

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 2006** **Classroom: McCord Hall 122**

Instructors

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## **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 (BRIDGES, USA) 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. 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](http://www.apastyle.org)). **This course will use the plus/minus grading scale: A+: 100-97, A: 96-94, A-: 93-91, B+: 90-87, B: 86-84, B-: 83-81, C+: 80-77, C: 76-74, C-: 73-71, D+: 70-67, D: 66-64, D-: 63-61, F: 60 & less.**

#### **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 BRIDGES, USA interaction. The assignments are due no later than 11:55 p.m. on Monday, January 30; Thursday, February 16; Monday, March 20; and Monday, May 1 submitted via the WebCT assignment page. (DNT will grade these assignments.)

#### **SWOT/Marketing Analysis (10 points)**

Each student will conduct a brief SWOT/Marketing Analysis for the case organization, BRIDGES, USA. The assignment should include a presentation of (with three-five discussion bullet points for each):

- 1) Organizational strengths
- 2) Organizational weaknesses
- 3) Environmental opportunities
- 4) Environmental threats
- 5) Comparison to competitive, benchmark or aspirant organizations (include a discussion of why/how the organization is a competitor, benchmark or aspirant).

The assignment is due in hard copy and posted to the discussion board at the beginning of class on February 2. (DRW will grade.)

### **Volunteer Program Evaluation and Opportunities (12 points)**

In small groups, the class will conduct an evaluation of Bridges USA's Volunteer Program focused on the following areas:

- 1) recruitment and training,
- 2) operations: assignments, supervision, and evaluation of volunteers,
- 3) retention/recognition/reward strategies.

The 4-7 page evaluation should include a brief evaluation of these functions detailing Bridges USA's current strategies, identification of evaluation measures for each of the function areas, and discussion of future opportunities to develop the program in accordance with the agency's mission and goals. The assignment is due in hard copy and posted to the discussion board at the beginning of class on February 23. (DRW will grade.)

### **Fundraising Strategies Brief and Discussion Leader (10 points)**

Each student will sign up for one of the topics on the course assignment schedule and submit a written 3-5 page brief on the selected topic. The student will serve as discussion leader for the topic (see class topic/assignment schedule for topics and dates). 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.
- 6) assessment of BRIDGES, USA related to this topic.

The assignment is due in hard copy and posted to the discussion board at the beginning of 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. (DRW will grade.)

### **Revenue Generation Analysis and Opportunities (10 points)**

This 3-5 page paper should present and discuss your financial analysis of current revenue generation strategies for BRIDGES, USA and the related strengths, weaknesses, opportunities and threats. See the Financial Analysis Link under WebCT course menu for readings and possible ratios/analysis methods. Use of charts/graphs to analysis information is encouraged. The assignment is due in hard copy and posted to the discussion board at the beginning of class on March 23. (DNT will grade.)

### **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 BRIDGES, USA. 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 interest area of the funder,
- 2) brief description of funder and contact information,
- 3) proposal with budget and budget narrative, and a list of required support materials.

The assignment is due no later than 11:55 p.m., April 6, submitted via WebCT. (DRW will grade.)

### **Resource Development Analysis and Recommendations (13 points)**

Each student will analyze the BRIDGES, USA's current resource development strategies in the courses three primary focus areas: Volunteers, Marketing and Fundraising - and make a minimum of three recommendations in each focus area to the agency. The 3-5 page paper will use your analysis and opportunities from earlier assignments (SWOT/marketing analysis, volunteer program evaluation, revenue generation analysis, fundraising strategy briefs), your new thinking based on the analyses

provided by course colleagues (and posted on the WebCT course discussion board), your course readings, and guest speakers. Your analysis should evolve and deepen as the semester proceeds evidenced in this written assignment.

The assignment is due in hard copy in class on April 13. A summary analysis and recommendations will be presented by the class to the Bridges USA Board of Directors at 6:00 p.m. on April 20. (DRW will grade)

**Board Presentation (10 points)**

The class will make a group presentation (not to exceed one hour) of resource development analysis and recommendations to the Bridges USA Board on April 20, at 6:00 p.m. The class will plan the presentation during the April 13 class session. The final presentation will provide the Board with a consensus analysis of current and past revenue generation efforts, volunteer program opportunities, and recommendations. Grading will be determined by individual contribution to presentation plan and actual presentation. Students must attend the working session and board presentation. (DRW will grade.)

**IV. Class Topic/Assignment Schedule**

DATE	TOPIC	READINGS	STUDENT RESPONSIBILITIES
1/19	<ul style="list-style-type: none"> <li>Resource Development as a Strategic Function (DNT)</li> <li>Course Overview</li> <li>Introduction to Bridges &amp; Prep Questions</li> </ul>	Handouts from Bridges	<ul style="list-style-type: none"> <li>Select Topic for Fundraising Strategies Brief Assignment.</li> </ul>
1/26	Field Trip to Bridges USA 477 N. Fifth Street at the corner of Auction Board Room  Speaker: Jim Boyd, President Bridges USA	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"> <li>Review Bridges USA handouts, website, and guidestar.org materials.</li> <li>Complete assigned readings.</li> <li><b>Reflective Assignment #1 due.</b> Submit via WebCT no later than 11:55 p.m. on Monday, 1/30.</li> </ul>
2/2	<ul style="list-style-type: none"> <li>SWOT/Marketing Analysis for Bridges</li> <li>Communications, Marketing &amp; Public Relations</li> <li>Speaker: Echelle Rutschman – Baptist Memorial Health Care</li> <li>Guest: Bridges Mktg Dir</li> </ul>	Strategic Communications for Nonprofits, Chapters 8, 9, 10, 11, 12, 13	<ul style="list-style-type: none"> <li>Complete assigned readings.</li> <li><b>SWOT Marketing/Analysis due.</b> Bring hard copy to class and post on discussion board.</li> <li>Volunteer Program Evaluation groups assigned.</li> </ul>
2/9	<ul style="list-style-type: none"> <li>Volunteerism &amp; Volunteer Management</li> <li>Speaker: Kevin Dean, Volunteer Memphis</li> <li>Guest: Bridges Volunteer Director</li> </ul>	Volunteer Management, Chapters 1, 2, 3, 4, 5, 6, 7, 8	<ul style="list-style-type: none"> <li>Complete assigned readings.</li> </ul>
2/16	NO CLASS	Volunteer Management Chapters 9, 10, 11, 12, 13, 14, 15	<ul style="list-style-type: none"> <li>Complete assigned readings.</li> <li><b>Reflective Assignment #2 due.</b> Submit via WebCT no later than 11:55 p.m. on Thursday, 2/16.</li> </ul>

2/23	<ul style="list-style-type: none"> <li>• Fundraising Overview and Fundraising as a Profession</li> </ul> <p>Speaker: Leo Arnoult President Arnoult &amp; Associates Guest: Bridges Dtr of Development</p>	<p>Achieving Fundraising Success, Chapters 5, 6, 7 and Part 7, Chapters 30, 31, 32, 33, 34</p> <p>Read Chapter and Course Notes posted on WebCT: Fundraising Analysis</p>	<ul style="list-style-type: none"> <li>✓ Complete assigned readings.</li> <li>✓ <b>Volunteer Program Evaluation and Opportunities Assignment due.</b> Bring hard copy to class and post on discussion board.</li> </ul>
3/2	<ul style="list-style-type: none"> <li>• Components of Fundraising: Foundations and Corporate Giving</li> </ul> <p>Speaker: Jan Young Executive Director Assisi Foundation</p>	<p>Achieving Fundraising Success, Chapters 15, 16, 17, &amp; 18.</p>	<ul style="list-style-type: none"> <li>✓ Complete assigned readings.</li> <li>✓ <b>Fundraising Strategies Brief: Foundations due.</b> Submit via WebCT and post to discussion board by 5:30 p.m. on 3/2.</li> <li>✓ <b>Fundraising Strategies Brief: Corporate Giving due.</b> Submit via WebCT and post to discussion board by 5:30 p.m. on 3/2.</li> </ul>
3/9	NO CLASS (Spring Break)		
3/16	<ul style="list-style-type: none"> <li>• Components of Fundraising: Grantwriting</li> </ul> <p>Speaker: Fayre Crossley Associate Director/Grants The Grant Center</p>	<p>Achieving Fundraising Success, Chapters 23, 24, 25, 29</p>	<ul style="list-style-type: none"> <li>✓ Complete assigned readings.</li> <li>✓ <b>Reflective Assignment #3 due.</b> Submit via WebCT by 11:55 p.m. on Monday, 3/20.</li> </ul>
3/23	<ul style="list-style-type: none"> <li>• Components of Fundraising: Annual Giving, Capital Campaigns, Planned Giving</li> </ul> <p>Speaker: Laura Linder Executive Director Memphis Jewish Foundation</p>	<p>Achieving Fundraising Success, Chapters 8, 9, 10, 11, 12</p>	<ul style="list-style-type: none"> <li>✓ Complete assigned readings.</li> <li>✓ <b>Revenue Generation Analysis and Opportunities Assignment due.</b> Bring hard copy to class.</li> <li>✓ <b>Fundraising Strategies Brief: Annual Giving due.</b> Submit via WebCT and post to discussion board by 5:30 p.m. on 3/23.</li> <li>✓ <b>Fundraising Strategies Brief: Capital Campaigns due.</b> Submit via WebCT and post to discussion board by 5:30 p.m. on 3/23.</li> <li>✓ <b>Fundraising Strategies Brief: Planned Giving.</b> Submit via WebCT and post to discussion board by 5:30 p.m. on 3/23.</li> </ul>
3/30	<ul style="list-style-type: none"> <li>• Components of Fundraising: Special Events, e-Philanthropy, and Enterprise Activities</li> </ul> <p>Speaker: Beth Dixon President The RISE Foundation</p>	<p>Achieving Fundraising Success, Chapters 19, 20, 21, 22, 26, 27, 28</p>	<ul style="list-style-type: none"> <li>✓ Complete assigned readings.</li> <li>✓ <b>Fundraising Strategies Brief: Special Events due.</b> Submit via WebCT and post to discussion board by 5:30 p.m. on 3/30.</li> <li>✓ <b>Fundraising Strategies Brief: e-Philanthropy due.</b> Submit via WebCT and post to discussion board by 5:30 p.m. on 3/30.</li> <li>✓ <b>Fundraising Strategies Brief: Social Enterprise due.</b> Submit via WebCT and post to discussion board by 5:30 p.m. on 3/30.</li> </ul>

4/6	NO CLASS		✓ <b>Grant Proposal Assignment due.</b> Submit via WebCT by 11:55 p.m. on 4/6.
4/13	Working Session to Plan Presentation to Bridges Staff & Board of Directors		✓ <b>Resource Development Analysis and Recommendations Assignment due.</b> Bring hard copy to class.
4/20	<b>Presentation to Representatives of Bridges' Staff &amp; Board</b> At Bridges 477 N. Fifth Street Board Room		✓ <b>Group Presentation Assignment due.</b>
4/27	NO CLASS		✓ <b>Reflective Assignment #4 due.</b> Submit via WebCT by 11:55 p.m. on Monday, 5/1.
5/4	NO CLASS		

**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 current *University of Memphis Code of Student Rights and Responsibilities* (found at [www.people.memphis.edu/~jaffairs/csc/CSRR.pdf](http://www.people.memphis.edu/~jaffairs/csc/CSRR.pdf)). As outlined in the *UM Code of Student Rights and Responsibilities*, “cheating” and “plagiarism” will result in severe disciplinary action on the part of the instructor. Either offense will be grounds for receiving an “F” on the assignment or examination and possibly an “F” for the course, depending on the severity of the offense. Please contact the instructor if you have any 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](http://www.memphis.edu)).