters, critics and overseers of the philanthropic sector wrestle endlessly with the questions of how foundations should evaluate their work, whether they are genuinely effective and sufficiently accountable, and, in the final analysis, whether their impact justifies their privileged legal status. We will delve into the knotty questions this week.

Required reading:

- Joel L. Fleishman, *The Foundation: A Great American Secret*, Public Affairs, New York, NY, 2007, pp. 89-97 and 149-212.
- Gary Walker and Jean Grossman, "Philanthropy and Outcomes," in Charles Clotfelter and Thomas Erlich (editors), *Philanthropy and the Nonprofit Sector in a Changing America*, Indiana University Press, Bloomington and Indianapolis, IN, 2001, pp. 449-460.
- Jon Gertner, "For Good, Measure," *New York Times Magazine*, March 9, 2008, p. 62
- Leslie Lenkowsky, "Evaluations Can Be Dangerous," *Chronicle of Philanthropy*, August 9, 2007.
- Prudence Brown and Leila Fiester, "Hard Lessons about Philanthropy & Community Change from the Neighborhood Improvement Initiative," prepared for the William and Flora Hewlett Foundation, March 2007, www.hewlett.org/NR/rdonlyres/6D05A0B4-D15E-47FA-B62E-917741BB9E72/0/HewlettNIIRReport.pdf
- Gary Walker, "Midcourse Corrections to a Major Initiative: A Report on the James Irvine Foundation's CORAL Experience," prepared for the James Irvine Foundation, May 2007, www.irvine.org/assets/pdf/pubs/evaluation/Midcourse_Corrections.pdf
- Paul Brest and James Canales, "Let's Stop Reinventing Potholes," *Chronicle of Philanthropy*.

- Stephanie Strom, "Foundations Find Benefits in Facing up to Failure," *nytimes.com*, July 26, 2007, www.nytimes.com/2007/07/26/us/26foundation.html
- William Schambra, "How to Make a Big Foundation Effective," *Chronicle of Philanthropy*.
- Mark R. Kramer, "Philanthropy's New Agenda: Creating Value," *Harvard Business Review*, November/December 1999, p. 121.

Class #12 – December 8, 2008

The seminar will conclude with an examination of some of principal of the institutional and political challenges facing major foundations that will shape their existence and effectiveness going forward.

Required reading:

- Joel L. Fleishman, *The Foundation: A Great American Secret*, Public Affairs, New York, NY, 2007, pp. 13-31, 235-248, and 267-280.
- Kenneth Prewitt, "The Importance of Foundations in an Open Society," in Dieter Feddersen (editor), *The Future of Foundations in an Open Society*, Bertelsmann Foundation Publishers, Gutersloh, 1999, pp. 17-29.
- William A. Schambra, "Philanthropy's Misguided Focus on 'Root Causes'," *Chronicle of Philanthropy*.
- Leslie Lenkowsky, "Big Philanthropy," *Wilson Quarterly*, Winter 2007, www.wilsoncenter.org/index.cfm?fuseaction=wq.essay&essay_id=216352
- Mark Dowie, *American Foundations: An Investigative History*, MIT Press, Cambridge, MA, 2001, pp. xix-xl.
- Martin Morse Wooster, *Great Philanthropic Mistakes*, Hudson Institute, Washington DC, 2006, pp. 152-157.
- Donald G. McNeil, Jr., "W.H.O. Official Complains of Gates Foundation Dominance in Malaria Research," *New York Times*, February 16, 2008, p. A6.
- Rick Cohen, "A Call to Action: Organizing to Increase the Effectiveness and Impact of Foundation Grantmaking," National Committee for Responsive Philanthropy, March 2007, www.ncrp.org/downloads/PDF/NCRP2007-ACalltoAction.pdf
- Ian Wilhelm, "Study: Foundations Shortchanging Charities," *Chronicle of Philanthropy*.
- Ian Wilhelm and Brad Wolverton, "Pushing Grant Makers," *Chronicle of Philanthropy*.
- Marina Dundjerski, "To Live Forever, Foundations Should Give Away the Minimum, Reports Say," *Chronicle of Philanthropy*.
- Vincent Stehle, "Payout Proposal Doesn't Consider the Long Haul," *Chronicle of Philanthropy*.
- Letters to the Editor, "A Little 'Creative Destruction' Is Good for Foundations," *Chronicle of Philanthropy*, December 16, 1999

- Ian Wilhelm, "Gates Foundation Announces That It Doesn't Plan to Operate Forever," *Chronicle of Philanthropy*.

Organization and Requirements of the Seminar

There will not be an examination in this course. Students are required to write two papers:

- A short memorandum of 4-5 double-spaced pages which will be due mid-way through the semester. The topics must be discussed with and approved by Mr. Price.
- A research paper of approximately 20 double-spaced pages. The proposed paper topics must also be discussed with and approved by Mr. Price by the mid-term break.

In addition, small teams of students will be expected to make a presentation and then orchestrate a discussion of one or more of the weekly topics. The responsibility for doing so will be equitably distributed.

Final grades in the seminar will be based on the following factors:

- 25 percent – preparation and presentation of short memorandum
- 25 percent – active/informed participation in class
- 50 percent -- final research paper

Pertinent deadlines:

- Monday, November 10, 2008 – due date for short memorandum
- Monday, January 12, 2009 – due date for final research paper