GLOBAL PHILANTHROPY

B8573

SPRING - A TERM THURSDAY

4:00 – 7:15 PM. URIS 330

SYLLABUS FOR BIDDING

Instructor: Melissa A. Berman, Ph.D.; President & CEO, Rockefeller Philanthropy Advisors
Office Phone: 212-812-4327
E-mail: mberman@rockpa.org
Office Hours: By appointment
Teaching Assistant: TBD

GOALS

Using research, case studies and expert guests, this class will review current issues and approaches to important issues in global philanthropy, including education, livelihoods, public health and human rights, as defined by the UN’s Sustainable Development Goals. Students will be actively engaged in debating the merits of grantmaking/donating, public sector funding, impact investing and social enterprise as funding solutions for complex challenges in various regions. This class is intended to give CBS students the tools they need to assess opportunities and solutions for funders) as well as to become thoughtful, effective philanthropists, whether as donors, investors or social entrepreneurs.

Specifically, students will learn to:
1. Analyze complex challenges in the developing world;
2. Evaluate the effectiveness of current programs to address these challenges;
3. Develop strategic options;
4. Create a plan for funding and assessing results

COURSE DESCRIPTION

Global philanthropy has become a significant force in recent years, including both funding from developed countries to create change in the developing world as well as the growth of philanthropy in the developing
The funds available for global philanthropy, forecasts for its future, media attention, levels of involvement, innovative approaches, expectations, and potential— all have grown and changed tremendously in recent years. Importantly, a global culture of philanthropy has begun emerging. Thus, it’s important for any business school student to understand how innovations in philanthropy around the world are having an impact on social, economic and environmental developments.

With this growth has come a set of important questions and challenges that this course will explore:

- Given its small size compared with the for-profit and public sectors, can private philanthropy make a difference?
- What gives private philanthropy its "license to operate," and should it be seeking to change government policy?
- How can success in tackling complex challenges and systems be defined and measured?
- Do traditional models of giving actually work? Have newer models proved themselves?
- What is the best path for philanthropy in developing/emerging markets?

READINGS

Core readings and links for this class will all be posted on Canvas, and are detailed below in each session description.

In addition, links and other resources for team assignments will be posted on Canvas.

REQUIRED PREREQUISITES AND CONNECTION TO THE CORE

There are no prerequisites for this course. The concepts in this course will use, build on and extend concepts covered in the following core courses:

<table>
<thead>
<tr>
<th>Core Course</th>
<th>Connection with Core</th>
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<tbody>
<tr>
<td>Finance</td>
<td>1. Understanding philanthropic vehicles</td>
</tr>
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<td></td>
<td>2. How nonprofit results are measured</td>
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<td></td>
<td>3. The nonprofit capital market</td>
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<tr>
<td>Strategy Formulation</td>
<td>1. Understanding root causes</td>
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<td></td>
<td>2. Comparing and selecting strategic approaches</td>
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<tr>
<td>Global Economic Environment</td>
<td>1. Comparative advantages of the business, public and philanthropic sectors</td>
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<td>2. Achieving systems change in the global environment</td>
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ASSIGNMENT, QUIZZES, AND CLASS SESSIONS

There will be two brief quizzes based on assigned readings. There is one assignment, which will be a team project. Students will be assigned to teams and asked to explore a specific challenge in a specific country, with some examples of foundation programs provided. Each team will undertake issue research, identify funders/investors, and compare approaches to the challenge. In addition, each team will develop its own philanthropic/social investment approach to its assigned challenge. On March 2nd, each team will make a brief PPT presentation of its challenge, funding proposal and rationale. Final reports will be submitted in PowerPoint format, by March 6 at 5 pm ET.

The combined score for the quizzes is worth 20% of the final grade; the final assignment is worth 60% of the final grade; class participation counts for 20% of the final grade. In-class participation will include discussions and debates based on case studies and readings.

The class meets weekly for six sessions of 3 hours each. As per CBS policy, laptops and mobile devices may not be used unless the instructor specifically requests.

METHOD OF EVALUATION

<table>
<thead>
<tr>
<th>Type</th>
<th>Designation</th>
<th>Discussion of concepts</th>
<th>Preparation of submission</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>group / group</td>
<td>Permitted with designated group*</td>
<td>By the group</td>
<td>Same grade for each member of the group</td>
</tr>
<tr>
<td>B</td>
<td>group / individual</td>
<td>Permitted</td>
<td>Individually</td>
<td>Individual</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>(No sharing of any portion of the submission)</td>
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</tr>
<tr>
<td>C</td>
<td>individual / individual</td>
<td>None of any kind</td>
<td>Individually</td>
<td>Individual</td>
</tr>
<tr>
<td></td>
<td>(An optional category to be defined in detail by the faculty member)</td>
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| Reading quizzes (type C)               | 20% |
| Team project (type A)                  | 60% |
| Active class participation (type C)    | 20% |
GLOBAL PHILANTHROPY

SYLLABUS

Session 1: Introduction/Overview       January 26

1st half:  This session reviews the purpose, goals, sessions, readings, and assignments for this course. In addition, there is an overview of key trends and concepts in global philanthropy, including the context of what’s been achieved and what models have dominated. The framework of the UN’s Sustainable Development Goals will also be introduced.

2nd half:  Panel Discussion on Global Philanthropy’s Role: Global Challenges

Panel members from leading foundations will discuss with one another and with students some of the most critical issues facing global philanthropy, including what challenges need to be addressed; which problems it realistically can and can’t solve; what its “license to operate” is or should be; and how it is evolving.

Panelists:  Stephen Heintz, President, Rockefeller Brothers Fund
Earl Lewis, President, Andrew W. Mellon Foundation
Wendy O’Neill, Chair, Asian Cultural Council; Trustee, China Medical Board
Lata Reddy, President, Prudential Foundation


The Guardian, “Sustainable development goals: changing the world in 17 steps”

Session 2: Frameworks for Philanthropy       February 2

1st half:  This session presents frameworks for analyzing how a philanthropy program (whether a foundation or some other form) defines its “theory of the business,” strategy, operating approach, and outcomes assessment. Case studies will be used to illustrate varying models.

2nd half:  Key issues and innovations for global philanthropy in sustainable development, health, education, environment, rights and culture, using the framework of the UN’s Sustainable Development Goals. Overview of information sources for global philanthropy. Review of team assignments.


**Session 3: Using Philanthropy to Make Change February 9**

1st half: Discussion of how to use tools of foundations/philanthropy: issue analysis, landscape scan, theory of change, logic models, program development, funding options, and evaluation frameworks. Examples will be linked to final project assignments.

2nd half: Based on the prior session’s overview, case studies of giving in various countries for discussion and debate. **Brief reading quiz.**

Readings: Posted on Canvas:

- World Bank, *Gateways to Financial Inclusion*
- Global Ocean Commission, *From Decline to Recovery*
- PEPFAR, *Care and Support Evaluation (Uganda)*
- Foundation Center, *Peace and Security — Global Funding Index*
- Univ. of Pennsylvania/Center for High Impact Philanthropy, *Lifting the Burden of Malaria*

**Session 4: Global Culture of Giving; Global Initiatives February 16**

1st half: Overview of the global culture of giving, and how philanthropy is evolving in North America, Latin America, Europe and Asia, including opportunities and challenges in the social, policy and regulatory environments.

2nd half: Analysis of selected global initiatives, including discussion/debate on what the path forward for each initiative should be.

Session 5: **New Techniques, New Players**  
**February 23**

**1st half:** An overview of funding methods and trends in global philanthropy, including crowdfunding, direct giving, capital aggregation, impact investing, and advocacy, using case studies for discussion and debate. *Brief reading quiz.*

**2nd half:** Panel discussion: new philanthropists and new partnerships

*Kyungsun Chung*, Founder, Root Impact (Seoul)  
*Adam Wolfensohn*, Co-Founder, Encourage Capital  
*Abby Disney*, Founder, Daphne Fund and Fork Films  
*Justin Rockefeller*, Co-Founder, The ImPact

**Readings:**  


Session 6: *March 2*

**1st half:** Panel discussion: Global Development: Opportunities and Challenges

*Zia Khan*, VP, Strategy and Initiatives, Rockefeller Foundation  
*Clare Matterson*, former head of strategy, Wellcome Trust  
*Brad Smith*, President, Foundation Center  
*Allison Jaffin*, Chief Operating Officer, Bloomberg Philanthropies

**2nd half:** Each team presents its challenge, review of ongoing philanthropy, funding proposal and rationale for class assessment and discussion.
INSTRUCTOR BIO

Melissa Berman is the founding President and CEO of Rockefeller Philanthropy Advisors, Inc., an innovative nonprofit philanthropy service launched by the Rockefeller family in 2002. Rockefeller Philanthropy Advisors’ mission is to help donors create thoughtful, effective philanthropy throughout the world. RPA develops strategic plans, conducts research, manages foundations and trusts, structures major gifts, coordinates donor collaboratives, and provides regranting and fiscal sponsorship services. Rockefeller Philanthropy Advisors annually manages or facilitates about $250 million in giving to more than 25 countries. It has offices in New York, San Francisco, Los Angeles and Chicago and is opening in London January 2017.

Ms. Berman has led Rockefeller Philanthropy Advisors since its inception, building it into one of the world’s leading philanthropic advisory, grantmaking, research and project management services. Under her leadership, RPA developed and published the “Philanthropy Roadmap” series of donor guides with support from the Gates Foundation. She developed and leads RPA’s research initiative, “The Theory of the Foundation,” and is the author of three reports in that initiative.


Previously, she served as Senior Vice President, Research and Program Development at The Conference Board, a global nonprofit, independent business research organization. She oversaw all research and publications on management practices, including global corporate citizenship, governance, human resources, finance, and performance management.

Ms. Berman is a director of Rockefeller Philanthropy Advisors and the Foundation Center, and an Advisory Board member of the Marshall Institute for Philanthropy and Social Entrepreneurship at the London School of Economics. She is an adjunct Professor at Columbia University’s Business School, where she also serves on the Advisory Board for the Tamer Center for Social Enterprise.

Ms. Berman holds a B.A. from Harvard University and a Ph.D. from Stanford University.