UCONN
UNIVERSITY OF CONNECTICUT

Syllabus – Fall 2020

Excluding materials for purchase, syllabus information may be subject to change. The most up-to-date syllabus is located within the course in HuskyCT.

Course and Instructor Information

Course Title: Fund Development and Nonprofit Sustainability
Credits: 3
Format: Online via HuskyCT
Prerequisites: None
Professor: Ruodan Zhang

Email: ruodan.zhang@uconn.edu (Please include PP5336 in your email subject line)
Phone: 860.325.0461
Availability: *I will typically respond to emails within a 24-48-hour time period, excluding weekends. Feedback about written assignments will be provided within a week after the due date.*

Course Technology

Virtual Office Hours: Monday 6:00 PM – 8:00 PM, or by appointment
Webex Meeting Number (access code): 120 457 3867

Optional Synchronous Learning: Every other Monday 5:00 PM – 6:00 PM (odd-numbered modules), or on demand
Webex Meeting Number (access code): 120 896 5115
Webex Meeting Password: uconndpp

HuskyCT
Mural
See *Course Orientation* in HuskyCT for detailed instructions.

Course Materials

Required course materials should be obtained before the first day of class.

Required textbooks are available for purchase through the UConn Bookstore (or use the Purchase Textbooks tool in HuskyCT). Textbooks can be shipped (fees apply).

Required Textbooks

Worth, M. (2015). Fundraising: Principles and Practices. San Francisco, Sage Publications.

Additional readings will be provided in HuskyCT within the reading folder of each individual session.

Recommended Readings

Ridley-Duff, R. & Bull, M. (2019). Understanding Social Enterprise: Theory and Practice, 3rd Edition. San Francisco, Sage Publications.

Lindahl, W. (2010). Principles of Fundraising: Theory and Practice. Jones & Bartlett Learning.

Reich, R. (2018). Just Giving: Why Philanthropy Is Failing Democracy and How It Can Do Better. Princeton University Press.

Course Description

This course will provide the student with the important skills to address the key questions and practical applications of developing funding to support the financial requirements for nonprofits to meet their mission. Key to this learning objective will be the development of the skills needed to create a fund development plan that uses diverse funding strategies to meet nonprofits' long-term financial sustainability requirements. We will examine essential aspects of key philanthropic funding methods: general fundraising, annual fund, major gift, capital, planned giving campaigns, and the demographic dynamics of giving. The course will also investigate the growing usage of new revenue development methods; such on-line giving, earned-income enterprise, social impact bonds, and other developing methods of funding for organizational sustainability.

Course Objectives

By the end of the semester, students should be able to:

1. Create a sustainable fund development revenue plan for a nonprofit organization.
2. Discuss and apply theories of nonprofit financial sustainability, donor motivation, and recent trends in nonprofit fundraising research (including financial sustainability in a time of crisis/e.g. COVID-19).
3. Evaluate key models of philanthropic giving (including online giving) and related strategies.
4. Identify relevant legal and ethical considerations; as well as generational/cultural differences that may impact the fundraising practices.
5. Identify resources available to nonprofit managers to develop and manage funding (learning how to learn).

Course Outline

Module Plan

Module	Week	Topic	Deliverables
1	Aug 31 – Sep 6	**Overview and history of nonprofit revenue streams**	Reading quiz 1
2	Sep 7 – Sep 13	**Theories of nonprofit financial sustainability**	Reading quiz 2
3	Sep 14 – Sep 20	**Fundraising and donor motivation theories**	Reading quiz 3
4	Sep 21 – Sep 27	**Emergency management for nonprofits and other emerging trends**	
5	Sep 28 – Oct 4	**Fundraising process**	Reading quiz 4 Written Assignment 1
6	Oct 5 – Oct 11	**Models and strategies - annual giving programs and new trends**	
7	Oct 11 – Oct 18	**Models and strategies - major gifts programs**	
8	Oct 19 – Oct 25	**Models and strategies - campaigns and planned giving**	
9	Oct 26 – Nov 1	**Models and strategies - corporate support and foundation support**	
10	Nov 2 – Nov 8	**Legal and ethical considerations of fundraising**	Reading quiz 5 Exam
11	Nov 9 – Nov 15	**Generational and cultural differences/International fundraising**	
12	Nov 16 – Nov 21	**Managing and organizing fundraising**	Written Assignment 2
/	Nov 22 – Nov 29	*Thanksgiving Recess*	
13	Nov 30 – Dec 7	***TBD****	
/	Dec 8 – Dec 13	*Reading Days*	
/	Dec 13 – Dec 20	*Final Examinations*	Fund Development Plan

* Optional module topics:
- Interrelationship between services marketing and donor marketing; nonprofit-government relations
- New organizational forms/hybrid organizations, social enterprises

The professor reserves the right to make adjustments in the course calendar as necessary.

Course Requirements and Grading

Summary of Course Grading:

Course Components	Weight
Discussion	10%
Reading Quizzes	10%
Exam	20%
Written Assignment 1	15%
Written Assignment 2	15%
Fund Development Plan	30%

Discussion

The extent to which the class is valuable to you will depend much upon your level of involvement in learning. You are expected to manage your own learning process, review the course materials in a timely manner, and participate in asynchronous class discussions.

All class participation/discussions will be completed on Mural. At the end of each module, the module mural will be posted to HuskyCT. Failure to make regular and meaningful contributions to class discussions will be result in a reduced final grade.

In particular, try to demonstrate that you have read the assigned materials and are able to reflect on them constructively, for instance, by relating particular readings to issues and concepts you that encountered in other courses or to your personal experiences.

Your participation is also valuable to your colleagues in class. Due to the nature of the course project, each of you will have different experience depending on the organizations you work with. Sharing these with your colleagues allows the class to learn from one another.

We will also have some exercises graded by completion only. It is important that you participate fully in these exercises and submit your work on time. You will receive feedback on your work that aims at helping you eventually develop and succeed in your fund development plan.

Reading Quizzes

There will be five short reading quizzes that relate to various aspects of the reading (see *Course Outline* for the quiz schedule). Each will be worth 2 percent of your grade. These should be completed by the end of each module, normally on Sunday by 11:59 PM ET.

Exam

A comprehensive close-book exam will be used to assess your achievement of course objectives, specifically, objectives #2 and #3. Your will have two hours to work on the exam; however, this exam should only take about 60-75 minutes to finish. It includes 3 questions developed by you in the course. The exam will be administered using Respondus Lockdown Brower.

The exam must be completed and submitted by Sunday Nov 8 11:59 PM ET through HuskyCT.

Paper Assignments/Project

You are encouraged to base all the written assignments (including the final Fund Development Plan) on the needs of your current nonprofit organization or an operating nonprofit that is willing to provide information for your use to fulfill the assignment requirements. The organization selection will be confirmed at the end of Module 1 (Sep 6) and must be approved by the end of Module 2 (Sep 13).

For all the paper assignments, you are expected to properly cite and reference course materials, data sources, and additional research readings to support your arguments.

Grading rubrics for each paper assignment is available on HuskyCT. Please review the rubrics carefully before working on your paper.

Written Assignment 1

Provide an assessment of your nonprofit's current fund development plan. The assessment should include three parts. First, provide a case statement of the nonprofit organization, explaining who they are, what they do, and the mission and goals. Second, provide a financial review analysis that assesses relevant internal and external factors, the strengths and the weaknesses of the current strategies, in terms of diversity of revenue streams, sustainability, stability, and sufficiency to fulfill the organizational mission and goals. Third, develop a list of principal fundraising goals that align with and reflect the organizational mission. Given the new fundraising goals, you are encouraged to recommend adjustments to the current plan along with the reasoning based on the existing nonprofit literature and your practical experience. If you chose to maintain the status quo, you should provide a strong rationale supporting your conclusion.

The assignment is due on Sunday Oct 4 by 11:59 PM ET.

Written Assignment 2

Based on your selection of fund development strategies and tactics, you are expected to identify and analyze major challenges and relevant legal/ethical considerations. If applicable, also explain whether there are generational or cultural differences that may impact the fundraising practices. Provide a list of recommendations that address these considerations.

The assignment is due on Sunday Nov 22 by 11:59 PM ET.

Fund Development Plan

This will be an organizational analysis of the funding strategies and tactics of your chosen organization. The analysis and recommendations should be based upon the concepts and issues that have been studied in class and in the readings. You are expected to propose changes and fund development strategies based on the organizational mission and your analysis.

The assignment is due on **_Wednesday Dec 16_** by 11:59 PM ET.

Estimated Workload (14 weeks)

Activity	Description	Hours per activity	Total (Hours)
Reading Assignments	Approximately 100 pages per week	3	42
Reading Quizzes	5 reading quizzes	0.5	2.5
Watching Lecture Videos	13 modules	0.5	6.5
Study Hours for Exam	1 exam	8	8
Exam	1 exam	2	2
Written Assignments	2 written assignments	8	16
Fund Development Plan	1 project/plan	10	10
Mural and worksheet Activities	Posting on Mural and completing worksheets for 13 modules	3	39
Optional Reading and Discussion	Optional reading materials and discussion board posts for 13 modules	2	26 (optional)
Estimated Workload		**8.99~10.85 hours/week**	

Grading Scale

Grade	Letter Grade	GPA
97-100	A+	4.3
93-96	A	4.0
90-92	A-	3.7
87-89	B+	3.3
83-86	B	3.0
80-82	B-	2.7
77-79	C+	2.3
73-76	C	2.0
70-72	C-	1.7
67-69	D+	1.3
63-66	D	1.0
60-62	D-	0.7
<60	F	0.0

Due Dates and Late Policy

All course due dates are identified in the Course Outline. Late submissions/exams will not be accepted.
Deadlines are based on Eastern Time; if you are in a different time zone, please adjust your submittal times accordingly. Emergencies or exceptional circumstances can be discussed. *The instructor reserves the right to change dates accordingly as the semester progresses. All changes will be communicated in an appropriate manner. All changes will be communicated through HuskyCT Announcements.*

Feedback and Grades

I will make every effort to provide feedback and grades within one week from the due date. To keep track of your performance in the course, refer to My Grades in HuskyCT.

Student Authentication and Verification

The University of Connecticut is required to verify the identity of students who participate in online courses and to establish that students who register in an online course are the same students who participate in and complete the course activities and assessments and receive academic credit. Verification and authentication of student identity in this course will include:

1. Secure access to the learning management system using your unique UConn NetID and password.

2. Exam administered by Respondus Lockdown Browser.

Student Responsibilities and Resources

As a member of the University of Connecticut student community, you are held to certain standards and academic policies. In addition, there are numerous resources available to help you succeed in your academic work. Review these important standards, policies and resources, which include:

- The Student Code
  - Academic Integrity
  - Resources on Avoiding Cheating and Plagiarism
- Copyrighted Materials
- Netiquette and Communication
- Adding or Dropping a Course
- Academic Calendar
- Policy Against Discrimination, Harassment and Inappropriate Romantic Relationships
- Sexual Assault Reporting Policy

Students with Disabilities

The University of Connecticut is committed to protecting the rights of individuals with disabilities and assuring that the learning environment is accessible. If you anticipate or experience

physical or academic barriers based on disability or pregnancy, please let me know immediately so that we can discuss options. Students who require accommodations should contact the Center for Students with Disabilities, Wilbur Cross Building Room 204, (860) 486-2020 or http://csd.uconn.edu/.

Blackboard measures and evaluates accessibility using two sets of standards: the WCAG 2.0 standards issued by the World Wide Web Consortium (W3C) and Section 508 of the Rehabilitation Act issued in the United States federal government." (Retrieved March 24, 2013 from Blackboard's website)

Software/Technical Requirements (with Accessibility and Privacy Information)

The software/technical requirements for this course include:

- HuskyCT/Blackboard (HuskyCT/ Blackboard Accessibility Statement, HuskyCT/ Blackboard Privacy Policy)
- Webex
- Mural
- Adobe Acrobat Reader (Adobe Reader Accessibility Statement, Adobe Reader Privacy Policy)
- Microsoft Office (free to UConn students through uconn.onthehub.com) (Microsoft Accessibility Statement, Microsoft Privacy Statement)
- Dedicated access to high-speed internet with a minimum speed of 1.5 Mbps (4 Mbps or higher is recommended).

NOTE: This course has NOT been designed for use with mobile devices.

Help

Technical and Academic Help provides a guide to technical and academic assistance.

This course is completely facilitated online using the learning management platform, HuskyCT. If you have difficulty accessing HuskyCT, you have access to the in person/live person support options available during regular business hours through the Help Center. You also have 24x7 Course Support including access to live chat, phone, and support documents.

Minimum Technical Skills

To be successful in this course, you will need the following technical skills:

- Use electronic mail with attachments.
- Save files in commonly used word processing program formats.

- Copy and paste text, graphics or hyperlinks.
- Work within two or more browser windows simultaneously.
- Open and access PDF files.

University students are expected to demonstrate competency in Computer Technology. Explore the Computer Technology Competencies page for more information.

Evaluation of the Course

Students will be provided an opportunity to evaluate instruction in this course using the University's standard procedures, which are administered by the Office of Institutional Research and Effectiveness (OIRE).

Additional informal formative surveys may also be administered within the course as an optional evaluation tool.