

**UNIVERSITY of NORTH TEXAS**  
**Spring 2017**  
**PADM 5700-003**  
**NONPROFIT FUND DEVELOPMENT**  
**WH 111 - Wednesday 6:00 p.m. to 8:50 p.m.**

**Instructor:** Lisa Dicke, Ph.D.

**Office location:** Chilton Hall, Room 204G

**Office hours:** Monday 12:00 - 1:30 p.m., Wednesday 4:00 - 5:30, or by appointment

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**Course Contents**

Nonprofit organizations are not all alike yet they share one commonality, the need for obtaining adequate funds to carry out their activities. This course provides an introduction to nonprofit fund development and provides students with information and opportunities to develop the skills necessary to carry out activities associated with this area of nonprofit management.

**Required Texts:**

O'Neal-McElrath, T. (2013). Winning Grants Step By Step. 4th Edition. San Francisco: Jossey-Bass.

Sargeant, A., and Shang, J. (2010). Fundraising Principles and Practice. San Francisco: Jossey-Bass.

Weinstein, S. (2009). The Complete Guide to Fundraising Management. 3rd Edition. New York: Wiley.

Wendroff, A.L. (2004). Special Events: Proven Strategies for Nonprofit Fundraising. 2nd Edition. New York: Wiley.

**Other readings as assigned.**

**UNIVERSITY POLICY ON DISABILITY ACCOMMODATION:**

The Department of Public Administration, in cooperation with the Office of Disability Accommodation (ODA), complies with the Americans with Disabilities Act (ADA) in making reasonable accommodations for qualified students with disabilities. The ODA (Union Suite 321) is responsible for verifying that a student has a disability (as defined by the ADA). Students seeking a disability accommodation must consult with ODA before requesting an accommodation from a professor or instructor. Once the ODA establishes that a student is disabled, the ODA will provide the student with a letter which will recommend accommodations that the instructor should consider making.

## **Assignments and Course Expectations**

Reading assignments, lectures, and class discussions will be used to facilitate mastery of the course content. Grades will be based on examinations, written assignments, and on the quality of class participation. Examinations will test demonstrated knowledge and integration of the course material. The exams will consist of essay questions.

### **Exams**

Exams (first and second) will consist of essay questions. Questions will address the reading materials assigned, as well as classroom lectures and discussions. The second exam will cover material addressed in the second one-half of the course---it is not comprehensive.

### **The final grading for the course will be based on the following:**

#### **Written Assignments:**

<b>Class Participation/E-Journal for Grant</b>	10%
<b>Grant Proposal</b>	40%
<b>Presentations</b>	10%
<b>First examination</b>	20%
<b>Second examination</b>	20%

### **Class Participation**

Reading assignments will enable students to participate in classroom discussions in a meaningful way. You will be assessed on how you do this in a variety of ways. For example, you will be expected to take an active in-class role in identifying and clarifying principles, approaches, and dilemmas presented in the readings. In addition, you will be attuned to the problems and opportunities—the realities—of fund development in nonprofit organizations and be prepared to discuss them with your classmates.

### **Grant Writing Project**

Many MPA students find themselves working in public agencies during their career. These agencies are created for the public good, but many times public managers have had no direct experience working with the public or an understanding of the needs of the disadvantaged or underprivileged of our society. Direct experience in a community based project can only enhance one's public management experience, and enrich one's judgment while performing in responsible positions of public trust.

## **Journal discussions:**

Each student will keep a regular journal of their expectations about fund development and experiences and impressions as they interact with a community agency (*every other week* a journal entry should be posted to the discussion area of Blackboard beginning *Tuesday*, January 24). Entry length should be approximately 400 words per posting. The journal will be available to the instructor and to the other students in the course to encourage discussion. Journal postings should be submitted to the discussion area of the Blackboard by 9:00 a.m. every other Tuesday throughout the semester to allow people time to read and reflect on the postings prior to our Wednesday class period.

## **Grant Proposal: (competency: written clarity, persuasive/documented need, solid plan demonstrated, clear evaluation of efforts demonstrated).**

Students (either individually or as part of a small group) will work with a nonprofit organization in Denton or the surrounding area to write a grant proposal suitable for fulfilling a need of the organization. This involves coordinating the following activities:

- \*Researching possible programs in need of funding and contacting an agency
- \*Learning about past successful and unsuccessful grant proposals
- \*Researching possible funding sources, individual websites for known foundations, government funding from [www.grants.gov](http://www.grants.gov).

**The *Foundation Directory Online* is a good source for funding.** UNT's full version of Foundation Directory Online is available only in the Funding Information Network Center *at the Eagle Commons Library*. The full version has the following features:

- Over **120,000 foundations, corporate donors, and grantmaking public charities**
- Over **3.2 million recent grants**
- Over **half a million indexed trustee, officer, and donor names**
- Over **1 million IRS 990s**—fully keyword-searchable
- **54 search fields** including keyword search
- **Detailed grantmaker profiles** including contact information, key financial data, application information, and more
- **IRS Form 990s** for all grantmakers
- **Search** nine Foundation Center databases
- **Interactive maps & charts** show foundation grants by location or subject
- **Update Central:** Build customized reports by state on new grantmakers, high-growth grantmakers, and grantmakers with recent changes
- **Unique funder portfolios** including grantmaker news, publications, and social media channels

**THIS DATABASE IS ONLY ACCESSIBLE ON CAMPUS IN THE EAGLE COMMONS LIBRARY. NO OFF-CAMPUS ACCESS IS ALLOWED.**

- \*Requesting grant application forms from three sources
  - \*Writing one grant application following the guidelines provided with the application and one application that fulfills the assignment instructions shown below.
- In addition, students should learn as much about the organization they are assisting and obtain the following information and documentation and include them in an appendix with the grant application:
- \*Annotated bibliography of at least three literature sources that deal with the selected service area (historical, political, programmatic, theoretical, etc.).
  - \*Copy of the Article of Incorporation and By-laws
  - \*List of the members of the board and officers
  - \*Copy of their most recent budget
  - \*Copy of IRS forms 1023 or 990

The name of the nonprofit organization and contact information for the individual you intend to work with at the agency (name, position, phone number and email address), should be submitted to your instructor for approval by February 15. The final product for this assignment should be about 15-20 pages long, typed, double spaced, and proofread. Identify the literature in proper reference form using the APA style guide. A typed outline of your plan of action is due on March 1 (via Blackboard email) and a hard copy draft of your proposal is due on March 29. Presentations of the grant proposals will occur in class on May 3.

Two sets of your final grant proposal will be prepared for your instructor which will consist of one copy in electronic form (attached as a document to Blackboard via email), and the other as a hard copy turned in to your instructor on May 3 to be graded. A second copy of the electronic proposal will be turned over to the agency you assist as a gift.

This project includes: Individual journal entries, one plan of action, one draft of the proposal, and one completed proposal (in the forms described above).

**Your completed grant proposal is due on May 3, 2017!**

### **Presentations:**

Students will present a persuasive talk on their grant proposal which will run between 5-7 minutes. You will be timed so clarity is of the essence.

Presentations will be graded on the basis of content (does it cover the basic information about the proposal or plan?, is it interesting?) as well as preparation (students are appropriately dressed, not chewing gum, seem in control of the information presented, confident), and shared delivery (each student presents for roughly the same amount of time).

No more than 10 PowerPoint slides should be used in the presentation. Students will prepare a 1- page handout covering the key points for their classmates and the instructor.

**PLEASE SEE ME IF YOU HAVE ANY QUESTIONS  
ABOUT THE GRADING USED IN THIS COURSE!!**

**Policies and Procedures: In addition to UNT policies, students should be aware of:**

**General expectations:** I expect students to attend class, complete required readings prior to class time, participate in class discussions and complete the written assignments and examinations.

**Attendance:** An excessive amount of unexcused absences (3 or more) will result in a one-full level grade point deduction of the student's overall score (i.e., from an A to a B).

**Examinations:** Students must take examinations when they are given to the class; makeup exams will be scheduled only for extraordinary circumstances. No one can be excused from an exam without notifying the instructor prior to the scheduled exam. **If you miss an exam, I will assume that you have chosen to receive a "0" for your grade on that exam.**

**Withdrawals:** Students have the right to withdraw from courses. I urge you to maintain your commitment to this course, however, if you decide to withdraw, please observe the withdrawal dates posted on the university website.

**Student Behavior in the Classroom:** Student behavior that interferes with an instructor's ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom. The Code of Student Conduct can be found at [www.unt.edu/csrr](http://www.unt.edu/csrr). Among inappropriate behaviors in the classroom are activities such as surfing the web, texting, etc. when class is in session.

**Academic Honesty:** I sincerely trust and expect that academic dishonesty will not be an issue in this course. Unfortunately, it has become a very serious problem on many campuses. An act of academic dishonesty will result in a zero on the assignment and a recommendation of additional disciplinary action. In the event of suspected academic dishonesty, I may substitute a quiz, examination or other assignment for the work in question.

These are my guidelines concerning what constitutes a violation of ethical standards for course work. Any of these violations will be considered academic dishonesty and treated as such. These guidelines are in addition to any University-wide guidelines concerning academic honesty or dishonesty that may be in effect.

1. Cheating. The giving or receiving of any unauthorized assistance on any academic work.
2. Plagiarism. Presenting the language, structure or ideas of another as one's own original work.
3. Falsification. Any untrue statement, either oral or written, concerning one's own academic work or the academic work of another student, or the unauthorized alteration of any academic record.

4. Original work. Unless specifically authorized by the instructor, all academic work undertaken in a course must be original, i.e., it must not have been submitted in a prior course, “borrowed” from the Internet, or be submitted in a course being taken concurrently.

**Course schedule:** Students are responsible for keeping informed of any changes to the syllabus that are announced in class, via email or on the Blackboard.

### **Wednesday, January 18 -- Introduction to Nonprofit Organizations**

Organization, Governance, Mission. What is a nonprofit organization and why do they need money?

**Weinstein:** Ch. 1

**Videos:** *Speaking of Money: A Guide to Fund Raising for Nonprofit Board Members*  
Gay Bingo Charlotte – Carolina Traveler

### **Wednesday, January 25 - The Roles of Nonprofits in Society, Intro to FR and Donor Behavior, Professional Fundraising, Human Resources in Nonprofits**

**Sargeant, A., and Shang, J:** Ch. 1, 2, 18

**Weinstein:** Ch. 2, 15

RR: Coule, T. (2015) Nonprofit Governance and Accountability: Broadening the Theoretical Perspective. Nonprofit and Voluntary Sector Quarterly, 44(1), 75-97).

RR: Akingbola, K. (2012). Context and Nonprofit Human Resource Management. Administration & Society, 45(8), 974-1004.

### **Wednesday February 1 – Managing the Resource Development Function, The Case for Support and Fundraising Materials**

**Weinstein:** Ch. 3, 4, 5

**Sargeant, A., and Shang:** Ch. 6, 7, 8

### **Wednesday February 8 – Ethics and Upholding Nonprofit Accountability with Donors, Women and other Stakeholders**

**Sargeant, A., and Shang, J:** Ch. 3, 10

RR: Reddick, C., and Ponomariov, B. (2012). The Effect of Individuals' Organization Affiliation on Their Internet Donations. Nonprofit and Voluntary Sector Quarterly 42(6), 1197-1223.

### **Wednesday February 15 and Wednesday February 22 -- Grantsmanship**

**LOCATION:** The February 15 class will meet at the EAGLE COMMONS LIBRARY CLC, Room 110b.

**The room is inside the library, toward the back of the commons area, across from the service desk. A guest librarian will demonstrate the Foundation Center Directory followed by our regular class period.**

O'Neal-McElrath: Steps 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11

### **Wednesday March 1 -- Grantsmanship**

O'Neal-McElrath: Steps 1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11

**Recommended:**

**Sargeant, A., and Shang, J:** Ch. 17

**Weinstein:** Ch. 12

<b>Wednesday, March 8: Midterm Exam: SAGE 333</b>
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### **Wednesday March 15 – Spring Break**

### **Wednesday March 22 - Planning, Prospect Identification, Research and Segmentation, Nurturing Relationships, Public Trust**

**Sargeant, A., and Shang, J:** Ch. 4, 5, 12, 21, 22

**Weinstein:** Ch. 6 and 7

### **Wednesday March 29 – Major Gift Programs – – Capital and Endowment Campaigns, Corporate Fundraising and Working with Foundations**

**Sargeant, A., and Shang, J:** Ch. 13 and 16

**Weinstein:** Ch. 8, 14

RR: Pratt: Analyzing...

**Grant proposal *drafts* are due!**

### **Wednesday April 5 – For Profit Subsidiaries – Social Enterprise & Cause Marketing**

RR: Mook, L., Chan, A., Kershaw, D. (2015). Measuring Social Enterprise Value Creation. Nonprofit Management and Leadership 26(2), 189-207.

RR: Child, C., Witesman, E., and Braudt, D. (2015). Sector Choice: How Fair Trade Entrepreneuers Choose Between Nonprofit and For-Profit Forms. Nonprofit and Voluntary Sector Quarterly, 44(4), 832-851.

RR: From Daw: Cause Marketing for Nonprofits, Ch. 1, Part III, Ch. 8

### **Wednesday April 12 – Planned Giving**

**Sargeant, A., and Shang, J:** Ch. 14, 15

**Weinstein:** Ch. 13

RR: From Hopkins: Starting and Managing a Nonprofit Organization: A Legal Guide, 5th Ed., Ch. 15 and Ch. 17.

### **Wednesday April 19 – Direct Mail, Internet and Telephone Solicitations**

**Sargeant, A., and Shang, J:** Ch. 10, 11

**Weinstein:** Ch. 9, 10

### **Wednesday April 26 – Special Event Fundraisers**

**Sargeant, A., and Shang, J:** Ch. 19

**Weinstein:** Ch. 11

**Wendroff:** Special Events: Proven Strategies for Nonprofit Fundraising: Entire book

**Film:** The Jubilee Singers: Sacrifice and Glory (very good historical look at a group that went through numerous obstacles to raise funds for Fisk University).

### **Wednesday May 3 -- Class Presentations—Grant presentations**

These will be short 5-7 minute presentations. Please note that these will be timed!

**Grant proposals due**

### **Wednesday May 10 – (Final Exam will be held in SAGE Room 333)**