

NONPROFITS, PHILANTHROPY & SOCIETY

EDUC 321/SOC 321/PUBPOL 321
Wednesdays | 11:30-1:20 | Winter 2021

What will you learn?

At the end of the course, you should be able to:

- Discuss where you would draw the boundaries of the nonprofit sector
- Outline how different sectors (i.e. nonprofit, business, government) are important (and not)
- Reflect on ways in which the sector contributes to society, as well as ways in which it may deepen inequality and dampen civic participation

Is this course for me?

We consider social, political and economic dynamics of philanthropy and the nonprofit sector, focusing mainly (but not exclusively) on the US. The class is best suited for graduate students looking for an advanced analytic understanding of the sector and those wishing to conduct research in the field; it is not intended to provide training in nonprofit management.



What is it about?

Over the past several decades nonprofit organizations have grown in number and prominence, and with this increased status and importance their roles are increasingly complex. Today, the charitable and pro-social consequences of nonprofit and philanthropic activities are increasingly called into question. And understandings of what 'counts' as a nonprofit organization are in flux. Our goal in this class is to advance understanding on a number of fundamental and pressing questions relevant to the sector:

- What counts (or should count) as a nonprofit organization?
- Why do nonprofits exist? Why should they exist?
- What roles do nonprofits play in different societies, including democratic and autocratic countries?
- When do nonprofits and philanthropy erode rather than enhance civic capacity?
- Who does the nonprofit and philanthropic sector represent?

Instructors

Patricia Bromley
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Office hours: Tues 2:00-4:00

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Format

This course is set up as a discussion-based graduate seminar. There will not be asynchronous pre-recorded lectures, although most weeks the faculty instructors will begin class with short synchronous lectures to kick off discussion about the readings.

Course Policies

Disability Accommodations

Students who may need an academic accommodation based on the impact of a disability must initiate the request with the Office of Accessible Education (OAE). Professional staff will evaluate the request with required documentation, recommend reasonable accommodations, and prepare an Accommodation Letter for faculty dated in the current quarter.

Academic Integrity

Students are expected to comply with Stanford's Honor Code, available at: <https://communitystandards.stanford.edu/policies-and-guidance/honor-code>.

Late assignments

Will lose one letter grade per day (e.g. an "A" to an "A-").

How will I be graded?

Short essays

You will write eight short (~3 pages double-spaced) essays due before class for Weeks 2-9, reflecting on the readings and raising questions for future research. Memos need to address the material we cover that week (e.g. your memo due in Week 2 needs to address the readings for Week 2). You may re-write any essay for a new grade within one week of receiving our feedback.

Individual Meeting

You will have one 30 minute 1:1 meeting with one of the course instructors in Week 3 of quarter. Come prepared with questions about course content so far that you would like to discuss in more depth.

Participation

We learn better together. Your participation is crucial to the success of the class and our learning as a group. Class participation involves fully engaging with all the readings and reflecting on the discussion themes in advance of class, sharing your reactions every session, and learning from each other.

	Points	Due date
Short essays	80 (10 each)	Before class, Weeks 2-9
Individual Meeting	5	Week 3
Participation	15	Continuously

What materials do I need?

Textbook

Powell, W.W. & P. Bromley (2020). *The Nonprofit Sector: A Research Handbook*, 3rd edition. (Note that prior editions will not suffice as the chapters are substantially different.) We have arranged for digital copies, please contact us in advance of class to receive yours if you are certain you are taking the class. We also ordered paperback copies through the Stanford bookstore if you prefer that format.

Supplementary Materials

You are responsible for obtaining other materials listed on the syllabus, easily found online and through Canvas.

Weekly Schedule

Week	Topics	Reading
1	Emergence & Expansion	<ul style="list-style-type: none"> • Ch. 1. Powell. "What is the Nonprofit Sector?" • Ch. 2. Soskis. "A History of Associational Life and the Nonprofit Sector in the United States" • "8 Myths of US Philanthropy," <i>Stanford Social Innovation Review</i>, Fall 2019, 26-33. • Horvath, Aaron and Jean Lin. 2020. "How Civic Organizations Are Helping to Fight Covid-19." <i>Boston Review</i>. May 20. <p>Additional Reading</p> <ul style="list-style-type: none"> • Ch. 5. Hemel. "'Tangled Up in Tax: The Nonprofit Sector and the Federal Tax System" <p>Core Discussion Themes for the Day</p> <ul style="list-style-type: none"> • The nonprofit sector is deeply entangled with government; how does it obtain autonomy? • How do nonprofits differ from business enterprises? • In what ways is the history of the US nonprofit sector embedded in religion and its place in US society? • How are nonprofits stamped by the political debates of different eras?

Week	Topics	Reading
2	Philanthropy & Politics of the Public Sphere	<ul style="list-style-type: none"> Ch. 3. Horvath & Powell. "Seeing Like a Philanthropist: From the Business of Benevolence to the Benevolence of Business" Ch. 6. Lechterman & Reich. "Political Theory & the Nonprofit Sector" Bernholz, Lucy. "Confronting Philanthropy's Uncomfortable Truths," <i>Chronicle of Philanthropy</i>, 5-part series, 2020. PDF. Francis, Megan Ming and John Fabian Witt. Forthcoming. "Movement Capture or Movement Strategy? A Critical Race History Exchange on the Beginnings of Brown v. Board." <i>Yale Journal of Law & the Humanities</i>, vol. 32. <p>Additional Reading</p> <ul style="list-style-type: none"> Ch. 7. Clemens. "Nonprofits as Boundary Markers: The Politics of Choice, Mobilization, and Arbitrage" Clemens, Elisabeth. 2020. <i>Civic Gifts: Voluntarism and the Making of the American Nation-State</i>. Chapter 4 in <i>The Expansible Nation-State</i>. Chicago: University of Chicago Press. <p>Core Discussion Themes for the Day</p> <ul style="list-style-type: none"> Is large-scale philanthropy always an exercise of private purpose? Can philanthropy be a society's risk capital? How do the ideas of capture, cooptation, and channeling differ?
3	Motivation, Meaning & Prosocial Behavior	<ul style="list-style-type: none"> Ch. 23. Paxton. "What Influences Charitable Giving?" Ch. 25. Eliasoph. "What do Volunteers Do?" Bénabou, R., & Tirole, J. (2006). Incentives and prosocial behavior. <i>American economic review</i>, 96(5), 1652-1678. FIRST TEN PAGES ONLY. Multiple Authors. 2015. "The Logic of Effective Altruism." <i>Boston Review</i>. Read Peter Singer's introduction and the responses from multiple authors: https://bostonreview.net/forum/peter-singer-logic-effective-altruism <p>Additional Reading</p> <ul style="list-style-type: none"> Andreoni, J. (1990). Impure altruism and donations to public goods: A theory of warm-glow giving. <i>The economic journal</i>, 100(401), 464-477. Ashraf, N., & Bandiera, O. (2018). Social incentives in organizations. <i>Annual Review of Economics</i>, 10, 439-463. <p>Core Discussion Themes for the Day</p> <ul style="list-style-type: none"> What counts as giving/volunteering? (what is 'prosocial'?) What motivates giving/volunteering? (And do/should we care?) Do incentives matter?

Week	Topics	Reading
4	Nonprofits, Mission & the Market	<ul style="list-style-type: none"> • Ch. 13. Ghatak. "Economic Theories of the Social Sector: From Nonprofits to Social Enterprise" • Ch. 14. Mair. "Social Entrepreneurship: Research as Disciplined Exploration" • Ch. 16. Brest. "The Outcomes Movement in Philanthropy and the Nonprofit Sector" • CASE: Walske, Jennifer. 2018. "Burning Man: Moving from a For-Profit to a Nonprofit." Berkeley Haas School of Business B5986. Available for purchase from Harvard Business School Case Services. • Besharov, Marya et al. 2019. "The Many Roads to Revenue Generation." <i>Stanford Social Innovation Review</i> Fall: 35-39. <p>Additional Reading</p> <ul style="list-style-type: none"> • Smith, Wendy and Besharov, M. 2019. "Bowing before Dual Gods: How Structural Flexibility Sustains Organizational Hybridity." <i>Administrative Science Quarterly</i>. 64(1): 1-44. • Bromley, P., & Meyer, J. W. (2017). "They are all organizations": The cultural roots of blurring between the nonprofit, business, and government sectors. <i>Administration & Society</i>, 49(7), 939-966. <p>Core Discussion Themes for the Day</p> <ul style="list-style-type: none"> • What are the most essential differences, if any, between a private nonprofit such as Stanford University, and a private business, such as Apple? • How does an organization, such as Patagonia, elide potential differences? • How do social enterprises vary cross nationally? • Does the outcomes movement make nonprofits more responsive and effective or just more like for-profit firms?

Week	Topics	Reading
5	Governance, Civic Capacity & Communities	<ul style="list-style-type: none"> • Ch. 9. Marwell, "Towards a Governance Framework for Government-Nonprofit Relations" • Ch. 10. Mosley, "Social Service Nonprofits: Navigating Conflicting Demands" • Ch. 12. Bloemraad et al. "Immigrant Organizations: Civic (In)equality and Civic (In)visibility" • Horvath, Aaron, C. Brandtner, W.W. Powell, 2018. "Serve or Conserve: Mission, strategy, and multilevel nonprofit change during the Great Recession," <i>Voluntas</i>, 29,5: 976-93. https://doi.org/10.1007/s11266-017-9948-8 <p>Additional Reading</p> <ul style="list-style-type: none"> • Marwell, Nicole, E.A. Marantz, and D. Baldassarri. 2020. "The Microrelations of Urban Governance." <i>American Journal of Sociology</i>. 125 (6): 1559-1601. <p>Core Discussion Themes for the Day</p> <ul style="list-style-type: none"> • How do nonprofits collaborate effectively with governments without being mere sub-contractors or organizations without voice? • How do nonprofits express the hopes of the voiceless?
6	Access & Inclusion	<ul style="list-style-type: none"> • Ch. 17. Horwitz, "Charitable Nonprofits and the Business of Health Care" • Ch. 18. Arum & Kepins, "Education and the Nonprofit Sector: Schools and Organizational Intermediaries" • Ch. 19. Ostrower, "Nonprofit Arts Organizations: Sustainability and Rationales for Support" • Podcast "Nice White Parents"; Episode 1 "I still believe in it" (51 mins) and Episode 5 "We know it when we see it" (52 mins). • News article: https://www.wsj.com/articles/darren-walker-interview-ford-foundation-philanthropy-pandemic-11604679844?st=3wyefcf65pt4s8o&reflink=share_mobilewebshare <p>Core Discussion Themes for the Day</p> <ul style="list-style-type: none"> • What are the notable differences across different forms of health care provision? • How do public schools differ from nonprofit ones? • Consider the implications of the insight that countries that have strong public provision of the arts also have public health services and strong public higher education systems, whereas private arts institutions, private universities and private health care tend to cohere.

Week	Topics	Reading
7	Nonprofits, Media & the Public	<ul style="list-style-type: none"> • Ch. 22. Ananny, "Advocating for What? The Nonprofit Press" • Bail, C. A. (2012). The fringe effect: Civil society organizations and the evolution of media discourse about Islam since the September 11th attacks. <i>American Sociological Review</i>, 77(6), 855-879. • Andrews, K. T., & Caren, N. (2010). Making the news: Movement organizations, media attention, and the public agenda. <i>American sociological review</i>, 75(6), 841-866. • News article: https://www.politico.com/news/2019/11/20/laurene-jobs-the-atlantic-072210 <p>Core Discussion Themes for the Day</p> <ul style="list-style-type: none"> • How do nonprofits shape the media and/or public discourse, including today's contentious public sphere? • What is/should be the role of nonprofit media in society? • Which nonprofits are better at shaping public discourse and why? • How do 'fringe' issues become mainstream?
8	Social Movements & Advocacy	<ul style="list-style-type: none"> • Chapter 20. Suárez. "Advocacy, Civic Engagement, and Social Change" • Chapter 21, Walker & Oszkay. "The changing face of nonprofit advocacy: democratizing potentials and risks in an unequal context" • Goss, K. 2016. "Policy plutocrats: How America's Wealthy seek to Influence Governance." <i>Political Science & Policy</i> July 442-448. • Blee, K. M., & Creasap, K. A. (2010). Conservative and right-wing movements. <i>Annual review of sociology</i>, 36, 269-286. • Taylor, Keeanga-Yamahtta. 2019. "Five Years Later, Do Black Lives Matter?" <i>Jacobin Magazine</i>, August. • Marriage equality movement: https://ssir.org/articles/entry/three_questions_that_transformed_a_movement <p>Core Discussion Themes for the Day</p> <ul style="list-style-type: none"> • Are social movements the tools of elites or a bubbling up of grassroots demand? (Can compare/contrast BLM & marriage equality, or other movements .) • What makes a movement successful – both strategies and thinking about what counts as 'success'? (Again, can compare/contrast BLM & marriage equality, or other movements. #metoo, Fridays for the Future, and OWS are also good ones for thinking about 'success' objectives.) • Why is there a rise of right wing and conservative movements in the US (and in other countries)?

Week	Topics	Reading
9	Global Civil Society	<ul style="list-style-type: none"> • Ch. 4. Bromley. "The Organizational Transformation of Civil Society" • Ch. 27. Schofer & Longhofer. "The Global Rise of Nongovernmental Organizations" • Ch. 28. Dupuy & Prakash. "Global Backlash against Foreign Funding to Domestic Nongovernmental Organizations" • Lewis, D. (2013). Civil society and the authoritarian state: Cooperation, contestation and discourse. <i>Journal of Civil Society</i>, 9(3), 325-340. • Sending, O. J., & Neumann, I. B. (2006). Governance to governmentality: Analyzing NGOs, states, and power. <i>International studies quarterly</i>, 50(3), 651-672. <p>Core Discussion Themes for the Day</p> <ul style="list-style-type: none"> • Why did NGOs grow rapidly worldwide, and why are they now facing resistance? • Do you think national restrictions on international influence in NGOs are a good idea for the state? for citizens? • How do conceptions of civil society differ in democratic and autocratic contexts? What are the implications? • What are the power dynamics of international NGO activity? Does the involvement of NGOs in global governance increase equality?
10	What makes a good society?	<ul style="list-style-type: none"> • Ch. 30. Anheier, Lang & Toepler. "Comparative Nonprofit Sector Research: A Critical Assessment" • Video of Danielle Allen lecture: https://www.youtube.com/watch?v=MCnGXCmLKkw <p>Core Discussion Themes for the Day</p> <ul style="list-style-type: none"> • What makes for a good society? • What are civic threads? • How does a society balance/navigate civic organizations with very different viewpoints?

Just for fun:
Some nonprofit-
related pieces we
enjoy from outside the
academy

HBO Comedy Series: *Insecure*. Created by Issa Rae. Touches on racial dynamics in Issa's workplace, the nonprofit "We Got Y'all" (<https://wegotyall.com/>).

Podcast: *Nice White Parents*. Includes issues at the intersection of school segregation, tensions of donor vs community wishes in fundraising, and the role of PTAs as sources of both inequality and school involvement for parents.

Film: *Hot Coffee*. 2011. Directed by Susan Saladoff. Award-winning documentary about tort reform in the US. The segment about prosecutions of then-Mississippi Supreme Court Presiding Justice Oliver Diaz for bribery speaks to the issue of the power of 501c4s. It shows how judges were elected for their positive stance on tort reform and were influenced by campaign contributions. The U.S. Chamber of Commerce (the largest 501c4) funded negative campaign ads against judicial candidate Oliver E. Diaz and in support of candidate Keith Starrett. Oliver E. Diaz estimates ~\$1,000,000+ dollars was spent on Keith Starrett's behalf for the judicial election.

Book: *Dark Money: The Hidden History of the Billionaires Behind the Rise of the Radical Right*. Jane Mayer. Investigative journalist traces the network of extremely wealthy conservative Republicans, foremost among them Charles and David Koch, who have together funded an array of organizations that work in tandem to influence academic institutions, think tanks, the courts, statehouses, Congress, and the American presidency for their own benefit.

Articles: *A Failure of Philanthropy*. Rob Reich, in *Stanford Social Innovation Review*. Discusses how private fundraising in public schools in our area exacerbates inequality. Available at: https://ssir.org/articles/entry/a_failure_of_philanthropy. Also see the related **NYT Op-Ed:** <https://www.nytimes.com/2013/09/05/opinion/not-very-giving.html>.