MARKETING AND FUNDRAISING FOR NONPROFIT ORGANIZATIONS
NPMT-448-81
SYLLABUS
Winter 2005—Professors Liz Howard and Richard Honack

What comes first, the money or the donors? Where will the money come from? How can we let more people know about our programs?

These two issues, marketing and fundraising, are critical to the success of all nonprofit organizations. The objective of this course is to allow students the opportunity to understand the interplay between marketing and fundraising for nonprofits.

Designed for students interested in careers in the nonprofit sector and those interested in volunteer roles, this course will
- Address the role of leadership in marketing and fundraising;
- Apply key marketing concepts to the nonprofit sector;
- Discuss the tactics and techniques for developing additional resources from a variety of donors;
- Explore ethical issues facing nonprofit executives and volunteers.

The course will rely on lectures by Professors Richard Honack and Liz Livingston Howard as well as panels of experts from the nonprofit field. Several case studies will be analyzed.

This course counts toward a major in Public/Nonprofit Management.

**Group Project**

Students will be organized into teams of three to six members and during the course of the quarter will work with a Chicago area nonprofit organization on a specific fundraising or marketing issue. The teams will be expected to work with the management and volunteers of the agency to explore the facets of the issue and to make recommendations to the class and the nonprofit leaders at the conclusion of the course. These will be real issues facing real nonprofits. The faculty will identify several projects in advance of the course and students will select a project in the first class session. (There will be an opportunity for students to work on an agency of their own choosing with permission of the faculty.) A description of the specific project is due at the beginning of the third class session. A one-two paragraph description must be turned in. Periodic updates on project progress will be expected during class sessions.

The final paper should be 15-30 pages, not including exhibits. It will be evaluated as follows:
- 30% for research quality
- 30% for the quality of the evaluation and recommendations
- 30% for writing and presentation quality
- 10% for creativity

The paper will receive one grade and count for 50% of the student’s final grade. The paper will be due in either the 9th or 10th week of class when the team makes an oral presentation of their recommendations to the class and representatives of the participating agency. Late papers will be penalized and no papers will be accepted more than five days after their original due date.
Peer Group Evaluations

Along with the final paper, students will be required to fill out confidential peer evaluations grading each team member in three areas: initiative and originality, commitment to team and project and share of workload. This evaluation will be 20% of the student’s grade.

Mid-Term Case Analysis

There will be an individual take-home midterm case analysis of a nonprofit case. It will be distributed during the fourth week of class and due during the sixth week. The mid term will be worth 20% of the student’s grade. Late papers will be penalized one letter grade and will not be accepted after February 15.

Class Participation

The first class of this course is mandatory and attendance at the nine other sessions is also expected. Unexcused absences will affect the student participation grade, which is worth 10% of the final grade.

Course Grading Summary

The individual grade will be determined as follows:
- Group Project 50%
- Group Evaluation 20%
- Midterm Paper 20%
- Class Participation 10%

Scheduled Course Topics and Speakers

Week One  Mandatory Class Attendance
January 4, 2004

- Introduction of the course
- Selection of Teams and Group Projects
- Introduction to NONPROFIT Marketing & Fundraising
- Leadership in Marketing and Fundraising
  - Who is leading the fundraising and marketing effort?
  - What role do professionals play in the organization?
  - How important are volunteers?

READING: Andreasen & Kotler, Strategic Marketing for Nonprofit Organizations, Chapter 1 & 2
          Flanagan, Joan, “The Fundraising Team”
          Wellner, Alison Stein, “Modest Signs of Rebound”
Week Two
January 11, 2004

• Finding Customers and Donors
  • Who are your customers and donors?
  • Where do you find them?
  • What is the role of research in nonprofit organizations?
  • What research tools are available to nonprofits?

• Guest Speaker: Christina Pulawski, Director of Development, Loyola University of Chicago

READING: Andreasen & Kotler, Chapter 5
APRA Website
TBD

Week Three
January 18, 2004

• Turn in description of group project
• Changing Donor Populations

• CASE: Shedd Aquarium
  • How to identify Strengths, Weaknesses, Opportunities and Threats in a Nonprofit Setting
  • How does an organization prioritize fundraising and marketing?

READING: Andreasen & Kotler, Chapter 6
Advancing Philanthropy, “Are you prepared for the donors in your future?”
TBD

Week Four
January 25, 2004

• Donors as Customers and How to Reach Them
  • How do you get your message out to your customers and donors?
  • What is the role of technology in marketing and fundraising?
  • How do you solicit for gifts?
  • What strategies do nonprofits employ to solicit gifts?

READING: Andreasen & Kotler, Chapter 7
Boice, Jacklyn, “How to make the most of Technology in Fundraising”
Estersohn, Shelley, “Direct Response”
Scribner, Susan & Florence Green, “Asking for Money”
Week Five
February 1, 2004
- Role of the Volunteer in Marketing & Fundraising
- The Importance of the Brand to a Nonprofit Organization
  - What role does the brand of an organization play in its success?
  - How do you develop the brand for your organization?
  - How do you educate your customers and donors about your brand?
  - How is NPO brand different from For-Profit products and services?
  - How do you put a value on a NPO brand?

GUEST PANEL:  Lincoln Park Zoo

READING:  Howe, Fisher, “Fundraising and the Nonprofit Board Member”
Fogal, Robert E., “CEO Involvement in Fundraising”
Quelch, Austin, Laidler-Kylander, “Mining Gold in Not-for-Profit Brands”
TBD

Week Six
February 8, 2004
- Turn in Midterm Analysis
- Midterm Discussion and Case Analysis
- Ethics in Marketing and Fundraising
  - What type of ethical issues do nonprofits face versus for-profits?
  - How do boards and staff deal with ethical dilemmas?
  - Who is responsible for ethics in a nonprofit?

CASES:  World Wildlife Federation
        Ethics mini-cases

        TBD
Week Seven
February 15, 2004

• Why do People Give?
  • What motivates different types of donors?
  • How can nonprofits attract donors?

CASE: San Francisco Opera

GUEST PANEL: Corporate, individual and foundation funders

READING: Anft, Michael & Harvy Lipman, “How Americans Give”
Boice, Jacklyn, “Untapped Wealth

Week Eight
February 22, 2004

• How Does It All Come Together?
  • How can marketing and fundraising make a significant difference for a nonprofit?
  • How do you utilize marketing and fundraising strategies to advance a mission?

• CASE: The Cradle of Evanston

GUEST PANEL: Julie Tye, Executive Director, and Michael Phenner, Board Member, The Cradle

READING: The Cradle Case

Week Nine
March 1, 2004

• Presentations and Critiques of Group Projects
• Final Papers for presenting groups due

Week Ten
March 8, 2004

• Presentations and Critiques of Group Projects
• Final papers for presenting groups due

Special Note about classroom etiquette:
Since Marketing and Fundraising are about creative thinking and innovation, this class will be taught in the Socratic method and students may be called on at any time for their respective ideas, opinions and thoughts concerning readings, cases, or class discussions. This is not done to embarrass anyone but to provide a stimulating dialogue as part of the learning process. It will help everyone in the class if you remember to bring your nameplate each week and arrive for class on time. No email or web surfing will be allowed in this class out of courtesy and respect for your fellow classmates and our guest speakers.