Syllabus for COM 598/PA 539: Fund Development

2008 Fall Semester
Mondays 6:00-8:45pm
124 Harrelson Hall

Instructor: Dr. Richard D. Waters
230 Winston Hall
E-mail: rdwaters@ncsu.edu
Office Hours: Monday and Wednesday,
1:45 – 3:00 pm or by appointment

COURSE DESCRIPTION:
COM 598/PA 539—This three credit course covers the nonprofit organization career specialization, fundraising. The course will cover contemporary trends in the profession, its theoretical perspectives, and various fundraising techniques that are unique to the charitable nonprofit sector. Students interested in nonprofit management careers should develop sophisticated analytical skills and acquire a working knowledge of various fundraising strategies and tactics.

COURSE FORMAT:
The course consists primarily of lectures and class discussions. Guest speakers will join the class to demonstrate how scholarly principles are related to the professional practice of fundraising in various types of charitable organizations. A high degree of student interaction is expected.

COURSE GOALS:
The goal of the course is to prepare students for fundraising careers. Upon completion of this course, students will:

(1) Know the historical development and status of fundraising practices with an emphasis on legal and ethical underpinnings;

(2) Understand fundraising as an important management function of charitable organizations;

(3) Understand the principles, process, and programs of fundraising, including
   • systems theory, social exchange theory, situational theory of publics,
   • four models of fundraising, practitioner roles,
   • fundraising process of ROPES,
   • primary programs of annual giving and major gifts, and
   • fund development and relationship cultivation among the three major donor groups; and

(4) Develop research and writing skills by either conducting a case study on a nonprofit organization in the community or conducting original research, including the identification of areas needing scholarly inquiry, preparation of research instruments, analysis of data, and presentation of findings

COURSE RATIONALE:
All students will learn about fundraising’s contemporary practices, historical, legal, and theoretical framework. Students will read scholarly and practitioner-oriented work on the science of fundraising and complete an applied fundraising plan to help them fully understand fundraising in the nonprofit sector. The course will examine fund development in relation to traditional fundraising programs (annual giving, major giving, and planned giving), e-philanthropy programs, venture philanthropy, and fund development relating to nonprofits creating for-profit entities.
COURSE TEXTS:


Additional assigned readings (Book Chapters, Conference Papers, Journal Articles) also are listed. They can be accessed through the NCSU Library’s E-Reserves section on the Internet. All readings must be read in advance of the class dates for which they are listed in the "Weekly Course Plan." Students should also monitor the mass media daily for local and national news related to fundraising, which will be used in class discussions.

TESTS AND GRADE DISTRIBUTION:

A Semester Examination (30%) will be given in the 7th week of the semester. It will measure students' understanding of the principles and process of fundraising. The test will consist of short answer and multiple choice questions as well as essays that test their critical thinking skills through an in-depth analysis of the materials covered in the course.

A Fundraising Plan (30%) will account for 30% of the course grade. Students will choose a nonprofit organization in the Greater Raleigh area to work with during the course of the semester. For students who are already employed or volunteer with a nonprofit organization, they must choose a different nonprofit organization so they can see how other organizations approach fundraising. The students will then interview individuals at the nonprofit who are involved in the fundraising programs to determine what the organization’s best practices are as well as identify areas of improvement that we have discussed in class or have been identified in readings. After this data collection has been conducted, students are to develop a paper that critically analyzes the organization’s current fundraising efforts. The paper should also suggest at least three specific ways that the organization could improve their fundraising based on the material covered in class. The paper should involve in-depth interviews and shadowing. Fundraising plans must be completed individually. As with all written assignments for this course, either project should be typed in 12-point font, using APA-style, double spaced on one side of white paper, and have one-inch margins.

Attendance and Class Participation (20%) will also be used to determine the course grade. Class participation will be determined by such efforts as discussing readings in class as well as bringing in current topics from current events and trade publications, such as The Chronicle of Philanthropy. Students will also be required to prepare and lead class discussions on non-textbook readings throughout the course. These 20-minute presentations are designed to prepare graduate students for future workplace presentations or teaching. These presentations will be graded based on the graduate students’ ability to engage all students in discussion and their ability to explain the readings.

Out of Class Assignments (20%) will represent the final portion of the course grade. These assignments are designed to help students gain a better understanding of fundraising tactics that nonprofit organizations use while managing their efforts. These assignments will challenge students to think about different types of funding, including major gifts, foundations and the annual appeal.

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<tr>
<th>7 Out-of-class assignments</th>
<th>20%</th>
<th>Class Participation</th>
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<tr>
<td>Research Paper</td>
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<td>Semester Exam</td>
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MAKEUPS, LATE ASSIGNMENTS, AND EXTRA CREDIT:
Course policy dictates that there will be no make-up exams or extensions of deadlines. Dates have been announced in advance in the "Weekly Course Plan" so that students can schedule other activities around these deadlines. Exceptions will be rare and made only in cases of extraordinary, documented circumstances, as determined by the instructor. Any make-up exams administered or late assignments accepted will be graded lower than work turned in on time. Extra credit will not be given for additional work.

ABSENCES:
Attendance is mandatory. Because the course meets once per week, each student is allowed one excused absence for the semester to cover illnesses, transportation problems, family crises, etc. Students are responsible for all class work missed.

CLASSROOM CONDUCT:
All discussions will be ruled by mutual respect—for people and their opinions. Effective fundraising and public relations practice is dependent on gathering and understanding diverse viewpoints. Furthermore, professionalism requires an appreciation for the multicultural society and global economy in which students plan to work.

PLAGIARISM AND ACADEMIC DISHONESTY:
Students are expected to adhere to the highest standards of academic honesty. Plagiarism occurs when a student uses or purchases ghost-written papers. It also occurs when a student utilizes the ideas of or information obtained from another person without giving credit to that person. If plagiarism or another act of academic dishonesty occurs, it will be dealt with in accordance with the academic misconduct policy as stated in NCSU’s Code of Student Conduct.

Furthermore, the Honor Pledge, "I have neither given nor received unauthorized aid on this test or assignment," will be assumed by a student's typed or written signature on any test or assignment.

STUDENTS WITH DISABILITIES:
Reasonable accommodations will be made for students with verifiable disabilities. Student must register with Disability Services for Students at 1900 Student Health Center, Campus Box 7509, 515-7653. http://www.ncsu.edu/provost/offices/affirm_action/dss/

DEPARTMENT EQUITY STATEMENT:
All persons, regardless of age, race, religion, gender, physical disability or sexual orientation shall have equal opportunity without harassment in Department of Communication courses and programs. Any harassment should be reported immediately to either the classroom instructor or the department head.

SOFTWARE USE:
All faculty, staff, and students of the University are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual violator. Because such violations are also against University policies and rules, disciplinary action will be taken as appropriate.
WEEKLY COURSE PLAN:

August 25  Topics:  (1) Introduction to the Course
S/U Assignment 1:  Survey three individuals about their definition of fundraising or what it is fundraising practitioners do. One-page typed report on findings due at the beginning of class on September 8.

September 1  No Class—Labor Day

September 8  Topics:  (1) The Nonprofit Sector and the Fundraising Environment
(2) Characteristics of Fundraising Practitioners
Readings:  EFRM, Chs. 2-3
Due S/U Assignment 1:  Findings of Student Surveys

September 15  Topics:  (1) History of Fundraising
(2) Four Roles of Fundraising Practitioners
Readings:  EFRM, Ch. 5; Waters, Kelly, & Walker, 2005*

September 22  Topics:  (1) Legal and Ethical Contexts of Fundraising.
Readings:  EFRM, Ch. 7
Due S/U Assignment 2:  1- to 2-page memo to me detailing what you are going to do for your research paper or NPO fundraising case study/suggestions.

September 29  Topics:  (1) Theoretical Context of Fundraising.
Readings:  EFRM, Ch. 9; Waters, 2008*

October 6  Topics:  (1) ROPES: The Fundraising Process.
(2) Developing a Case for Support
Donor Bill of Rights
Readings:  EFRM, Ch. 10; Waters, 2008b*

October 13  SEMESTER EXAM—Returned and Reviewed on October 20

October 20  Topics:  (1) Annual Giving
(2) ePhilanthropy.
Readings:  EFRM, Ch. 11; Waters, 2007*
Due S/U Assignment 3:  Write a fundraising appeal direct mail piece for a local nonprofit.

October 27  Topics:  (1) Prospect Research
(2) Major Gifts and Planned Giving
Readings:  EFRM, Chs. 12 and 13; Allen, 1991*
Due S/U Assignment 4:  Prepare a template for a donor research file.
November 3  
**Topics:** (1) Corporate Giving and Foundations  
**Readings:** *EFRM, Ch. 15*  
**DUE S/U Assignment 5:** Research/write about 3 foundations and their funding interests.

November 10  
**Topics:** (1) Capital Campaigns  
(2) Special Events  
**Readings:** *EFRM, Ch. 14; Wendroff, 2003*  
**DUE S/U Assignment 6:** Prepare a special event plan, timeline, and budget for a nonprofit organization fundraiser designed to raise $20,000.

November 17  
**Topics:** (1) For-profit Initiatives  
**Readings:** Oster, 2002*; Herman & Rendina, 2001*

November 24  
**Research Activity Day—Stewardship**  
**DUE S/U Assignment 7:** Analysis of 10 nonprofit groups’ Web sites for stewardship activities (Details TBA)

December 1  
**Topics:** (1) Venture Philanthropy  
(2) Fundraising Plan Presentations  
**Readings:** LaFrance & Latham, 2008*

**Additional Readings**


