Resource Development in Nonprofit Organizations
Department of Public and International Affairs
PLS 531, Section 800
Summer 2018

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Description: This course examines theoretical and practical aspects integral to the acquisition and maintenance of resources in nonprofit organizations. By combining conceptual and applied elements, students will gain a depth and breadth of knowledge relevant to successful nonprofit resource development. Conceptual readings provide an understanding of the historical, political, and social contexts that affect nonprofit resource development. Assignments are designed to offer a template for how to manage the resource development process.

Prerequisites: None

Required Books:
Sargeant, A., Shang, J., & Associates. 2017. *Fundraising Principles and Practice, 2nd Ed*. Hoboken, NJ: Wiley. ISBN: 9781119196495.

Lindahl, W. 2010. *Principles of Fundraising: Theory and Practice*. Sudbury, MA: Jones and Bartlett. ISBN: 9780763759148.

Additional readings and assignments may be posted to Blackboard, accessed by going to learn.uncw.edu and selecting the appropriate course number.

Learning Objectives
By the end of the course, students will:
- Gain an understanding of the size, scope, and dimensions of the nonprofit sector
- Gain an understanding of the sources of nonprofit revenue, including the portion derived from contributions and grants
- Gain an understanding of the history of fundraising and theories of fundraising
- Gain an understanding of Federal, State, and Local government regulation of fundraising and charitable activity
- Gain an understanding of ethical practices in fundraising, stakeholder accountabilities, and potential areas for conflict of interest
- Gain an understanding of who gives to nonprofit organizations and individual motivations for giving
- Gain an understanding of the social and societal influences on individual giving
- Learn how to model donor behavior
- Gain an understanding of direct response fundraising
- Learn techniques and tools for fundraising online

- Gain an understanding of the types of fundraising events, their benefits and pitfalls, and learn how to evaluate them
- Learn fundraising metrics and how to conduct a fundraising audit
- Learn how to develop a fundraising plan, including budgeting, scheduling, monitoring, and control
- Learn how to prepare a case for support, and what makes for an effective case expression
- Learn how to assess fundraising performance (e.g., ROI analysis, benchmarking,…)
- Gain an understanding of organizational issues that affect fundraising performance
- Learn how to recruit, build, and retain donors
- Learn how to calculate donor value and segment for growth
- Learn how to manage fundraising volunteers, including board members
- Gain an understanding of corporate giving and fundraising
- Learn how to conduct research and identify potential grants

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Course Requirements

Assignments:

- ***Blackboard Posts:*** Substantively contribute to the appropriate discussion forum at least once per week. Weekly posts should exceed 250 words. Remain professional in your posts and make sure to proofread and edit. *Posts are due by 5pm Wednesday each week.* I will provide you with periodic feedback throughout the course. You may contribute in the following ways:
    - Post and respond to discussion questions relating to the week's readings.
    - Post articles from newspapers (e.g., *New York Times*, *Wilmington Star News*) or trade publications (e.g., *Nonprofit Quarterly*, *Nonprofit Times*). Introduce findings and pose a discussion question.
    - Scan and post (or hyperlink to) examples of good and bad nonprofit solicitation. You may critique the solicitation piece, provide recommendations for improving it, and/or pose a discussion question relating to the solicitation.
- ***Blackboard Discussion:*** In addition to the 1 substantive weekly Blackboard post, you are expected to engage the discussion forum several times each week to comment on classmates' posts and respond to comments on your own post. *Blackboard discussion for each week ends Sunday at 11:59pm.*
- ***Revenue & Philanthropic Gift Analysis:*** Prepare a revenues and philanthropic gift profile for your nonprofit partner, and consider how and why these profiles differ from national statistics (3-4 pages, single spaced). *Assignment is due 5pm Tuesday of Week 4.*
- ***Direct Mail:*** Create a paper or electronic direct mail solicitation for your organization (length may vary depending on medium). The letter/appeal should be addressed to individual donors and may be for donor acquisition, gift renewal, or gift upgrade. *Assignment is due 5pm Tuesday of Week 6*
- ***Internal Case Statement:*** Write an internal case statement (at least 14 pages, single spaced). This document serves as the internal resource document for your organization's fundraising efforts. Keep in mind that the organization's leaders are the intended audience. Assume the reader knows the organization fairly well and do not waste space telling them what they already know (e.g., avoid being simplistic or reductive, keep the Background & Activities sections brief). Also keep in mind that this assignment is not just a report (i.e., where you recount for the reader what you observed); it is an analysis. Lastly, the 14-page minimum does not include the Executive Summary, Table of Contents, or Appendix. *Assignment is due 5pm Tuesday of Week 9.* The case statement should cover the following:

- o Background (i.e., a very brief snapshot of the organization): mission, vision, values, goals, brief history, finances, governance
  - What community need does your organization meet?
  - Who benefits from your organization and how?
- o Activities (i.e., what the organization does, who the organization serves, and future plans): programs, services,…
  - How does your organization meet the community need (programs, personnel, finances)?
- o Development Assessment (i.e., a description and assessment of the organization's fundraising program)
  - What are the donor segments: individuals, foundations, corporations?
  - What fundraising strategies are used for each segment?
  - Which are the most successful strategies/vehicles? Why?
- o Plan (i.e., recommendations/action plans for future operations): fundraising goals, plans for the future to expand/augment/add programs (serve people more or better), avenues for donor engagement, and the resources it will take to pursue these plans
  - How might the organization proceed (recommendations, action plans, calendar,…)?
  - What resources do you require?
  - How can the donor help? What is the "exchange" for the donor?

Note: this assignment is NOT a case for support, which is a marketing document geared toward external stakeholders. Rather, this assignment is a case statement, which serves to guide internal resource development decision making, staffing, and programming.

Basis for Grade: The following table summarizes the value of each component as a percent of the final grade.

Assignment	Value
Blackboard Posts	20%
Blackboard Discussion	10%
Revenue & Philanthropic Gift Analysis	15%
Direct Mail	20%
Internal Case Statement	35%
Total	100%

Course Policies

Academic Assistance: The University Learning Center (ULC) provides free services to all UNCW students. Those services include: learning services, math services, study sessions, supplemental instruction, and writing services. For more information refer to their website: www.uncw.edu/ulc

Students with Disabilities: Reasonable accommodations will be made for students with

disabilities. Students with diagnosed disabilities should register with UNCW Disability Resource Center. Please provide me a copy of the letter you receive from Disability Resource Center detailing class accommodations you may need before the end of Week 1. For more information refer to their website: www.uncw.edu/disability

Academic Integrity: All members of UNCW's community are expected to follow the academic Honor Code. Academic dishonesty in any form will not be tolerated in this class. All academic integrity violations will result in a failing grade for the course and will be reported to the University. Please read the UNCW Honor Code carefully (as covered in the UNCW Student Handbook): www.uncw.edu/odos/honorcode. Please be familiar with UNCW's position on plagiarism as outlined in the UNCW Student Handbook. Plagiarism is a form of academic dishonesty in which you take someone else's ideas and represent them as your own. Please note it is also possible to plagiarize yourself. If you use your work from a previous class or assignment in this class without proper citation, it is plagiarism (i.e., using the same paper, or substantial portions of the same paper, for two classes or assignments is not acceptable). It is always best to speak to the instructor prior to submitting a paper if there is a question regarding academic integrity.

Violence and Harassment: UNCW practices a zero tolerance policy for any kind of violent or harassing behavior. If you are experiencing an emergency of this type contact the police at 911 or UNCW CARE at 910-962-2273. Resources for individuals concerned with a violent or harassing situation can be located at www.uncw.edu/wsrc/crisis.html

Campus Respect Compact: UNCW has instituted a Seahawk Respect Compact to affirm our commitment to a civil community characterized by mutual respect. All students are expected to uphold these standards in the classroom and beyond. Please read the Compact: www.uncw.edu/diversity/documents/ApprovedSeahawkRespectCompact8x10.08.09.pdf

Submission of Assignments: All written assignments must be submitted electronically in a .docx format to Blackboard. All assignments must be in Times New Roman or Cambria 12-pt font, with 1-inch margins or points will be deducted.

Late Assignments: Assignments not in the instructor's possession by the specified time on the due date are immediately subject to a ten point deduction. Each subsequent day (i.e., calendar day – including weekends and holidays) an assignment is late will be an additional deduction of ten points. If you are aware of possible conflicts before they occur, please notify the instructor at least one week in advance of any due dates to arrange alternate accommodations. Informing the instructor of your intention to be absent does not waive your obligation to submit the work that is due, even where an excused absence is granted.

Grading Policy: The following percentages represent the letter grade equivalent. Please note that percentages do not round up (i.e., 89.99% is a B+ and does not round up to 90%).

A	93 – 100%	C	73 – 76%
A-	90 – 92%	C-	70 – 72%
B+	87 – 89%	D+	67 – 69%
B	83 - 86%	D	63 – 66%
B-	80 – 82%	D-	60 – 62%
C+	77 – 79%	F	59 or less

Semester Schedule (Subject to Change):

Week	Date	Topic	Readings	Assignments
Week 1	*May 21 – 27*	Introduction & Overview of Nonprofit Sector	Sargeant, Ch. 1 Lindahl, Ch. 1	*Discussion Forum*
Week 2	*May 28 – June 3*	Social, Historical, Legal & Ethical Contexts of Philanthropy	Sargeant, Ch. 2 Lindahl, Ch. 4, 5, 6 & 11	*Discussion Forum*
Week 3	*June 4 – 10*	Giving Behaviors	Sargeant, Ch. 4 & 5 Lindahl, Ch. 2	*Discussion Forum and Nonprofit Partner ID*
Week 4	*June 11 – 17*	Annual Fund Vehicles	Sargeant, Ch. 10, 11, 12, & 19	*Discussion Forum and Revenue & Philanthropic Gift Analysis*
Week 5	*June 18 –24*	Fundraising Planning	Sargeant, Ch. 6 & 7 Lindahl, Ch. 7	*Discussion Forum*
Week 6	*June 25 – July 1*	Making the Case & Assessing Performance	Sargeant, Ch. 8 & 9 Lindahl, Ch. 12	*Discussion Forum and Direct Mail*
Week 7	*July 2 – 8*	Managing Fundraising: Volunteers, Boards, & Retention	Sargeant, Ch. 13, 20 Lindahl, Ch. 8	*Discussion Forum*
Week 8	*July 9 - 15*	Foundations & Corporations as Prospective Donors	Sargeant, Ch. 17 & 18 Lindahl, Ch. 3	*Discussion Forum*
Week 9	*July 17*	*Final Project Due*		*Internal Case Statement*