Day and Time: Fridays 2:00-5:00  
Class location: B760 SSWB  
Instructor: Professor Eve Garrow  
Office: 2728 SSWB  
Email: egarrow@umich.edu  
Office hours: Fridays 5:00-6:00 or by appointment  

Course Description:  
Human service organizations secure resources through a variety of venues, including fees,  
grants, contracts, gifts, bequests, in-kind (non-cash) contributions, and investments.  
Instruction will be provided in assessing an agency's resource mix and how to repackage  
or expand its revenue streams. Skill development will be emphasized in areas such as  
grant seeking, proposal writing, presentations, service contracting, campaign planning,  
campaign management, donor development, direct solicitation of gifts, and planning of  
fundraising events. This course will also address consumer and third-party fee setting and  
collection, outsourcing, income investment, and creation of for-profit subsidiaries.

Course Content:  
This course will focus on fundraising and the effective use of money raised by a human  
service organization. Instruction will be provided regarding the wide range of possible  
income sources used by community groups, human service organizations, and other  
nonprofits that address the needs of diverse dimensions (including ability, age, class,  
color, culture, ethnicity, family structure, gender (including gender identity and gender  
expression), marital status, national origin, race, religion or spirituality, sex, and sexual  
orientation) and the promotion of pro-social causes. These sources include public  
agencies, business corporations, philanthropic foundations, United Ways and other  
federated funds, civic and religious associations and advocacy groups, individual donors,  
and those who pay fees for goods or services rendered (including third-parties).

This course will emphasize grant-seeking, contract procurement, proposal writing, and  
other approaches to fundraising as ways to empower organizations and groups, expand  
and improve services, reach populations in need, improve social conditions or anticipate  
and correct the emergence of problems. The implications of using alternative approaches  
to income generation and of changing the income mix will be analyzed in terms of  
mission accomplishment, program viability, and organizational maintenance.

Students will learn how to identify prospective funding sources, build relationships with  
potential donors, funders, and collaborators, write and submit grant and contract  
proposals, and plan and carry out fundraising campaigns and events (including those that
may involve multiple collaborators or that may substitute non-cash for cash contributions).

**Course Objectives:**
Upon completion of the course, students will be able to:
1. Assess the financial stability of an organization.
2. Identify appropriate funding strategies leading toward the financial sustainability of an organization.
3. Locate appropriate funding sources for specific social programs, projects, and organizational needs.
4. Initiate and sustain relationships with potential funders and donors.
5. Write project proposals that are technically complete and contribute to social equity.
6. Identify and implement appropriate fundraising strategies necessary for program achievement.
7. Develop and carry out elements in a fundraising campaign and/or fundraising events.
8. Distinguish between the advantages and disadvantages of alternative funding sources and strategies in terms of mission, program achievement, and organizational sustainability.
9. Discuss typical ethical concerns related to grantgetting, contracting, and fundraising.

**Course Design:**
This course design involves mini-lectures, in-class exercises, proposal writing and applied assignments. In addition, guest speakers who address key components of this course will be invited when appropriate.

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<th>Theme Relation to Multiculturalism &amp; Diversity:</th>
<th>Class examples of successful projects and funder priorities will deal with issues related to dimensions of diversity and multiculturalism. Fundraising strategies will focus on how to develop financial support for causes that represent traditionally underrepresented populations that are typically not included in mainstream funding priorities</th>
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<td>Theme Relation to Social Justice:</td>
<td>Student designed projects will be required to reflect a commitment to social equity such that program outcomes accommodate the needs of disadvantaged populations. Students will learn how to promote social causes, to increase awareness of social injustice, and help donors understand giving for the greater good of social change.</td>
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<td>Theme Relation to Promotion, Prevention, Treatment &amp; Rehabilitation:</td>
<td>Students will learn that fundraising provides the financial support that makes promotion, prevention, treatment, and rehabilitation services possible in human service organizations. They will also learn that mainstream funding may not always support best practice programming, resulting in ethical dilemmas and requiring the ability to develop alternative funding strategies.</td>
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<td>Theme Relation to Behavioral and Social Science Research:</td>
<td>This course will review the growing body of research on effective fundraising. For example, students will learn that market research is essential to the success of letter, telephone, and other campaigns. Moreover, funders increasingly demand evidence that project proposals reflect empirical knowledge. Thus, this course will cover how to gather data that describes a problem and give explanations (i.e., scientific theories) that justify the proposed intervention approach.</td>
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Ethical and value dilemmas unique to fundraising will be presented in this course. Students will be introduced to the potential conflicts of interest that can occur when several different parties are involved in raising, giving, or sharing large sums of money (e.g., intentional and unintentional deception, making decisions that are not in the best interests of the various players, fraud, and corruption). In addition, emphasis will be placed on how to choose, approach, and work with donors (e.g., who should be approached, to give how much and how, for whom, and for what purposes). Other ethical issues will also be discussed, including whether to accept what might be considered "tainted" money and how much donor choice should be permitted in the reallocation of funds raised. Although several fundraising codes of ethics are currently being created by relevant professional societies, few give clear and direct guidelines to action, making this issue of central importance to this course.

Required Book


Course Assignments:
There are four course assignments. For all written assignments, please use APA formatting, double spaced, 12 point font.

Assignment 1: Due week 6: 10/11

Analysis of a book chapter. This assignment is worth 35% of your grade. The analysis should be around 7-8 pages including references.

I have posted several “how to” chapters on grant writing and budgeting on the CTools website. Please select one chapter from Clarke (2009), *Storytelling for grantseekers*, the chapters posted on CTools, or another similar chapter of your choosing, and analyze it. The analysis should address the following questions:

- Briefly describe the content of the chapter.
- What is the underlying organizational theory that guides the chapter?
  - What aspects of the organization are addressed by the theory?
  - What is ignored?
  - What is assumed but not articulated?
- Next, critique the chapter from the perspective of another organizational theory (e.g., client empowerment, critical, feminist, postmodern, political economy, institutional).
  - How does the second theory uncover and problematize the assumptions that guide the chapter?
  - How might you incorporate some of the insights gained from this critique into your social work practice as a manager in the human services?

Assignment 2: The second assignment will be presented in class during the 8th and 9th sessions.
In class presentation of a logic model. This assignment is worth 15% of your grade.

I will be introducing some logic models that can help you structure your proposal. I would like you to present a logic model that demonstrates how the different aspects of your proposal are logically related. Presentations should be limited to about 15 minutes.

**Assignment 3: Due week 10: 11/8**

Write a grant proposal. This assignment is worth 35% of your grade.

The proposal should include the following sections:

- Letter of inquiry
- Narrative
  - Introduction
  - Need or Problem statement
  - Goals and Objectives
  - Methods
  - Evaluation
- Budget
- In an appendix, include a 2-3 page memo that discusses how you would incorporate insights from one of the theories discussed in class (e.g., feminist, critical, political economy, institutional, client empowerment) into your proposal and/or the grant writing process.

**Assignment 4: Due 12/13**

Organizational critique. This assignment is worth 15% of your grade.

Critique the revenue structure of an existing human service organization. The body of the paper should be about 5 pages, double spaced, excluding references and appendices.

- Briefly describe the organization: mission, target client group(s), service technology (ies).

Your critique should focus on one of the grant-getting, contracting, or fund raising topics discussed in class. Examples of a topic include but are not limited to the following:

- Recommend changes in the fundraising strategy of the organization based on a power dependence analysis of the task environment. Is there danger of mission drift?
- Recommend changes in the fundraising strategy of the organization based on an analysis of the financial stability of the organization. Is there danger of revenue instability?
• Given the organization’s revenue structure, should it be involved in policy advocacy? What strategies would you recommend?
• What ethical issues would you want to consider, given the organization’s fundraising strategy? That is, what are the ethical considerations when engaging in grant getting, campaigns, fee setting, etc.?

Grading: A 100 point system is used.
A  95-100
A-  91-94
B+  87-90
B   84-86
B-  81-83
C+ 77-80
C   74-76
C-  70-73

“A” is given for exceptional performance and mastering of the material
“B” is given to students who demonstrate mastery of the material
“C” is awarded when mastery of the material is minimal
“D” indicates deficiency and carries no credit
“E” indicates failure and carries no credit

Submission policy:

All written assignments should be submitted electronically or hard copy in class, the date they are due and prior to the start of class.
• Assignments turned in late will be lowered one grade.
• Assignments turned in one week late of after will be lowered two grades.
• Assignments turned in two weeks late require a meeting with the instructor.

Learning Accommodations:

If you need or desire accommodations for a disability, please let me know at your earliest convenience. Many aspects of this course can be modified to meet your particular learning needs and to facilitate your participation and progress throughout the semester. If you decide to disclose your disability, I will (to the extent permitted by law) treat that information as private and confidential. I encourage you to explore the University of Michigan Disability Accommodations office at http://www.umich.edu/~sswd/students.html to learn more about the resources available to enhance your learning style.

Course Schedule:

Week 1: 9/6

Topic: Theoretical perspectives on human service management and administration
• What are human service organizations?
• Why are they different from other types of organizations?
• What are appropriate theoretical perspectives for understanding their management practices?

Readings:


Recommended:
Garrow, E. and Hasenfeld, Y. Conflicting Logics in the Provision of Human Services: 
The Case of Shelter Plus Care (S+C). Working paper.

Week 2: 9/13

Topic: The Political and Social environments of the Nonprofit Financial Environment
• What is the task environment? How does it influence the organization?
• How has the role of nonprofits in the delivery of human services shifted over recent decades?
• How does the “deservingness” of the client group shape the resource environment?

Readings:


Recommended:
Austin: Chp 3

Week 3: 9/20

Topic: The grant economy of nonprofit human services; intro to proposals
• Nonprofit human services and government: A partnership?
• Getting ready for grant getting


**Week 4: 9/27**

Topic: Letters of inquiry and the proposal narrative

Clarke: Chps 3-4

Recommended:
Non-profit Guides: Grant-writing tools for non-profit organizations
Guidelines
Preliminary Proposals
Inquiry letter
http://npguides.org/index.html

**Week 5: 10/4**

Topic: The need or problem; Goals, objectives, and methods


Clarke: Chps 5-6

**Week 6: 10/11**

Topic: Program evaluation and approaches to accountability
- How do we evaluate our programs?
- Accountability to whom? For what?


Clarke: Chp 7

Recommended:

Non-profit Guides: Grant-writing tools for non-profit organizations
Full proposal
Sample proposals
http://npguides.org/index.html


***ASSIGNMENT 1 IS DUE***

**Week 7**: 10/18

Topic: The budget

Clarke: Chapter 8


Martin: Chapter 7

**Week 8**: 10/25

In class presentations of logic model

**Week 9**: 11/1

In class presentations of logic model

**Week 10**: 11/8
Topic: Financial stability

- What are the determinants of financial stability and volatility?
- To diversify or not to diversify?

Martin: Chapters 3 and 5


Recommended:


***GRANT PROPOSAL DUE***

Week 11: 11/15

Topic: Lobbying and advocacy

- Why is nonprofit advocacy important?
- What advocacy and lobbying activities are allowed for 501(c) 3 charitable organizations?
- How does revenue structure shape advocacy?


Bierria, Alisa. (2007). Pursuing a radical antiviolence agenda inside/outside a non-profit structure. In INCITE! Women of Color Against Violence (Ed.) The revolution will not be funded (pp. 151-163). South End Press. (ADD)

Recommended:

**Week 12: 11/22**

Topic: Fundraising; Understanding individual giving and philanthropy

- Direct mail campaigns
- Online giving
- Who gives? To what organizations? Why?
- Should we use the “tin cup” approach? Are there alternatives?

Oster, S.M. *Strategic management for nonprofit organizations: Theory and cases.* Chapter 8: Fundraising for nonprofits.

Boguch, Janet. Organizational readiness for successful fund development: A systematic and holistic approach.


Johnson chapter

Recommended:


**Week 13: 12/6**

Topic: Financial Planning: market based strategies

- Using enterprise strategies for generating revenue
- Product mix and pricing: profit margins, break even points, and go/no-go decision points

Martin: Chapter 11
