Course Title: Grant Getting, Contracting, Fund Raising
Course Number: SW 663, Section 001 (19497)
SW 663, Section 002 (24699)
Semester: Winter 2015
Day & Time: Wednesday (9:00am-12:00pm) (Section 001)
Wednesday (2:00pm- 5:00pm) (Section 002)
Room: SSWB 3816 (Section 001) and SSWB 2752 (Section 002)
Professor: Robert (Bob) J. Miller
Office Hours: By appointment
Phone: 734-645-9841
E-Mail Address: bobmille@umich.edu (Use SW663 on the subject line)

COURSE DESCRIPTION

Human service organizations secure resources through a variety of venues, including fees, grants, contracts, gifts and bequests, in-kind (non-cash) contributions, and investments. Skill 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 such areas as: grant seeking; proposal writing and presentation; service contracting; campaign planning and management; donor development, direct solicitation of gifts and bequests; and planning of fundraising events. This course will also address consumer and third-party fee setting and collections, outsourcing, income investment, and creation of for-profit subsidiaries.

COURSE CONTENT

This course will focus on fundraising and efficient and effective use of money raised by an organization. The wide range of possible income sources used by community groups, human service organizations, and other nonprofits that address the needs of disadvantaged populations and the promotion of social causes will be examined. These sources include public agencies, business corporations include government (federal, state, and local), 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 fund raising as ways to empower organizations and groups, expand and improve services, add knowledge and demonstrate new approaches to serve populations in need. 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 collaborations 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 relating to grant getting, contracting and fundraising.
COURSE METHODS

The principle methods of teaching will be through lectures, in class projects, video presentations and student reports. The course will be enhanced by group discussions and guest speakers.

RELATIONSHIP OF THE COURSE TO FOUR CURRICULAR THEMES

- **Multiculturalism and Diversity.** Class examples will be presented of successful projects and funder priorities that 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.

- **Social Change and Social Justice.** Student designed projects will be required to reflect a commitment to social equity such that program outcomes accommodate the needs 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,

- **Promotion, Prevention, Treatment, and Rehabilitation.** Students will learn that fundraising provides the financial support that makes promotion, prevention, treatment, and rehabilitation services possible in human services organizations. They will also learn that mainstream funding may not always support best practice programming, resulting in ethical dilemmas and the ability to develop alternative funding strategies.

- **Behavioral and Social Science Research.** 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.
RELATIONSHIP TO THE COURSE TO SOCIAL WORK ETHICS AND VALUES

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 interest 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 in this course.

INTENSIVE FOCUS ON PRIVILEGE, OPPRESSION, DIVERSITY AND SOCIAL JUSTICE (PODS)

This course requires PODS content and skills with a special emphasis on the identification of theories, practice and/or policies that promote social justice, illuminate injustices and are consistent with scientific and professional knowledge. Through the use of a variety of instructional methods, this course will support students developing a vision of social justice, learn to recognize and reduce mechanism that support oppression and injustice, work toward social justice processes, apply intersectional and intercultural frameworks and strengthen critical consciousness self-knowledge and self-awareness to facilitate PODS learning.

SUBMISSION POLICY

Students are to use APA citation format for each of the assignments. The only exception may be when single-spaced documented are requested instead of the usual double-spaced; this is done to be environmentally conscious by saving paper. Each assignment needs to include appropriate attribution of authorship for paraphrases or ideas acquired from another source or appropriate citations, including page numbers for direct quotes.
LEARNING ACCOMMODATION

If you need or desire an accommodation for a disability, please let me know at your earliest convenience. Many aspects of this course, the assignments, the in-class activities and the way that the course is taught can be modified to facilitate your participation and progress throughout the semester. If you decide to disclose your disability, I will to the extent possible 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/student.html to learn more about the resources available to enhance your learning style.

REQUIRED TEXTS


COURSE REQUIREMENTS

1. Attendance and Participation (15% of grade)
   - Come to class, be on time and actively participate. Ask questions that can help you and your classmates learn. Share your ideas and experience.
   - Be an active “Board Member” and “Grant Review Team Member”- review and critique your classmates work, make helpful suggestions about how the Fund Raising plan and Grant Proposal can be improved, and be forthright and balanced in your assessment.
   - Maintain professional respect and confidentiality work. Much of what we share in class is for learning purposes not for dissemination.

2. Fundraising Plan (25% of grade)
   - Write a fundraising plan for an organization. For purposes of this course, the plan includes a narrative the length and format of at least 5 double spaced pages. The plan must utilize a format consistent with recommended planning steps outlined in this course.
   - Due 1/28/15--Each student must give a draft copy of her/his fundraising plan to two members of the “Board of Directors” (i.e. students in this class) who will give
you written and verbal feedback regarding strengths and areas for improvement in your plan. This feedback should be taken into consideration when finalizing your plan.

- **Due 2/4/15**—The final hard copy version of the fundraising plan and a hard copy of the Team Member comments are to be submitted to the Professor.

3. **Grant Proposal (50%)**

- Each student must write a grant proposal for a funding source (i.e. government entity, foundation, corporation, etc.). For purposes of this course, the grant proposal includes a narrative the length and format of at least 20 doubled spaced pages. It should be consistent with the recommended format outlined in this course.

- **Due 3/25/15**—Each student must give a draft copy of her/his grant proposal to two “Grant Review Team Members” (i.e. students in this class) who will give you written and verbal feedback regarding strengths and areas for improvement in your proposal. This feedback should be taken into consideration when finalizing your grant proposal.

- **Due 4/1/15**—The final hard copy version of the grant proposal and a hard copy of the Team Member comments are to be submitted to the Professor.

4. **Serving as a “Board Member” and “Grant Review Team Member” (10%)**

- **Due on 1/28/15**—Students will serve as a “Board Member” to review and give feedback regarding fundraising plans done by two classmates. You will provide a brief written critique about strengths of each plan and how it can be improved. The format for the critique will be provided by the Professor.

- **Due 3/25/15**—Students will serve as a “Grant Review Team Member” to give feedback on grant proposals done by two classmates. You will provide a brief written critique about strengths of each grant proposal and how it can be improved. The format for the critique will be provided by the instructor.

**EXPECTATIONS AND GRADING**

**Attendance and Participation**
Students are expected to actively participate in an enthusiastic and professional manner. Since active participation is predicated on attendance, it is expected that students will attend class. Should students need to miss a class, they should ask Team members for notes and a summary of what occurred in class.
Absences beyond one occurrence will reduce your total grade by 2 points for each class missed.

Grading Scale
The fundraising plan, grant proposal, reviews completed as a “Board Member” and “Grant Review Team Member,” and class participation will be graded using the following criteria: quality of the analysis and depth of understanding of concepts and ideas; the logical order to the presentation of your thoughts; quality of writing; the appropriate use of references and resources; the over-all professional presentation of the material; and participation in class.

Cumulative point totals will ultimately determine student final grades with the possibility of earning a total of 100 points. The following grading scale will be used to determine final grades:

- Fundraising Plan = 25 points maximum
- Grant Proposal = 50 points maximum
- Board Member and Grant Review Team written critiques = 10 points maximum
- Class attendance and participation = 15 points maximum

**Late assignments will have a deduction of 4 points for each day late.**

**COURSE CALENDAR, SCHEDULE OF CLASS ACTIVITIES, AND DUE DATES**

The following course calendar indicates the weekly plan for the course. Although the schedule for course topics and activities may be modified, the due dates for assignments will not change. Written assignments are preceded by a plus (+) in ASSIGNMENTS column.

<table>
<thead>
<tr>
<th>DATE</th>
<th>TOPICS</th>
<th>READING ASSIGNMENTS</th>
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<tbody>
<tr>
<td>1/7/15</td>
<td>Introductions</td>
<td>*None</td>
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<td></td>
<td>Review of Course</td>
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<td>The Landscape of the Nonprofit Sector</td>
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<td>Key Principles of Fund Raising</td>
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<td>Fund Raising Plan Outline for Paper</td>
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Ingredients of the Proposal
Video “Three Cups of Tea” – Greg Mortenson

1/14/15 Fund Raising
Matching Fund Raising Strategies
   With Needs
Creating a Case Statement
Board of Directors

Grant Writing
Cover Letter
Table of Contents
Executive Summary

*Klein, Chapter 3, 4, 5

1/21/15 Fund Raising
Getting Comfortable with Asking
   For Money
Segmenting Donors
The Logistics of Personal Solicitation
Setting up Monthly Donor Program
Dealing with Anxiety

Grant Writing
Problem Statement
Bibliography

* New, Chapters 1, 2, 3

1/28/15 Fund Raising
Using Special Events
How to Plan a Special Event

Grant Writing
Mission, Goals, and Objectives

*New, Chapter 6

+Fundraising Plan is due to “Board Members” via email.
<table>
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<tr>
<th>Date</th>
<th>Task Description</th>
<th>Reference</th>
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<tr>
<td>2/4/15</td>
<td>Fundraising&lt;br&gt;Direct Mail&lt;br&gt;Logistics of Direct Mail&lt;br&gt;Fundraising by Telephone</td>
<td>*Klein, 11, 12, 13&lt;br&gt;+Final version of Fundraising Plan is due. Incorporate feedback from the “Board Members” where appropriate (Hard Copy). Submit Hard Copies of Reviews as well.</td>
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<td></td>
<td>Grant Writing&lt;br&gt;Project Description</td>
<td>*New, Chapter 7</td>
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<tr>
<td>2/11/15</td>
<td>Fundraising&lt;br&gt;Creating an Online Fund Raising Plan&lt;br&gt;Establishing Volunteer Fee for Service&lt;br&gt;Canvassing&lt;br&gt;Opportunistic Fundraising&lt;br&gt;The Thank You Note</td>
<td>*Klein, Chapters 14, 15, 16, 17, 18</td>
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<td>Grant Writing&lt;br&gt;Project Management Plan</td>
<td>*New, Chapter 8</td>
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<tr>
<td>2/18/15</td>
<td>Fundraising&lt;br&gt;Building a Major Gifts Program&lt;br&gt;Launching a Major Gifts Program&lt;br&gt;Legacy Giving</td>
<td>*Klein, Chapters 21, 22, 23,</td>
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<td></td>
<td>Grant Writing&lt;br&gt;Documentation Plan&lt;br&gt;Evaluation Plan&lt;br&gt;Mid-Term Evaluation</td>
<td>*New, Chapters 9, 10</td>
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<tr>
<td>2/25/15</td>
<td>Fundraising&lt;br&gt;Setting up an Endowment&lt;br&gt;Endowment Campaigns&lt;br&gt;Capital Campaigns&lt;br&gt;Conducting Feasibility Studies</td>
<td>*Klein, Chapters 24, 25, 26, 27</td>
</tr>
</tbody>
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Grant Writing
Dissemination Plan

*New, Chapter 11

3/4/15 No Class/Spring Recess

3/11/15 Fund Raising
*Klein, Chapter 33, 34, 36
Fundraising Office
Working with the Executive Director
Hiring a Development Officer
Using a Consultant, Coach, Mentor, Trainer

Grant Writing
Continuation Plan

*New, Chapter 12

3/18/15 Fund Raising
*Klein, Chapter 29, 31, 32
Managing Your Information
Managing Donor Data
Working with Volunteers

Grant Writing
Budget Summary
Budget Justification
Appendix

*New, Chapters 15, 16, 17

3/25/15 Fund Raising
*Klein, Chapters 37, 40, 45
Ethical Dilemmas Common to Fundraising
The Question of Clean and Dirty Money
What to Do in Case of Financial Trouble

Grant Writing

*None
+Draft Grant Proposal due to “Grant Review Team Members” via email.
4/1/15  *Fund Raising*
Special Circumstances:
  Raising Money in Rural Communities
  Fundraising for a Coalition
  When Every One is a Volunteer

*Chapters 41, 42, 43
+Final version of Grant Proposal is due. Incorporate feedback from the “Grant Review Team” where appropriate (Hard Copy). Submit Hard Copies of Reviews as well.

*Grant Writing*

*None*

4/8/15 No Class

4/15/15 Development Officer Presentation
  Video “The Way We Think About Charity Is Dead Wrong” - Dan Pallotta
  Course Evaluation

PROFESSIONAL, ACADEMIC AND UNIVERSITY POLICIES

*Professional Behavior and the NASW Code of Ethics:* All students are to behave in a professional manner displaying respect and civil discourse. It is required that Social Work students abide by the NASW Code of Ethics in their interactions with each other, the instructor, and the preparation of materials for this course. The classroom should be a “safe space” in which to debate academic, practice and ethical issues. However, all debate must be guided by the National Association of Social Workers Code of Ethics – requiring that respect be accorded to our clients and colleagues, and that we hold ourselves to high standards of professional behavior.

*Client Confidentiality:* Any oral and written material or discussion pertaining to individual clients served by agencies is to be strictly confidential. The identity of clients is to be concealed in whatever format they are taken or written about. Further,
discussion about agency clients should never happen without there being some professional purpose, and never in hallways, etc.

**Academic dishonesty, plagiarism, and behavioral problems:** Refer to the University of Michigan policies on academic dishonesty, plagiarism, and harassment. Students must follow the University’s policies in each of these areas. Remember that paraphrasing or copying materials without citation whether from the internet, articles, books, manuals, or other sources, including other students, friends, or family members, constitutes plagiarism and will be treated as such in the context of this class. Submitting a written assignment prepared for another class as original work for any other class, without the express knowledge or permission of the professor, also, is a violation. Penalties for an act of academic dishonesty may range from receiving a reduced or failing grade for a particular assignment to receiving a failing grade for the entire course. In addition, you may be referred for discipline that can result in either a suspension or permanent dismissal.

**Religious Observances:** The University of Michigan recognizes the right of students to observe religious holidays without penalty to the student. Instructors will work with students to make reasonable accommodations when classes are missed for these reasons. Students who plan to miss class in observance of holidays should provide advance notice in writing or via email to the instructor in order to arrange accommodations.

**INTERNET RESOURCES**

Federal Search Websites:
- **Grants.gov**: http://www.grant.gov
- Catalog of Federal Domestic Assistance: https://www.cfda.gov/

Specific agency websites that may be of interest:
- **Housing and Urban Development**: http://portal.hud.gov/portal/page/portal/HUD/program_offices/administration/grants/fundsavail

- **Corporation for National and Community Service**: http://www.nationalservice.gov/for_organizations/funding/index.asp

- **Administration for Children and Families**: http://www.acf.hhs.gov/
- All programs, including Administration for Children, Families and Youth:  [http://www.acf.hhs.gov/acf_working_with.html#programs](http://www.acf.hhs.gov/acf_working_with.html#programs)


- Another source that may be of interest is the U.S. Department of Commerce, Economic Development Administration:  [http://www.eda.gov/InvestmentsGrants/Investments.xml](http://www.eda.gov/InvestmentsGrants/Investments.xml)

**Fund Raising Format-5 Pages**

*Mission of Agency/Description of Services/Location-1/2 Page

*Chart of Current Funding Sources by Amount and Percentage-1/2 Page

*SWOT Analysis-1 Page (5 Items Under Each Category)-1Page

*Tactics for Three Years-2 Pages

*Evaluation-1/2 Page

*Bibliography-1/2 Page

**Proposal Format-20 pages**

*Essentials
  - Cover Letter-1 Page
  - Executive Summary-1 Page

*Table of Contents-1 Page

*Problem Statement-4 Pages
*Goals and Objectives-1 Page

*Project Description-2 Pages
  Implementation Plan
  Scope of Work/Project Timetable
  Impact Statement

*Project Management Plan-1 Page

*Documentation Plan-1 Page

*Evaluation Plan-2 Pages

*Dissemination Plan-1 Page

*Continuation Plan-1 Page

*Budget Plan/Justification-2 Pages

*Appendix-1 Page

*Bibliography-1 Page

REFERENCE MATERIALS


