

University of Memphis
Division of Public and Nonprofit Administration
School of Urban Affairs and Public Policy

PADM 7/8642: Resource Development in Nonprofit Organizations
SPRING 2005 **Classroom: McCord Hall 122**

Instructors

David Williams

Phone: (901) 529-0111 (home/office)
Email: dwilliams@thewilliamscom.com
Office Hours: Contact to schedule

Dorothy Norris-Tirrell, Ph.D.

Office: 134 McCord Hall

Phone: 678-3368 (office); 759-9056(home);
Fax: 678-2981
E-mail: dnrstrr@memphis.edu
Office Hours:

I. COURSE DESCRIPTION AND OBJECTIVES

Private, nonprofit organizations exist to address public or collective issues, problems, or needs expressed by their missions. Like all modern organizations, nonprofit agencies require a constant flow of resources to survive. These resources include financial support, dedicated volunteers and staff, and community awareness. Acquisition of these resources demands organization decision makers to develop, nurture and monitor relationships with various stakeholders including funding bodies, elected officials, licensing and regulating institutions, government agencies, other nonprofits, community philanthropists, private corporations, media representatives, and the public-at-large.

Using a Memphis area nonprofit organization (Playhouse on the Square) as a learning laboratory, this course will focus on three specific areas of resource development: revenue generation, volunteerism, and marketing. Through an examination of the theoretical and practical literature on resource development and a series of hands-on assignments, students will:

1. Examine the complex environment of nonprofit organizations and the various resources essential to their survival,
2. Place the acquisition of these resources into the organizational context,
3. Gain a working knowledge of the skills and strategies related to revenue generation, volunteer management, and marketing/public relations.

II. REQUIRED TEXTS

Bonk, Kathy, Henry Griggs, and Emily Tynes. (1998). *The Jossey-Bass Guide to Strategic Communications for Nonprofits*, San Francisco, CA: Jossey-Bass.

McCurley, Steve and Rick Lynch. (1996). *Volunteer Management: Mobilizing All the Resources of the Community*. Heritage Arts Publishing.

Rosso, Henry A. and Associates (Eugene Tempel, Editor). (2003). *Achieving Excellence in Fund Raising (Second Edition)*. San Francisco, CA: Jossey-Bass.

III. COURSE REQUIREMENTS

****Please note that this course has a prerequisite requirement: PADM 7641 Theory and Practice of Nonprofit administration. If you have not met this requirement, please talk with the instructor immediately.**

This course will use a web-enhanced format. (Access the course at <http://webct.memphis.edu>, using your University of Memphis UUID and password.) Participation requires that students complete reading assignments and demonstrate understanding of topics, adding personal insight and examples appropriately. Your reflective comments are essential to this course. Please come to class prepared to discuss what you learned from assigned readings and to present relevant philosophical, theoretical or practical questions for class consideration. ****Ring cell phones will not be tolerated in-class under any circumstance.****

Attendance at scheduled in-class sessions and class participation (both in-class and online) are expected. Unexcused absence from more than two class sessions will result in lowering of the course grade by one letter grade. Three tardies or early exits will equal one absence. Please consult with the instructor if you anticipate additional absences. Withdrawal from the course may be necessary.

Assignments focus on the student's abilities to analyze issues/situations and demonstrate integration of course readings and discussions. Most assignments will be submitted online and must be created in Microsoft Word or WordPerfect. Written assignments should be submitted on or before the due date. The instructor reserves the right to lower late work by a half-letter grade for each day of tardiness. The major course assignments are described below. When submitting via WebCT, please label the assignment file with your name (example: DNTassgnC1.doc). Assignments are expected to be insightful, well written, and free of grammatical, spelling and style errors. All assignments must be typed (double-spaced) and use American Psychological Association (APA) referencing and citing methods (see www.apastyle.org). **This course will use the plus/minus grading scale: A+ 100-97, A 96-93, A- 92-90, B+ 89-88, B 87-83, B- 82-79, C+ 78-77, C 76-72, C- 71-69, D+ 68-66, D 65-63, D- 62-60, F 59 & less.**

Assignment A. SWOT/Marketing Analysis (15 points)

Each student will be responsible for data collection and analysis for one component of a comprehensive SWOT/Marketing Analysis for the case organization, Playhouse on the Square. (Specifics to be assigned on 1/19). The assignment should include a bulleted presentation of 1) strengths, 2) weaknesses, 3) opportunities, 4) threats, 5) competitive, benchmark or aspirant organization comparison to include a discussion of why/how the organization is a competitor, benchmark or aspirant, brief look at mission and programs, and insights gained. A hard copy of the assignment is due at the beginning of class on February 2.

Assignment B. Fundraising Strategies Brief (10 points)

Each student will sign up for one of the topics on the course assignment schedule and submit a written brief on the selected topic. The summary must include: 1) definition of the topic, 2) identification of important professional and legal issues, 3) a list of articles, books, web pages, professional associations that serve as solid resources for the topic, 4) a discussion of the critical issues important for the topic, 5) a discussion of how to determine/measure success for the strategy. This assignment will be posted to the WebCT discussion board under the selected topic heading. It will be due before the class session in which the topic is assigned. All students are encouraged to add additional resources, related events, current news, and questions to the Discussion Board on each topic.

Assignment C: Reflective Exercises (20 points)

Students will submit 4 reflective entries based on questions provided by the instructor via WebCT email. The purpose of these short written assignments is the integration of reading, classroom discussion and practical experience from the Playhouse on the Square interaction. The assignments are due no later than 11:55 p.m. on January 31, February 16, April 4, and May 2 submitted via the WebCT assignment page.

Assignment D: Grant Proposal (15 points)

Grantwriting is an important tool in the acquisition of financial resources for nonprofit organizations today. This assignment will require each student to prepare a grant proposal for Playhouse on the Square. The proposal will follow a generic format to be provided (see WebCT assignment link). The written assignment will include 1) a letter of application describing how the proposal meets the issue/interest areas of the funder, 2) brief description of funder and contact information, and 3) proposal with budget and budget narrative, and a list of required support materials. Individual written assignments are due on April 13 via WebCT.

Assignment E. Resource Development Analysis and Recommendations (Total: 40 points)

Using *Playhouse on the Square* as a case study organization, each student will analyze the nonprofit's current resource development strategies and make recommendations to the agency using the outline below. The written assignment is due on April 27, 11:55 p.m., via WebCT. The analysis, briefs and recommendations will be presented by the class to the Playhouse Board of Directors at 6:00pm on May 4.

- **Part 1/Summary SWOT/Marketing Analysis.** Briefly summarize the strengths, weaknesses, opportunities and threats for Playhouse. Market analysis should include consideration of competition, benchmark and aspirant organizations with at least one comparison organization outside of the Memphis area. (3-5 pages)
- **Part 2/ Revenue Generation Analysis and Opportunities** (See WebCT Course Notes: Resource Development and Financial Analysis for possible ratios and analysis methods. This section should present and discuss your financial analysis of current revenue generation strategies and the related strengths, weaknesses, opportunities and threats. ((4-7 pages)
- **Part 3/ Volunteer Program Evaluation and Opportunities.** In small groups, the class will conduct an evaluation of Playhouse's Volunteer Program focused on the following areas: 1) recruitment and training, 2) operations: assignments, supervision, and evaluation of volunteers, or 3) retention/recognition/reward strategies. (4-7 pages)
- **Part 4/Recommendations** Discuss the recommendations you have for Playhouse regarding your findings in Part 1, 2, and 3. Be sure to include insights gained from the strategies researched and presented as a part of Assignment B: Fundraising Strategies. (3-5 pages)
- **Part 5/Board Presentation** The class will make a group presentation to the Playhouse Board on May 4 at 6:00pm (not to exceed one hour). The class will plan the presentation during the April 20th class session. The final presentation will provide the Board with a consensus analysis of Playhouse current and past revenue generation efforts, volunteer program opportunities, and recommendations for Playhouse. (The presentation will be worth 5 points of the assignment. Grading will be determined by individual contribution to presentation plan and actual presentation.)

IV. Class Topic/Assignment Schedule

DATE	TOPIC	READINGS	STUDENT RESPONSIBILITIES
1/19	<ul style="list-style-type: none"> • Course Overview • Introduction to Playhouse on the Square (DRW) • Resource Development as a Strategic Function (DNT) 	Handouts from Playhouse	<ul style="list-style-type: none"> ✓ Select SWOT/Marketing Analysis Component for Assignment A. ✓ Select Topic for Assignment B.
1/26	Field Trip to Playhouse on the Square 51 S. Cooper Board Room Speaker: Jackie Nichols	Strategic Communications for Nonprofits, Chapters 1, 2, 3, 4, 5, 6, 7 Achieving Fundraising Success, Chapters 1, 2, 3, 4	<ul style="list-style-type: none"> ✓ Review Playhouse handouts, website, and guidestar.org materials. ✓ Complete assigned readings. ✓ Assignment C, #1 Due. Submit via WebCT by 11:55 p.m. on Monday, 1/31.
2/2	<ul style="list-style-type: none"> • SWOT/Marketing Analysis for Playhouse • Communications, Marketing & Public Relations Speaker: Carol Coletta, Coletta & Company Guest: Eric Roux Marketing Director Playhouse	Strategic Communications for Nonprofits, Chapters 8, 9, 10, 11, 12, 13	<ul style="list-style-type: none"> ✓ Complete assigned readings. ✓ Assignment A due. Bring Hard Copy to class and post on discussion board. ✓ Volunteer Program evaluation groups assigned.
2/9	<ul style="list-style-type: none"> • Volunteerism & Volunteer Management Speaker: Jeana Bailey, Volunteer Memphis Guest: Pat Bogan Volunteer Coordinator Playhouse	Volunteer Management, Chapters 1, 2, 3, 4, 5, 6, 7, 8	<ul style="list-style-type: none"> ✓ Complete assigned readings.
2/16	NO CLASS	Volunteer Management Chapters 9, 10, 11, 12, 13, 14, 15	<ul style="list-style-type: none"> ✓ Complete assigned readings. ✓ Assignment C, #2 Due. Submit via WebCT by 11:55 p.m. on 2/16.
2/23	<ul style="list-style-type: none"> • Fundraising Overview and Fundraising as a Profession Speaker: Holden Potter Asst. Dir. Of Dev. CBU	Achieving Fundraising Success, Chapters 5, 6, 7 and Part 7, Chapters 30, 31, 32, 33, 34 Read Chapter and Course Notes posted on WebCT: Resource Development and Financial Analysis	<ul style="list-style-type: none"> ✓ Complete assigned readings.

3/2	<ul style="list-style-type: none"> • Components of Fundraising: Foundations and Corporate Giving <p>Speaker: Barbara Jacobs, Plough Foundation</p>	Achieving Fundraising Success, Chapters 15, 16, 17, & 18.	<ul style="list-style-type: none"> ✓ Complete assigned readings. ✓ Assignment B: Topic Due: Foundations. Submit via WebCT by 5:30 p.m. on 3/2. ✓ Assignment B: Topic Due: Corporate Giving. Submit via WebCT by 5:30 p.m. on 3/2.
3/9	NO CLASS (Spring Break)		
3/16	<ul style="list-style-type: none"> • Components of Fundraising: Annual Giving, Capital Campaigns, Planned Giving <p>Speaker: Laura Linder Executive Director Memphis Jewish Foundation</p>	Achieving Fundraising Success, Chapters 8, 9, 10, 11, 12	<ul style="list-style-type: none"> ✓ Complete assigned readings. ✓ Assignment B: Topic Due: Annual Giving. Submit via WebCT by 5:30 p.m. on 3/16. ✓ Assignment B: Topic Due: Capital Campaigns. Submit via WebCT by 5:30 p.m. on 3/16. ✓ Assignment B: Topic Due: Planned Giving. Submit via WebCT by 5:30 p.m. on 3/16.
3/23	<ul style="list-style-type: none"> • Components of Fundraising: Special Events, Internet <p>Speaker: Mike Warr, Executive Director, Porter Leath</p>	Achieving Fundraising Success, Chapters 19, 20, 21, 22	<ul style="list-style-type: none"> ✓ Complete assigned readings. ✓ Assignment B: Topic Due: Special Events. Submit via WebCT by 5:30 p.m. on 3/23. ✓ Assignment B: Topic Due: Internet. Submit via WebCT by 5:30 p.m. on 3/23.
3/30	<ul style="list-style-type: none"> • Components of Fundraising: Grantwriting <p>Speaker: Fayre Crossley The Grant Center</p>	Achieving Fundraising Success, Chapters 23, 24, 25, 29	<ul style="list-style-type: none"> ✓ Complete assigned readings. ✓ Assignment C, #3 Due. Submit via WebCT by 11:55 p.m. on Monday, 4/4.
4/6	<ul style="list-style-type: none"> • Components of Fundraising: Enterprise and Working with Consultants <p>Speaker: Jim Boyd, Executive Director, Bridges</p>	Achieving Fundraising Success, Chapters 26, 27, 28, 29	<ul style="list-style-type: none"> ✓ Complete assigned readings. ✓ Assignment B: Topic Due: Enterprise Activity. Submit via WebCT by 5:30 p.m. on 4/6. ✓ Assignment B: Topic Due: Using Consultants. Submit via WebCT by 5:30 p.m. on 4/6.

4/13	NO CLASS		✓ Assignment E Grant Proposal Due. Submit via WebCT by 11:55 p.m. on 4/20.
4/20	Working Session to Plan Presentation to Playhouse Board of Directors		
4/27	NO CLASS		✓ Assignment E: Resource Development Analysis Due. Submit via WebCT by 11:55 p.m. on 4/27.
5/4	Presentation to Playhouse Board 51 S. Cooper Board Room 6:00pm		✓ Assignment C, #4 Due. Submit via WebCT by 11:55 p.m. on Monday, 5/2.

V. Students with disabilities: The University encourages the full participation of students with disabilities. Students with disabilities are invited to meet individually with the instructor to discuss special accommodations that may be needed for successful participation in the course.

VI. Policies regarding incomplete grades, plagiarism and grievance procedures are available in the Graduate Student Handbook, found at www.memphis.edu. As outlined in the Student Handbook, “cheating” and “plagiarism” will result in severe disciplinary action on the part of the instructor. Either offense will be grounds for assigning an “F” on the assignment and possibly an “F” for the course. Please contact the instructor if you have questions about these topics.

VII. Inclement Weather: In the event that inclement weather requires the cancellation of classes at the University of Memphis, local radio and television media will be notified immediately. Additionally, the University of Memphis will provide information at the Inclement Weather Hotline (678-0888) or the web page (www.memphis.edu).