

AGENDA ITEM BRIEFING

Submitted by: Michael K. Young, President
Texas A&M University

Subject: Establishment of the Center for Nonprofits and Philanthropy

Proposed Board Action:

Establish the Center for Nonprofits and Philanthropy (CNP) within the Bush School of Government and Public Service (Bush School) at Texas A&M University (Texas A&M).

Background Information:

The CNP will support a vibrant nonprofit and philanthropic sector in Texas and beyond, through high-quality research, professional outreach and engaged learning. The number and type of nonprofits in Texas, the nation, and around the world have continued to grow. The role of the sector to address social needs and create public value has potentially never been more important.

A nonprofit center at Texas A&M would serve as a hub for students and faculty across campus who work on and with nonprofit organizations. Research and study in this field encompass a number of topics and issues associated with understanding and strengthening the “third-sector” in society. This is distinct from the public sector (government) and private sector for-profit enterprises. The field of nonprofit and philanthropic studies draws on a number of disciplines and scholarly approaches. Many programs are housed in schools of public affairs, but nonprofit programs also operate in areas such as social work, business and liberal arts. The Bush School has many students who work or would like to work with nonprofits and philanthropic organizations in the state, as well as nationally and internationally, and there is interest among students from a variety of degree programs (health, recreation, agriculture, education, and business) who participate in courses and attend special events at the Bush School related to nonprofits and philanthropy. A center would engage and support faculty and students from across campus to support learning, inform policy, guide sector leaders and build the capacity of nonprofits, while strengthening the reputation of Texas A&M and the Bush School.

A&M System Funding or Other Financial Implications:

Start-up funding for the CNP is being provided by the Bush School and a private gift. The Bush School will provide approximately \$150,000 annually for a period of three years. The sustaining support for the CNP will be from external grants, primarily from private foundations, individual donors, and revenue from executive education type programs.

Agenda Item No. 6.11

TEXAS A&M UNIVERSITY
Office of the President
July 25, 2017

Member, Board of Regents
The Texas A&M University System

Subject: Establishment of the Center for Nonprofits and Philanthropy

I recommend adoption of the following minute order:

“The Center for Nonprofits and Philanthropy is hereby established as an organizational unit of Texas A&M University within the Bush School of Government and Public Service.”

Respectfully submitted,

[ORIGINAL SIGNED BY]

Michael K. Young
President

Approval Recommended:

Approved for Legal Sufficiency:

[ORIGINAL SIGNED BY]

John Sharp
Chancellor

[ORIGINAL SIGNED BY]

Ray Bonilla
General Counsel

[ORIGINAL SIGNED BY]

Billy Hamilton
Executive Vice Chancellor and
Chief Financial Officer

[ORIGINAL SIGNED BY]

James R. Hallmark, Ph.D.
Vice Chancellor for Academic Affairs

TEXAS A&M UNIVERSITY

Center for Nonprofits and Philanthropy

EXECUTIVE SUMMARY

1. **Rationale for the Creation of the Center**

The Center for Nonprofits and Philanthropy (CNP) will support a vibrant nonprofit and philanthropic sector in Texas and beyond, through high quality research, professional outreach and engaged learning. The number and type of nonprofits in Texas, the nation, and around the world have continued to grow. The role of the sector to address social needs and create public value has potentially never been more important. A nonprofit center at Texas A&M University (Texas A&M) would serve as a hub for students and faculty across campus who work on and with nonprofit organizations. The field of nonprofit and philanthropic studies draws on a number of disciplines and scholarly approaches. Research and study in this field encompasses a number of topics and issues associated with understanding and strengthening the “third-sector” in society. This is distinct from the public sector (government) and private sector for-profit enterprises. While many programs are housed in schools of public affairs, nonprofit-focused programs operate in areas such as social work, business and liberal arts. The Bush School of Government and Public Service (Bush School) has many students who work or would like to work with nonprofits and philanthropic organizations in the state, nationally, and internationally, and there is interest among students from a variety of degree programs (health, recreation, agriculture, education, business) who participate in courses and attend special events at the Bush School related to nonprofits and philanthropy. A center would engage and support faculty and students from across campus to support learning, inform policy, guide sector leaders and build the capacity of nonprofits, while strengthening the reputation of Texas A&M and the Bush School.

2. **General Description of the Center and its Mission and Goals**

The CNP will operate in three key areas:

Nonprofit and Philanthropic Research: The CNP will seek to develop a research program that will have a meaningful impact for the nonprofit sector and strengthen the Bush School’s position academically. The CNP will: 1) promote nonprofit research at the Bush School and across the Texas A&M campus that reaches academic and professional audiences; 2) improve Texas leaders’ understanding of the scope, structure, and capacity of nonprofits and philanthropy in Texas; and 3) establish the Bush School as a state, national and global thought leader in nonprofit and philanthropic studies.

Specifically, the CNP will:

- Conduct applied research on a variety of topics related to the scope, structure and management of nonprofit and philanthropic organizations in Texas;

- Disseminate results of research activities through reports and create a web portal that will make data and research easily accessible to both the academic and the nonprofit and philanthropic communities;
- Publish research in high-quality academic journals in core areas of: governance, strategic management, grant making and philanthropy; and
- Collaborate to build a network of scholars in the field of nonprofit and philanthropic studies.

Outreach: As a land-grant institution, Texas A&M has a long history of extension services that translates knowledge and expertise from the university to the community. Furthermore, as members of the Nonprofit Academic Centers Council (NACC), university-based programs are expected to “perform research, teaching and public service to strengthen nonprofit/nongovernmental organizations, philanthropy, and voluntary action.” Reflecting this need to stay relevant and engage directly with the nonprofit community, and to represent the Bush School’s values of public service, the CNP will:

- 1) establish the Bush School and Texas A&M as a major player in supporting the development of a vibrant nonprofit sector in Texas; and
- 2) establish Texas A&M as a leader in extension related to nongovernmental organization management and capacity building. Its initial focus will be the state of Texas, with priority given to underserved areas, including the border areas. It will also launch activities and develop work in the international arena as opportunities allow.

Specifically, the CNP will:

- Engage with nonprofit networks and capacity building organizations in the sector in Texas and beyond;
- Partner with university programs and community partners to develop program initiatives;
- Offer learning opportunities for underserved professionals in Texas through workshops in areas of Bush School expertise including leadership, governance, strategic management, and performance measurement; and
- Develop training materials and capacity building programs for nonprofit leaders operating domestically and abroad.

Engaged Learning: A central purpose and responsibility of the Bush School is to prepare talented students to be capable and effective managers and leaders. Bush School graduates work in nonprofits that are addressing some of the state’s and the world’s most pressing problems. These organizations need capable and dedicated individuals who can plan programs that achieve outcomes, raise funds to sustain operations, monitor finances for ethical accountability, and support transparent governance. The CNP will significantly add to students’ learning through providing opportunities for practical experience and for engagement with nonprofit leaders. The CNP will also enhance the experience of Bush School students in the area of nonprofit studies and attract more high-quality students to

nonprofit studies at the Bush School. The purpose is to strengthen students' ability to step into responsible positions upon graduation and to give them the perspectives needed to provide leadership within organizations and to address important public problems.

Specifically, the CNP will:

- Provide opportunities for students to engage in research-enhancing analytical skills and enrich student experience;
- Facilitate on-going discussions on current nonprofit issues;
- Bring national and international nonprofit speakers to the Texas A&M campus; and
- Enhance educational experience through innovative and effective instructional activities.

3. Potential Faculty Associated with the Center

The CNP will draw on faculty from both departments in the Bush School: Public Service and Administration (PSAA) and International Affairs (INTA). Dr. William Brown will serve as the CNP Director with active involvement and support from PSAA faculty associated with the nonprofit track. This includes Dr. Laurie Paarlberg, who will lead research activities, Dr. Mary Hilderbrand, who will lead international program activities and, as yet to be identified, a professor of practice who will lead outreach programs. Below is an initial list of faculty who will be associated with the CNP:

- William Brown, Professor & Nonprofit Program Director, PSAA Department
- Laurie Paarlberg, Associate Professor, PSAA Department
- Mary Hilderbrand, Senior Lecturer, PSAA Department
- Kenneth Taylor, Professor of Practice, PSAA Department
- Deborah Kerr, Senior Lecturer, PSAA Department
- Andrew Natsios, Director of the Scowcroft Institute of International Affairs and Executive Professor
- Ellie Qu, Assistant Professor, PSAA Department
- Raymond Robertson, Professor, INTA Department
- Silva Hamie, Lecturer, INTA Department

4. Impact on Education and Training of Students (Benefits to the Citizenry of the State)

The CNP will create value for the citizens of Texas in a number of ways. The CNP is dedicated to the improved capacity and functioning of nonprofit organizations. This is based on the recognition that healthy and vibrant nonprofit organizations improve the quality of life for Texans. Specifically, the CNP will contribute to the educational experience of students studying nonprofit management. The CNP will create learning opportunities that contribute to increased understanding and skills for students in the program. Improving the capabilities of individuals dedicated to public service will translate into improved functioning organizations that address pressing community challenges. In addition, the CNP will work directly with professionals in the field through

various outreach activities that will strengthen individuals, organizations, and systems that address the quality of life in Texas. The CNP will identify gaps in the current support services in the state and actively seek to address gaps in services to nonprofit professionals. Finally, the research activities of the CNP will better describe and define the strengths and weaknesses of the nonprofit infrastructure of the state. This information is instrumental to policy makers and funders that support a healthy and vibrant nonprofit sector.

5. Resource Requirements Including Potential Sources of Revenues

The Bush School's program in Nonprofit Management recently received a \$450,000 private gift to extend and build the activities of the proposed CNP. In addition, the Bush School will support a practitioner in residence position (three-year term) to build and extend outreach activities. Combined with the existing program infrastructure (modest annual budget, part-time academic director, and a part-time administrative staff), these investments should serve as the basis for future growth. The CNP will seek support from individual donors, sponsored projects with clients and foundations, and revenue from program outreach participants (e.g., training and consulting). We anticipate each of these sources will contribute to future growth.

6. Governance and Advisory Structure

The CNP will report to the Dean at the Bush School and will be primarily affiliated with the Department of PSAA, with strong linkages to the Department of INTA. In addition, the CNP will form an advisory board to support program growth and development. The advisory board will include prominent academics and practitioners working in and with nonprofits domestically and internationally.

Potential advisory board members include:

- Neil Bush, Chairman, Points of Light, International Businessman
- Adrianna Cuellar Rojas, President & CEO, United Way of Texas
- Elizabeth Darling, President & CEO, One Star Foundation
- Wynn Rosser, President & CEO, TLL Temple Foundation
- Robert Ashcraft, Executive Director, Lodestar Center for Philanthropy & Nonprofit Innovation, Arizona State University

Management Team:

- Will Brown, Center Director
- Laurie Paarlberg, Research Director
- Mary Hilderbrand, International Outreach
- Kenneth Taylor, Outreach Coordinator

Intra-system and other collaborations:

The Nonprofit Management program maintains relationships with a number of entities on campus and in the state. This includes the Center for Conflict and Development at Texas A&M and The OneStar Foundation of Texas.

7. Mechanisms for Periodic Review

The CNP will be reviewed at least every five years, in accordance with System Policy *11.02, Creation of Centers and Institutes*, and guidelines developed by the Division of Research at Texas A&M (Texas A&M Standard Administrative Procedure 11.02.99.M0.01, *Centers and Institutes*). Reviewers will make recommendations directly to the Dean of the Bush School and the Vice President for Research as to the future of the CNP.