

**The George Washington University
Trachtenberg School of Public Policy and Public Administration**

PPPA 6032 - MANAGING FUNDRAISING AND PHILANTHROPY

(SPRING, 2022)

Updated 8/4/22

GENERAL COURSE INFORMATION

PPPA 6032.10 (CRN 72240)
Managing Fundraising and Philanthropy
Wednesdays, 6:10 pm

PROFESSOR INFORMATION

Michael J. Worth
Professor of Nonprofit Management
Office: 805 21st Street, NW, 601-S, Washington, DC 20052
E-mail: mjworth@gwu.edu

Office hours: Fall, 2022 office hours will be announced by the professor. Students are encouraged to make an appointment for in-office or virtual meetings with the professor. Email is the best way to contact the professor for a prompt reply.

COURSE DESCRIPTION

This course provides a comprehensive overview of fundraising for nonprofit organizations and institutions. Topics covered include the historical, cultural, and legal foundations of philanthropy; positioning the organization for fundraising; characteristics and motivations of donors; corporate-nonprofit partnerships; grant-making foundations; roles of staff and volunteers; strategies and techniques for identifying, cultivating, and soliciting donors; ethical principles; managing complex fundraising programs; emerging trends in fundraising and philanthropy; and relevant policy issues. Corporate and foundation fundraising are covered in the course, but there is an emphasis on developing financial support from individual donors through annual funds, campaigns, and major and planned gifts. The focus of the course is on fundraising in the United States, but many principles will also be applicable in the international environment. There is no course prerequisite.

COURSE FORMAT

Class sessions will be in-person on the GW campus, except as GW policy may change. It is possible that a session will be held virtually to accommodate a guest speaker.

AUDIENCE

The course is appropriate for students interested in careers in fundraising or in leadership positions in the management of all types of nonprofit organizations and institutions. It also may be of value for those pursuing careers in philanthropic organizations such as foundations or other philanthropic intermediary organizations.

LEARNING OUTCOMES

Students completing this course will be able to: 1) Describe the cultural and legal context of American philanthropy; 2) Explain the motivations for philanthropic giving by individuals and other donors; 3) Identify appropriate fundraising objectives, strategies, and techniques for different types of organizations and situations; 4) Evaluate emerging new models and approaches; and 5) Assess potential legal, policy, and ethical issues related to fundraising and philanthropy.

GRADING AND METHODS OF EVALUATION

15% of course grade: class participation

Students are expected to attend class sessions and participate in discussions. Attendance will be taken in each class session. Attendance policies follow those of the Trachtenberg School of Public Policy and Public Administration. The professor may make brief assignments to students in preparation for class discussions, which will count toward class participation.

15% of course grade: mini-case study

Working in groups, students will prepare a brief presentation on a nonprofit organization. See Attachment I to this syllabus for further explanation. This mini case-study will account for 15 percent of the course grade. The professor will assign a grade to each group and that grade will then be incorporated in the individual course grade of each student.

40% of course grade: brief papers (20% each)

Twice during the semester, the professor will assign questions related to a case. The questions will require students to apply concepts from reading and class discussion to analysis of the case. Answers are to be written at home and are to be submitted via email no later than the beginning of the next class session. The paper may not exceed 5 pages, double-spaced. Each brief paper counts for 20% of the course grade.

Articles related to the first case (Catherine Reynolds and the Smithsonian Institution) are available on Blackboard and can be read at any time. The second case (Choose to Be Great: The Boston University Campaign) is available from the Harvard Graduate School of Education (<http://hepg.org/hepg-home/case/choose-to-be-great-%E2%80%93-the-boston-university-campaig>). The case can be downloaded and read at any time. *Students will be required to pay \$7.95 to download the case.*

30% of course grade: course paper or project

Students will complete a course paper or a project, on a topic of their choosing that is related to the course. The paper or project may take several forms, as explained on the last page of this syllabus. Students are strongly encouraged to identify the topic of their paper as early in the semester as possible, not later than week 8. Formal approval of the topic is not required, but students are strongly encouraged to discuss their topic ideas with the professor via email or in person to make sure that they are appropriate. Students should be prepared to give a brief summary of their work in class beginning in the next-to-final class session, with the understanding that the paper itself may not be completed by that time. The completed paper/project work product should be submitted via email no later than the last class period of the semester. See Attachment II to this syllabus for suggestions of paper/project ideas.

GRADING STANDARDS	See <u>Attachment III</u>
COURSE POLICIES	See <u>Attachment III</u>
TIME COMMITMENT	See <u>Attachment III</u>

REQUIRED READING

Book:

Worth, M. J., Fundraising: Principles and Practice. Thousand Oaks, CA: Sage Publications, 2016.
ISBN 9781483319520

(An electronic version of this text is available **without charge** on ProQuest Ebooks, accessible through the Gelman Library site. Hard copies are also available for purchase.)

Case Study (purchase):

Students will be required to pay \$7.95 to the Harvard Graduate School of Education to download the case “Choose to Be Great: The Boston University Campaign.” <http://hepg.org/hep-home/case/choose-to-be-great-%E2%80%93-the-boston-university-campaig>

Blackboard and Web:

Additional required readings are available on Blackboard or the Web, as indicated in this syllabus. (*The professor also may assign modest additional reading as the semester progresses, for example a recently-published article or something like that.*)

RECOMMENDED READING

Recommended reading is suggested for students who may wish to know more about a particular topic. It is optional.

WEBSITES

Blackboard includes links to websites that are good general sources of information on fundraising, philanthropy, and related topics. Students may find some of these sites helpful in identifying paper topics and as resources. They are not required reading unless indicated in the course outline.

COURSE OUTLINE, ASSIGNMENTS, AND CLASS SESSION PLAN

SESSION 1

AUGUST 31, 2022

COURSE INTRODUCTION AND OVERVIEW

Required reading: No reading is required in advance of the first session.

Class session plan:

- 1) Introductions by students and professor
- 2) Professor’s lame opening jokes
- 2) Professor’s overview of course

SESSION 2**SEPTEMBER 7, 2022****PRINCIPLES OF FUNDRAISING AND PHILANTHROPY**

Required reading: BOOK: Worth, Chapters 1, 2, 4, 5 (Consider the questions related to the case of the American Red Cross in Chapter 5.) (*Note: Students who have taken a course on nonprofit management may skip Chapter 2--or read it for a refresher.*); **BLACKBOARD:** (1) Foster et al. 2009. Ten Nonprofit Funding Models (It's ok to just give this a quick read to get the general idea.); (2) Brest 2012, "A Decade of Outcome-Oriented Philanthropy" (This article is dated but makes some important points that are still very relevant.)

Recommended reading: BOOK: Worth, Chapter 15 (International Fundraising and Philanthropy). This course is primarily focused on fundraising and philanthropy in the United States. Students who have an international interest may find this chapter to be a useful overview. **BLACKBOARD:** Swindoll, 2015, The Future of Fundraising

Class session plan:

- 1) Lecture/discussion
- 2) Discussion of American Red Cross case (from Chapter 5)
- 3) Discussion of Brest article

SESSION 3**SEPTEMBER 14, 2022****INDIVIDUAL DONORS PART 1: BUILDING THE BASE OF SUPPORT**

Required reading: BOOK: Worth, Chapters 3, 6 (including chapter questions); **WEB:** Peruse the following websites; links are on Blackboard under "Webpage Links." [*Note their capabilities and unique features.*] Facebook Fundraisers (<https://www.facebook.com/fundraisers/>); Indiegogo, (<https://www.indiegogo.com>); DonorsChoose (<https://www.donorschoose.org/>); GoFundMe, (<https://www.gofundme.com/>).

Recommended reading: BLACKBOARD: (1) Faulk et al., 2019, Donors Responses to Profit Incentives; (2) Dixon & Keyes, 2013, Permanent Disruption of Social Media; (3) Chapman et al., 2019, The Champion Effect; (4) Birkholz, 2018, Philanthropy and Digital Civil Society

Class session plan:

- 1) Lecture/discussion
- 2) Overview of selected giving platforms
- 3) **First group meeting** on mini-case study (about 10-15 minutes). Identify 2-3 organizations in which the group **may** be interested and provide names to the professor, to assure no duplication among groups. During the next week, do some preliminary research to see if information is readily available on these organizations, in other words, to determine if there is enough information to make them a focus of your case study. See Attachment I to this syllabus for details on the assignment.

SESSION 4

SEPTEMBER 21, 2022

INDIVIDUAL DONORS, PART 2: MAJOR GIFT PROGRAMS

Required reading: BOOK: Worth, Chapter 7; **BLACKBOARD:** Saslow, Moral Calculations of a Billionaire

Recommended reading: BLACKBOARD: (1) US Trust Study of High Net-Worth Philanthropy, 2018; (2) Bekkers and Wiepking, 2011, A Literature Review of Empirical Studies: Eight Mechanisms That Drive Charitable Giving; (3) Eikenberry and Mirabella, 2017, Extreme Philanthropy; (4) Wallace, 2019, A.I. Is Ready for Fundraising; (5) Stepping Off the Sidelines (report), (6) Bezos, \$200 million, (7) Bezos Suggests Naming

FIRST BRIEF PAPER ASSIGNED: Catherine Reynolds and the Smithsonian Institution
(Two articles pertaining to this case are available on Blackboard. Questions will be assigned this week that relate to the case and require students to apply concepts from reading and class discussion. A brief version of this case is included at the end of Chapter 2 of the textbook, but students should also read the longer articles on Blackboard.)

Class session plan:

- 1) Lecture/discussion
- 2) **Second group meeting** (10-15 minutes) on mini case study. Finalize selection of organization and provide to professor. Assign roles to group members.

SESSION 5

SEPTEMBER 28, 2022

GUEST SPEAKER – BILL STRATHMANN, CEO, NETWORK FOR GOOD

FIRST BRIEF PAPER DUE

Reading: Review the website of Network for Good

Class session plan:

- 1) Guest speaker
- 2) Discussion of Reynolds case

SESSION 6

OCTOBER 5, 2022

INDIVIDUAL DONORS PART 3: PLANNED GIVING

Required reading: BOOK: Worth, Chapter 8; **BLACKBOARD:** (1) Hobson, 2020, “How the Pandemic is Highlighting,” (2) Hopkins, 2020, “Don’t Tie the Hands,” (3) Reich, 2020, “On #GivingTuesday”

Recommended Reading: WEB: (1) Peruse the website of the Planned Giving Design Center (<http://www.pgdc.com>); (2) Peruse the website of the National Association of Charitable Gift Planners <https://charitablegiftplanners.org/>

Class session plan:

- 1) Lecture/discussion
- 2) Discussion of hypothetical donor cases
- 3) Discussion of issues related to donor-advised funds (DAFs) (Based on Hobson, Hopkins, Reich articles)

SESSION 7

OCTOBER 12, 2022

CORPORATE AND FOUNDATION SUPPORT

Required Reading: BOOK: Worth, Chapters 9, 10

Class session plan:

- 1) Lecture/discussion
- 2) **Third group meeting** on mini-case study. Discuss findings and discuss group's presentation for Session 9.

SESSION 8

OCTOBER 19, 2022

CAMPAIGN PLANNING AND MANAGEMENT

Required reading/viewing: BOOK: Worth, Chapter 11 (including question for discussion at chapter end); **BLACKBOARD:** Worth, Campaigns New Directions

SECOND BRIEF PAPER ASSIGNED: Choose to Be Great: The Boston University Campaign

(This case can be downloaded from the Harvard Graduate School of Education, <http://hepg.org/hep-home/case/choose-to-be-great-%E2%80%93-the-boston-university-campaig>). Students will be required to pay a fee of \$7.95.

Class session plan:

- 1) Lecture/discussion
- 2) Viewing and discussion of selected campaign materials

OCTOBER 26, 2022

SESSION 9

MINI-CASE PRESENTATIONS

Each discussion will be about 20-25 minutes, leaving time for discussion.

SESSION 10

NOVEMBER 2, 2022

GUEST SPEAKER – LISA HERZOG, DEPUTY TO THE CHIEF ADVANCEMENT OFFICER & VICE PRESIDENT, LEADERSHIP GIVING & CAMPAIGN AT NATIONAL GEOGRAPHIC

SECOND BRIEF PAPER DUE

Reading: BLACKBOARD: National Geographic Reinvents Itself

Class session plan:

- 1) Discussion with guest speaker
- 2) Discussion of Boston University case

SESSION 11
NOVEMBER 9, 2022
MANAGING FUNDRAISING PROGRAMS

Required reading: BOOK: Worth, Chapters 12, 13 (including chapter questions for discussion);
BLACKBOARD: (1) Newman et. al., 2019, “Do the Ends Justify the Means?” (2) Fine and Kanter (2020), Rehumanizing Fundraising With Artificial Intelligence

Class session plan:

- 1) Lecture/discussion
- 2) Discussion of questions

SESSION 12
NOVEMBER 16, 2022
LEGAL, ETHICAL, AND POLICY ISSUES

Required reading/viewing: BOOK: Worth, Chapter 14; **BLACKBOARD:** (1) Dunn, 2010, “Strategic Responses by a Nonprofit When a Donor Becomes Tainted”; (2) Review the ethics scenarios handout on Blackboard and identify scenarios you wish to discuss in class.)

Recommended reading: BLACKBOARD: How Compliance Affects Grantseeking

Class session plan:

- 1) Viewing and discussion of Epstein case video: “The MIT Epstein Story”
<https://www.youtube.com/watch?v=Hrnd4dm6eew>
- 2) Discussion of selected ethics scenarios from handout

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NOVEMBER 23, 2022 – THANKSGIVING BREAK – NO CLASS

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SESSION 13
NOVEMBER 30, 2022
DISCUSSION OF STUDENT FINAL PAPERS/PROJECTS

About one-half of the class will make presentations about their final papers. The papers need not be completed at this point. Presentations should total about 5-7 minutes each, including brief discussion.

SESSION 14
DECEMBER 7, 2022
DISCUSSION OF STUDENT FINAL PAPERS/PROJECTS

Students will make presentations about their final papers. The professor will make concluding comments on the course.

FINAL PAPER/PROJECT DUE

ATTACHMENT I MINI CASE STUDY PROJECT

Each student will undertake a brief case study of an organization's fundraising program. Depending on class size, the class may be divided into groups, depending on class size. Each case study will involve materials and sources discussed below and will result in a class presentation of about 20 minutes. The questions to be addressed and possible sources of information include:

- 1) Briefly, what is the mission and program of this organization? [website, annual report]
- 2) What are the sources of its funding—government, fees, memberships, gifts? How important is philanthropy as a part of its mix? [website, annual report, Form 990]
- 3) What are its primary sources of gift revenue—individuals, corporations foundations? [website, annual report, annual report on philanthropy, if available]
- 4) What fundraising resources are provided on its website, for example, a giving page, donor recognition, information on planned giving, and so forth? [website]
- 5) What are its fundraising priorities? Is it conducting a campaign or just raising funds for ongoing support? [website]
- 6) What development staffing is identified on the website (i.e., number of people and key positions)? [website]
- 7) Are there opportunities that you see for increasing support, including perhaps new sources, a better online presence, or something else?

These case studies are meant to be **brief**. No written work is required, except for notes to be used in the class presentation. Most students develop a PowerPoint for their presentations, but it is not required.

This mini case-study will account for 15 percent of the course grade. The professor will assign a grade to the entire group and that grade will then be incorporated in the individual course grade of each student.

ATTACHMENT II SUGGESTIONS FOR COURSE FINAL PAPER OR PROJECT

Below are some suggestions of approaches to the course paper/project.

(1) A case study of a nonprofit organization related to fundraising. Writing a case study requires identifying strategic resource development issues faced by the organization and analyzing its efforts to address those issues, not merely providing a summary of the organization's programs. The case study should be related to resource development, but this could include broader topics regarding nonprofit governance or management if they have an impact on an organization's ability to generate resources. In many instances, a good case study can be written from publicly available materials. In other instances, it may be important to undertake interviews with the organization's leadership to gain a full understanding. There is no prescribed length for a case study, but most are about 15-20 pages, including references.

(2) A critical survey of the literature on a subject related to the course. The paper should reflect the student's critical thinking rather than just summarize the material, for example, identifying themes and issues in the literature and analyzing various approaches. Assigned readings may stimulate thinking about paper topics. Reading the *Chronicle of Philanthropy* is also a good way to identify topics that are of

current interest in the nonprofit sector. [It is available via Gelman Library.] The professor will discuss possible paper topics in class, but students should select topics of particular interest to them. A course paper is usually about 15-20 pages in length, including references.

(3) An analysis of an ethical or policy issue related to the course. The paper should analyze both sides of the issue and take a position, supported with reasoned arguments and data. For example, there are significant issues related to tax policy, methods for evaluating and compensating development officers, regulation of foundations and donor-advised funds, and many others. This type of paper is usually about 15-20 pages in length, including references.

(4) Other projects related to the course. The professor is open to creative projects that are of sufficient magnitude and relevance to the course, for example, developing a fundraising plan or a plan for corporate partnerships. The project needs to be substantive, not just a volunteer experience (e.g., participating in a fundraising event). The project should involve applying knowledge gained through readings and discussions in this course. Students should discuss project ideas with the professor in advance of beginning work.

Students who are employed at a nonprofit may do a case study or project related to that organization, but only if it represents work outside of their normal job responsibilities and is over and above what they are required to do in their jobs. In other words, you cannot submit a work product from your employment to meet the requirements of this course.

Students may voluntarily choose to work together with up to two other students as a team to complete a significant project or case study. This requires the professor's prior approval, which will be given only for projects that represent a very substantial body of work, worthy of the efforts of multiple individuals.

Projects need to result in a tangible product that the professor can evaluate. For example, if a student were to develop a fundraising plan or undertake an assessment for a nonprofit organization, the professor would expect to see the written plan or report. In addition, the student must submit a memorandum reflecting on the project. This memorandum should describe how the project was conducted – what meetings were held at the nonprofit, what documents and materials were used, etc. It should also summarize what was learned through the experience. If the project has been undertaken by a team, the memorandum should describe the role played by each team member.

ATTACHMENT III ADDITIONAL COURSE INFORMATION

(The following policies are an integral part of this course syllabus.)

GRADING STANDARDS

Letter grades will be provided for all written assignments. The scale used in this course is as follows:

A Excellent: Exceptional work for a graduate student. Work at this level is unusually thorough, well-reasoned, creative, sophisticated, and well written.

A- Very Good: Very strong work for a graduate student. Shows signs of creativity and a strong understanding of issues, is thorough and well-reasoned.

B+ Good: Sound work for a graduate student; well-reasoned and thorough, without serious shortcomings. This grade indicates the student has fully accomplished the basic course objectives.

B Adequate: Competent work for a graduate student with some evident weaknesses. Demonstrates competency in the key course objectives but the understanding or application of some important issues is less than complete.

[Note: Any lower grade signifies significant skill deficiencies, inadequate engagement/effort in the class (e.g., missed assignments), and/or other issues that should be discussed as soon as problems arise and before students proceed further in the course/program.]

A letter grade will be assigned for class participation. A student who attends all class sessions (in-person or virtual if permitted) can anticipate a grade no lower than A- for this component of the course grade. Students who are absent from classes without communication with the professor, and a valid reason, may receive a lower grade. In order to earn an A for class participation, the student must have been noticeably active in class discussions.

COURSE POLICIES

This course follows established policies of the University and Columbian College, including the policy on class attendance (<http://registrar.gwu.edu/university-policies#attendance>), the policy on religious holidays (<http://registrar.gwu.edu/university-policies#attendance>), and the policy on disabilities (<http://registrar.gwu.edu/university-policies#attendance>). Students with disabilities are encouraged to seek assistance from Disability Support Services (<http://www.gwired.gwu.edu/dss>). The University's Mental Health Services provide assistance and referral to address students' personal, social, career, and study skills problems (see counselingcenter.gwu.edu). Any case of dishonesty will be referred to the Academic Integrity Council following the processes provided online. The Code states: "Academic dishonesty is defined as cheating of any kind, including misrepresenting one's own work, taking credit for the work of others without crediting them and without appropriate authorization, and the fabrication of information." For the remainder of the Code, see <http://www.gwu.edu/~ntegrity.code/html>.

Written assignments are due on the day indicated in this syllabus. The grade for the paper will be lowered by one-half grade (e.g., A becomes A-) for every day that the paper is late, unless the professor has granted an extension. Extensions may be granted only under certain circumstances, consistent with the above policies. The professor reserves the right not to accept work that is very late and to assign a failing grade to such work.

Civility in the Classroom: Higher education works best when it becomes a vigorous and lively marketplace of ideas in which all points of view are heard. Free expression in the classroom is an integral part of this process. At the same time, higher education demands that all of us approach the enterprise with empathy and respect for others, irrespective of their ideology, political views, or identity.

The George Washington University (GW) and its faculty are committed to creating a safe and open learning environment for all students. If you or someone you know has experienced sexual harassment, including sexual assault, dating or domestic violence, and stalking, please know that help and support are available. GW strongly encourages all members of the community to take action, seek support, and report incidents of sexual harassment to the Title IX Office. You may contact the Title IX Office at 202-994-7434 or at titleix@gwu.edu or learn more by visiting titleix.gwu.edu. Please be aware that faculty members are required to disclose information about suspected or alleged sexual harassment or other potential violations of the Title IX Sexual Harassment and Related Conduct Policy to the Title IX Office. If the Title IX Office receives information about an incident, they will reach out to offer information about resources, rights, and procedural options as a member of the campus community. Community members are not required to respond to this outreach. If you, or another student you know, wishes to speak to a confidential resource who does not have this reporting responsibility, please contact

Counseling and Psychological Services through the Colonial Health Center 24/7 at 202-994-5300, or the Office Of Advocacy and Support at 202-994-0443 or at oas@gwu.edu.

Safety and Security

- Monitor [GW Alerts](#) and [Campus Advisories](#) to [Stay Informed](#) before and during an emergency event or situation
- In an emergency: call GWPD/EMeRG 202-994-6111 or 911
- For situation-specific actions: refer to GW's [Emergency Response Handbook](#) and [Emergency Operations Plan](#)
- In the event of an armed Intruder: Run. Hide. Fight.

TIME COMMITMENT

This is a three-credit graduate course. The semester is 15 weeks. Required reading and preparation of papers outside of class is expected to require, on average, 4.0 hours per week. Instruction, including class sessions, will require 2 hours per week. The total student time commitment is estimated to be 90 hours (6.0 hours per week for 15 weeks).