

Human Rights Institutions HR 701 CUNY John Jay College of Criminal Justice

Fall 2019

Professors: Charlotte Walker-Said

Class: Monday 6:00pm – 8:00pm

Office Hours: On Request (Call or text 240-535-7766) or email cwalker-said@jjay.cuny.edu

Prerequisite: none

Course Description

The purpose of this course is to deepen understanding of the nature and major trends of the human rights and humanitarian sectors and its organizations, using theoretical lenses to explore key current debates and their implications for practice.

Examination of the role of the human rights and humanitarian sector in contemporary society and the practical concerns of management. Historical, descriptive, and theoretical issues relevant to the sector are explored. Special attention is paid to the changing relationships between public, for-profit, and nonprofit organizations. Further, the course engages students in critical thinking about ideology and managerial practice, including strategy, governance, entrepreneurship, and accountability. Students are encouraged to bring theoretical insights from their own experiences and that of their classmates to bear on case materials and the management literature.

The course reviews broad trends shaping the human rights and humanitarian sectors at a time when the lines between the “human rights” and “humanitarian” sectors, as well as the private, public and nonprofit sectors are becoming more and more blurred. Understanding the legitimacy and capacity of the nonprofit sector to address collective problems in this context requires connecting the macro and micro dynamics of leadership and management, as well as linking practices to broader policy and philosophical debates and issues.

Students in this course will identify and interpret key theories, issues, debates and challenges as experienced by practitioners in the nonprofit world, and will consider the implications for their own practice. The final paper will study a nonprofit organization to assess trends, functions, impact and strategic actions needed to fulfill mission and measures of success.

Classes involve a mix of brief lectures; discussion based on readings or written assignments; strategic plan case studies and guest speakers. The course readings focus on debates in the United States and the international space, and connections to international and global trends are surfaced where possible through targeted readings and class discussions.

HUMAN RIGHTS AND HUMANITARIAN INSTITUTIONS

- Serve the public good
- Service Delivery
- Mission Impact
- and create social value with solutions to social issues.
- Civic Engagement
- Social Entrepreneurship
- Values and Faith

- Sector Blurring/Convergence
- Accountability
- Financial Health/Funding/Sustainability
- Professionalization of Staff
- Governance

Strategic Planning

- Mission, Vision, Goals and Strategies, Financial Proforma, Measures of Success
- Impact and Theory of Change

Financial Management

- Operating (Revenue Mix, Expense, Margins)
- Cash
- Capital
- Infrastructure
- Technology

Communications / Positioning

- Brand
- Marketing
- Stakeholder Management
- Collaboration & Partnership

Fundraising

- Cause and Case
- Plan and Campaigns
- Donor Research and Management
- Stewardship

Course objectives

By the end of the course students will have developed an informed perspective of selected theories about the nature of nonprofit organizations as well as key issues and debates affecting the human rights and humanitarian sectors and their implications for practice. To do so, students:

- Develop a foundation to become high impact leaders in the human rights and humanitarian sectors.
- Identify key concepts and theories that explain the nature of the nonprofit/ human rights/humanitarian sectors, thus appreciating the distinctiveness of nonprofits and humanitarian institutions in relationship to for-profits and public agencies.
- Be able to respond to arguments and positions about philosophical, policy, and management debates associated with the present and future of the human rights and humanitarian sectors and their organizations.
- Apply theory to an actual human rights or humanitarian organization and develop an understanding of the sector, key themes associated with the sustainability of the human rights and humanitarian sectors, their organizational ecosystems and impacts.

Required texts

none

Weekly readings available electronically via Blackboard:

Course requirements and course reading

Students must complete the reading before class and engage actively in class discussion. Grades are determined as follows:

One major (final) paper: 60%

Participation in Class 40%

Points for paper

1. Overall writing

The writing is fluid; sentences/paragraphs are well structured; proper grammar; shows command of graduate level vocabulary and understanding of concepts; polished, not drafty.

(25)

2. Professional presentation

Correct spelling/no typos; length limits honored; timeliness and other instructions followed.

(10)

3. Strength of Position Presented (Analytical level)

Uses material from class to develop and support ideas; demonstrates effort to integrate materials; memo has a logical flow that presents and develops a clear, unified position/argument; argument is consistent (no contradictions or gaps) and based on critical thinking.

(20)

4. Positions and Recommendations

- Reflect critical theories and policy considerations in nonprofit sectors - Applies insights to a practical discussion of management and/or policy making.

(40)

5. References

- References are used and cited appropriately*; at least **two** readings are cited and used.

(5)

*You can use ANY reference system of your choice, as long as you are consistent.

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Requirement: Please include citations and references from the assigned readings **or** outside readings.

CHOICES: PLEASE CHOOSE ONE OF THE FOLLOWING AS FINAL PAPERS:

Paper # 1: The evaluation of nonprofit sector in United States

Opinion Editorial

The NYC Administration for Children's Services (ACS) administers one of the largest publicly-funded childcare systems in the country, serving approximately 100,000 infants, toddlers, preschool, and school-aged children. ACS does not directly operate childcare programs. Most children are served through contracts with hundreds of private, non-profit organizations that operate childcare programs in communities across the city. To potentially improve effectiveness and efficiency, ACS plans to overhaul its current system by contracting exclusively with for-profit organizations. Nonprofits will be excluded from having any contracts. As the Executive Director of an effective and efficient nonprofit child care provider, you need to introduce the

nonprofit sector and its relevance to human rights to policy makers and thought leaders. Your assignment is to write an op-ed to be published in the New York Times that makes the argument for the contracts to remain with nonprofit providers, i.e., to counter the ACS proposal. Use human rights philosophy and arguments to present the relevance, efficiency, size, and the scope of the nonprofit sector.

Background reading for city's childcare system:

http://www.nyc.gov/html/acs/html/child_care/child_care_information.shtml

http://www.nyc.gov/html/acs/downloads/pdf/news/1_14_15_EarlyLearn_Testimony_Final.pdf

Paper # 2: Analyzing theory and functions of human rights-centered nonprofits

Decision memo

You are the Executive Director of an organization that primarily focuses on direct service (e.g., select an actual organization or service area of your choice). To catalyze change in public policies impacting the delivery of your services, you want to add human rights engagement to the organization's core function. Your assignment is to write a decision memo to your Board of Directors recommending this new focus for the organization. In your analysis, 1) describe the organization's service delivery function, including both its strengths and areas for improvement.

Paper #3: Human Rights Nonprofit Strategic Plan

Select a human rights or humanitarian-focused nonprofit to assess for application of human rights nonprofit theories and functions, effectiveness, and leadership as well as management. Present assessment of the nonprofit and critical issues facing the nonprofit in the next 2-3 years. Analyze and present the four nonprofit functions operating in this nonprofit. Develop a strategic action plan to address issues. Define theory of change, values, mission, vision, goals/strategies, measures of success. Create implementation time table to achieve nonprofit excellence.

A NONPROFIT MODEL OF EXCELLENCE STRATEGIC ACTION PLAN

Mission

↓

Vision

↓

Theory of Change

↓

Values

↓

Goals – Strategies

↓

Financial Plan

↓

Measures of Success

↓

Program Services

↓

Planning, Management, People Systems and Standards

↓

Governance – Organization (Staff and Volunteer) Development

↓

Human rights-centered nonprofits exist for the public good and operate to accomplish a stated purpose through specific program activities. A nonprofit should have a well-defined mission and its programs should effectively and efficiently work toward achieving that mission.

Nonprofits are governed by an elected, volunteer Board of directors that should consist of individuals who are committed to the mission of the organization. An effective nonprofit Board should determine the mission and plans of the organization, establish management policies and procedures, assure that adequate human resources (volunteer and/or paid staff) and financial resources (earned income, government contracts and grants, and charitable contributions) are available, and actively monitor the organization's management, financial and programmatic performance.

Course Overview

Structure, Contents and Requirements PART I: The nature of the Human rights and humanitarian worlds as presented in institutions

OVERVIEW OF PART I: Some 240,000 people are employed in humanitarian work around the world today. The agencies they work for spend close to \$15 billion/year and they are present, on the ground in all of the political, economic and environmental crisis events we are familiar with. This introduction class will introduce students to a course of study that seeks to equip students with an understanding of both how humanitarianism activates the claims of human rights, how it puts human rights to work in crisis environments, how communities caught up in crises survive human rights violations, and what role the international aid system plays in that survival and the redress of human rights violations. Students will take away from the field an understanding of the nature of humanitarian crises and a critique of the humanitarian aid system and human rights work on the ground today.

WEEK 1: MONDAY SEPTEMBER 9, 2019

Introduction: the state of the human rights and humanitarian/nonprofit sectors

CASE STUDY: PLANNED PARENTHOOD CRISIS 2019

Lecture: Title X

Videos: Leana Wen, Alexis McGill Johnson

WEEK 2: MONDAY, SEPTEMBER 16

The human rights and humanitarian sectors' functions and organizations: dominant theories and their implications for policy and management

1. Service Delivery
2. Civil and Political Engagement
3. Values and Philosophy
4. Human rights failures

Lecture: Rwanda and Congo: 1994-2004

Reading: Polman, *Crisis Caravan*, Rwanda chapter (on Blackboard)

WEEK 3: MONDAY, SEPTEMBER 23

Immigration policy in the United States and human rights and humanitarian intervention in history and the current day

1. Labor rights
2. Immigrant rights
3. Immigration policy
4. The American Civil Liberties Union (ACLU)

Videos: “Story of the Bracero Program” <https://www.youtube.com/watch?v=AL5d9CWV0Xg>

“Ronald Reagan’s Remarks at Ceremony for Immigration Reform”
<https://www.youtube.com/watch?v=FvZ0QHpxmRs>.

WEEK 4: MONDAY, SEPTEMBER 30: NO CLASS ROSH HASHANAH

WEEK 5: MONDAY, OCTOBER 7

Responsibility to Protect (R2P): Libya and Liberal Interventionism.

1. What has the world learned from mass atrocities?
2. How to coordinate international response

Reading:

Tim Dunne and Jess Gifkins, “Libya and the State of Intervention.”

<http://eprints.leedsbeckett.ac.uk/2194/1/Libya%20and%20the%20State%20of%20Intervention%20%20prepublication%20version.pdf>

Humanity in Action, “Responsibility to Protect at a Crossroads: The Crisis in Libya”

https://www.humanityinaction.org/knowledge_detail/responsibility-to-protect-at-a-crossroads-the-crisis-in-libya/

Videos: “Brief History of R2P” <https://www.youtube.com/watch?v=zql34A4elhY>
“Responsibility to Protect” : <https://www.youtube.com/watch?v=d-abrvhAnb4>
“Responsibility to Protect... Whom?” : https://www.youtube.com/results?search_query=r2p.

WEEK 6: MONDAY, OCTOBER 14: NO CLASS COLUMBUS DAY

WEEK 7: MONDAY, OCTOBER 21

Is there a human right to water? Water privatization and institutional battles

Mazibuko Water Case

South Africa

Apartheid

Rugby Ban

Corporate Ban

Is there a Human right to water:

Reading: “Avoiding *Mazibuko*: Water Security and Constitutional Rights in Southern African Case Law”

http://www.scielo.org.za/scielo.php?script=sci_arttext&pid=S1727-37812015000400013

Videos:

Mazibuko Water Rights Journey Part 1: https://www.youtube.com/results?search_query=r2p

Part 2: <https://www.youtube.com/watch?v=dh4wB6JwTIE>

Part 3: <https://www.youtube.com/watch?v=Jt5k5Fsma0A>

Part 4: https://www.youtube.com/results?search_query=mazibuko+water+case

Part 5: <https://www.youtube.com/watch?v=u2XLd32Oj-4>

PART II: The human rights/humanitarian nonprofit sector’s functions: dominant theories and their implications for policy and management

WEEK 8: MONDAY, OCTOBER 28

Issues of sustainability and capacity of human rights and humanitarian nonprofit organizations

** *Nonprofit Sector in Brief: Public Charities, Giving, and Volunteering, 2014*, Urban Institute.

** *Nonprofit Sector in New York* prepared by Independent Sector

Lecture:

1. Strategic Planning in Nonprofits
2. Strategic Planning, Fiscal Responsibility and Financial Management
3. Positioning, Fundraising and Governance
4. Measuring, Replicating and Scaling up Results / Sustainability

HOMEWORK: Please browse *The Nonprofit Sector in Brief: from Urban Institute Almanac, 2014*, then choose one particular table or chart of interest. Develop a question of interest to you about the nonprofit sector based on the data presented in that table. Be prepared to discuss it and the motivation behind it in class.

WEEK 9: MONDAY, NOVEMBER 4

Leadership, Management and Creating Excellence in Nonprofits

** *NYS Nonprofit Revitalization Act June 2013*

**501 c – Wikipedia

**Bruce Sievers. *What Civil Society Needs*. Stanford Social Innovation Review: Fall 2010: 8, 4 p. 49-53

HOMEWORK:

Identify key issues in the nonprofit sector.

Read NYS Nonprofit Revitalization Act and identify key requirements for nonprofits in New York State.

WEEK 10: MONDAY, NOVEMBER 11

A Focus on Service Delivery

Readings:

** Jossart-Marcelli, Pascale. 2012. "For Whom and For What? Investigating the role of nonprofits as providers to the neediest" In Lester Salamon (Ed) *The State of Nonprofit America*. 2nd Edition. Washington DC: Brookings Institution Press, pp. 657-681.

** Bass, Gary. "Advocacy in the Public Interest", Center for Public and Nonprofit Leadership, Georgetown University, 2009, pp. 2-17

** Salamon, Lester and Stephanie Lessans Geller. 2008: **Communique No. 9.** *Nonprofit America: A Force for Democracy?* Johns Hopkins University; **Communique No. 13.** *Roundtable on Nonprofit Advocacy and Lobbying.* Johns Hopkins University

WEEK 11: MONDAY, NOVEMBER 18

Integrating Theory and Functions of Nonprofit Sector and Positioning for Success

Readings (on Blackboard):

** Heather McLeod Grant; Leslie R Crutchfield, *Creating High-impact Nonprofits.* Stanford Social Innovation Review; Fall 2007; 5, 4

** Grossman, Allen and Childress Stacey, *Note on the Nonprofit Coherence Framework,* Harvard Business Review, 2010

** Lester M. Salamon, Stephanie L. Geller, and Chelsea L. Newhouse, *What Do Nonprofits Stand For: Renewing the nonprofit value commitment,* John Hopkins University Center for Civil Society Studies, December 2012

WEEK 12: MONDAY, NOVEMBER 25

Strategic Planning in Nonprofits

** Campbell, Kelly and Doyle, Haley Betsy. *Business Planning for Nonprofits: What It Is and Why It Matters.* The Bridgespan Group, February 2006

** Susan Colby, Nan Stone and Paul Carttar, *Zeroing In On Impact: In an era of declining resources, nonprofits need to clarify their intended impact,* Stanford School of Business, Fall 2004

** Ebrahim, Alnoor., *The Many Faces of Nonprofit Accountability,* Harvard Business School, February 2010.

WEEK 13: MONDAY, DECEMBER 2

Measuring, Replicating and Scaling up Results / Sustainability

Readings:

** Nonprofit Inquiry Thrusts Fundraising Costs Into the Spotlight
<http://philanthropy.com/article/Nonprofit-Inquiry-Reignites/133693/>

** Bradach, Jeffrey. “Going to Scale: the challenge of replicating social programs”. Stanford Social Innovation Review, Spring 2003

** York, Peter. “The Sustainability Formula”. 2009. TCC Group.

WEEK 14: MONDAY, DECEMBER 9

Final review
Going over final papers