

RESOURCE DEVELOPMENT FOR NONPROFIT ORGANIZATIONS
SPRING 2003

Course Number: 26:834:576

Course Credits (3)

Professor Dale G. Caldwell

DESCRIPTION OF THE COURSE: Non-profit/Fundraising may be the single most important source of insecurity among managers of non-profit/civic sector organizations. There are managers who are very good at fundraising; there are those who let others do fundraising for them (through such organizations as the United Way) and, there are managers who wince at the thought of soliciting cash. In addition, many managers are not skilled at recruiting volunteers. What do the good fundraisers know? What do the good volunteer recruiters know? Discovering these facts and ideas is what the course is about.

This Non-profit/course introduces fundraising and volunteer recruitment concepts and practices used by non-profit/civic sector organizations. Together, we will gain some essential insights, skills and experience in organization analysis and fundraising management for non-profit/civic sector organizations.

The course does not assume that any class member has taken any previous course, or even has any direct experience with fundraising. There will be those who do know something or a great deal, and we will depend on them to help guide the path for everyone.

OBJECTIVE OF THIS COURSE: Since this course deals with understanding and designing fundraising and volunteer recruitment activities and campaigns, we will concentrate on the question: How does a non-profit/ civic sector organization ensure that its objectives outlined in its programs are financed through means other than grants? You should understand and be able to apply what we develop in the class to your organization as a result of your study in this course.

The specific objectives of the course include:

1. Learning to become comfortable thinking about the civic sector in unconventional ways
2. Understanding the relationship between public, private and civic sector organizations in society
3. Understanding the role that the civic sector currently plays in society

4. Gaining insight into the role that you would like to play in the civic sector
5. Learning to apply the fundamental concepts of strategic planning for human resource development used by civic sector organizations
6. Learning to apply the fundamental concepts of strategic planning for fundraising used by civic sector organizations
7. Learning how to develop an effective fundraising proposal
8. Understanding and applying the concepts related to planned giving
9. Understanding and conceiving a capital campaign
10. Learning to write a strategic plan for fundraising and a fundraising proposal for your organization or for a hypothetical organization in which you are interested

TEXTS FOR THE COURSE: You should purchase the following from the Rutgers University Bookstore:

Required:

Stanley Weinstein, The Complete Guide to Fund-Raising Management, Wiley
(Be sure you have a floppy disk inside the back cover)

Kent E. Dove, Conducting A Successful Capital Campaign, Jossey Bass, 2d ed.

Optional (These have specific uses as you probably see):

Daniel Conway and Cecilia Hart Price, Practice of stewardship, Jossey Bass

James M. Greenfield, Fund raising cost effectiveness, Wiley (Be sure you have a floppy disk inside the back cover)

Wesley E. Lindahl, Strategic planning for fund raising, Jossey Bass
Mary Louise Mussoline, Small nonprofits, Jossey Bass

Mal Warwick, Five strategies for fundraising success, Jossey Bass

You will need access on a regular basis to a personal computer armed with a spreadsheet program such as Microsoft Excel or Lotus 1-2-3 and a word processor such as Microsoft Word or Corel's WordPerfect. Needless to say, you should be able to use them quickly and efficiently.

I will provide additional material as necessary.

OFFICE HOURS: I will be available by appointment only. Please telephone at (973) 643-1611 ext. 115 to arrange a time. Please feel free to reach me anytime through my email dalecaldwell@aol.com

GRADES: The homework, exercises, class participation and a major project will all be graded with the weights as follows:

Class Participation	30%
Papers and Exercises	30%
Final Projects	40%
	100%

HOMEWORK AND CLASS PROJECTS: Homework, specifically work done outside but for class, is helpful in getting you to focus on a particular issue. I may ask you to do homework projects as a way to spur your development and understanding of financial management processes in government institutions. In return, I will reward you for your effort. The ground rules are:

1. Make sure you know what you're doing; I assume you do.
2. Make the work legible and understandable if you want the benefit of the doubt.
3. Hand it in on time.

A note about work you hand in: Keep copies of everything you give me; I will hand back graded work but may ask to keep it in my files. Thus if you want copies of your work; make copies. At the end of the course, I will count in your grade only the work for which I have copies.

THE SEMESTER SCHEDULE: I have listed below topics we are planning to cover and a summary of the readings. We will work at a pace that's comfortable given what we are trying to do. We may expand the time in some areas and collapse it in others.

I. Course Outline, Description of the Civic Sector, Introduction to Fundraising
We will begin by discussing the organization, philosophy, ground rules and assignments for the class. We will get a better understanding of the role that each class member wants to play in the civic sector. We will learn about the role of the civic sector in society and the importance of volunteer recruitment and fundraising.

Most of our class discussion will be centered around the following:

A. The importance of the civic sector to society

B. Relationship between the public, private and civic sectors

C. Importance of resource development for civic sector organizations D. The basics of volunteer recruitment and fundraising

E. What do Board members, organization officers, and especially those responsible for development do to assist in resource development

Summary of Readings: Articles on the Civic Sector, Weinstein, chapter 1-7, 15.1-15.3. See especially Conway and Price (entire book) and Mussoline, chapter 1-5.

Assignment: Using as only the starting point the website www.aafr.org (American Association of Fund Raising Counsel Trust for Philanthropy), find out everything you can about the donor environment:

- a. Who gives by region, even state, profession and income class?
- b. What do they give to by types of organizations and the organizations themselves?
- c. Has giving changed over the years?

- d. Where does one look for donor prospects?

II. Strategic Planning for Fundraising (including the preparation of materials)

We will go into the idea of strategic planning for development and then the elements of a strategic plan for fundraising for a five year period covering all the areas of giving that we will tackle later. This will lay the groundwork for your final projects which are described at the end of this document.

Major gifts

The largest donors are those individuals, philanthropies and corporations that provide the wherewithal to undertake major projects or finance major parts of the organization's activities. They are important and require just as much care in understanding as their gifts deserve. We pay special attention to this area of giving first.

Summary of Readings: Weinstein, Chapter 4 and 8; Dove, Resource A, pp. 213-227, Resources E & F, pp. 349-382, and Resource H, pp. 395-438. Also, see Lindahl; Warwick, chapter 7-14; Greenfield, chapters 1-2 and 11-16

Assignment: Write a bare bones case statement for your organization or the organization you choose.

III. Direct Mail, Telephone Solicitation and Special Events

This section is a group of fairly technical subjects that almost everyone associates with fundraising at one time or another. There is room to be systematic about all of these, even special events (like being charming and disarming), and that's what we'll try to do.

In class exercise: Making a cold call

Summary of Readings: Weinstein, chapters 9-11. See also Greenfield, chapters 3-10 and Mussoline, chapter 6

Assignment: Consider the lapsed donor of any organization about which you know something. Design an appealing group of direct mail, telephone and special event techniques to changed the lapsed donor to a full-fledged annual or even major gifts donor. IV. Planned Giving or Bequests

This may be the fastest growing area of giving and whether the stock market has anything to do with it or not, we don't know. BUT this has become an area that cannot be overlooked and, in fact, must be mastered. This is the closest we will get to the tricky law and banking aspects of avoiding taxes.

Summary of Readings: Weinstein, chapter 13

Assignment: Organize (on paper) a "planned-giving society." Tell who joins, what they do, what the purpose of the society will be, and how the society will be nurtured.

V. Capital Campaigning: We will focus on building an endowment or funding a project in one fell swoop. To be able to understand a capital campaign, a special one time campaign, you will have had to get through all we've done before and then apply all of that even more intensely. This is the culmination of the semester's work.

Summary of Readings: Weinstein, chapters 14 and 15.4; Dove, entire book
VI. Reports on the final projects from each of you

Final Projects

Strategic Plan

Assume for this assignment that you are a development officer in a relatively large nonprofit organization with responsibility for fundraising, direly needed.

Write a strategic plan, following the guidelines we discuss in class, in which you determine the strategic vision and mission, evaluate the environment, and develop specific goals and programs for 1) planned giving through direct mail, telephone and special events, 2) major gifts, and 3) a capital campaign for specific parts of the organization's activities the fundraising is geared to support.

Design, or state the plan of the design, of all supporting materials you will need to produce and the volunteers and organization participants you will employ in the effort. Calculate a budget for this activity that rests on the most cost effective techniques available. Use common sense.

Write a separate essay of less than 1,000 words explaining your strategic plan and what you chose not to do in favor of that you chose.

Fundraising Proposal

Write a fundraising proposal for a nonprofit organization that you and I agree makes sense for you to work with. This proposal should be of sufficient quality to submit to a funder for consideration.

Presentation

Prepare a 20-minute fundraising presentation that will convince funders to contribute to your organization. The presentation should discuss both your strategic plan and fundraising proposal. Be prepared to present in class and answer questions.