

SPEA V558 (Section 6130)
Fund Development for Nonprofit Organizations
Fall 2011, MW 5:30-6:45 – PV169
Kirsten Grønbjerg

My practice is to go first to those who may be counted upon to be favorable, who know the cause and believe in it and ask them to be as generous as possible. When they have done so, I go next to those who may be presumed to have a favorable opinion and to be disposed to listening and secure their adherence. Lastly, I go to those who know little of the matter or have no known predilection for it and influence them by presentation of the names of those who have already given.

– Attributed to Ben Franklin

PURPOSE

This course examines key aspects of the fundraising process for nonprofit organizations and units of government. This includes major theoretical foundations and general fundraising principles as well as a variety of fundraising techniques, sources of donations, and key aspects of managing the fundraising process. The course combines applied and conceptual readings and provides students with opportunities to apply concepts and techniques by completing a series of service-learning portfolio assignments in collaboration with area nonprofit organizations. The assignments are designed to provide a template for developing a comprehensive fund development plan for the participating organizations.

CONTACT INFORMATION

Office hours (SPEA 419): Mondays and Wednesdays 1-3:30 pm, and by appointment

Secretary: Melissa Yahne (in SPEA 410) at 855-5971 or yahnem@indiana.edu.

Email: kgronbj@indiana.edu

Personal web site: <http://www.spea.indiana.edu/gronbjerg/>

Course website: http://classwebs.spea.indiana.edu/kgronbj/V558_f11.htm and Oncourse

COURSE REQUIREMENTS

Students must participate in class discussion (4 percent) and complete a take-home final "Memo to Management" (15 percent) as well as a minimum of nine learning portfolio assignments (9 percent each, 81 percent total).

Doctoral Students

Please identify yourselves the first week of classes so that we can meet and agree on a course plan that meets SPEA expectations for doctoral level work. Normally, I expect doctoral students who register for V558 to prepare (1) a 2-5 page addendum to each of nine projects (out of the 14 options) applying key concepts from required, recommended, and other relevant readings to the analysis and recommendations developed in the project report, and (2) a comprehensive, conceptual final paper applying organizational theory to the fund development practices of the partner nonprofit organization. Please see supplementary reading list available on Oncourse under the "Resources" tab.

Certificate of Achievement

Students who complete this course may upon request obtain The Fund Raising School's Certificate of Achievement. Those holding this certificate will not need to complete the TFRS course, Principles and Techniques of Fundraising as part of the requirements to obtain The Fund Raising School's Certificate in Fund Raising Management (see www.philanthropy.iupui.edu/TheFundRaisingSchool/cfrm.aspx). The deadline for requesting

the certificate is Nov. 30).

PLAGIARISM

Plagiarism is the use of the work of others without properly crediting and clearly indicating the actual source of the ideas, words, sentences, paragraphs, entire articles, music or pictures. Using the work of other students, with or without their permission, is also plagiarism. Plagiarism is a serious offense and will be severely punished.

It is **your responsibility** to adhere to IU and SPEA academic rules and procedures, including those relating to academic misconduct. **Academic misconduct** undermines the academic integrity of the university and is prohibited at IU and may in severe cases result expulsion from the university. It includes cheating, fabrication, plagiarism, interference, violation of course rules, and facilitating academic misconduct by others. For definitions of what these terms mean, see www.iu.edu/~code/code/responsibilities/academic/index.shtml).

For information about SPEA's academic policies relating to academic dishonesty (as well as civility, withdrawing from courses, incompletes, students called to active duty, and final exams), please see [www.indiana.edu/~spea/about_spea/SPEA Policies .shtml](http://www.indiana.edu/~spea/about_spea/SPEA_Policies.shtml). See also attached powerpoint presentation.

When I suspect plagiarism has occurred, I will request a meeting with the student and explain my concerns. If I conclude that plagiarism has occurred, I am required to follow IU policies and procedures and file a plagiarism report as described here: www.iu.edu/~code/code/procedures/index.shtml. The student has the right to respond to the allegations and to appeal any charge to the Academic Affairs Committee.

For examples of what I consider plagiarism and strategies for developing more effective writing, please see my [Notes on Plagiarism](#).

BOOKS AND READINGS

Required:

The Fund Raising School (TFRS). 2011. Principles and Techniques of Fund Raising (alias, PTFR). Flash drive.

Sargeant, Adrian, Jen Shang and Associates, 2010. Fundraising: Principles and Practice (alias S&S). Jossey-Bass. ISBN 978-0-470-45039-0.

Giving USA Foundation, Giving USA 2011 (alias GUSA). Obtain free Executive Summary at www.givingusareports.org/free.php. Volumes I and II can be purchased directly at: www.givingusareports.org/storeestimates.php. To get a 50 percent discount set your own user name and password on the website, select the products you need, and then proceed to the checkout using the following promo code: GronbjergcourseFall2.

Resources and Recommended readings:

The Foundation Center, The Foundation Center's Guide to Proposal Writing (5th Edition). The Foundation Center. 2007. ISBN 1-59542-129-7. (available at the bookstore).

Greenfield, James M. The Nonprofit Handbook: Fund Raising, 3rd Edition John Wiley, 2001 (on reserve).

Grønbjerg, Understanding Nonprofit Funding: Managing Revenues in Social Service and Community Development Organizations. Jossey Bass, 1993 (available online at <https://oncourse.iu.edu/access/content/group/fa2d7d88-3ae0-4ee3-8098-b45624c643ac/Understanding%20nonprofit%20funding.pdf>).

Harris, Thomas. International Fund Raising for Not-for-Profits: A Country-by-Country Profile. 1999. John Wiley & Sons, Inc. ISBN: 0-471-24452-X.

Hopkins, Bruce R. The First Legal Answer Book for Fund-Raisers. John Wiley. 2000. ISBN: 0-471-35619-0 (available at the bookstore).

_____. Hopkins, Bruce. Starting and Managing a Nonprofit Organization: A Legal Guide. (5th Ed.). New York: John Wiley & Sons, Inc. 2009. ISBN: 9780470397930 (available at the bookstore).

IS Panel on the Nonprofit Sector, Principles for Good Governance and Ethical Practice: A Guide for Charities and Foundations, October 2007 (available as IS2007.Principles_Guide.pdf under the "Resources" tab on Oncourse).

Powell, Walter W. and Steinberg, Richard (eds.). The Nonprofit Sector: A Research Handbook (2nd edition). Yale University Press, 2006. ISBN 13:978-0-300-10903-0.

Smith, Bradford, et al. Philanthropy in Communities of Color. Indiana University Press. 1999. ISBN: 0-253-33493-4 (available at the bookstore).

Tempel, Eugene R. (ed.), Hank Rosso's Achieving Excellence in Fund Raising, 2nd Edition. San Francisco: Jossey-Bass, Inc., 2003, ISBN: 0-7879-6256-2 (similar to TFRS manual, use as supplement).

Library Reserves and Oncourse Documents

Most of the required and hopefully all of the recommended readings are available on Oncourse in the "Readings" folder under the "Resources" tab. This does NOT include the TFRS manual (PTFR), the textbook by Sargeant and Shang, or Giving USA 2011 (the three first items listed under "Required" above. All reports published by the Center on Philanthropy are available in a separate folder under the "Resources" tab. If you discover that any other readings listed on the syllabus are missing, please let me know ASAP.

COURSE SCHEDULE AND READINGS

Please note **due dates in bold red type**. Changes, corrections and updates will noted on Oncourse and will be flagged in **bold green type**.

I. INTRODUCTION AND OVERVIEW

August 29: Introduction to Service-Learning and Assignments

- What to expect in a service-learning course
- Review of course assignments
- Selection of partner organizations
- Team composition and team work

August 31: Introduction to Course

- Definition of philanthropy
- Tax exempt and tax deductible status
- Current state of giving
- Fundraising cycle
- Code of ethics

Read

- PTFR: Section I, Ch. 1, 2, 3
- Sargeant & Shang, Ch. 1-3
- Jurkiewicz & Massey, "The Influence of Ethical Reasoning on Leader Effectiveness." Nonprofit Management & Leadership 9 (2, 1998): 173-86 (Oncourse).
- Giving USA 2011, Executive summary.
- The Fund Raising School, "Recent Data on Volunteering and Giving", July 2011 (Oncourse, "Giving Data Greyscale.pdf").
- Center on Philanthropy, Indiana Gives 2008: Charitable Giving in Indiana, Key Findings, Ch. 1 (pp. viii – 6) (online: www.philanthropy.iupui.edu/Research/ under "Giving & Volunteering").
- Blackbaud Index of Charitable Giving (see overview and selected industries, available online at www.blackbaud.com/bb/index/blackbaud-index.aspx).
- IS Panel on the Nonprofit Sector, Principles for Good Governance and Ethical Practice (pp. 1-12, 24-27) (Oncourse) and online at www.independentsector.org/uploads/Accountability_Documents/Principles_for_Good_Governance_and_Ethical_Practice.pdf (you will need to register with Independent Sector and may be able to benefit from SPEA's membership if you use your Indiana email address).

Recommended readings:

- Rosso, Ch. 1, 2, 3, 30, 31 (skim or read for elaboration of PTFR)

Due Dates

- ***Related Assignment 1: Revenue and Philanthropic Gift Profiles (due Sep. 21, required)***
- ***DUE Sep. 2: Information about prospective nonprofit partner organizations will be available under the Resources tab on Oncourse from Aug. 29. Record your preferences for both partner organizations and team members on the Wiki page on Oncourse by Friday, Sep. 2 at 5 pm. I will do my best to accommodate preferences recorded by then. Team assignments will be announced Monday, Sep. 5.***

September 5: Labor Day – no class

II. NONPROFIT ORGANIZATIONS AND THE FUND DEVELOPMENT PROCESS

September 7-12: Nonprofits and Open Systems – Interacting with the Environment

- Open systems: Resource dependency and institutional forces
- Environments: Missions, constituency groups, collaborators, competitors
- Environments: Economic, political and social contexts for giving
- Transactions and exchange relations

Read:

- PTFR: Section II, Ch. 4, 5
- Sargeant & Shang, Ch. 5, 6 (pp. 115-130)
- IRS, Stay Exempt: Tax Basics for Exempt Organizations (online: www.stayexempt.org/).
- Grønbjerg and McGiverin-Bohan: "Nonprofit Legal Status: An Overview" (online at www.indiana.edu/~nonprof/results/database/NonprofitLegalStatus.pdf)
- Giving USA 2011, Legal and Legislative Issues (skim)

Recommended readings:

- Carson: "The New Rules for Engaging Donors of Color; Giving in the 21st Century." New Directions in Philanthropic Fundraising 29 (Fall, 2000): 69-80 (Oncourse).
- Grønbjerg, Ch. 1, 3 (online at <http://indiamond6.ulib.iupui.edu/u?/PRO,25228>)
- Smith, Philanthropy in Communities of Color (skim).
- Sargeant & Shang, Ch. 20
- Rosso, Ch.4, 5, 16, 17, 18 (skim or read for elaboration of PTFR)

Resource list:

- Harris, Thomas, International Fund Raising for Not-for-Profits.
- Hopkins, The First Legal Answer Book for Fund-Raisers. John Wiley. 2000
- Hopkins, Starting & Managing a Nonprofit Organization: A Legal Guide. (4th ed.)

Due Dates

- Related Assignment 2: Institutional Readiness: Mission Statement and Constituency Model (due Sep. 21, required)
- **DUE Sep. 7: Submit requests for religious holidays.**

September 14-19: General Fund-Raising Principles – the Case and Institutional Readiness

- Establishing the organization's case
- Institutional readiness
- The development process
- Understanding donor motivations
- The donor pyramid(s)
- The giving grid/fund-raising matrix

Read:

- PTFR: Section II, Ch. 6; Section IV, Ch. 12
- Grønbjerg, Ch. 7 (Donations: Balancing Flexibility and Risks); Ch. 2 (skim)
- Sargeant & Shang, Ch. 4, 6 (pp. 130-145), 8

Recommended readings:

- Rosso, Ch. 6, 7 (skim or read for elaboration of PTFR)

Guest lecturer:

- **Tim Seiler, Director, The Fund Raising School, Center on Philanthropy (confirmed for Sep. 14)**

Due Dates

- Related Assignment 3: Case Statement (due Sep. 28, required)
- **DUE Sep. 14: Hand in signed Partner Agreement and signed Assumption of Risk Form.**

III FUND RAISING VEHICLES

September 21-26: Vehicles – Annual Fund Overview

- The annual fund
- The gift range chart
- Major gifts
- Direct marketing

Read:

- PTFR: Section IV, Ch. 13
- Sargeant & Shang Ch. 7, 10
- Winkler, Majorie A. 1997. "A Horse of a Different Color: Management and Financial Implications of Nonformula Fund Raising." Ch. 11, pp. 178-98 in Dwight F. Burlingame (editor), Critical Issues in Fund Raising (New York: John Wiley & Sons, Inc., 1997) (Oncourse).
- Fundraising Effectiveness Project, report, "Plugging the Leaks: Losses Now Outpacing

Gains in Latest FEP Study" (Oncourse "2010_FEP_FinalReport.pdf," www.afpnet.org/Audiences/ReportsResearchDetail.cfm?ItemNumber=4559. See also www.afpnet.org/research_and_statistics/fep).

- Center on Philanthropy, Indiana Gives 2008, Ch. 2 (pp. 7–32), Ch. 3 (skim, pp. 33–47), online at www.philanthropy.iupui.edu/Research/ under "Giving & Volunteering).
- Giving USA 2011, Giving by individuals.

Recommended readings:

- Rosso, Ch. 8, 9, 22 (skim or read for elaboration of PTFR)

Due Dates

- Related Assignment 4: Gift Range Chart (due Oct. 5, high priority)
- **DUE Sep. 21: Submit assignments 1 (Revenue Profile) and 2 (Mission Statements and Constituency Model)**

September 28 – October 3: Annual Fund Vehicles - Internet, Direct Mail, Telethons, Special Events, New Media

- Telethons
- Direct mail
- The internet and fundraising
- Special events

Read:

- PTFR: Section IV, Ch. 14, 15, 16, 17
- Sargeant & Shang, Ch. 10, 11, 19
- Grønbjerg, Ch. 6 (Special Events Fund-Raising: Managing Uncertainty)
- The Center on Philanthropy at Indiana University, The American Express Charitable Gift Survey (2007) (online: www.philanthropy.iupui.edu/Research/ under "Giving & Volunteering).
- The Urban Institute: The Nonprofit Fundraising Survey: Funds Raised in 2010 Compared with 2009 (online: www.urban.org/publications/1001529.html).
- Blackbaud Index of Charitable Giving (see selected vehicles, available online at www.blackbaud.com/bb/index/blackbaud-index.aspx).

Recommended readings:

- Rosso, Ch. 19, 20, 21 (skim or read for elaboration of PTFR)

Guest lecturer:

- **Cindy Lott, Senior Counsel to the National State Attorneys General Program at Columbia Law School (Confirmed for Sep. 28)**
- **Jeff Lindauer, Associate Vice President, IU Foundation (confirmed for Oct. 3)**

Due Dates

- Related Assignment 5: Write Direct Mail Letter (due Oct. 12)
- **DUE Sep. 28: Submit assignment 3 (Case Statement).**

October 5-10: Other Vehicles - Capital Campaign

- Campaign elements
- Test for readiness
- Planning and implementation

Read:

- PTFR: Section IV, Ch. 19
- Sargeant & Shang, Ch. 13
- Recommended readings:
- Rosso, Ch. 10, 11 (skim or read for elaboration of PTFR)

Guest lecturer:

- **Dan Schipp, Senior Consultant, Johnson, Grossnickle and Associates, Inc. (invited for Oct. 5, not confirmed)**

Due Dates

- [Related Assignment 6: Capital Campaign](#) (due October 19)
- **[DUE Oct. 5: Submit assignment 4 \(Gift Range Chart\).](#)**

October 12-17: Other Vehicles – Planned Giving

- Definitions of planned giving
- Wills, trusts, and other instruments
- Developing and implementing a planned giving program

Read:

- PTFR: Section IV, Ch. 20
- Sargeant & Shang, Ch. 14, 15
- Rooney and Tempel: "Repeal of the Estate Tax and Its Impact on Philanthropy" Nonprofit Management & Leadership 12 (2, 2001): 193-211 (Oncourse)
- Giving USA 2011, Giving by Bequest

Recommended readings:

- Planned Giving Design Center, review descriptions of various instruments available at www.pgdc.com/pgdc/technical-report
- The Center on Philanthropy at Indiana University, Bequest Giving (executive summary available online at www.philanthropy.iupui.edu/Research/ under "Giving & Volunteering"). Full study available on Oncourse.
- The Center on Philanthropy at Indiana University, Charitable Bequests and Gender Differences in Giving Motivations – A Study for AFP/Legacy Leaders Research Fund, online: www.philanthropy.iupui.edu/Research/ under "Giving & Volunteering."
- Rosso, Ch. 12 (skim or read for elaboration of PTFR)
- National Committee of Planned Giving, "The Future of Charitable Gift Planning," Journal of Gift Planning Vol. 11 (No. 2, 2007) (skim, Oncourse)

Guest lecturer:

- **Carmella Hise, Senior Director, Gift Planning, IU Foundation (confirmed for Oct. 12)**

Due Dates

- [Related Assignment 7: Planned Giving](#) (due Oct. 26)
- **[DUE Oct. 12: Submit assignment 5 \(Direct Mail Letter\).](#)**

IV FUNDING SOURCES/MARKETS

October 19-24: Sources – Donor Acquisition and Retention

- Constituency identification and development
- Incentives and donor recognition groups

Read:

- PTFR: Section V, Ch. 21
- Fundraising Effectiveness Project: 2010_FEP_FinalReport.pdf (Oncourse). See other resources available at www.afpnet.org/research_and_statistics/fep.
- Sargeant & Shang, Ch. 9 (pp. 217-221) & 12. Review also Ch. 4, 5, 6, 7 for Assignments 8 and 9
- Van Slyke and Brooks, "Why Do People Give?" American Review of Public Administration 35 (3):199-222 (2005) (Oncourse).

Guest lecturer:

- **Adrian Sargeant, Robert F. Hartsook Professor of Fundraising, Center on Philanthropy (confirmed for Oct. 24)**

Due Dates

- [Related Assignment 8: Expanding the Donor Base](#) (due Nov. 2, high priority)
- [Related Assignment 9: Retaining/Strengthening the Donor Base](#) (due Nov. 9, high priority)
- **[DUE Oct. 19: Submit assignment 6 \(Capital Campaign\).](#)**

- **Note: your team must have submitted a minimum of three assignments by Oct. 19 to avoid late penalties.**

October 26-31: Sources – Individuals as Prospective Donors & Major Gifts

- Prospective donor identification and research
- Social exchange and donor cultivation
- Solicitation plans

Read and prepare for Oct. 26:

- **V558 Solicitation Exercise (Part I) – (in the “Readings and other information” folder under the “Resources” tab on Oncourse)**

Read:

- PTFR: Section IV, Ch. 18; Section VI, Ch. 24, 27, Section VII, Ch. 28
- Sargeant & Shang, Ch. 12 (review), 13 (review)
- Schervish, “The Material Horizons of Philanthropy: New Directions for Money and Motives” New Directions in Philanthropic Fundraising 29 (Fall 2000): 5-17 (Oncourse).
- Schervish, “The Spiritual Horizons of Philanthropy: New Directions for Money and Motives” New Directions in Philanthropic Fundraising 29 (Fall 2000): 17-32 (Oncourse).
- Giving USA 2011, Giving by Individuals
- Center on Philanthropy, Indiana Gives 2008, Ch. 2, 3 (skim) available online at www.philanthropy.iupui.edu/Research/ under "Giving & Volunteering."

Recommended readings:

- Rosso, Ch. 13 (skim or read for elaboration of PTFR)
- Schervish & Havens, “The Mind of the Millionaire: Findings from a National Survey of Wealth with Responsibility.” New Directions in Philanthropic Fundraising 32 (Summer, 2001): 7-21 (Oncourse).
- Schervish: “Inclination, Obligation and Association.” (Critical Issues, Ch. 8, 110-138) (Oncourse).
- Conley, “The Racial Wealth Gap: Origins and Implications of Philanthropy in the African American Community.” Nonprofit & Voluntary Sector Quarterly 29 (4, 2000): 530-40 (Oncourse)
- Grønbjerg, Ch., 6 (<http://indiamond6.ulib.iupui.edu/u?/PRO.25228>)

Guest lecturer:

- **Vicky Martin, Senior Analysis, Major Gifts, IU Foundation (confirmed for Oct. 31)**

Due Dates

- **Related Assignment 10: Prospective Donor Profile, Solicitation Plan (due Nov. 16)**
- **DUE Oct. 26: Submit assignment 7 (Planned Giving).**

November 2-7: Sources – Foundations and Corporations as Prospective Donors

- Types of institutional funders
- Funder priorities, interests, and processes
- Approaching foundations and corporations
- Other resource opportunities: Corporate partnerships

Read:

- PTFR: Section VI, Ch. 25, 26, 27
- Giving USA 2011, Giving by Corporations; Giving by Foundations
- Center on Philanthropy, Indiana Gives 2008, Ch. 4, 5
- Grønbjerg & Martell, “Philanthropic Funding of Human Services,” NVSQ 29 (1): 9-40 (Oncourse).
- Sargeant & Shang, Ch. 16, 17
- Foundation Center: The Foundation Center’s Guide to Proposal Writing (skim)

Recommended readings:

- Rosso, Ch. 14, 15 (skim or read for elaboration of PTFR)
- Review information available at the Council on Foundation (www.cof.org/) and the Foundation Center (<http://fdncenter.org/>)

Panel:

- *Community foundations: Cindy Blorstad, Program Associate, Indiana Grantmakers Alliance (confirmed for Nov. 2);*
- *Family/Independent Foundation: Michael Twyman, Director, of Grants Programs-Indiana, Nina Mason Pullian Charitable Trust (confirmed for Nov. 2);*
- *Corporate funder: Tracy Souza, former President, Cummins Foundation (confirmed for Nov. 2)*

Due Dates

- **Related Assignment 11: Corporate/Foundation Letter of Inquiry (due Nov. 28)**
- **Related Assignment 12: Corporate/Foundation presentation (due Dec. 5 or 7)**
- **DUE Nov. 2: Submit assignment 8 (Expanding Donor Base).**

V. FUND DEVELOPMENT MANAGEMENT AND DYNAMIC FUNCTIONS

November 9: Management and Planning

- Management functions for development
- Planning and strategic decision-making
- Communication and leadership
- Information support systems
- Ethics and decision-making
- Rational vs. emergent social process models

Read:

- PTFR: Section III, Ch. 7, 8
- Rosso, Ch. 23, 26 (skim or read for elaboration of PTFR)
- Brody: "Enforcement: Legal Standing and Private Remedies." New Directions in Philanthropic Fundraising 31 (Spring 2000): 17-21 (Oncourse).
- Paarlberg, "Contrasting Frameworks of Change" (SPEA Dissertation, Ch. 2) (Oncourse).
- Giving USA 2011, Legal and Legislative Issues (skim)

Due Dates

- **DUE Nov. 9: Submit assignment 9 (Retaining & Strengthening the Donor Base).**

November 14-16: Human Resources – Volunteers, Staff, and Leadership

- Governing board
- Professional staff
- Volunteers
- Leadership and team building
- Professional behavior in fundraising

Read:

- PTFR: Section V, Ch. 21, 22, 23
- Rosso, Ch. 24, 25 (skim or read for elaboration of PTFR)
- Review information available at Board Source: <http://www.boardsource.org/>
- Sargeant & Shang, Ch. 16
- IS Panel on the Nonprofit Sector, Principles for Good Governance and Ethical Practice (pp. 13-19) available on Oncourse and online at www.independentsector.org/uploads/Accountability_Documents/Principles_for_Good_Governance_and_Ethical_Practice.pdf (you may need to register with Independent Sector, but use your Indiana email address to benefit from SPEA's membership).

- Harris, "Exploring the Role of Boards Using Total Activities Analysis," Nonprofit Management & Leadership, 3 (Spring 1993): 269-81 (Oncourse).

Guest lecturer:

- **Derrick Feldman, CEO, Achieve Guidance (confirmed for Nov. 16)**

Due Dates

- **Related Assignment 13:** Trustee Role in Fundraising (due Nov. 30, high priority)
- ***DUE Nov. 16: Submit assignment 10 (Prospective Donor Profile).***
- ***Note: you must have submitted a minimum of six assignments by Nov. 16 to avoid late penalties.***

November 21-28: Budgeting and Other Tools; Consultants

- Budgeting for development
- Development and organizational budgets
- Fund-raising costs and standards

Read:

- PTFR: Section III, Ch. 9, 11
- Sargeant & Shang, Ch. 9
- Cordes & Rooney: "Fund Raising Costs." Ch. 5 in Dennis Young (ed.), Effective Economic Decision-Making by Nonprofit Organizations (Foundation Center & National Center for Nonprofit Enterprise, 2003) (Oncourse).
- Hager, Pollak, and Rooney: "Variations in Overhead and Fundraising Efficiency Measures: The Influence of Size, Age, and Subsector." Paper presented at the 2001 Annual meetings of ARNOVA (Oncourse).
- IS Panel on the Nonprofit Sector, Principles for Good Governance and Ethical Practice (pp. 20-23) available on Oncourse and online at www.independentsector.org/uploads/Accountability_Documents/Principles_for_Good_Governance_and_Ethical_Practice.pdf (you will need to register with Independent Sector and may benefit from SPEA's membership if you use your Indiana email address).

Recommended Readings:

- Rosso, Ch. 28, 29 (skim or read for elaboration of PTFR)
- Bradley, Jansen & Silverman, "The Nonprofit Sector's \$100 Billion Opportunity." Harvard Business Review, May 2003, pp. 94-103 (Oncourse).

Guest lecturer:

- **Antonette Sommerville (to be invited for Nov. 21)**

Due Dates

- **Related Assignment 14:** Fundraising Budget Analysis (due Dec. 7, high priority)
- ***DUE Nov. 28: Submit assignment 11 (Corporate/Foundation Letter).***

November 23: NO CLASS – Thanksgiving Break

November 30: Information Technology in Development

- Donor management systems
- Tracking fundraising effectiveness

Read:

- PTFR: Section II, Ch. 10; Section IV, Ch. 14 (skim)
- Rosso, Ch. 27, 20 (skim or read for elaboration of PTFR)
- Ahlquist, Yelle, Mahady, Ch. 48A: "Choosing and Using Fundraising Software." In Greenfield, The Nonprofit Handbook: Fund Raising, 2002 Supplement (Oncourse).
- TechSoup: <http://www.techsoup.org>, follow link to databases under the "Learning Center" tab for relevant information. For a comparison chart of donor databases, see <http://www.techsoup.org/learningcenter/databases/page5961.cfm>. For a list and

assessment of downloadable Open Source nonprofit database programs, see <http://www.techsoup.org/products/downloadpage.cfm?downloadcat=8>.

- Fundraising Effectiveness Project, report, "Plugging the Leaks: Losses Now Outpacing Gains in Latest FEP Study" (Oncourse "2010_FEP_FinalReport.pdf," www.afpnet.org/Audiences/ReportsResearchDetail.cfm?ItemNumber=4559. See also www.afpnet.org/research_and_statistics/fep).
- Sargeant & Shang, Ch. 9, 11 (review)

Guest lecturer:

- **Terry Usrey, Senior Lecturer, SPEA (confirmed for Nov. 30)**

Due Dates

- ***DUE Nov. 30: Submit assignment 13 (Trustee Role in Fundraising).***
- ***Note: if desired, request The Fund Raising School's Certificate of Completion (sign-up sheet to be distributed in class).***

December 5-7: Presentations of Corporate/Foundation Proposals (Assignment 12)

Due Dates

- ***DUE Dec 7: Submit assignment 14 (Fundraising Budget Analysis).***
- ***Note: you must have submitted a minimum of nine assignments by Dec. 12 to avoid late penalties.***

December 13: Final Memo to Management

Due Dates

- **DUE Tuesday Dec. 13 at 8 am in both electronic and hard copy.**

PORTFOLIO ASSIGNMENTS

Students (working alone or in teams) will be required to undertake a minimum of nine of the 14 portfolio assignments listed below in collaboration with one of the many nonprofits that have expressed an interest in partnering with students in this class on the assignments. That means the executive directors and/or board presidents have agreed to (a) cooperate with you, (b) make relevant information available (see the Appendix) in a timely manner so that you can carry out the assignments (recognizing that some information may be too sensitive to share), and (c) provide feedback on the utility of the portfolio that you develop.

Alternatively, the assignments may be completed for a nonprofit you already have a well-established relationship with and that agrees to collaborate with you in completing the assignments as outlined in the Appendix. Please adhere by these guidelines and do not contact other nonprofits on your own.

Complete all required assignments (#1, #2, #3), at least three (preferably all) of the high priority assignments (#4, #8, #9, #13, #14), and one or more of the optional assignments, for a total of nine assignments. You may complete more than nine assignments, in which case only the top nine will count towards the course grade. For full descriptions and instructions, see Oncourse.

Summary Descriptions

1. Prepare a revenues profile and a philanthropic gift profile for the organization and explain how and why they differ from comparative statistics. Required.
2. Review the organization's mission statement in terms of how well the organization's values are represented (or write such a mission statement if none is available) and identify its constituency groups. Required.
3. Revise or write a case statement for the organization's annual fund. Required.

4. Construct a gift range chart for the annual fund goal. If possible, prepare an analysis of the actual gift size distribution for the annual fund. High Priority.
5. Revise or write a direct mail letter (for purposes of donor acquisition, gift renewal or gift upgrade) asking for gifts to the organization. Optional.
6. Complete a "test for readiness" for a capital campaign for the organization and an assessment of its readiness to start such a campaign (or, if the organization has completed a capital campaign within the past 15 months, prepare an analysis of the results based on the "test for readiness" elements). Optional.
7. Evaluate the organization's planned giving program in terms of effectiveness and opportunities for expansion or improvement (or design a start-up planned giving program for the organization, if no plan is in place). Optional.
8. Write a plan for how the organization can expand its donor base and attract new donors. High Priority.
9. Assess how the organization seeks to retain and develop its base of current donors - how it renews donors and asks for increased gifts; what it does to solicit major gifts and planned gifts. High Priority.
10. Develop a solicitation plan for a prospective major donor to the organization. Optional.
11. Write a letter of inquiry to a foundation or corporation that is a valid prospective donor to the organization, making the case for support for the organization. Optional.
12. Based on #11 above, prepare a 5-10 minute presentation to the grants committee to the respective foundation or corporation, making the case for support. Optional.
13. Assess the role of the organization's board in fund development. High Priority.
14. Undertake a fundraising budget analysis to assess the efficiency and effectiveness of at least one component of the organization's fundraising effort. High Priority.