

GLOBAL PHILANTHROPY: RIGHTS AND EQUITY

SPRING 2023 A TERM

TUESDAYS 2:00 – 5:15 PM ET

SYLLABUS

Instructor: Melissa A. Berman, Ph.D.; President & CEO, Rockefeller Philanthropy Advisors
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COURSE DESCRIPTION

Issues of rights and equity are now in sharp relief. Whether the challenge is the impact of climate change, racial injustice, a global pandemic, lack of political representation, or limited access to financial systems, systemic inequities lie at the root of the world's problems.

The resources dedicated to philanthropy, social enterprise and impact investing are growing globally in size, potential, and expectations – but with this growth has come a set of important challenges as well as opportunities that this course will explore:

- What models and tools work best to make funding decisions?
- What does it mean to take a rights or equity based approach to philanthropy?
- How can progress in tackling complex challenges be defined and measured?
- How can philanthropy achieve scale, sustainability, and systems change?
- What is the best path for philanthropy in developing/emerging markets?
- What gives private philanthropy its "license to operate" and how should it be held accountable?

Using research, case studies and expert guest speakers, this class examines how global philanthropy can best create sustainable, scalable solutions focused on rights and equity to complex "wicked" challenges like education, livelihoods, climate change, and public health especially in the developing world. Students will debate various approaches and models for grantmaking, impact investing, and social enterprise as funding solutions for complex challenges around the world.

Student teams will each choose and evaluate three philanthropic initiatives in the field of rights (broadly defined) based on criteria reviewed in class and pitch one of them during the class's final session. **The highest scoring initiative based on student votes will receive a grant of approx. \$100,000** (subject to final review/due diligence).

GOALS

This class aims to give CBS students the tools they need to assess opportunities and solutions to become thoughtful, effective change agents, 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

READINGS

Core readings and links for this class are detailed below in the syllabus; all will all be posted on Canvas. In addition, links and other resources for team assignments will be posted on Canvas

COURSE ROADMAP/SCHEDULE

Session	Topics	Required Pre-Readings	Assignments Due
I	Introduction Trends and key challenges in global philanthropy	See details below	Read syllabus Complete online survey
II	Frameworks and Legitimacy	See details below	
III	Scale, Systems, Sustainability Issue Spotlight: Rights	See details below	
IV	Making Change: Tools and Innovation Issue Spotlight: chosen by student poll	See details below	Quiz/Essay due
V	Assessing Results and Impact Issue Spotlight: Poverty Reduction	See details below	
VI	Team Presentations and voting	See details below	Team presentation; PPT due next day

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:

Core Course	Connection with Core
Finance	<ol style="list-style-type: none"> 1. Understanding philanthropic vehicles 2. How nonprofit results are measured 3. The nonprofit capital market
Strategy Formulation	<ol style="list-style-type: none"> 1. Understanding root causes 2. Comparing and selecting strategic approaches
Global Economic Environment	<ol style="list-style-type: none"> 1. Comparative advantages of the business, public and philanthropic sectors 2. Achieving systems change in the global environment

ASSIGNMENT, QUIZZES, AND CLASS SESSIONS

There is one team assignment and one individual assignment. The **individual** assignment will combine multiple choice questions and a short essay. For the **team** assignment, students will be assigned to teams in a specific area of rights based on a class poll. Each team will evaluate 3 projects in its issue area, drawn from a list developed by the instructor and available in a custom database for this course. Teams will research the issue and funding landscape, including promising approaches to the challenge. After evaluating the strengths and weaknesses of the 3 programs, each team will recommend one of the organizations. The full class will vote on which team's project has the highest potential. Final team reports will be due in PowerPoint or PDF format, one day following the final class session.

In-class **participation** will include discussions and debates based on assigned case studies and readings. For panel discussions, speaker backgrounds and potential areas for student questions will also be posted in advance.

Class **participation** counts for **10%** of the final grade; the quiz/short essay assignment is worth **40%** of the final grade; the final **team assignment** is worth **50%** of the final grade.

The class meets weekly for six sessions of 3 hours each, with one 15-minute break.

METHOD OF EVALUATION

<i>Type</i>	<i>Designation</i>	<i>Discussion of concepts</i>	<i>Preparation of submission</i>	<i>Grade</i>
A	group / group	Permitted with designated group*	By the group	Same grade for each member of the group
B	group / individual	Permitted	Individually (No sharing of any portion of the submission)	Individual
C	individual / individual	None of any kind	Individually	Individual
D	(An optional category to be defined in detail by the faculty member)			

GRADING SUMMARY	
Team project (type A)	50%
Quiz/Short essays (type C)	40%
Active class participation (type C)	10%

CORE CULTURE EXPECTATIONS

This course is grounded in the values, policies and practices of the Business School's Core Culture, which entails all students being:

1. Present:

- a. Students are expected to be on time and present for the entire class session.
- b. Attendance is tracked (including presence for the duration of the session).

2. Prepared:

- a. Students will complete pre-work assigned before class.
- b. Students will be ready for class participation, including cold calling.
- c. Students will bring nameplates

3. Participating:

- a. Constructive participation is expected and will be part of the course grade.
- b. NO electronic devices permitted except when requested by instructor for educational purposes.

INCLUSION, ACCOMMODATIONS, AND SUPPORT FOR STUDENTS

At Columbia Business School, we believe that diversity strengthens any community or business model and brings it greater success. Columbia Business School is committed to providing all students with the equal opportunity to thrive in the classroom by providing a learning, living, and working environment free from discrimination, harassment, and bias on the basis of gender, sexual orientation, race, ethnicity, socioeconomic status, or ability.

Columbia Business School will make reasonable accommodations for persons with documented disabilities. Students are encouraged to contact the Columbia University's Office of Disability Services for information about registration. Students seeking accommodation in the classroom may obtain information on the services offered by Columbia University's Office of Disability Services online at www.health.columbia.edu/docs/services/ods/index.html or by contacting (212) 854-2388.

Columbia Business School is committed to maintaining a safe environment for students, staff and faculty. Because of this commitment and because of federal and state regulations, we must advise you that if you tell any of your instructors about sexual harassment or gender-based misconduct involving a member of the campus community, your instructor is required to report this information to a Title IX Coordinator. They will treat this information as private, but will need to follow up with you and possibly look into the matter. Counseling and Psychological Services, the Office of the University Chaplain, and the Ombuds Office for Gender-Based Misconduct are confidential resources available for students, staff and faculty. "Gender-based misconduct" includes sexual assault, stalking, sexual harassment, dating violence, domestic violence, sexual exploitation, and gender-based harassment. For more information, see <http://sexualrespect.columbia.edu/gender-based-misconduct-policy-students>.

GLOBAL PHILANTHROPY SYLLABUS

*NOTE: 2023 Guest Speakers to be Confirmed January 2023.
Speakers from 2022 are shown as an FYI*

Session 1: Introduction/Overview

January 24, 2023

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 discussion about the role of philanthropy and types of challenges addresses based on current examples.

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

Leaders from different kinds of philanthropies (corporate, independent, personal) will discuss with one another and with students some of the most critical issues facing global philanthropy, including which problems it realistically can and can't solve; how funders identify "solutions," what philanthropy's "license to operate" is or should be; and how it is evolving.

2022 Speakers:

- **Anisa Kamadoli Costa**, President, *Tiffany & Co. Foundation*
- **Melvin Galloway**, COO, *Robert Wood Johnson Foundation*
- **Marilyn Simons**, Co-Chair, *Simons Foundation*
- **Pamala Wiepking**, Professor, *Vrije Universiteit Amsterdam/Indiana University*

Readings: Indiana Univ., Global Philanthropy Tracker, 2020 (Executive Summary)

D. Barroso, M. Berman & R. Karibi-Whyte, "Family Philanthropy: An Overview of Global Giving and Trends," in B. Hauser, ed., Family Philanthropy, Globe Business & Law, 2022, pp. 13-31.

Optional: H. Rittel and M. Webber, "Dilemmas in a General Theory of Planning," Policy Sciences 4 (1973), 155-169

Session 2: Legitimacy, Equity and Rights

January 31, 2023

1st half: Review of assignments, including the group project, that covers key data sources, criteria for assessment of initiatives, and outline of the deliverables. Student polls on issues will be used form up teams. Key challenges to philanthropy's legitimacy will be presented for debate, along with issues of equity in funding. Short cases will also be presented for analysis.

2nd half: 2022 speaker: **Cecilia Conrad, Managing Director, MacArthur Foundation and CEO, Lever for Change**

Principles of rights-based philanthropy will be reviewed, including:

- Types of rights, inc. the U.N. Declaration of Human Rights
- Right-focused funding
- Funding with a rights orientation, including community engagement, trust-based giving, etc.

Readings:

V. Ibezim-Ohaeri, “Human Rights: a bread and butter issue?” Alliance, v. 24, n. 3, 9/2019, pp. 48-50

United Nations, Multi Dimensional Poverty Index, 2021, pp. 2-6

World Health Organization, “Climate Change and Health,” Factsheet, October 2021, pp. 1-4

2 case studies from Bernard Van Leer Foundation (posted on Canvas)

Optional:

P. Singer, The Most Good You Can Do, Yale Univ., 2015, pp. 117-127

A. Giridharadas, Winners Take All, Knopf, 2018, pp. 227-235

P. Brest & H. Harvey, Money Well Spent, Stanford Business Books, 2008, pp. 156-162

Session 3: Systems, Scale and Sustainability

February 7, 2023

1st segment: This session presents the key concepts of systems, scale and sustainability. What does it mean to change a system, like criminal justice, vs. a single component, like “ban the box”? What does it mean to scale in philanthropy? How is progress sustained? Are big bets and “moonshot” philanthropy challenges the way to disrupt systems for the good? Or should we be playing a long game, measured in decades?

2nd segment: *Panel discussion:* Systems Change, Scale and Sustainability

2022 Speakers:

- **Zia Khan**, Senior Vice President, Innovation, **Rockefeller Foundation**
- **Cecilia Vaca Jones**, Executive Director, **Bernard Van Leer Foundation**
- **Rob Rosen**, Director, Philanthropic Partnerships, **Gates Foundation**

3rd segment: Small group discussions on case studies

Readings:

C. Seelos, “Changing Systems? Welcome to the Slow Movement,” Stanford Social Innovation Review, Winter 2020, pp.40-47.

CGAP (Consultative Group to Assist the Poor)/World Bank, “Graduation Pathways: Increasing Income and Resilience for the Extreme Poor,” CGAP Brief, Dec. 2016

Innovations for Poverty Action, "Evidence on Microcredit: Rethinking Financial Tools for the Poor," Jan. 2019

Case studies to be posted on Canvas

Session 4: *Innovative Tools and Approaches* *February 14, 2023*

1st half: The philanthropic "tool box" extends well beyond grantmaking. This session explores promising approaches including unconditional cash transfers, social/development bonds, participatory grantmaking, prize challenges, movement funding and other tools.

2nd half: Project teams in breakout rooms will compare and analyze cases using these tools, reporting out for group discussion.

Readings:

Innovations for Poverty Action, "Benchmarking a WASH and Nutrition Program to Cash in Rwanda," IPA Study Summary, 2018

D. Evans & F. Yuan, "What We Learn about Girls' Education" World Bank Economic Review, 0(0), 2021, 1-2, 13-20

Short cases to be posted on Canvas

Optional: R. Cohen, Impact, Ebury Press, 2020, pp. 118-138

Quiz/Short essay due 5 pm ET

Session 5: *Grass Roots Movements and/or Big Bang Innovation* *February 21, 2023*

1st segment: This session introduces methods – and dilemmas – about assessing results in philanthropy, and introduces approaches available. The pro's and con's of grass roots vs top down innovation will also be discussed. These principles, with examples, will be applied to a discussion about how philanthropy can get and keep people out of the poverty trap.

2nd segment: *Panel discussion:* How Does Change Happen?

2022 Speakers:

- **Ana Marie Argilagos**, CEO, *Hispanics in Philanthropy*
- **Eric Braverman**, CEO, *Schmidt Futures*
- **Crystal Hayling**, Executive Director, *Libra Foundation*

3rd segment: Small group discussions on case studies posted to Canvas

Readings:

K. Odede, "Closing the Race Gap in Philanthropy" The Guardian, Sept. 7, 2020

S. Wolf Ditkoff and A. Grindle, "Audacious Philanthropy," Harvard Business Review, Sept.- Oct. 2017, pp. 110-118

M. Brown, "Unpacking Theory of Change," Stanford Social Innovation Review, Fall 2020, pp. 44-50.

Bridgespan, "Leveraging Technology to Improve Smallholder Agriculture at Scale," Bold Philanthropy in India, 2018, pp. 47-56

Session 6: *Pitch Session*

February 28, 2023

Teams pitch their recommended projects. Each team has 5 minutes to present, and then 5 minutes to respond to questions from the instructor/teaching assistant. Class votes on project to receive grant.

Final team presentations in PPT/PDF due March 1, 2023 by 5 pm ET.

INSTRUCTOR BIO

Melissa A. 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 regranteeing and fiscal sponsorship services. Rockefeller Philanthropy Advisors annually manages or facilitates about \$600 million in giving to more than 25 countries. It has more than 100 full-time core staff in the U.S., Europe and Africa.

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" donor guides with support from the Gates Foundation. She developed and leads RPA's research initiative, "The Theory of the Foundation."

A frequent speaker, Ms. Berman has been a guest lecturer at universities across the U.S., Europe and Asia including Harvard, Yale, Stanford, Duke, IMD, Sciences Po, Oxford, Sun-Yat Sen, and Beijing Normal universities. As a widely-recognized expert in philanthropy, Ms. Berman has been profiled in the New York Times, Financial Times and the Stanford Social Innovation Review. Her ideas and views are featured in the Economist, Wall Street Journal, New York Times, Financial Times, and the Chronicle of Philanthropy. She has been interviewed on the Today Show, NBC Nightly News, NPR, BBC Radio, CNBC-TV, and Bloomberg TV.

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 Candid (the combined Foundation Center and Guidestar), and an Advisory Council 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.