

**Robert F. Wagner Graduate School of Public Service
New York University**

**Corporate Philanthropy and Engagement
PADM-GP .4414
Fall 2021**

**Saturday, November and November 13, 2021
9am-5pm // 194 Mercer Street, Room 306B**

Instructor: Hedieh Fakhriyazdi // hf567@nyu.edu

Introduction: Corporate philanthropy and engagement is an evolving space which is critical to the existence and operation of nonprofit organizations. The role of the private sector in helping nonprofits achieve their mission, serve their clients and realize their expected goals and outcomes is unique and very different from the role that government funders and individual major donors play. This course will provide a survey of key topics, trends and best practices within the corporate philanthropy, corporate social responsibility and grantmaking space, with a particular emphasis on public and private multinational organizations headquartered in the United States. This course is ideal for those with limited-to-no exposure or prior engagement with corporate institutions as grantmakers and partners and/or for those who work closely with corporate giving offices and philanthropy departments.

Learning Objectives: By the end of the course, the students should be able to:

- Understand the landscape of corporate philanthropy and how it fits into corporate citizenship and corporate social responsibility within organizations
- Understand what motivates corporate institutions to give (i.e. what serves as the motivators and drivers)
- Understand how to best leverage the core competencies of a corporate institution in grant requests
- Understand stakeholders and the key elements of a strong request for funding
- Understand the breadth and scope of corporate and nonprofit partnerships (including cultivation of corporate partners) and development of multi-sector partnerships
- Understand new best practices and emerging trends in corporate philanthropy and corporate social responsibility

For the purposes of this class, the course will largely only discuss US- domestic corporate philanthropy programs and motivations; the international landscape of corporate philanthropy and giving will not be discussed in detail. Furthermore, the course will not delve deeply into grantwriting but will rather speak to crafting partnership and sponsorship proposals.

Academic Integrity: As a student at New York University, academic integrity is of utmost importance. It is the student's responsibility to become familiar with these policies. All students are expected to pursue and meet the highest standards of academic excellence and integrity:

<https://wagner.nyu.edu/students/policies/academic-code.php>

Course Assignments: There one required course assignment for successful completion of this course in addition to class participation.

Group Pitch Assignment (Due: Saturday, December 6 at 6pm ET)

“Wagner Enterprises” (a fictitious organization) is a public company headquartered in New York City with a 250,000 global employee population spanning across 100 regional offices. As a leading financial services company, Wagner Enterprises prides itself on serving the greater community where Wagner employees live and work, through financial literacy programming, professional development training, and women's economic empowerment. In small groups, students will be asked to develop a program proposal for a current nonprofit program (must be an actual US-based 501c3 organization) to Wagner Enterprises. Instructions will be distributed in class.

Grading Breakdown:

Class participation: 40% of overall grade

Group assignment: 60% of overall grade

For questions on NYU Wagner's grading guidelines, please visit:

<https://wagner.nyu.edu/adjunct/files/gradingGuidelines.pdf>

Late Policy: Late assignments without prior approval from the instructor will not be accepted (i.e. in the case of extenuating circumstances). Late assignments will be reduced by half a grade for each day that the assignment is late.

Required Reading

Please read one of the books listed below the other depending on your level of familiarity with CSR. You may either purchase the hardcopy via Amazon, or download it for **free** using the “bobcat.library.nyu.edu” links listed below:

- [“21st Century Corporate Citizenship: A Practical Guide to Delivering Value to Society and Your Business”](#), Dave Stangis and Katherine Valvoda Smith → ***For those looking for a more introductory level on the subject***

https://bobcat.library.nyu.edu/permalink/f/ci13eu/nyu_aleph007328914

- [“The Executive’s Guide to 21st Century Corporate Citizenship: How Your Company Can Win the Battle for Reputation and Impact”](#), Dave Stangis and Katherine Valvoda Smith → ***For more advanced practitioners***

https://bobcat.library.nyu.edu/permalink/f/ci13eu/nyu_aleph006090122

Coursepack

Some articles/cases will also need to be purchased via a Harvard Business Publishing coursepack. You can purchase and download the coursepack at: <https://hbsp.harvard.edu/import/881632>

→ ***Only two articles in the Coursepack are required -- this would be \$8.50 total. The rest of the articles are optional.***

Before Class 1

1. Begin reading one of the books listed in the required reading section.
2. Purchase the required articles (What is an Organization's Culture and Driving Sustainability at Bloomberg LP) from the Harvard Coursepack. Aim to get through the Culture article before Saturday.
3. Begin the readings in *Setting the Stage and Corporate Culture* and *Five Key Pillars of Corporate Citizenship Strategy* sections below.

During Class 1 (November 6)

1. Discussion of *Setting the Stage on Corporate Culture*
2. Discussion of *Five Key Pillars of Corporate Citizenship Strategy*
3. Guest speaker from Estee Lauder Companies, Inc.
4. *Lunch break will be at 12pm ET.

After Class 1

1. Finish reading Stangis and Valvoda Smith book.
2. Complete all readings in *Building Partnerships* and *Future of Corporate Citizenship* sections below.

During Class 2 (November 13)

1. Recap of Class 1 material
2. Discussion of *Building Partnerships*
3. Discussion of *Future of Corporate Citizenship*
4. Guest speaker from Boston College Center for Corporate Citizenship and UPS
5. Group Work and Prep for Final Assignment
6. *Lunch break will be at 12pm ET.

After Class 2

1. Work on Final Group Assignment on Wagner Enterprises – assignments to be submitted by: **Saturday, December 4 at 6:00pm ET**

Course Overview and Readings

Class time will be spent largely in discussion of course readings, case studies with lectures and presentations from the instructor. Students will be required to share insightful comments on their understanding and interpretations of required readings in class.

Class 1

Setting the Stage on Corporate Culture

- “What Is An Organization’s Culture” – Harvard Business Review **(In Coursepack)**
- Annual Letters to CEO’s by Larry Fink, CEO, Blackstone
 - [“A Sense of Purpose”](#), 2018
 - [“Purpose and Profit”](#), 2019
 - [“A Fundamental Reshaping of Finance”](#), 2020
 - [2021 Letter](#), 2021
- Business Roundtable
 - [Preamble to New Statement on Purpose of a Corporation](#)
 - [Commitment to Employees and Communities](#)
 - [Advancing Racial Equity and Justice](#)

Five Key Pillars of Corporate Citizenship Strategy

For the purposes of this course, the greatest focus will be on charitable giving, employee engagement, and DEI.

1. Charitable Giving
2. Employee Engagement
3. Diversity, Equity & Inclusion (DEI)
4. Sustainability
5. Wellness

Charitable Giving

Discussion:

- Types of Charitable Giving
- Types of Foundation Giving

- Dollars For Doers vs. Dollars for Your Hours
- Why does this matter? How does it benefit the business? How does it benefit the nonprofits?

Reading:

- [“The Keys to Rethinking Corporate Philanthropy”](#), MIT Sloan Management Review

Employee Engagement

Discussion:

- Types of volunteer engagement programs – it’s a spectrum; 101 level up to 301 level; general volunteerism, skills based volunteerism, pro bono volunteerism, cause related events
- Reasons for volunteer engagement – retention, engagement, advancement
- Why does this matter? How does it benefit the business? How does it benefit the nonprofits?

Reading:

- [“Seven Practices of Effective Employee Volunteer Programs”](#), Points of Light Corporate Institute, 2014 // **Employee Volunteer Program Overview**
- “The Power of Many” – Stanford Social Innovation Review (In Brightspace), Layli Miller-Muro, Executive Director, Tahiri Justice Center, 2011// **Skills-Based and Pro Bono Volunteerism**

Diversity, Equity & Inclusion (DEI)

Discussion:

- What is DEI?
- Why does it matter in the workplace?
- How do we implement DEI in the workplace?
- Talent Management Lifecycle
- Education, Awareness Building, Training
- Affinity Groups
- Client Engagement/Client Demand
- Social Justice Engagement
- DEI is the lens across everything that we do

Reading:

- [“Diversity and Inclusion Efforts that Really Work”](#), Harvard Business Review
- [“How to Foster Workplace Belonging Through Successful Employee Resource Groups”](#), Forbes
- [“How to be an Anti-Racist”](#), Dr. Ibram X. Kendi, Aspen Ideas Festival

Sustainability

Discussion:

- Types of sustainability/green programs – its also a spectrum; Green programs; policies, ESG, all the way up to real impact
- Why does this matter? How does it benefit the business? Does it benefit the nonprofits?

Reading:

- “Driving Sustainability at Bloomberg LP”, Harvard Business Review (**In Coursepack**)

Wellness

Discussion:

- Types of wellness programs – education and awareness; cause related events and fundraising
- Why does this matter? How does it benefit the business? Does it benefit the nonprofits?

Class 2***Building Partnerships****Discussion:*

- Effective Public-Private Partnership Models
- Where do DEI and corporate philanthropy/engagement overlap?
- Sponsorship Pitches Exercise
- Nonprofit Board Engagement and Corporate Business Development Goals

Readings

- [Civic 50](#)
- [Impact 2030](#)
- [Weil Legal Innovators](#)
- [“A Portfolio Approach to Social Innovation Partnerships”](#), Stanford Social Innovation Review
- [“The Need for Cross-Sector Collaboration”](#), Stanford Social Innovation Review

Future of Corporate Citizenship

Discussion:

- What is missing in the current corporate citizenship framework?
- What is the future of corporate citizenship?

Readings:

- [“The Future of Corporate Philanthropy: More Than Just a Check”](#), JPMorgan Chase & Co.
- [“The Remarkable Rise of ESG”](#), Forbes
- “Creating Shared Value”, Harvard Business Review (In Classes Site)
- “Triple Threat Leadership”, Harvard Business Review (In Classes Site)

Prep for Final Assignment

- *Sponsorship Pitch Team Assignment* – Instructions to be provided in class