Course Title: Grant Getting, Contracting, and Fund Raising
Course Number: MHS 663, Section 001 (15973)
Day & Time: Thursday (2:00pm-5pm)
Term: Fall 2006
Professor: Robert J. Miller
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Course Description

Human service organizations secure resources through a variety of venues, including fees, grants, contracts, gifts and bequests, in-kind (non-cash) contributions, and investments. Skill instruction will be provided in assessing an agency’s resource mix and how to repackage or expand its revenue streams. Skill development will be emphasized in areas such as: grant seeking, proposal writing and presentation; service contracting; campaign planning and management; donor development; direct solicitation of gifts and bequests; and planning of fundraising events. This course will also address consumer and third-party fee setting and collection, outsourcing, income investment, and creation of for-profit subsidiaries.

Course Content

This course will focus on fundraising and efficient and effective use of money raised by an organization. The wide range of possible income sources used by community groups, human service organizations, and other nonprofits that address the needs of disadvantaged populations and the promotion of pro-social causes will be examined. These sources include public agencies, business corporations, philanthropic foundations, United Ways and other federated funds, civic and religious associations and advocacy groups, individual donors, and those who pay fees for goods or services rendered (including third-parties).

This course will emphasize grant-seeking, contract procurement, proposal writing, and other approaches to fundraising as ways to empower organizations and groups, expand and improve services, reach populations in need, improve social conditions or anticipate and correct the emergence of problems. The implications of using alternative approaches to income generation and of changing the income mix will be analyzed in terms of mission accomplishment, program viability, and organizational maintenance.
Students will learn how to identify prospective funding sources; build relationships with potential donors, funders, and collaborators; write and submit grant and contract proposals; and plan and carryout fundraising campaigns and events (including those that may involve multiple collaborators or that may substitute non-cash for cash contributions).

**Course Objectives**

Upon completion of the course, students will be able to:

1. Locate appropriate funding sources for specific social programs and projects.
2. Initiate relationships with potential funders and donors.
3. Write project proposals that are technically complete (i.e. proposals that include a cover page, narrative, budget and supplemental materials) and contribute to social equity.
4. Develop and carry out elements in a fundraising campaign and/or fundraising events.
5. Distinguish between the advantages and disadvantages of alternative funding sources and strategies in terms of mission and program achievement.
6. Discuss typical ethical concerns related to grantgetting, contracting, and fundraising.

**Course Design**

The principal methods of teaching will be through lectures and student presentations. The course will be enhanced by extensive group discussion with all students.

**Relationship of the Course to Four Curricular Themes**

- *Multiculturalism and Diversity.* Class examples of successful projects and funder priorities will deal with issues related to diversity and multiculturalism. These are intended to suggest possible direction for student projects.
- *Social Change and Social Justice.* Student designed projects will be required to reflect a commitment to social equity such that program outcomes accommodate the needs of disadvantaged populations.
- *Promotion, Prevention, Treatment, and Rehabilitation.* Students will learn that fundraising provides the financial support that makes promotion, prevention, treatment, and rehabilitation services possible in humans' service organizations. Most fundraising
activities are promotional, many are aimed at development or financing of programs that are preventative in nature, and others support treatment and rehabilitation programs and services.

- Behavioral and Social Science Research. This course will review the growing body of research on which fundraising approaches are effective. For example, students will learn that market research is essential to the success of letter, telephone, and other campaigns. Moreover, funders increasingly demand evidence that project proposals reflect empirical knowledge. Thus, this course will cover how to gather data that describes a problem and give explanations (i.e., scientific theories) that justify the proposed intervention approach.

Relationship of the Course to Social Work Ethics and Values

Ethical and value dilemmas unique to fundraising will be presented in this course. Students will be introduced to the potential conflicts of interest that can occur when several different parties are involved in raising, giving, or sharing large sums of money (e.g., intentional and unintentional deception, making decisions that are not in the best interests of the various players, fraud, and corruption). In addition, emphasis will be placed on how to choose, approach, and work with donors (e.g., who should be approached, to give how much and how, for whom, and for what purposes). Other ethical issues will also be discussed, including whether to accept what might be considered “tainted” money and how much donor choice should be permitted in the reallocation of funds raised. Although several fundraising codes of ethics are currently being created by relevant professional societies, few give clear and direct guidelines to action, making this issue of central importance to this course.

Grading

Letter grades “A” through “E” are given for class performance.

- “A” is given for exceptional performance and mastering of the material
- “B” is given to students who demonstrate mastery of the material
- “C” is awarded when mastery of the material is minimal
- “D” indicates deficiency and carries no credit
- “E” indicates failure and carries no credit

Papers, the proposal, oral presentations, and class discussion will be graded using the following criteria: quality of the analysis and depth of understanding of concepts and ideas; the logical order to the presentation of your thoughts; the appropriate use of references and resources and the variety of resources referenced; the over-all professional presentation of the material.
Submission Policy

Students are to use APA citation format for each of the assignments. Each assignment needs to include appropriate attribution of authorship for paraphrases or ideas acquired from another source or appropriate citations, including page numbers for direct quotes.

Learning Accommodation

If you need or desire an accommodation for a disability, please let me know at your earliest convenience. Many aspects of this course, the assignments, the in-class activities and the way that the course is taught can be modified to facilitate your participation and progress throughout the semester. If you decide to disclose your disability, I will (to the extent permitted by law) treat that information as private and confidential.

Course Readings

There will be four required books for the course:

* All readings beyond the texts are posted to the CTools site for the course.
Course Schedule

Class # 1-09/07/06

* Introductions/Course schedule/Presentation assignments/Team members
* Assessing management's capacity of non-profits
* Where does money come from and who profits from these funds
* Demographics of who gives time, money or both
* Younger Americans prefer donating time and they volunteer at double the rate of adults
* Volunteerism among Americans increased since 2002
* Teenagers Volunteer at double the rate of adults
* Its smart to give back
* Smaller percentage of donors are giving
* 50 years of growth for nonprofits
* Philanthropic relativity
* Generosity in the United States
* More Americans say giving money is easier than volunteering time
* Tax incentives for donors and new restrictions
* Why do people give or don't give
* What are donors looking for before they give
* Tax incentives for donors and new restrictions
* Separating grant writing from fundraising and grant writer's compensation
* Grant Writer (free lance or employee) - where to hire freelance writer
* State registration requirements for charities and fund raisers
* Basic ingredients of a proposal and distribution of previously submitted proposals

Class # 2-09/14/06   Team Member

Assignments

* Preliminary considerations (pre-proposal phase)
* Funding plan
* Searching for private funding
* Searching for public funding
* Lobbying for governmental funding
* Devolution
* Types of grants
* Difference between grants and contracts
*Grant proposals vs. grant applications vs. cooperative agreements
*Process for submitting proposals (public and private)
*Governmental contracting
*Analyzing applications- RFP's, RFQ's, RFA's, RFS's, BAA's, NOFA's
*Common grant application
*Asset promotion vs deficit reduction proposals
*Philanthropy, development, and fundraising
*Compensation of top officials at selected nonprofits organizations
*What would Carnegie do about corporate pay
*Ingredients of a proposal-Type, Margins, and Type Face
*Ingredients of a proposal-Cover Letter, Form 424, Executive Summary
*Ingredients of a proposal-Table of Contents


Class # 3 (Three Page Shore/Prahalad Report Due-Single Spaced)-09/21/06

*Tax exempt organizations registered with the IRS
*Categories of not-for-profit (tax exempt vs tax deductibility)
*Understanding IRS Form 990 and Form 1023
*Tighter regulation of charities
*Fundraising is a noble profession and it starts with passion
*Four-legged stool of fundraising
*Donor Pyramid of fundraising strategies
*Key provisions of tax measure passed by Senate Finance Committee
*Steps charities can take to disclose gifts to fund raisers
*Scales tipping against tax exempt hospitals
*Ingredients of a proposal- Needs Statement, Problem Statement or Case Study


Class # 4(Turn in Idea for Grant Proposal- One Paragraph)-09/28/06

*Schools join 1 billion endowment club
*The seductive lure of luxury
*Cultivation- growing your donor level
*Direct mail
*Charities that rely on mass solicitation fare well
*How will the success of the direct mail campaign be measured
*Sending e-mail appeals
*Monthly donors
*Multi-level giving clubs
*Donor feedback forms
*How much donor involvement is too much?
*Fundraising pay hits new highs
*NAACP asks IRS to speed up inquiry
*The dollar: understanding its’ history
*Ingredients of a proposal- Mission, Goals, Objectives


Class # 5(Two Page Fund Raising Report Due-Single Spaced)-10/05/06

*Professional organizations dealing with philanthropy
*Gift planning practice
*Donor “Bill of Rights”
*Gift substantiation rules
*Dollar value of volunteer time and make room for Boomers
*Volunteers as fundraisers: The potential for success is enormous
*Volunteers can deduct some out-of-pocket expenses at tax time
*Donor research (web sites)
*Rating and screening of prospects
*Ethics of discovery
*Fundraising consultants
*Agreement for services
*Feasibility study of capital and endowment campaigns
*Risk of capital campaign fatigue
*Time shares
*Investment policies are not optional
*Naming opportunities
*Certified Fund Raising Professional (CFRP)
*Ingredients of a proposal- Project Description and Project Management Plan
*Ingredients of a proposal- Documentation Plan and Evaluation Plan


Class # 6-10/12/06  Team Meets

*Connecting with Generation X: New ways to reach out to the under-40 set
*Reasonable reform could pump billions into charities while preserving foundations
*What do people fear the most
*No will-there is a way
*You can’t take it with you
*Passive-aggressive culture may be difficult to alter
*First impressions do count in the long run
*State tax credits
*When is a pledge legally binding?
*Money illegally gained or ill gotten
*Raffle Guide
*Driven off course
*Workers get payroll cards instead of paychecks
*Fee setting
*Different methods of fund raising
*Religious, mutual benefit and civic organization

Class # 7 (Three Page Egger Report Due-Single Spaced)-10/19/06

*Wanted: A little respect
*Government leaders issue challenges to grant makers
*Types of foundations
*Foundation giving by type
*New grants
*Largest independent and community foundation
*Genius awards
*Foundations change payment process
*Michigan asks Ford foundation to show it is following donor intention
*Donor advised funds and commercial twist
*Donor advised funds could face tough new federal regulation
*The lure of alternative investments
*Charity check-up
*Charity loans up
*Giving circles
*Wealthy charities are most generous to themselves
*Some wish granting charities take but don’t give
*What do people fear the most?
*Grant seekers “Bill of Rights”
*Candid tips for grant seekers from a program officer’s viewpoint
*Growth in alternative funds and role of United Way in the future
*Unrelated business income tax (UBIT) and earned income
*Nonprofits reach for profits on their side
*Different ways corporation give (seeking corporation contributions)
*Employer matching gifts program
*Companies that made 20% or more of their gifts in products
*How do corporate donations influence drug guidelines?
*Linking charity to company’s bottom line
*Company giving habits influence workers and consumers
*International gathering seeks to give social investing mass appeal
*Ingredients of a proposal- Dissemination Plan and Continuation Plan
*Ingredient of a proposal- Budget Plan


Class # 8-10/26/06 (Half of Proposal due to Team Members and Professor) **Team Meets**

*Can nonprofits strike
*Federal charity drive explains how controversial rule works
*A new type of charity gift: social security checks
*Sure-fire turn offs and how to avoid them when asking for money
*Getting past “no”
*Understanding diverse giving patterns
*Changing demographics
*25 most influential Hispanics in America
*Education by racial and ethnic group
*Diversity tints a new kind of generation gap
*Diverse giving patterns
*Causes supported by minority differ by age of donor
*Women go high tech to find ways to succeed
*More women flex muscles in politics
*American Indian tribes with the largest populations
*A glimpse at the gay and lesbian donor
*Women as donor
*Stay at home or working mom
*Differences in pay for men and women in top charity jobs
*Largest Women owned businesses
*Minority businesses boom
*Unwed pairs
*Cohabitation
*Grandparents
*Centenarian
*Should they stay or go
*Ingredients of a proposal- Appendix
*Ingredients of a proposal- Personalize your grant request, grant writing no-no’s, and Handling rejection letters
*Proposal Assessment


Class # 9-11/02/06

*Enlisting charities on war on terrorism
*Steps charities can take to discourage personal gifts to fund raisers
*Top gun auctions
*Highest bidder
*Online giving
*Disconnect regarding technology
*Charities hope 9/11 inspires future e-philanthropy
*Internet guidelines
*Internet giving over the last five years
*Web assertiveness
*Persuasive technology
*E-donor “Bill of Rights”
*Selected fundraising software/ Blackbaud system overview/ Open source software
*Tech soup stock.org
*Feds say telemarketer violated no-call rules
*Working the phones- you don’t have to be hated
*A communication plan/Department structure
*Positioning: The Battle for Your Mind vs Ageless Marketing-Ries vs Wolfe
*Nonprofit marketing experts outline hot trends
*Brand loyalty in children
*Thinking hard about this one
*The color game
*Charities urged to use marketing to appeal to donor’s hopes and dreams
*Marketing Network: great stuff
*Cause related marketing (CRM)
*Signage
*Special events
*Excuses for the failed special event


Class # 10-11/09/06  Team Meets

*Organizational life stages
*Pork noses into nonprofits
*Making charities accountable
*Selecting fundraising software
*Open source software
*Bringing technology to nonprofits
*Development Department handbook
*They rule
*Uniform management of institutional funds and prudent investors act
*Trustee’s role – duty of care, loyalty, obedience
*Effective oversight: A guide for nonprofit directors
*Limits on charity lawsuits
*Youth on Boards- engaging youth in lifelong service
*Emeritus Boards
*Vote to allow male leaders
*A tool for capacity building in nonprofits: balanced scorecard
*Donors, foundations say banks mishandle charitable accounts
*Gift tax exclusions
*The ladder of charity-Rabbam’s Ladder*
*Stamping out charity abuses
*Documentation retention
*Sure fire turn offs and how to avoid them


* Immigration/Emigration-births/deaths
* Companies that give to charities outside the US
* International Classification of Nonprofit Organizations (ICNPO)
* International philanthropy- John Hopkins Comparative Project
* How to succeed with international funding requests
* The United States of Europe
* Europe widens playing field
* Knowing application protocols
* Preparing budgets in local currency- conversion service
* Social work at the global level
* Latin American remittances
* Travel patterns internationally
* Project Hope in China, American Indian Foundation, Ca Van Tran Vietnam Assistance
* Fund raising practices in selected countries around the world
  Mexico
  Canada
  Argentina
  New Zealand
  East Asia and the Philippines
  Germany and Central Europe


Class # 12 (Turn in Self Addressed and Stamped Envelop if you don’t want Final Proposal and Grant Reviews in Mailbox-Also, Grant Reviews)-11/03006

* The gilliganaire next door
*US sets record for millionaires
*Cities with most billionaires
*International billionaires
*Accumulate wealth
*The Millionaire Next Door
*The Millionaire Women Next Store
*the Millionaire Mind
*Rich Dad Poor Dad
*Planned giving
*Donors, foundations says banks mishandle charitable accounts
*Limits on lawsuits unfairly protect nonprofits


Class # 13 - 12/07/06

*Unfinished items from previous sessions
*Evaluation of course

Assignments
(A Grade Reduction for Lateness)

1. Fund Raising Plan (10% of the grade)

-A fund raising plan is an organized written vision and roadmap that describes the methodology and plots the path your organization will take to bring in funds. Submit a three-page single spaced paper outlining the organization's current funding streams. Complete a SWOT Analysis and project what you feel would be an appropriate funding plan for the organization. Provide substantial justification for your vision and roadmap. More details will be provided in class for this assignment.
2. **Written Reports (30% of the grade- 15% for each paper)**

- Submit a **three-page single spaced** paper on The Children Within (Shore) and The Fortune at the Bottom of the Pyramid (Prahalad.) Highlight each author's overarching principals and then discuss 1) two of the five citizens highlighted in Shore’s book who tapped the vast resources of the private sector in the United States to improve public life and 2) two of the multinational private sector companies in Prahalad’s book that devised approaches to further corporate profit while raising people out of poverty. Are there similarities in strategy between the endeavors in each book? Also, write a short critique of the books.

- Submit a **three-page single spaced** report on Egger’s book. As one of 84 million Americans who volunteer with a charity or who is part of a donor pool that contributes nearly 240 billion to good causes every year, according to the author, “Why don’t their efforts seem to make a difference?” Also, what do you like or dislike about the book?

3. **Class Presentation (15% of the grade)**

Each student will make a **10 minute presentation** from one of the course readings. Presentations (no reading from the material) should cover the main points of the readings and the student should lead discussion about at least two questions that are raised from the material. **A copy of the presentation should be passed out**

4. **Proposal (35% of the grade- 25% for Proposal and 10% for review)**

- Each student must write a grant proposal to a government entity, a foundation, a corporation, or to the United Way responding to an unmet need and/or an expansion of a current program. This grant application must utilize the standard form outlined in this course. A copy will be passed out in class.
- For purposes of this course, a grant proposal is one that includes a narrative that are at least a minimum of **fifteen pages long and is double spaced**.
- Select two students in the course to act as review team members. Each student must do a minimum of two reviews. Seek from each of them a one-page single spaced report on how they think your grant proposal could have been improved. Your review team members will be graded on their comments as part of their class participation grade.
- Each student must give a copy of their grant proposal to their review team members on the date the grant proposal is due. The reviews are due to the professor and the team members the following week.
- By class #8, each student must complete those sections of the proposal covered in class to that point so other review team members can become familiar with the material and be able to make suggestions to improve the final product. Time will be made available at the end of class #6, #8, and #10 for the groups to meet.

5. **Charity Quote (10% of the grade)**

- Each student must submit a charity quote. The charity quotes, turned in by students from previous semesters and listed in the syllabus, can be used. This quote must be accompanied by a one-page single spaced description of why this quote represents the student's point of view on philanthropy.

**Charity Quotes**

"Philanthropy is the rent we pay for the joy and privilege we have for our space on this earth." — Jerold Panas

"A bit of fragrance always clings to the hand that gives roses." — Chinese proverb

"I expect to pass through life but once. If, therefore, there can be any kindness I can show, or any good thing I can do to any fellow human being, let me do it now, and not defer it or neglect it, as I shall not pass this way again." — William Penn

"You have not lived until you have done something for someone who can never repay you." — John Bunyan

"We make a living by what we get, but we make a life by what we give." — Winston Churchill

"The best and most beautiful things in the world cannot be seen or even touched. They must be felt with the heart." — Helen Keller

"And now abided faith, hope, love, and these three: but the greatest of these is charity." — Bible

"It's more rewarding to watch money change the world than to watch it accumulate." — Gloria Steinem
“Contentment comes when you know you’ve done something good for someone else, and you’re expecting anything in return.”—Bill Grosz
“Success in life has nothing to do with what you gain in life or accomplish for yourself. It’s what you do for others.”—Danny Thomas
“I have found that among its other benefits, giving liberates the soul of the giver.”—Maya Angelou
“A person’s true wealth is the good he or she does in the world.”—Mohammed
“It takes a noble person to plant a seed for a tree that will some day give shade to people he may never meet.”—David Trueblood
“Profit is what we have left after we make a donation to a worthwhile cause.”—Marilyn Vos Savant
“You will find, as you look back on your life, that the moments that stand out are the moments when you have done things for others.”—Henry Drummond
“If you have much, give your wealth, if you have a little, give your heart.”—Arab Proverb
“We make a living by what we get. We make a life by what we give.”—Winston Churchill
“We can’t help everyone, but everyone can help someone.”—Loretta Scott
“A bone to the dog is not charity. Charity is the bone shared with the dog, when you are just as hungry as the dog.”—Jack London
“The fragrance always stays in the hand that gives the rose.”—Hada Bejar
“Charity should begin in the home, but should not stay there.”—Phillips Brooks
“What we do is less than a drop in the ocean. But if that were missing, the ocean would lack something.”—Mother Teresa
“There is no better exercise for the human heart than reaching down and lifting someone else up.”—John Kennedy
“We think of a philanthropist as someone who donates big sums of money, yet the word literally means love of mankind. All of us are capable of being philanthropists.”—Unknown
“No one has ever become poor by giving.”—Anne Frank
“Charity is the lovely marriage of gratitude and generosity: it is an attitude more than an act, an opening of the heart more than an opening of the wallet.”—Joseph Tye
“He, who wishes to secure the good of others, has already secured his own.”—Confucius
“If you have much, give of your wealth. If you have little, give of your heart.”—Arab Proverb
“Charity sees the need, not the cause.”—German Proverb
“The main problem is not the have-nots—it’s the give nots.”—Arnold Glasow
“One of the obstacles to the improvement of our race is indiscriminate charity.”—Andrew Carnegie
“What I spent I lost; what I possessed is left to others; what I gave always remains with me.”—Joseph Addison
“It is only in the giving of oneself to others that we truly live.”—Ethel Andrews
“A human being is happiest and most successful when dedicated to a cause outside his own individual selfish satisfaction.”—Benjamin Spock
“True charity is the desire to be useful to others without thought of recompense.”—Emanuel Swedenborg
“Nobody made a greater mistake than he who did nothing because he could do only a little.”---Edmund Burke
“The measure of life is not its duration, but its donation.”---Peter Marshall
“Think of giving not only as a duty but as a privilege.”---John D. Rockefeller
“The biggest donor is not the person who donates the most money but is the person who is the most generous with his money.”---Jeff Levine
“Charity is no substitute for justice withheld.”---Saint Augustine
“Where there is charity and wisdom, there is neither fear nor ignorance.”---St. Francis of Assisi


Browning, B. A. (February, 2001). Grant Writing for Dummies (For Dummies). Atlanta, John Wiley and Sons.


ADDITIONAL SOURCE MATERIALS


