Instructor Information

Name: Dr. T. Joy Clay
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Course Information

Course title: Resource Development for Nonprofit Organizations
Course number: PADM 6960
Course discipline: Public Administration
Course description: This graduate course offered by The College of Public Service and Urban Affairs can be applied to the College's graduate degree programs -- the MPA or the Ph.D. -- as well as towards a Graduate Certificate Program in Nonprofit Management. The seminar will address important resource development issues facing non-profit administrators including grant writing and fundraising. This class is a hybrid course; therefore, every other week students will attend "class" over the web or by completing specific assignments.

Course dates: January 18, 2011 through April 26, 2011
Location: Room 287 of TSU's Williams Campus
Meeting day(s): Every other Tuesday, 5:00 – 8:00 PM
Prerequisite(s):
1. Students MUST have regular and frequent access to the internet. If you do not have such access, and cannot come into the university computer labs then you should NOT take this course. Lack of access to the web will NOT be accepted for a lack of student preparedness.
2. Students must utilize Microsoft Word for all assignments.
3. A positive attitude, and patience, as we use eLearn, will be a definite asset! All electronic communications will be conducted via eLearn and all additional reading materials will be accessible via this system. In addition, assignments and discussion boards will be conducted via eLearn during the weeks class does not meet. Students are encouraged to email assignments as well if they experience difficulties with eLearn.

Learning Outcomes

Course Goals: This course will help students to identify and secure resources for the support of nonprofit agencies by understanding techniques for developing comprehensive fundraising plans, conducting prospect research and cultivation, practicing appropriate stewardship, leading campaigns for various types and vehicles of giving, writing grants, utilizing technology to facilitate resource development, and implementing creative approaches to fundraising. Students will prepare (1) a fundraising plan and (2) a grant application that adheres to the grantor’s guidelines as well as a few smaller assignments.
Service Learning: Service-learning means a method under which students learn and develop through thoughtfully organized service that: is conducted in and meets the needs of a community and is coordinated with an institution of higher education, and with the community; helps foster civic responsibility; is integrated into and enhances the academic curriculum of the students enrolled; and includes structured time for students to reflect on the service experience. American Association for Higher Education (AAHE): Series on Service-Learning in the Disciplines (adapted from the National and Community Service Trust Act of 1993).

This course involves service learning in that students are required to select a nonprofit organization (NPO) for which to create a fundraising plan and author a major grant proposal. Students are not required to track hours or activities but are encouraged to work with an existing NPO to assist the organization in acquiring critical resources to further its mission. This course methodology will offer numerous learning benefits to the students including specific subject matter knowledge, career development and job skills, leadership skills, networking opportunities, critical thinking skills, and real world hands-on experience.

Students are required to complete the end-of-course student survey by April 30th at: http://tnstateu.qualtrics.com/SE/?SID=SV_877Dx8TVoc6HM8c

Policies

Attendance and Snow Policies: Snow Policies: If the class needs to be cancelled due to weather, a message will be posted on eLearn by 3:00 PM the day of class and/or an email sent, so please check prior to travelling when weather is questionable. Attendance: Attendance is required at all classes; missing class will result in a reduction in your final grade. If you must be out-of-town on business, schedule it for the weeks that we will be using the web.

Electronic Devices: Out of respect for classmates, cell phones and all other electronic devices must be turned off during class.

ELearn / Communications: It is the student’s responsibility to check the eLearn course page weekly at a minimum to complete assignments and participate in discussion boards. The instructor reserves the right to modify reading assignments or post discussion topics as needed based on industry news. Any modifications will be posted no later than one week prior to the class/web date.

If a student has a question about an assignment or needs something clarified, please utilize the discussion board in eLearn so that the entire class can benefit from the question and answer. If your question is of a confidential nature, please email the instructor directly at joyclay@comcast.net. The instructor will respond within 48 hours.

Assignments: All assignments should be submitted electronically via eLearn in addition to hard copies being handed in during class meetings when requested. Students may also email assignments to the instructor at joyclay@comcast.net.
**Students with Disabilities:** Students with disabilities are encouraged to meet individually with the instructor to discuss special accommodations that may be needed for successful participation in this course.

**Required Texts**


**Grading**

- Inquiry letter for grant: 10%
- Participation: 30
- Fundraising Plan: 20 (due as midterm)
- Major Grant Proposal: 40 (due as final)
- Total: 100%

Adequate participation is defined by submitting at least 1 substantive posting on *eLearn* discussion boards for each web assignment, submitting all assignments on the due dates, and active engagement in class discussions.

**Helpful Information**

**Url’s in Syllabus:**
If the link for additional reading does not work directly from the syllabus on *eLearn*, cut and paste the address into the search engine address field. If that does not work, conduct a search for the url as all links have been tested. You must therefore use initiative if it does not work immediately for you.

**Assistance with *eLearn***:
You will access the course homepage on *eLearn* in one of two ways:

2. Access via [www.tnstate.edu](http://www.tnstate.edu): click on Student Services from the main menu, click on the *eLearn@TNSTATE* logo, and click on [http://elearn.tnstate.edu](http://elearn.tnstate.edu).

When you are on the *eLearn* login page you will need to type in your username and password in order to access your course. Your username is the same as your MyTSU username; however, your *eLearn* password is not the same as your MyTSU password. If you need assistance with your log-in or password, please contact the Help Desk at 615-963-1239 (7:30AM - 5:30PM) or email your password reset request to helpdesk@tnstate.edu.
Assignments

**Inquiry Letter for Grant:** (10% of your grade / due February 8th)
Students will prepare a two-page letter of inquiry addressed to a grantor of your choosing (foundation; corporation; local, state, or federal government or public agency) for a nonprofit agency and corresponding program or initiative of your choice. You may select an agency and program or initiative with which you are familiar or one you are interested in learning more about – the instructor will assist you in choosing an agency and topic if you are unable to decide upon one. Examples of funding opportunities include technology; capital campaigns; operating campaigns; or special programs such as patient care assistants, buddies for underprivileged children, outreach for the homeless, or needed training for staff. You will utilize the guidelines for writing a sample inquiry letter based upon the assigned readings for February 1st. Your letter of inquiry is due by 5:00 PM on February 8th via eLearn.

**Fundraising Plan:** (20% of your grade / due March 15th)
Students will create a fundraising plan for a nonprofit organization’s annual fund. The chosen organization should be the same agency selected for the grant proposal (an existing or a proposed nonprofit organization). The fundraising plan should include at least five fundraising strategies, strategies and methods for approaching various markets (individuals, corporations, foundations, associations), timelines, financial (budget) and human resources needed, a calendar of fundraising activities and meetings, and an estimated amount of funds to be raised for each activity. The plan is due by 5:00 PM on March 15th via eLearn. A high-level outline of the fundraising plan is due in class on March 1st.

**Participation:** (30% of your grade / engagement, discussions, and small assignments throughout course)
Attendance and participation in class meetings as well as participation in web-based discussions will constitute 30% of students’ overall grades. Students should be prepared to discuss what was learned from assigned readings and to present relevant philosophical, theoretical, or practical comments or questions for class consideration. Some minor assignments throughout the course and presentations and/or discussions concerning these assignments will contribute to the participation grade including the prospect report due on February 22nd, the event proposal due on March 22nd, and the budget due on April 5th.

The assigned readings and assignments listed for “CLASS” meetings must be completed prior to the class date. Web discussions and assignments are based on readings, so students should complete readings early to provide ample time for participation in discussion boards and completion of assignments for the weeks class does not meet. Discussion topics must be submitted via eLearn; if you are unable to access eLearn for any reason, your responses may be submitted via email to the instructor.

**Major Grant Proposal:** (40% of your grade / due April 26th)
Students will complete a formal grant application from a funding agency applying all of the funding agency’s required criteria. Students will complete the grant application for the nonprofit agency and program or initiative for which they authored the letter of inquiry. Thus, students must familiarize themselves with the programmatic needs and operations of the chosen nonprofit agency to complete the application. In addition, students must research the application criteria for the selected funding agency.

Students must hand in a paper up to two pages long detailing the proposal topic (program/initiative) that you intend to pursue, several potential funders of the proposal and WHY you think that your proposal fits into their funding schemes. Submit via eLearn by 5:00 PM and turn in a hard copy in class on February 15th. Students will briefly discuss their proposal topics and potential funders for 2-5 minutes on February 15th (no formal presentation required). The reasoning behind selecting your proposal topic so early in the semester is so that all of the smaller assignments due throughout the semester can assist in building your final major grant proposal.
Final proposals are due on April 26\textsuperscript{th}. Late papers will NOT be accepted due to deadlines for final grades. You must submit your proposal electronically via \textit{eLearn} by 5:00 PM on April 26\textsuperscript{th} to receive credit. Criteria for completed proposals are included in the class readings and in the “PADM 6960 Major Grant Proposal Checklist” created by the instructor, accessible on \textit{eLearn}.

### Class Schedule

**January 18**  
**CLASS**
- Introduction to the course and review of syllabus
- Discuss assignments
- Student introductions and completion of information form

**January 25**  
**WEB**
- \textbf{Discussion topic via eLearn: }how do you define ethics in fundraising?  
  (Post responses by Sunday, January 30\textsuperscript{th})
- Decide upon the nonprofit agency for which you will create a fundraising plan and author a grant proposal.
- Ethical and legal considerations in fundraising
  - IRS Rules
    - “IRS Compliance Guide for 501(c)(3) Tax-Exempt Organizations”
  - Donor Bill of Rights
  - E-Donor Bill of Rights
    - [http://www.opportunityworks.ca/onlinedonorbill.pdf](http://www.opportunityworks.ca/onlinedonorbill.pdf)
  - Ethics Enforcement: Handling and Preventing Unethical Behavior
    - [http://www.afpnet.org/Ethics/EnforcementDetail.cfm?ItemNumber=967](http://www.afpnet.org/Ethics/EnforcementDetail.cfm?ItemNumber=967)
  - AFPs CODE OF ETHICAL PRINCIPLES AND STANDARDS
  - ePhilanthropy Code of Ethical Online Philanthropic Practices
    - [http://www.pkdcure.org/LinkClick.aspx?fileticket=MtMvHRzg86s%3D\&tabid=132](http://www.pkdcure.org/LinkClick.aspx?fileticket=MtMvHRzg86s%3D\&tabid=132)
  - The Accountable Nonprofit Organization
    - [http://www.afpnet.org/Ethics/EnforcementDetail.cfm?ItemNumber=3262](http://www.afpnet.org/Ethics/EnforcementDetail.cfm?ItemNumber=3262)
  - Professional Compensation
  - Understanding Fundraising Law
  - BBB Charity Accountability Standards
  - Keeping Your Nonprofit Legal
- Fundraising Best Practices
February 1  CLASS

- Discuss chosen nonprofit agency for which you will create a fundraising plan and author a grant proposal in class.
- Guest Speaker: Beth Sims, Miller & Martin PLLC
- Preparing to Write a Full Proposal
  - [http://www.givespot.com/features/grants.htm](http://www.givespot.com/features/grants.htm)
  - Click on ‘a proposal writing short course.’
  - [http://www.givespot.com/resources/grantseekers.htm](http://www.givespot.com/resources/grantseekers.htm)
  - Click on links finding funders, foundation finder, grantmaker websites, foundation locator to assist in identifying the funding agency you will approach.
  - [https://www.cfda.gov/index?static=grants&s=generalinfo&mode=list&tab=list&tabmode=list&cck=1&au=&ck=](https://www.cfda.gov/index?static=grants&s=generalinfo&mode=list&tab=list&tabmode=list&cck=1&au=&ck=)
- Glossary
  - [http://foundationcenter.org/getstarted/tutorials/gfr/glossary.html](http://foundationcenter.org/getstarted/tutorials/gfr/glossary.html)
- On-line Sources for Grants and Funders
  - [http://nonprofit.about.com/od/resources/tp/grantinfo.htm?nl=1](http://nonprofit.about.com/od/resources/tp/grantinfo.htm?nl=1)

February 8  WEB

- Sample inquiry letter to a potential funder is due February 8th by 5:00 PM. Please submit electronically via eLearn.
- Discussion topic via eLearn: what are the challenges to obtaining funding? (Post responses by Sunday, February 13th)
- Sand, How to Manage an Effective Nonprofit Organization, pp. 53-102
- Creating a Fundraising Plan
  - [http://philanthropyworks.com/articles/Article_Resources_8Steps_RDPlan.pdf](http://philanthropyworks.com/articles/Article_Resources_8Steps_RDPlan.pdf)
  - [http://www.managementhelp.org/np_progs/fnd_mod/fnd_raise.htm](http://www.managementhelp.org/np_progs/fnd_mod/fnd_raise.htm)
  - [http://www.raise-funds.com/exhibits/exhibit84.pdf](http://www.raise-funds.com/exhibits/exhibit84.pdf)
February 15  CLASS

- **Proposal topic papers due by 5:00 PM February 15th.** Students must hand in a paper up to two pages long detailing the proposal topic (program / initiative) that you intend to pursue, several potential funders of the proposal and WHY you think that your proposal fits into their funding schemes. Submit via eLearn by 5:00 PM on February 15th and turn in a copy in class.

- **Discussion of YOUR Topics for Major Grant Proposal in class.** Students will briefly discuss their proposal topics and potential funders for 2-5 minutes (no formal presentation required).

- Role of the Board, Staff, and Volunteers in Resource Development (Human Capital)
  - [http://www.blueavocado.org/content/should-board-members-be-required-to-give](http://www.blueavocado.org/content/should-board-members-be-required-to-give)
  - [http://handsonnnwc.org/express/nccenteronboards.pdf](http://handsonnnwc.org/express/nccenteronboards.pdf)
  - [http://www.zimmerman-lehman.com/specifcresponsibilities.htm](http://www.zimmerman-lehman.com/specifcresponsibilities.htm)
  - [http://staff.lib.msu.edu/harris23/grants/26ways.htm](http://staff.lib.msu.edu/harris23/grants/26ways.htm)
  - [http://www.urban.org/UploadedPDF/411005_VolunteerManagement.pdf](http://www.urban.org/UploadedPDF/411005_VolunteerManagement.pdf)

- Prospect Research, Cultivation, and Solicitation

February 22  WEB

- **Foundation prospect report form for a potential funder is due by 5:00 PM February 22nd.** Please submit electronically via eLearn. Utilize the Foundation Center’s Prospect Worksheet as a template.

- **Discussion topic via eLearn: should board members be required to give?** *(Post responses by Sunday, February 27th)*


- Types of Gifts/Vehicles for Giving – Diversified Fundraising
  - Campaigns
  - Direct Mail

○ Major Gifts

○ Planned Giving

○ Recurring Giving

○ Multi-channel Fundraising

March 1  CLASS

• High-level outline (1-2 pages) of fundraising plan due in class. Also submit electronically via eLearn.
• Sand and Lysakowski, The Essential Nonprofit Fundraising Handbook, pp. 131-184
• Guest Speaker: J.D. Elliott, The Memorial Foundation
• Gift Acceptance Policies
• Donor Strategies
• e-Philanthropy
  • http://www.techsoup.org/learningcenter/funding/page6917.cfm

March 8  Spring Break (no class)
March 15  WEB

• Fundraising Plans are due by 5:00 PM March 15th. Submit via eLearn.
• Fundraising Mistakes
  o http://www.fundraiserhelp.com/fundraising-mistakes.htm
  o http://www.fundsraiser.com/aug02/common-fundraising-mistakes-pt1.html
  o http://www.fundsraiser.com/aug02/common-fundraising-mistakes-pt2.html
  o Discussion topic via eLearn: what fundraising mistakes have you witnessed? How would you overcome these mistakes? (Post responses by Sunday, March 20th)
• Donor Accountability
  o http://www.help4nonprofits.com/PDF_Files/WHITEPAPER-Debunking_Accountability_to_Donors.pdf
  o http://charityvillage.com/cv/research/rsta1.html
  o Discussion topic via eLearn: Is there a difference between corporations’ accountability to investors versus nonprofit organizations’ accountability to donors? Why or why not? (Post responses by Sunday, March 20th)

March 22  CLASS

• Proposal for Fundraising Event due in class. Students will briefly discuss their event ideas with the class (2 minutes - no formal presentation needed).
  Your assignment for today is to bring to class your proposal for an “innovative and creative” fundraising event for the agency that you have chosen for your major proposal. Specify your purpose, the target audience, key expenses and income sources, a timeline for tasks, etc. Submit via eLearn by 5:00 PM on March 22nd and turn in a copy in class.
• Conducting a Fundraising Event
  o http://www.tgci.com/magazine/Choosing%20the%20Right%20Event.pdf
  o http://stepbystepfundraising.com/top-event-fundraisers/
  o http://www.fundsraiser.com/sep05/increase.html
  o http://www.fundsraiser.com/may01/anatomy-of-an-event.html
  o http://www.fundsraiser.com/jun01/anatomy-of-an-event.html
  o http://www.fundsraiser.com/jul01/anatomy-of-an-event.html
  o http://www.fundsraiser.com/aug00/where-to-place-sponsorship-dollars.html
  o http://www.fundsraiser.com/nov98/planning-for-communitywide-special-events-part-2.html
March 29  WEB

- **Program Evaluation**
  - **Discussion topic via eLearn:** Why are program evaluations important for resource development? *(Post responses by Sunday, April 3rd)*
  - [http://www.managementhelp.org/evaluatn/fnl_eval.htm](http://www.managementhelp.org/evaluatn/fnl_eval.htm)
  - [http://www.managementhelp.org/evaluatn/chklist.htm](http://www.managementhelp.org/evaluatn/chklist.htm)
  - [http://www.managementhelp.org/evaluatn/outcomes.htm](http://www.managementhelp.org/evaluatn/outcomes.htm)
  - [http://www.tgci.com/magazine/One%20Program%20Officer%27s%20Can%20Do%20Tips%20for%20Grantseekers.pdf](http://www.tgci.com/magazine/One%20Program%20Officer%27s%20Can%20Do%20Tips%20for%20Grantseekers.pdf)
  - [http://www.nonprofit.about.com/od/foundationfundinggrants/a/proposalevaluation.htm](http://www.nonprofit.about.com/od/foundationfundinggrants/a/proposalevaluation.htm)
  - [http://www.nonprofit.about.com/od/foundationfundinggrants/a/proposalevaluation_2.htm](http://www.nonprofit.about.com/od/foundationfundinggrants/a/proposalevaluation_2.htm)
  - [http://www.burtfoundation.org/GRANTEvaluation.PDF](http://www.burtfoundation.org/GRANTEvaluation.PDF)

April 5  CLASS

- **Budget handout due April 5th at 5:00 PM.** Submit via eLearn and turn in a hard copy in class. Complete the budget handout for the program/initiative for which you are creating the grant proposal.
- **Guest Speaker:** Pam Brown, VP for Community Development, Alive Hospice
- **Preparing a Budget**
  - [http://www.nonprofit.about.com/od/foundationfundinggrants/a/grantbudget.htm](http://www.nonprofit.about.com/od/foundationfundinggrants/a/grantbudget.htm)
  - [http://www.nonprofitsassistancefund.org/pages/FMN_Grant_Budgets](http://www.nonprofitsassistancefund.org/pages/FMN_Grant_Budgets)

- **Technology and Data Management**
  - [http://www.techsoup.org/learningcenter/funding/page5030.cfm](http://www.techsoup.org/learningcenter/funding/page5030.cfm)
  - [http://www.techsoup.org/learningcenter/funding/page5229.cfm](http://www.techsoup.org/learningcenter/funding/page5229.cfm)
  - [http://www.techsoup.org/learningcenter/techplan/page5499.cfm](http://www.techsoup.org/learningcenter/techplan/page5499.cfm)
Review of class topics and components of final proposal to assist with final assignment

April 12     WEB
• Discussion topic via eLearn: is technology a critical component of success in fundraising efforts? Why or why not? (Post responses by Sunday, April 17th)
• No assignment (my present to you 😊) - use this to work on your final proposal! This will allow you to bring your questions to the next class meeting.

April 19     CLASS
• http://www.techsoup.org/learningcenter/funding/page4793.cfm
• Discuss outstanding questions regarding final grant proposals
• Guest Speaker: Avé Trotter, Center for Nonprofit Management

April 26     WEB
• Final Proposals due by 5:00 PM April 26th via eLearn. Late papers will NOT be accepted as I must turn in final grades by the following week.
• Please complete the end-of-course student survey by April 30th at: http://tnstateu.qualtrics.com/SE/?SID=SV_erDJx8TVoc6HM8c