

PAD 664
Nonprofit Lobbying, Advocacy and Government Relations
Prof. Gregory Saxton, PhD

Class Hours: Mon. 5:30 – 8:30pm, Metro Center
Instructor's Office: Faculty Office Building, Room 241
Office Hours: One hour before and after class (and by appointment)
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Overview of the Course

This course will provide an overview of the public policy role of nonprofit organizations. The first half of the course will address the nonprofit sector's relationship to government. We will review the history of civil society, the proper role of nonprofit organizations in the civil society sector, and trends in government-nonprofit relations. We will also examine new frontiers for nonprofits in the market and the "global village." The second-half of the semester will be spent on practical aspects of the design and execution of effective advocacy and government relations strategies. Topics covered will include organizing for advocacy, navigating the legislative process, the scope of permitted lobbying activities, the mobilization of community support, and the use of the media and the Internet.

Course Objectives and Outcomes

After taking this course, students who participated fully in the course readings and class discussions will:

- ◆ Understand the political and legal environment of nonprofit organizations
- ◆ Understand the changing institutional context in which nonprofits operate
- ◆ Understand how government relations are integral to nonprofit administration
- ◆ Be familiar with the different forms of nonprofit advocacy and lobbying
- ◆ Be able to design an appropriate advocacy strategy for a nonprofit organization

The material in this course reflects the MPA program's mission to combine the conceptual and practical application of administrative knowledge (Mission element #1A); to develop an awareness of professional ethics, diversity and globalism (Mission element #1B); and to improve skills in information technology (Mission element #2B).

Course Materials

- Boris, Elizabeth T. and Eugene Steuerle, ed. 1999. *Nonprofits and Government: Collaboration and Conflict*. Washington, DC: The Urban Institute Press.
- Smucker, Bob. 1999. *The Nonprofit Lobbying Guide*. 2nd ed. Washington, DC: Independent Sector.
- Readings marked with a double asterisk ("**") are available through Electronic Reserves.
- [Class web page] indicates that the reading is available via the course web page.

Course Web Page <http://www.acs.brockport.edu/~gsaxton/pad664.htm>

This page contains an electronic version of the syllabus through which electronic readings are accessible. All updates on course material will also be available at this site.

Methods of Instruction

This course integrates a variety of active learning techniques into the seminar format, including case studies, group discussions, debates, student presentations and simulations.

Assignments & Grading

Participation

Active participation in the classroom is an essential element of all graduate classes. For optimal discussion to occur, it is imperative that you develop ideas and ask questions that are relevant to the

subject matter. Such participation is difficult, however, unless you come to class prepared. In order to do well, you must complete all assigned readings and come to class ready to participate. Your classmates and I will evaluate your participation at the end of the semester.

Case Study Presentation

Each student (either individually or in groups) will be required to prepare a 15-minute presentation on one of the cases to be discussed during the semester.

Tests:

There will be one in-class mid-term test.

Position Paper

Take a side on the “Is Civil Society Declining?” debate. 2 pages, double-spaced.

“Needs Assessment” Memo

Brief, rapid assessment of changes in community needs in Rochester area. 2 pages, double-spaced.

Op/Ed Article

Each student will write an “op/ed” piece on a subject related to the course material.

Advocacy Project

In the second half of the semester, each student will work intensively on an advocacy project for a specific nonprofit organization. Specific details on the assignment will be provided shortly after the start of the semester.

***A note on all written assignments. I expect that papers will be original work, clearly written, well organized, grammatically correct and free from typographical and spelling errors.

10%	Case Presentation	
20%	Class Participation	
10%	Position Paper	(February 4 th)
10%	“Needs Assessment” Memo	(March 4 th)
20%	Mid-Term Exam	(March 11 th)
10%	Op/Ed Piece	(April 1 st)
20%	Advocacy Project	(May 13 th)

Grading Scale

85% - 100% = A
80% - 84.9% = A-
75% - 79.9% = B+
70% - 74.9% = B
60% - 69.9% = C
Below 60% = E

Make-up Policy

Make-up exams will be given only to students with medical or personal emergencies with appropriate documentation. If an emergency arises, you need to contact me *before* the exam. I will be strict on this policy. If you fail to communicate with me (in person, via e-mail, or voice mail) prior to the exam, you will receive a grade of 0 for that exam. The make-up exam will be different and more difficult than the original, scheduled exam. There will be no make-up for in-class exercises or the class presentation.

Late Papers

Papers are due *at the start* of class on the due date. Papers that are turned in after this will receive an immediate penalty of 5%, with an additional 5% penalty per day.

Classroom Etiquette and Attendance

You are expected to attend class regularly and take notes. A large segment of the exams is taken from the mini-lectures and seminar discussions, and we will often deal with material that is not covered in the readings. If you miss class, it is your responsibility to get the notes from a classmate. As an added reminder, outstanding class participation might bump you up part of a grade, while showing up late and missing classes will result in deductions from your participation grade.

Miscellaneous

I want to make this course accessible for everyone. I will strive to provide a reasonable accommodation to any individual who advises me of a physical or mental disability. If you have a limitation that requires an academic adjustment or accommodation, please arrange a meeting with me at your earliest convenience.

Schedule of Topics

—PART (A): History & Context of Nonprofit Advocacy & Government Relations—

January 28: Overview of Class and Introduction to Course Material

- Introduction to the course and to each other. Review syllabus, schedule of assignments, and expectations for the course.

February 4: The Size and Scope of the Nonprofit Sector; Is Civil Society Declining?

- Overview of the contemporary civil society sector
- Examination of the rise and decline of American civil society

Review Definitions:

- Putnam, Robert. “Social Capital: What is it?” www.bowlingalone.com/socialcapital.php3
- Civic Practices Network. “Social Capital” www.cpn.org/sections/tools/models/social_capital.html
- Civic Practices Network. “Civil Society” www.cpn.org/sections/tools/models/civil_society.html

*****Position Paper due at beginning of class.**

Required Readings:

- “Foreward,” Boris & Steuerle, pp. xi-xii.
- Boris, Elizabeth T. “Introduction—Nonprofit Organizations in a Democracy: Varied Roles and Responsibilities.” In Boris & Steuerle, pp. 3-16.
- Robert D. Putnam. 1996. “The Strange Disappearance of Civic America.” *The American Prospect*. www.prospect.org/archives/24/24putn.html
- Barber, Benjamin R. “The Search for Civil Society.” CPN. www.cpn.org/sections/partisans/perspectives/new_democrat/rebuild_search.html

- William A. Galston; Peter Levine. 1997. "America's civic condition: a glance at the evidence." *Brookings Review*. Vol. 15 No. 4 (Fall): 23-26. www.brook.edu/press/review/fall97/galston.htm
 - Gary Wills. "Putnam's America." *The American Prospect* v. 11, no.16 (July 17, 2000): 7 pp. www.prospect.org/archives/V11-16/wills-g.html
 - Schudson, Michael. "What If Civic Life Didn't Die?" *The American Prospect* no. 25 (March-April, 1996): 7 pp. www.prospect.org/archives/25/25-cnt1.html
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February 11: History of Nonprofit Activity in the Civil Society Sector

- The rise of nonprofit organizations and the civil society sector
- What is the proper role of interest groups and nonprofits in society?
- How have nonprofits improved or changed social, political, or economic conditions because of their participation in the public policy process?

Required Readings:

- Boris, Elizabeth T. "Introduction—Nonprofit Organizations in a Democracy: Varied Roles and Responsibilities." In Boris & Steuerle, pp. 16-29.
 - Saxton. "Lobbying." *Encyclopedia of Public Administration & Public Policy* [class web page]
 - **Hall, Peter Dobkin. 1994. "Historical Perspectives on Nonprofit Organizations." *The Jossey-Bass Handbook of Nonprofit Leadership and Management*. 3-43.
 - Alexis de Tocqueville. "Political Associations in the United States." Reprinted from: *Democracy in America*, Volume 1, Chapter 12. Phillips Bradley Edition. http://www.cpn.org/cpn/sections/new_citizenship/classics/deTocq_associations.html
 - James Madison. 1788. The Federalist No. 10 and No. 51. http://www.cpn.org/cpn/sections/new_citizenship/classics/federalist.html
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February 18: Resource Allocation: Government and the Independent Sector

- Tax exemption: society's *quid pro quo*
- How the government—the people—allocate money to the charitable sector.

Required Readings:

- Young, Dennis R. "Complementary, Supplementary, or Adversarial? A Theoretical and Historical Examination of Nonprofit-Government Relations in the United States." Boris & Steuerle, pp. 31-67.
- Abramson, Alan J., Lester M. Salamon, & C. Eugene Steuerle. "The Nonprofit Sector and the Federal Budget: Recent History and Future Directions." Boris & Steuerle, pp. 99-139.
- Smith, Steven Rathgeb. "Government Financing of Nonprofit Activity." Boris & Steuerle, pp. 177-210.

Supplemental Readings:

- Brody, Evelyn, and Joseph J. Cordes. "Tax Treatment of Nonprofit Organizations: A Two-Edged Sword?" Boris & Steuerle, pp. 141-175.

February 25: The Changing Context of Nonprofit Organizations (I): The Political and Institutional Environment

- The Transfer of Government Functions to the Nonprofit Sector
- New political challenges for the nonprofit community in the "post-9/11" environment
- The demographic and institutional environment of nonprofits

Required Readings:

- *The Nonprofit Agenda: Recommendation to President George W. Bush to Strengthen the Nonprofit Sector*. 2001. Presented by the Advocacy Institute, the National Committee for Responsible Philanthropy, the Union Institute, and OMB Watch. www.ombwatch.org/npagenda
- **Van Til, Jon. 1994. "Nonprofit Organizations and Social Institutions." *The Jossey-Bass Handbook of Nonprofit Leadership and Management*. pp. 44-64.
- Robert D. Putnam, "Bowling Together." *American Prospect* Volume 13, Issue 3. February 11, 2002. <http://www.prospect.org/print/V13/3/putnam-r.html>
- AAFRC. "What Do Crises Mean For Giving?" September 27, 2001 <http://www.aafrc.org/press5.html>
- Nick Penniman. "Wealth of Spirit: Will nonprofits be a casualty of war?" *American Prospect* Volume 12, Issue 19. November 5, 2001 <http://www.prospect.org/print/V12/19/penniman-n.html>
- Nick Penniman. "What's Left To Give? Charitable Organizations Begin To Assess Effects of Unprecedented Giving." *American Prospect* September 27, 2001. <http://epn.org/commonwealth/penniman-n0109.html>

Supplemental Readings:

- Steuerle, C. Eugene, and Virginia A. Hodgkinson. "Meeting Social Needs: Comparing the Resources of the Independent Sector and Government." Boris & Steuerle, pp. 71-98.
- De Vita, Carol J. "Nonprofits and Devolution: What Do We Know?" Boris & Steuerle, pp. 213-33.
- Ben Fritz. "Esprit d' AmeriCorps: How the right learned to love Clinton's pet program." *American Prospect* February 11, 2002. <http://www.prospect.org/webfeatures/2002/02/fritz-b-02-11.html>

March 4: The Changing Context of Nonprofit Organizations (II): New Opportunities in the "Market" and the "Global Village"

- New frontiers for nonprofits in the for-profit sector and the international arena.

***"Needs Assessment" memo due at beginning of class.

Required Readings:

- [*The Nonprofit Sector and Business: New Visions, New Opportunities, New Challenges*](#). Nonprofit Sector Strategy Group, Aspen Institute. [Class web page]

- [Crossing the Borders: Competition and Collaboration among Nonprofits, Business and Government](#). Independent Sector. [Class web page]
- Salamon, Lester. “Nonprofit—Government Relations in International Perspective.” In Boris & Steuerle, pp. 329-367.
- [International Debt Relief Advocacy](#). Electronic Hallway case. [Class web page]

Supplemental Readings:

- Barber, Benjamin. 2000. “Globalizing Democracy?” *The American Prospect*. www.prospect.org/archives/V11-20/barber-b.html
- Goddeeris, John H., and Burton A. Weisbrod. “Why Not For-Profit? Conversions and Public Policy.” Boris & Steuerle. pp. 235-265.
- [Nonprofit Sector and the Market](#). Nonprofit Sector Strategy Group, Aspen Institute. [Class web page]

March 11: **MID-TERM EXAM**

March 18: Mid-Semester Break—Classes Cancelled

March 25: Classes cancelled: International Studies Association Conference

- Take this week to finish work on your op/ed article.

—PART (B): Practical Lobbying and Advocacy—

April 1: Lobbying & Advocacy: Legal Opportunities and Limits

- Overview of the scope of permitted public policy-related activities

*****Op/Ed piece due today at beginning of class.**

Required Readings:

- Smucker, Bob. 1999. *The Nonprofit Lobbying Guide*. 2nd ed. Washington, DC: Independent Sector. Chapters 1, 9.
- Reid, Elizabeth J. “Nonprofit Advocacy and Political Participation.” Boris & Steuerle, pp. 291-325
- Additional readings handed out in class.

Supplemental reading:

- [Salkin, Patricia, and Carla Rutigliano](#). 1998. *Communications between New York Non-Profits and Government: Restrictions on Lobbying*. Government Law Center of Albany Law School. [Class web page]

April 8: Nonprofit Lobbying and Advocacy—Planning for Change

- Planning for Government Relations
- Organizing internal decision-making
- Developing public policy goals

Required Readings:

- Smucker, Bob. 1999. *The Nonprofit Lobbying Guide*. 2nd ed. Washington, DC: Independent Sector. Chapter 7.
 - [Center for Community Change](#). *How and Why to Influence Public Policy: An Action Guide for Community Organizations*. Washington, DC: Center for Community Change, Issue 17, Winter 1996. [Class web page]
 - ***Harvard Business Review*, June 2001. [Forethought] “The Leader as Lobbyist.” 24-6.
 - **V. Kasturi Rangan, Sohel Karim and Sheryl K. Sandberg. “Doing Better at Doing Good.” *Harvard Business Review: On Nonprofits*. 167-190. (originally printed in May-June 1996).
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April 15: Mobilizing Support: The Public and the Media

- Mobilizing the grassroots: community organizing and coalition-building
- How to identify potential stakeholders
- Telling and selling your story

Required Readings:

- Smucker, Bob. 1999. *The Nonprofit Lobbying Guide*. 2nd ed. Washington, DC: Independent Sector. Chapters 3, 5, 6, 8.
- *How to Tell and Sell Your Story: A Guide to Developing Effective Messages and Good Stories about Your Work*. Washington, DC: Center for Community Change, Spring 1998. Parts I & II.

Supplemental Reading:

- Laura R. Woliver. 1996. “Mobilizing and Sustaining Grassroots Dissent.” *Journal of Social Issues*.
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April 22: Advocacy and the Internet

- The advocacy possibilities created by the Internet and computer-mediated communications.

Required Readings:

- OMB Watch. 1998. *Democracy at Work: Nonprofit Use of Internet Technology for Public Policy Purposes*. www.ombwatch.org/npt/resource/index.html
- OMB Watch. *Reflections on Nonprofit Public Policy Participation*. January 1998. www.ombwatch.org/npt/resource/index.html
- Elizabeth Kingsley, Gail Harmon, John Pomeranz, and Kay Guinane. *E-Advocacy for Nonprofits: The Law of Lobbying and Election Related Activity on the Net*. Alliance for Justice. www.afj.org/eadvocacy/index.htm

- *The Virtual Activist 2.0* – a training course by *NetAction*, presented by Audrie Krause, Michael Stein, Judi Clark, Theresa Chen, Jasmine Li, Josh Dimon, Jennifer Kanouse, and Jill Herschman. www.netaction.org/training
- Benton Foundation. *Strategic Communications in the Digital Age: A best practices toolkit for achieving your organization's mission.* www.benton.org/Practice/Toolkit/toolkit.html

Review Websites:

- OMB Watch: *Nonprofits' Policy and Technology Project.* www.ombwatch.org/npt
- *Nonprofit Gateway* – www.nonprofit.com
- *Cyberactivist for CNN* – www.cyberhomepage.com
- *E – The People* – www.e-thepeople.com - America's Interactive Town Hall.

April 29: Lobbying and Electioneering

- Lobbying and Access to Policymakers
- Navigating the Legislative Process
- Voter Education: Permissible Activities

Required Readings :

- Smucker, Bob. 1999. *The Nonprofit Lobbying Guide.* 2nd ed. Washington, DC: Independent Sector. Chapters 2, 4, 10; “Resource D: How to Win the Advocacy Game: Rarified Air.”
- “Enactment of a Law,” By Robert B. Dove, Parliamentarian, United States Senate, Updated February 1997. <http://thomas.loc.gov/home/enactment/enactlawtoc.html>
- “How Our Laws Are Made,” Revised and Updated by Charles W. Johnson, Parliamentarian, United States House of Representatives, January 31, 2000. <http://thomas.loc.gov/home/lawsmade.toc.html>
- League of Women Voters Education Fund. 1984. “Getting Out the Vote: A Guide to Running and Registering and Voting Drives.” Washington, DC. www.lwv.org

May 6: Non-Conventional Strategies and Activist Nonprofit Organizations

- Social movement and social change organizations.

Required Readings:

- Gene Sharp. 1973. *The Methods of Nonviolent Action.* Excerpt. <http://www.peacemagazine.org/198.htm>
- “Mass Organizing Tactics.” Excerpted from Saul Alinsky's *Rules for Radicals.* <http://www.radio4all.org/anarchy/saul.html>
- Additional readings TBA.