

**Fall 2004**  
**Executive MPA Program**  
**U8300 Section 001**  
**Weds 6:00pm-8:00pm**  
**Dr. David Maurrasse**  
**Office Hours: Wed 4:30-6:00**  
**International Affairs Building**  
**Email: [djm189@columbia.edu](mailto:djm189@columbia.edu)**  
**Phone: 212-854-4309**  
**212-979-9770**

**Cross Sector Partnerships, Philanthropy, and Community Building**  
**Professor David Maurrasse**  
**DRAFT SYLLABUS**

**Conceptual Overview**

Solving social problems in these complex times is no longer seen as an essentially governmental responsibility. With government devolution and fewer boundaries between sectors, new strategies and approaches to improving social conditions are emerging. Greater reliance on, and expectations of private resources in these matters is becoming evident in partnerships, nonprofit-sponsored for profit enterprises, social entrepreneurship, and the wide variety of new innovative strategies. Indeed, the rules have changed. Some foundations have decided that, instead of funding existing programs, to create their own. Some individuals with resources and influence are subsidizing aspects of government initiatives. Some universities, hospitals, and corporations are engaged in community building initiatives.

When looking at poverty, illiteracy, illness, and a wide variety of social concerns, we know that the resources and information necessary to address these issues exist. The question has been one of distribution. Of course, politics, corruption, violence, and other realities sometimes increase the difficulty in the flow of resources and information to their intended destinations. Nevertheless, much of the new thinking that is emerging is a reflection of changes in approach and expectations. This innovative thinking is not bounded by sector or tradition. The philosophy is to leverage the resources that already exist to address social concerns. This is a new way of looking at philanthropy, which requires cross-sector partnerships, and thinks more in terms of community than particular issues or particular organizations.

In a country like the United States, where a private philanthropic tradition has long roots, adapting to this new environment is somewhat of a stretch, but not as much as in many other countries, where government is far more active in addressing social concerns. However, even in these countries, gradual privatization is starting to affect the landscape of philanthropy and community building. Private individuals and other nongovernmental entities are partnering with government around health, education, and economics.

This course provides an opportunity to examine and analyze these emerging trends. Through a combination of readings, actual case studies, dialogue, and projects, this course will familiarize students with the context of the work environment in which they will be situated. As SIPA students enter all sectors after graduation, yet share an interest in improving society, we are witnessing the dynamics of cross-sector thinking within our boundaries. It is important for SIPA students to see examples of these kinds of innovative activities early in their careers, as they will become the innovators of the future. It is also important for students to understand the do's and don'ts of partnerships, as they are easier conceptualized than done. While they hold promise in theory, the implementation of such efforts requires a great deal of time, trust, and cooperation among numerous parties that have not traditionally worked together. Having a course that showcases real examples of such efforts can provide a true picture of just what is required to make partnerships and various newer philanthropic gestures useful.

The material in the course is partly influenced by ideas that have emerged out of my experiences as a grants officer and a consultant. Much of my work as a consultant has shifted from an organizational focus, where specific organizations received technical assistance on management issues to a broader collaborative focus that involves multiple entities with a community-wide focus. Cases that will be featured in the course include the Annie E. Casey Foundation's effort to enhance the role of "anchor institutions" (universities, hospitals, etc.) in community development in the nationwide sites where they provide financial support, government, private and non-profit partnerships in Mexico, the development of a collaborative of young Caribbean-American professionals, leveraging the resources of their diaspora to combat "brain drain" and economically develop the home countries, and the efforts of a group of universities in London to strategically develop a role for themselves in community development in the city. The creative thinking evident in these examples exemplify some newer forms of philanthropy, and a willingness to at least begin challenging the boundaries of traditionally held expectations of institutions in society. Some of the expectations that are beginning to emerge are suggesting a higher level of responsibility among institutions. This conception is not far from discourse around "accountability" and "transparency".

But the brand of partnerships that are the focus of this course, include actual efforts by institutions themselves to enhance their relevance and extend their missions. Underlying some of these approaches is a sense of interdependence – a sense that what affects communities at large affects institutions and vice versa.

## **Course Requirements**

Grades in the course will be determined by:

A midterm paper	30%
Class Participation	10%
Applied Project	60%

The midterm will be a brief paper in which students should explore the strengths, limitations, and prospects of an existing cross-sector community building initiative.

Class participation is based on attendance and involvement in the course.

The applied project makes up the bulk of the course requirements. The class (the number of small groups depends upon the size of the course) will be required to choose a neighborhood, city, or region, and ultimately develop a plan around a particular issue, and a broad, multi-sector strategy to address the issue. Students would have to identify the unique role that various institutions and community organizations could play, and make recommendations around the steps that would be required in order for that partnership to emerge. Students would have to identify potential obstacles that could hinder the progress of the implementation of the plan, and opportunities that could make the plan successful.

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### **Required Books**

1. Bornstein, David. How to Change the World: Social Entrepreneurs and the Power of New Ideas (New York: Oxford University Press, 2004).

2. Maurrasse, David, ed. A Future for Everyone: Innovative Social Responsibility and Community Partnerships (New York: Routledge, 2004).

3. Maurrasse, David. Your University & Your Community: An Assessment Tool and Workbook to Improve Partnerships (New York: Marga Inc, 2004).  
Can be purchased at [www.margainc.com](http://www.margainc.com)

4. Course Packet of readings can be purchased from:

The Village Copier  
Broadway between 115th St and 166th St  
Phone: 212-666-0600

### **Readings**

**9/15/04 Introduction**

**9/22/04 Cross Sector Partnerships and Community Building**

-Case: Morningside Area Alliance,

Guest speaker: Ann McIver, Executive Director, Morningside Area Alliance

-“Introduction” from A Future for Everyone– Maurrasse

- “Leadership, Strategy, and Change: Challenges in Forging Timely and Effective Learning Communities” – Maurrasse

- 9/29/04**      **Community and Interdependency**  
 -“Community Engagement: Definitions, and Organizing Concepts from the Literature,” Public Health Practice Program Office  
 - “Communitarianism” Amitai Etzioni  
 - “Introduction” from Building Communities from the Inside Out: A Path Toward Finding and Mobilizing a Community’s Assets, by John P. Kretzmann and John L. McKnight  
*Group Assignment*
- 10/06/04**      **The Changing Role of Government & Contemporary Global Realities**  
 -“Socially Responsible Business: Global Trends” by Jonathan Cohen-- Excerpt from A Future for Everyone-- Maurrasse  
 -“Moving Toward Market-Based Government” by Jacques S. Gansler  
 -“The Role of Government in the Age of Knowledge”
- 10/13/04**      **Leveraging Higher Education**  
 -Case: London,  
 Guest speaker, Carole Campayne, Director, Diversity and Equality Unit, University of London South Bank  
 -“Leveraging Colleges and Universities for Urban Economic Revitalization: An Action Agenda” by CEOs for Cities  
 - Your University & Your Community: An Assessment Tool and Workbook to Improve Partnerships
- 10/20/04**      **Challenges of Working Across Sectors, Ensuring Community Gain, Potential Impact and Reflections on Strategy**  
 -Case: Mexico,  
 Guest speaker Marvella Orvañanon  
 -“Characteristics of ‘Engaged Institutions’ and Sustainable Partnerships, and Effective Strategies for Change” by Barbara A. Holland  
 -“Lost in Translation: Communication Between the World of Business and Nonprofits” by Marion Gryzlo  
 “Cross-Sector Collaboration: Lessons from the International Trachoma Initiative” by Diana Barrett, James Austin and Sheila McCarthy  
*Project Progress*
- 10/27/04**      **Higher Education and Community Impact**  
 -Case: Annie E. Casey Foundation,  
 Guest speaker, Susan Batten, Senior Fellow, Annie E. Casey Foundation  
 -“The Future for Economically Distressed Community-Higher Education Partnerships” by David N. Cox and Melissa Pearce-- Excerpt from A Future for Everyone-- Maurrasse  
 -“Plain Living” by Robert A. Jones  
 -“Consortia and Institutional Partnerships for Community Development” by Mitchell R. Williams

- 11/3/04**      **Innovations in Philanthropy & Social Enterprise Movement**  
 Guest Speaker, Sue Bellinger  
 -“Restless People,” “The Role of the Social Entrepreneur,” “Six Qualities of Social Entrepreneurs” and “Four Practices of Innovative Organizations” Excerpts from How to Change the World by David Bornstein  
 -“Employees in the Community A Global Force for Good” By David Logan  
 -“Leadership Dialogue: The Edna McConnell Clark Foundation and Harlem Children’s Zone” From the report, “High Engagement Philanthropy: A Bridge to a More Effective Social Sector”  
 -“Will ‘Venture Philanthropy’ Leave a Lasting Mark on Charitable Giving?” by Mark Kramer
- 11/10/04**      **Boundaries, Regions and Global Communities**  
 -Case: Caribiz,  
 Guest speaker, Charlot Rosario  
 -“Bound for Asia” by Jen Lin-Liu  
 -“Morality Must March with Capacity, James Grant, United States: The Child Survival Revolution” Excerpt from How to Change the World by David Bornstein
- 11/17/04**      **Health Care Institutions and Community Engagement**  
 -Case: Guest Speaker, Allan Formicola  
 -“Community Voices: A National Initiative to Improve Health of Underserved Communities” by Allan j. Formicola, Walid Michelen and Sandra Harris-- Excerpt from A Future for Everyone– Murrasse  
 - “Health Institutions as Anchors in Communities: Profiles of Engaged Institutions” by Jen Kauper-Brown and Sarena D. Seifer Community-Campus Partnerships for Health  
 -“If the World Is to Be Put in Order” from How to Change the World by David Bornstein  
*midterm due*
- 11/24/04**      **No Class –Happy Thanksgiving!!**
- 12/01/04**      **Community Assets and Strategic Choices**  
 -Case: Abyssinian Development Corporation,  
 Guest speaker, Sheena Wright, Executive Director, Abyssinian Development Corporation  
 -“MAPP Model”  
 -“Community Mapping: Using Geographic Data for Neighborhood Revitalization” By PolicyLink

- 12/08/04**      **Financial Institutions**  
Guest Speaker, Rick Greenberg, Executive Vice President and Vice  
President of Consulting, Marga Incorporated  
“Beginner Community Reinvestment Act Manual”  
*Project Progress*
- 12/15/04**      **Group Presentation**
- 12/22/04**      **Final Revisions to Report Due**