Southern Illinois University  
Department of Political Science  
Master of Public Administration Program

POLS 547A: Topics: Relationship, Marketing and Fundraising Management for Nonprofit Organizations  
Term: Spring 2013

Contact Information:

Instructor: James M. Grant, Ph.D.  
Class Hours: Mondays, 6:00-8:30 PM  
Phone: 618-559-8681  
Office: Faner 3166  
Email address: jgrant2211@siu.edu  
Office Hours: Mondays, 5:00-6:00 PM or by appointment  
Mail Code: 4501

Course Description:

This course examines the unique resource development needs of nonprofit organizations and public organization and looks at the principles and practical sides of meeting those through relationship management, marketing and fundraising. Time will be taken to look at all the aspects of a successful relationship, fundraising and marketing management plan. Students will be expected to participate in at least one fundraiser for a local nonprofit during the semester.

Goals for the class include the following:
1. Gain understanding and appreciation for the role of leadership in relationship, marketing and fundraising management.
2. Learn the key elements for relationship, marketing and fundraising management.
3. Learn to apply key marketing strategies and principles to the nonprofit sector.
4. Learn a wide variety of strategies, tactics and techniques for developing additional financial resources from a variety of donors.
5. Understand and appreciate ethical issues facing executives, staff and volunteers.
Required Readings:


Warwick, M. & Hitchcock, S. (2002). *Ten Steps to Fundraising Success: Choosing the Right Strategy for Your Organization*. San Francisco: Jossey-Bass (an imprint of John Wiley and Sons). [Note: this will not be in the bookstore. Copies can be ordered through the bookstore or other outlets. Also note that this will be used like a handbook rather than a regular reading assignment. It is expected that students will bring this text to class so it will be available for references to it and for making ongoing assignments.]

Course Requirements and Grading Policy:

The Nonprofit Manager/Leader soon learns that personal success depends on the leader’s ability to analyze the current situation, frame appropriate questions, find potential solutions, consider the outcomes and engage a team. The course requirements are designed to develop those skills.

Attendance and Class Participation:

Students are expected to attend class and to be an active participant. Following each class, you will generate a class response to me via SIU Desire2Learn Dropbox.

These are due to me by 9 AM on the succeeding class day. In the class response note anything particularly learned and any questions from the class or anything that is not clear. This should not be more than 1 page long and should be in 12 pt. type. The purpose of this exercise is to stimulate the student’s engagement in the learning process.

Each student will participate in one fundraising effort during the semester. At the end of the activity, the student will write a description of the activity as well as how the student was involved.
Students will receive 2 points for attending class, 6 points for the quality of the email response, 50 points for participation in a fund raising event and 36 points for in class participation. The points will be based on the total of 200 points.

Reading:

Each week readings from the text and possibly other sources will be assigned. In addition, there are four required articles that are to be selected and read. To do that the student will go to an appropriate academic journal or research-based journal that serves the nonprofit sector and select an article on the subject listed.

On the due date, students will submit a two page email summary of the assigned readings. At the top put the citation for any readings in appropriate APA style and then do two things. One, give a brief summary of the readings and, two, note what this article added to the knowledge base on the subject(s). Part of the exercise is to learn to write in terse, tightly constructed language.

You will receive 10 points for each weekly assignment plus an additional 20 points for the weeks in which articles are included so that the total will be 200 points.

Case Study:

A major task you will accomplish during the semester is to do a case study of a local nonprofit organization. More than one student may choose to work on the same nonprofit and may conduct some of the research jointly, but each student is required to do his/her own work.

The student will meet with the CEO of the nonprofit organization for an initial interview. Based on that interview you will create a work plan or approach to the project.

There are 8 parts due during the semester with credit at 25 points for each part. You will also receive 150 points for the final project and 50 points for the PowerPoint presentation. A grand total of 400 points.
Case Study Report Format:

The final report must follow the format outlined below, containing all required information.

Title Page

I. The Organization Being Studied

Describe the organization being studied—it’s mission, the services it provides and the constituency it serves. Be sure to comment specifically on the mission statement and it’s accuracy.

II. Basic Audit and Impression

In no more than two pages summarize the initial interview and the interviewer’s response to the interview. (Note the writing assignment is a full report and this is basically an executive summary.)

1st Case Study Assignment--Parts I and II will be prepared and turned in as an assignment on February 25.

III. Audit of the Organization’s Current Fundraising Approach

This should be a critical analysis of the plan including allocation of financial resources and staff. It should have an inventory and assessment of any published marketing pieces as well as an analysis of the current approaches to fundraising. Are they adequate to supply the financial resources need for the organization. Keep in mind the availability of online research on the institution.

In connection with Part III you will complete 7 assignments as follows: [Please note that each of these will be longer than for the final project. Please include material from the readings and class that show what the materials or strategy should be and then analyze the nonprofit on that basis]

1. 2nd Case Study Assignment--analysis of the Marketing materials due on March 4.
2. 3rd Case Study Assignment--analyze the CASE statement of the organization or, if there is not one, write a proposed CASE statement. Due on March 18.
3. 4th Case Study Assignment--analyze the Growth Strategy of the organization due on March 25.
4. 5th Case Study Assignment--analyze the Involvement Strategy of the organization due on April 1.
5. 6th Case Study Assignment--analyze the Visibility Strategy of the organization due on April 8.
6. 7th Case Study Assignment--analyze the Efficiency Strategy of the organization due on April 15.
7. 8th Case Study Assignment--analyze the Stability Strategy of the organization due on April 22.

IV. SWOT Analysis

Using the information gleaned from I-III, do a Strength, Weaknesses, Opportunities, Threats (SWOT) Analysis of the fundraising CASE statement, materials and approaches of the organization you are studying.

V. Recommendations for Improvement

Develop a series of recommendations for improvement that would provide a road map for the organization. In the plans for improvement must be a proposal for a grant. To do this survey available foundation grant possibilities, delineate the possibility and the requirements and write and initial letter of inquiry about the grant for the organization.

VI. Conclusion

In a few paragraphs sum up the work done in the proposal.

The case study report is due electronically by 9 PM April 27.

Then on April 29 you will make a presentation of your report to the class. It is expected that you will use a PowerPoint presentation and will provide written copies of the presentation to the organization you studied. You will email a copy of the PowerPoint presentation to the instructor and the organization.

If more than one student studies the same organization, then by lot we will determine who will go first in the presentation and then the remaining students will highlight additional information gleaned in the study.
**Course & Instructor Policies**

**Basic Guide to Class Interaction**

No one, not even the professor, has a monopoly on understanding the topic at hand.

This means that we need to listen to one another and appreciate the contribution of each to our growing understanding of the topic.

We must assume that each of us operates from a position of integrity. We respect that however unusual an opinion may be.

All of us have biases and should be able to be open about those biases as simple differences in the way we view a topic.

We accept one another’s differences while understanding that the differences are important and should not be ignored or treated as if they did not matter.

We may end the course still disagreeing about particular points of view, but that should not ever get in the way of developing an appropriate working relationship.

If there are issues that get in the way of developing an appropriate working relationship, these should be dealt with open, honestly and appropriately. Cell phones and other communication devices will be placed out of service during class time. This is a basic courtesy.

**Class Attendance & Expectations**

POLS 547 A is a graduate course. Therefore, students are expected to complete reading assignments before class time, deliver Masters level work,
be prepared to discuss readings substantially, arrive punctually, and attend class every session. There will be no time allowed for in-class reading. Class discussions and participation are an important component of the course because they improve your ability to apply and understand the material, rather than simply memorize it. As such, class time will be divided between lectures, discussing alternative perspectives to develop understandings of the course material, interactive exercises, and student interaction.

Make-up Assignments

No make-up assignments will be allowed. All assignments are included in this syllabus and it is expected that you will plan so the you care for any contingencies. The rule applies whether you miss delivering your work for personal reasons, academic reasons or sanctioned school events. Any missing work will result in a score of 0 points for the assignment. Learn not to wait until the last minute.

Late Work

Extensions for assignments are not permitted.

Academic Integrity

The instructor expects from students a high level of responsibility and academic honesty. Scholastic dishonesty includes, but is not limited to, the submission as one’s own work of material that is not one’s own. As a general rule, scholastic dishonesty involves one of the following acts: cheating, plagiarism, collusion and/or falsifying academic records. Students suspected of academic dishonesty are subject to disciplinary proceedings. Plagiarism, especially from the web, from portions of papers for other classes, and from any other source is unacceptable and will be dealt with under the university’s policy on plagiarism.

Email Use

Recognizing the value and efficiency of communication between faculty/staff and students, communications will be established through electronic mail. At the same time, email raises some issues concerning security and the identity of each individual in an email exchange. The instructor requires that all official student email correspondence be sent only to a student’s SIU email address or by the student to the professor’s SIU email address. This allows the instructor and the students to maintain a high degree of confidence in
the identity of all individual corresponding and the security of the transmitted information. SIU furnishes each student with a free email account.

Electronic communication through email and Desire2Learn will be a part of this class. Announcements about the use of Desire2Learn will be made as needed.

Withdrawal from Class

The administration of this institution has set deadlines for withdrawal of any college-level courses. These dates and times are published in that semester's course catalog. Administration procedures must be followed. It is the student's responsibility to handle withdrawal requirements from any class. In other words, I cannot drop or withdraw any student. You must do the proper paperwork to ensure that you will not receive a final grade of "F" in a course if you choose not to attend the class once you are enrolled.

Incomplete Grade Policy

Incomplete grades will be granted only in cases of extreme emergency and for work unavoidably missed at the semester’s end and only if 70% of the course work has been completed. An incomplete grade must be resolved within two (2) weeks from the first day of the subsequent semester. If the required work to complete the course and to remove the incomplete grade is not submitted by the specified deadline, the incomplete grade is changed to the grade obtained for completed work.

Disability Services

The goal of Disability Support Services is to provide students with disabilities educational opportunities equal to those of their non-disabled peers. Disability Support Services is located in Woody Hall B-150. Their contact information is:
Disability Support Services
Southern Illinois University
Mailcode 4705
Carbondale, Illinois 62901
Phone: (618) 453-5738
TTY: (618) 453-2293
Individuals requiring special accommodation should contact the professor after class or during office hours.

Emergency Procedures
Southern Illinois University Carbondale is committed to providing a safe and healthy environment for study and work. Because some health and safety circumstances are beyond our control, we ask that you become familiar with the SIUC Emergency Response Plan and Building Emergency Response Team (BERT) program. Emergency response information is available on posters in buildings on campus, available on the Bert’s website at www.bert.siu.edu, Department of Public Safety’s website www.dps.siu.edu (disaster drop down) and in the Emergency Response Guidelines pamphlet. Know how to respond to each type of emergency.

Instructors will provide guidance and direction to students in the classroom in the event of an emergency affecting your location. It is important that you follow these instructions and stay with your instructor during an evacuation or sheltering emergency. The Building Emergency Response Team will provide assistance to your instructor in evacuating the building or sheltering within the facility.

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Assignments and Course Calendar

**Weeks of Jan 14-28:** (Note: The weeks run from 9AM on Monday to 9AM the following Monday)

- **Module 1:** Week 1--Introduction and Outline of Course and Introduction to Relationship Management, Marketing and Fundraising

- **Reading Assignment 1**—Weinstein Chapters 1-2; Miller, Chapters 1-3. (Note reading assignments are for the week following the class so in this case the reading is to be done between January 14 and January 21 normally, but since there is no class on January 21, it is to be done for January 28)

- No Class (Martin Luther King’s Birthday)

- Class Response for January 14 due at 9 AM on Jan 28

- Reading Report 1 due at 9 AM on Jan 28
Week of Jan 28-Feb 4:

*By class time have a nonprofit selected. Be ready to report your interest in class so the class can coordinate those who have similar interests.*

Module 1: Week 2--Getting Started, The Basics

Reading Assignment 2: Weinstein, Chapter 3

Class Response for January 28 due at 9 AM on Feb 4

Reading Assignment Report 2 due at 9 AM on Feb 4

Feb 4-11:

Module 2: Week 1--Managing the Resource Development Function

Reading Assignment 3: Weinstein, Chapter 4; Miller, Chapter 4; *1st Article on Constituents/Segments in Marketing or Fundraising*

Class Response for January Feb 4 due at 9 AM on Feb 11

Reading Assignment Report 3 due at 9 AM on Feb 11

Feb 11-18:

Module 2: Week 2--Defining Audiences and Developing a CASE

Reading Assignment 4: Weinstein, Chapter 5, 6

Class Response for February 11 due at 9 AM on Feb 18

Reading Assignment Report 4 due at 9 AM on Feb 18

Feb 18-25:

Module 3: Week 1—Relationship Management

Reading Assignment 5: Weinstein, Chapter 7; Miller, Chapter 12; *2nd Article on Developing and Managing Prospects*

Class Response for February 18 due at 9 AM on Feb 25

Reading Assignment Report 5 due at 9 AM on Feb 25
Feb 25- Mar 4:

1st Case Study Assignment (Parts I and II) due by 5 PM on Feb 25

Module 3 Week 2: Relationship Management

Reading Assignment 6: Miller, Chapters 5-7

Class Response for February 25 due at 9 AM on Mar 4
Reading Assignment Report 6 due at 9 AM on Mar 4

Weeks of Mar 4-18:

2nd Case Study Assignment (analysis of marketing materials) due by 5 PM on Mar 4

Special Speaker on Donor Research and Evaluation

Module 4: Growth Strategy: Direct Mail Acquisition and Creating a Message

Reading Assignment 7: Weinstein, Chapters 9-10

Class Response for Mar 4 due at 9 AM on Mar 18
Reading Assignment Report 7 due at 9 AM on Mar 18

Mar 11: No Class Spring Break

Week of Mar 18-25:

3rd Case Study Assignment (analyze the CASE statement of the organization or write a proposed one) due by 5 PM on March 18

Module 5: Involvement Strategy: Volunteers, Email and Snail Mail Fundraising, Telephone Strategy

Reading Assignment 8: Weinstein, Chapter 11; Miller, Chapters 8-12

Class Response for March 18 due at 9 AM on Mar 25
Reading Assignment Report 8 due at 9 AM on Mar 25
Week of Mar 25-Apr 1:

4th Case Study Assignment (analyze Growth Strategy) due by 5 PM on Mar 25

Module 6: Visibility Strategy: Events, Cause-related Marketing, Media

Reading Assignment 9: Weinstein, Chapters 8 and 12; 3rd Article on Planned Giving

Class Response for March 25 due at 9 AM on Apr 1
Reading Assignment Report 9 due at 9 AM on Apr 1

Week of April 1-8:

5th Case Study Assignment (analyze Involvement Strategy) due by 5 PM on Apr 1

Module 7, Week 1: Efficiency Strategy: Major Gifts, Grants

Reading Assignment 10: Weinstein, Chapter 13; 4th Article on the Board’s Role in Fundraising

Class Response for Apr 1 due at 9 AM on Apr 8
Reading Assignment Report 10 due at 9 AM on Apr 8

Week of Apr 8-15:

6th Case Study Assignment (Analyze Visibility Strategy) due by 5 PM on Apr 8

Special Speaker on Developing and Soliciting Major Donors

Module 7, Week 2: Efficiency Strategy: Planned Giving

Reading Assignment 11: Weinstein, Chapter 14

Class Response for April 8 due at 9 AM on Apr 15
Reading Assignment Report 11 due at 9 AM on Apr 15
**Week of Apr 15-22:**

7th Case Study Assignment (Analyze Efficiency Strategy) due by 5 PM on Apr 15

Module 8: Stability Strategy: Capital and Endowment Campaigns

Reading Assignment 12: Weinstein, Chapters 15 and 16; Miller, Chapters 13-16

Class Response for April 15 due at 9 AM on Apr 22
Reading Assignment Report 12 due at 9 AM on Apr 22

**Week of Apr 22-29:**

8th Case Study Assignment (analyze Stability Strategy) due by 5 PM on Apr 22

Special Speaker on Planned Giving


Class Response for April 22 due at 9 AM on Apr 29

*Case Study Written Report Due by 9 PM on Apr 26*

**Apr 29:** Presentation of Case Study Projects