New York University
Robert F. Wagner Graduate School of Public Service
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Nonprofit Sector Analysis and Evaluation: The LGBT Case
PADM-GP.4153, 1.5 Points

Course Description:

This course is a unique look at an assortment of evaluation and measurement methods - "tried and true", "innovative and even "anecdotal" - for non-profit organizations and the foundations that fund them. Rather than look at the entire non-profit universe, we will examine evaluation methods, tools and consequences through the lens of one non-profit sector, the Lesbian, Gay, Bisexual and Transgender (LGBT) arena. We will utilize case studies, published articles and papers, and in-class conversations with those who are the subject of these evaluations - and those doing the evaluations themselves.

We will meet four Fridays (April 3, 17 and May 1, 15) always at the same time - 9:25am to 12:25pm in Room 370 of the WAVE Building.

Course Requirements and Grading:

All students are required to:

1. Complete readings in advance of class sessions.
2. Attend class regularly and participate in discussions.
3. Submit a bi-weekly "journal" - 2 to 3 pages - via email - containing reflections on the previous class, the current assigned readings, and three (3) questions for the guests scheduled to appear at our next class. This journal is to be emailed to mff2@nyu.edu by 5pm on the Tuesday preceding our Friday class.
4. Write one, ten-fifteen (10-15) page final paper; the focus to be on either a foundation or non-profit (to be decided in consultation with the instructor) in the LGBT sector - their goals and objectives, how they measure success, and how they share that measurement with the larger field.

Class 1 - Friday, April 3

Class Objective: While there are more than 77,000 foundations in this country, only a handful support LGBT issues/causes/organizations in a real, substantial, and sustained manner. Who are these foundations, why do they care about this topic, who do they fund, how do they fund, and how long will they stay with this ever changing subject area? And once they have funded, how do they go about measuring the impact of their giving? We’ll take a look at the funders - and meet two foundation leaders who, while having some shared goals, take very different approaches to their philanthropic giving.

Our Guests: Andrew Lane, Executive Director, Johnson Family Foundation
http://www.jffnd.org/contact.html
Ben Francisco Maulbeck, Executive Director, Funders For LGBTQ Issues
https://www.lgbtfunders.org/

Readings:

* LGBT Funding Overview:
Study Questions:

1. Philanthropy has been involved with influencing public policy since it started. Are the advocacy methods of philanthropy better than contriving to political campaigns? Why? What does each accomplish?
2. Many philanthropists and foundation rely on education rather than advocacy to persuade. Is this enough?
3. Why don’t more funders give to LGBT causes?
4. How did Tim Gill’s philanthropy change over the years? How does he evaluate the “success” of his giving?

Class 2 - Friday, April 17

Class Objective: We’ve now met the folks who do the funding - but where is their money going? In a sector that serves such disparate communities - from HIV/AIDS to marriage equality to transgender legal protections - how do we compare the non-profits that seek to serve such a vast variety of needs? Can we? Should we? How do these groups position themselves to best advocate for scarce resources? And how do they define “success”?

Our Guests: Marc Solomon, National Campaign Director, Freedom To Marry
http://www.freedomtomarry.org/pages/staff#msolomon

Glennda Testone, Executive Director, NY LGBT Community Center
https://gaycenter.org/about/staff

Readings:

www.insidephilanthropy.com/fundraising-for-lgbt/lgbt-funding-trends-tips.html

* Case: Evolution of The Gill Foundation, KSG case 1717.0 (PDF attached)

* Examine the website for the Gill Foundation www.gillfoundation.org closely.

* Peruse the annual reports of other large LGBT funders - links can be found at: www.insidephilanthropy.com/fundraising-for-lgbt/

* Johnson Family Foundation LGBT Giving and Priorities
http://www.jffnd.org/program_lgbt.html

* Proteus Fund/Civil Marriage Collaborative
http://www.proteusfund.org/cmc

* Eckhart-Queenan & Matt Forti, “Measurement as Learning, Bridgespan Group:

* Why Should Foundations Serving Marginalized Communities Focus Explicitly on Equity?

* The Importance of Criticizing Philanthropy
http://www.theatlantic.com/business/archive/2014/05/the-case-for-philanthropy-criticism/361951/

* Winning Marriage, Marc Solomon (handout)

* This Gay Rights Group Wants the Supreme Court to Shut It Down:  
http://www.huffingtonpost.com/2015/03/23/freedom-to_marry_n_6880616.html

* What Comes After Gay Marriage:  
http://www.thewire.com/politics/2013/03/what-comes-after-gay-marriage/63507/

* Gay Rights Shift Pushes Focus South and West:  

* Deal A Victory In Court, Gay Rights Advocates Focus on a New Frontier:  

* Movement Advancement Project (MAP)  
2014 Report on the State of LGBT Community Centers (handout)


* Ott, J. Steven and Dicke, Lisa A., editors, The Nature of the Nonprofit Sector,  
Chapter 30: The Future of the Nonprofit Sector: Its Entwining with Private Enterprise and Government, pp. 348-357 (handout)

* Chapter 9: History and Theories of Nonprofit Organizations, pp. 108-116 (handout)

* Salamon, Lester, editor, The State of Non Profit America,  
Chapter 12: Individual Giving and Volunteering, pp. 387-416 (handout)

* Introduction to www.foundationcenter.org; www.guidestar.org;  
www.givingcommon.org

* Bornstein, David “For Ambitious Nonprofits, Capital to Grow” New York Times,  
June 27, 2012.  
http://opinionator.blogs.nytimes.com/2012/06/27/fixed

**Study Questions:**

1. Freedom To Marry says that they are going to close when “marriage equality” is achieved. What do you think about that? Won’t there still be legal and cultural challenges? (see Alabama!) Where will the donors who have given tens of millions to Freedom To Marry go? Will their philanthropy move on to other constituencies - or stay in the LGBT sector?

2. How do those, like the LGBT Center, evaluate their work? How do they define success? Will they ever be able to close (like their friends in the marriage movement) or does the goal post for the success of their work keep moving?

3. Do you think that funders are partial to investing in movements that have a well defined goals - and a finite “sell by” date?

4. Can you think of another social justice movement that has been so focused on “shutting down and moving on”? And if so, how did that scenario play out for them?

**Class 3 - Friday, May 1**
Class Objective: We've now met the folks who do the funding - but where is their money going? In a sector that serves such disparate communities - from HIV/AIDS to marriage equality to transgender legal protections - how do we compare the non-profits that seek to serve such a vast variety of needs? Can we? Should we? How do these groups position themselves to best advocate for scarce resources? And how do they define “success”?

Our Guest: Ineke Mushovic, Executive Director, MAP
http://www.lgbtmap.org/about-map/our-team

Readings:
* Movement Advancement Project
http://www.lgbtmap.org/our-work-and-mission

* Movement Advancement Project - Standardized Annual Report (handout)


* Singer, P. 2013. “Good charity, bad charity.” The New York Times, August 10. Available at:

* This American Life, 503, “I was just trying to help”, August 16, 2013. Listen to the radio program at:
  http://www.thisamericanlife.org/radio-archives/episode/503/i-was-just-trying-to-help


* NYT June 29, 2013, “Two paths for charitable giving: From the head or from the heart” http://www.nytimes.com/2013/06/29/your-money/charitable-giving-from-head-or-heart.html?_r=0

* The Way We Think About Charity Is Dead Wrong: Dan Palotta
http://www.ted.com/talks/dan_palotta_the_way_we_think_about_charity_is_dead_wrong?language=en


Study Questions:
1. How would YOU define MAP? Who is their audience? Who is driving their work - the movement? The organizations? Funders? And does that have an effect on the projects that they take on and the analysis that they provide?
2. What did you make of the Four Traditions of Philanthropy? Would they be your four? Can you think of more?
3. Is Dan Palotta right - should we fundamentally alter the way we look at non-profits and non-profit leadership? How would that play with the existing groups and funders? Would it benefit them or bring the sector to a screeching halt?
4. Are donors telling the truth when they say they would give more if only non-profits could/would show “results”? Can you think of a way to test this proposition?

Class 4 - Friday, May 15

Class Objective: Funders. Non-Profits. Evaluators. We’ve heard from them - now it’s time to hear from you - and your colleagues.

Readings:

* http://www.reuters.com/article/2015/03/26/us-apple-ceo-tim-cook-idUKBNOOM2YM20150326
* Andrew Carnegie, 1901. Part 1, The Gospel of Wealth and Other Timely Essays