



**NYU**

**ROBERT F. WAGNER GRADUATE  
SCHOOL OF PUBLIC SERVICE**

**PADM-GP 4131**

**Fundamentals of Fundraising  
Fall 2021**

**Instructor Information**

- Sue Davies
- Email: sd1203@nyu.edu
- Office Hours: Scheduled by appointment.

**Course Information**

- Class Meeting Times: Wednesdays, 4:55-6:35pm (September 8, 15, 22, 29, October 6, 13, 20)
- Class Location: Bobst Room: LL145, Washington Square

**Course Prerequisites**

- CORE-GP 1020

**Course Description**

Students will have an opportunity to learn about fundraising, as well as philanthropy more broadly. This introductory course will examine the range of ways to raise funds from government, individuals, foundations and corporations. The importance of stewardship, program evaluation, and the role of the board and staff in developing effective fundraising strategies will be addressed.

**Course Materials**

You are expected to read all required readings, including articles and chapters in books that are posted on Brightspace.

Recommended but not required text:

Fredricks, Laura. *The Ask: For Business, For Philanthropy, For Everyday Living*. Wiley (2107). ISBN-13: 978-1119374497.

**Course and Learning Objectives**

By the end of this course students should be able to articulate:

- How to raise funds from Individuals (Annual, Major Gifts, and Planned Giving), Corporations, Foundations, and Events.
- Strategies for Stewardship/Donor Relations and Prospect Research
- The Role and Function of the Board of Directors
- The value of storytelling and metrics
- The Importance of communications and marketing departments
- The Current trends in nonprofit fundraising
- Steps to soliciting a major gift
- The content and structure of a grant proposal

\*\*\*We will focus on nongovernmental funding sources \*\*\*

## **Course Policies**

### **Attendance**

Attendance at all classes is essential; if you are ill or have an emergency please let me know ASAP.

### **Grading**

- Attendance, Online Forums and Class Participation: 25%
- Solicitation Plan & Performance 25%
- Foundation Prospect Research 10%
- Foundation Grant Proposal 35%

### **Late Assignment Policy**

Late assignments (without an approved extension) will be penalized 5 points per day. Students should endeavor to complete all assignments on time. Assignments are due on the time and date specified on the Brightspace Assignments page.

### **Class Attendance**

Students are expected to attend every class on time. More than one lateness will be penalized in the class participation grade.

### **Academic Integrity**

Academic integrity is a vital component of Wagner and NYU. All students enrolled in this class are required to read and abide by [Wagner's Academic Code](#). All Wagner students have already read and signed the [Wagner Academic Oath](#). Plagiarism of any form will not be

tolerated and students in this class are expected to report violations to me. If any student in this class is unsure about what is expected and how to abide by the academic code, consult with the professor.

### **Henry and Lucy Moses Center for Students with Disabilities at NYU**

Academic accommodations are available for students with disabilities. Please visit the [Moses Center for Students with Disabilities \(CSD\) website](#) and click the “Get Started” button. Students can also call or email CSD (212-998-4980 or [mosescsd@nyu.edu](mailto:mosescsd@nyu.edu)) for information. Students who are requesting academic accommodations are strongly advised to reach out to the Moses Center as early as possible in the semester for assistance.

### **NYU’s Calendar Policy on Religious Holidays**

[NYU’s Calendar Policy on Religious Holidays](#) states that members of any religious group may, without penalty, absent themselves from classes when required in compliance with their religious obligations. Please notify me in advance of religious holidays that might coincide with exams to schedule mutually acceptable alternatives.

### **NYU’s Wellness Exchange**

[NYU’s Wellness Exchange](#) has extensive student health and mental health resources. A private hotline (212-443-9999) is available 24/7 that connects students with a professional who can help them address day-to-day challenges as well as other health-related concerns.

### **COVID Safety**

Every member of our NYU community is [required to wear face coverings](#) when on NYU property or in NYU facilities, including our classroom. You must also follow the [COVID-19 Screener](#) requirements for campus and classroom access. See the [information safety and health protocols](#).

### **Bio of Professor Davies**

Over the course of her career, Adjunct Assistant Professor of Public Service Sue Davies has raised more than \$250 million for nonprofits. In 2017, New York Nonprofit Media named her one of the Top 50 over 50 Nonprofit Leaders in New York City.

Currently serving as a consultant, Sue has held leadership positions at United Way of New York City, Montclair State University, Barnard College, Rutgers University, the All Stars Project, the New York Academy of Sciences, and the American Cancer Society.

Sue has expertise in major and principal gifts, campaigns, foundation and government relations, corporate partnerships, events, board development, budgeting, and management of development departments.

She has been a featured speaker at programs sponsored by: Women in Development, the Association for Fundraising Professionals, the Foundation Center, Do Something, and elsewhere. She has served on the Boards of Directors of the All Stars Project, Women in Development/NYC, Association for Fundraising Professionals/New Jersey, and Leadership Newark.

Sue has been teaching at NYU since 2007. In addition to Wagner, Sue teaches in the George Heyman Center for Philanthropy and Fundraising and the Masters in Professional Writing Program at NYU's School for Professional Studies.

When not teaching, Sue is a travel writer for her own website (<https://travelforlifenow.com>), Travel Awaits, and other travel media sites.

Sue received a BA from Bryn Mawr College, a certificate in database development and design from Columbia University, and a Master's degree in Information Science from Pace University.

### **Course Readings**

- All Course readings will be listing on the Brightspace course site

### **Readings for Class One**

None

## **Detailed Course Outline**

### **Class 1: September 8**

#### **Topics**

- Introductions + Course objectives
- Overview of fundraising in the United States
- Structure of a Nonprofit
- Functional Roles in a Development Department
- Development Plans & Diverse Funding Streams

## Readings for September 15, 2021

- [Why Your Nonprofit Needs a Development Plan](#) by Tracy Vanderneck
- The Ask Chapters 2 & 3
- Giving USA 2021
- The Gospel of Wealth by Andrew Carnegie <https://www.carnegie.org/about/our-history/gospelofwealth/>
- Toward a New Gospel of Wealth by Darren Walker <https://www.fordfoundation.org/ideas/equals-change-blog/posts/toward-a-new-gospel-of-wealth/>
- Money as Medicine: Leveraging Philanthropy to Decolonize Wealth by Edgar Villanueva <https://nonprofitquarterly.org/money-as-medicine-leveraging-philanthropy-to-decolonize-wealth/>
- **Final Listing of All Readings with URLs are in the Lesson on Brightspace**

## Assignment(s) due September 15

- Begin thinking about a Nonprofit to use for your grant writing assignments
- Respond to 3 of your classmates' introductory posts in the forum

## Class 2: September 15

### Topics

- Fundraising and Improvisation
- Storytelling
- Role of the Board
- Introduction to Individual & Major Gifts
- Prospect Research
- Moves Management & Solicitation Plans

## Readings for September 22

- The Ask, Chapters 4, 5, 6 & 8
- Philanthropic Question On Brightspace
- 5 Secrets to the Perfect Major Gift Solicitation
- [How Nonprofits Can Successfully Solicit Donors Virtually](#)
- Optional: The New Normal: Trends in UHNW Giving 2019
- **Final Listing of All Readings with URLs are in the Lesson on Brightspace**

### **Assignment(s) due September 22**

- Write a Solicitation Plan for one of the Sample Donors
- Be Prepared to perform the solicitation in class with your partner
- Complete Research Summary Sheet for your chosen nonprofit and submit in assignments tab

### **Class 3: September 22**

#### **Topics**

- Solicitation Performances-students in groups of 2
- Researching Nonprofits
- Using the Foundation Directory Online
- GuideStar & Charity Navigator

### **Readings for September 29**

- Donor Bill of Rights
- Listen to Joan Garry's Podcast: Overcoming Fundraising Mistakes (with Jim Bennett)
- [Basic Guide to Outcomes-Based Evaluation for Nonprofit Organizations With Very Limited Resources](#)
- [Guide for How to Use the Foundation Directory Online](#)
- **Final Listing of All Readings with URLs are in the Lesson on Brightspace**

### **Assignment(s) due September 29**

- Post completed research summary on your nonprofit on the forum
- Research 5 Foundations in the Foundation Directory Online and submit in the Assignments section on Brightspace

### **Class 4: September 29**

#### **Topics**

- Finish Solicitation Performances-students in groups of 2 (if needed)
- Capital & Comprehensive Campaigns
- Writing a Grant Proposal—Everything You Need to Know
- SMART Goals and Outcomes-based Evaluation
- Letters of Intent
- Online Proposals

## Readings for October 6

- [How to Win a Government Grant for Your NonProfit](#)
- A Foundation Leader's Advice Come to the Meeting Prepared
- Grantwriting Without Blowing a Gasket
- [7 Easy Steps to Move Any Fundraising Event to Virtual](#)
- **Final Listing of All Readings with URLs are in the Lesson on Brightspace**

## Assignment(s) due October 6

- Select one of the foundations that you researched for your grant proposal
- Begin working on the Grant Proposal

## Class 5: October 6

### Topics

- Proposal Review & Questions
- Government Funding
- Corporate Funding
- Fundraising Events—Live & Virtual

## Readings for October 13

- Planned Giving Myths
- [Social Media Fundraising: 6 Tips to Make it Work for You](#)
- [The Ultimate Social Media Guide for Nonprofits](#)
- **Optional:** Sample Gift Acceptance Policies
- 4 Pillars of Donor Relations
- **Final Listing of All Readings with URLs are in the Lesson on Brightspace**

## Assignment(s) due October 13

- Revise Grant Proposal

## Class 6: October 13

### Topics

- Planned Giving
- Stewardship & Donor Relations
- Social Media

### **Readings for October 20**

- Harvard Business Review [Audacious Philanthropy](#)
- [Elements of the Perfect Fundraising Plan](#)
- Principles for Good Governance and Ethical Practice-Independent Sector
- Creating a Fundraising Plan
- **Final Listing of All Readings with URLs are in the Lesson on Brightspace**

### **Assignment(s) due October 20**

- Finish and Submit Grant Proposal on Brightspace
- Do the Final Reflection Post in the Forum

### **Class 7: October 20**

#### **Topics**

- Creating A Fundraising Plan
- Audacious Philanthropy Discussion
- Marketing and Communications
- Trends in Philanthropy
- Ethics