

**SYLLABUS**  
**PUR 4410 (5137)—PRINCIPLES OF FUND RAISING**

**Instructor**

Dr. Kathleen Kelly, APR, Fellow PRSA  
Professor  
Weimer 3056  
(352) 392-9359  
[kskelly@jou.ufl.edu](mailto:kskelly@jou.ufl.edu)

**Office Hours:**

T – Period 9 (4:05-4:55 p.m.)  
W – Period E-1 (7:20-8:10 p.m.)  
R – Period 6 (12:50-1:40 p.m.)  
Period 9 (4:05-4:55 p.m.)  
Or by Appointment

**COURSE DESCRIPTION:**

PUR 4410—Principles of Fund Raising deals with the public relations specialization of fundraising—the high demand, low supply occupation unique to the charitable nonprofit subsector. Prerequisites: PUR 3000, PUR 3500.

**COURSE FORMAT:**

The course consists primarily of lectures and class discussions. Several guest speakers will join the class to demonstrate how scholarly principles are related to the professional practice of fundraising. Students will spend 15 hours outside of class shadowing a fundraiser at a local charitable organization. High student interaction is expected.

**COURSE GOALS:**

The overall goal of this professional elective course is to prepare students for career positions in fundraising. The course enables students to gain an understanding of:

- (1) Fundraising as a specialization of public relations and an important management function of charitable organizations;
- (2) The historical development and contemporary status of fundraising practice, with emphasis on law and ethics; and
- (3) The principles, process, and programs of fundraising, including
  - systems theory, theory of the commons, situational theory of publics,
  - four models of fundraising, theory of fundraising practitioner roles,
  - fundraising process of ROPES,
  - primary programs of annual giving and major gifts, and
  - three donor publics.

The course supports – to some degree – all 12 professional values and competencies required of graduates by the Accrediting Council on Education in Journalism and Mass Communications (ACEJMC). It specifically addresses the following five professional values and competencies:

- Demonstrate an understanding of the history and role of professionals and institutions in shaping fundraising
- Understand and apply professional ethical principles in pursuit of truth, honesty, accuracy, fairness, and diversity
- Think critically, creatively and independently
- Conduct research and evaluate information by appropriate methods
- Write correctly and clearly in forms and styles appropriate for public relations and fundraising.

**COURSE TEXTS:**

**Required:** Kelly, K. S. (1998). *Effective fund-raising management*. Mahwah, NJ: Lawrence Erlbaum Associates. Available free online through UF Libraries at <http://uf.catalog.fcla.edu/uf.jsp>.

*The Chronicle of Philanthropy*. Bimonthly trade newspaper available online at <http://www.philanthropy.com> (also available at <http://uf.catalog.fcla.edu/uf.jsp>).

*Course Texts Cont.*

Top stories from *The Chronicle* will be discussed regularly. Chapters from the primary text (*EFRM*) are assigned in the “Weekly Course Plan” of this syllabus. Additional assigned readings also are listed. They are available online or will be e-mailed to you. All readings must be read in advance of the class dates for which they are listed. Students also are expected to monitor trade publications and the mass media for local, national, and international news related to fundraising, which will be used in class discussions.

**GRADE DISTRIBUTION:**

A **Semester Examination** will be given in Week #10 of the semester. It will measure students' understanding of the principles and process of fundraising (chapters 1-10 in *EFRM*) and will account for 35% of the course grade.

A **Shadowing/Tactic Project** will account for 35% of the course grade. At the beginning of the semester, students will select one charitable nonprofit organization in Gainesville or the nearby area from lists available at the Nonprofit Center of North Central Florida ([www.ncncf.org](http://www.ncncf.org)) and GuideStar ([www.guidestar.org](http://www.guidestar.org)). The organization must employ at least one full-time fundraiser (volunteer fundraisers are not acceptable). The names of the selected charity and fundraiser, as well as the fundraiser's organizational title, e-mail address, and telephone number, are due Week #3 of class. Once the instructor has approved selections (required), students must obtain approval from the fundraiser. A business letter to the fundraiser confirming participation and an agreed-upon “work” schedule must be sent via USPS by the end of January, with a hard copy of the letter submitted to the instructor. Students will spend a minimum of 15 hours at the charity's office, interviewing staff members and observing fundraising activities. Completion of the shadowing portion of the project will be documented by turning in a form signed by the fundraiser (see Shadowing Form handout).

Based on their shadowing experience, students will produce a project paper of four to five pages that is due Week #16 of class. Students will analyze the organization's fundraising programs and determine one solicitation, cultivation, or stewardship tactic that would be useful to the organization if implemented during 2015 (see handout, “Hierarchy of Fundraising Tactics”). The completed project will consist of one prototype of a written or audio-visual communication tactic (for example, a direct-mail packet, a redesigned website, or a special event plan and invitation) and a written plan that summarizes the research conducted, the tactic's objective, and the recommended implementation. Required headings for the paper are as follows:

- Organization Background (description of the organization, including its mission; focus on local entity if it is part of a national organization)
- Fundraising Analysis (description of the organization's fundraising programs, including donor types and tactics used)
- Proposed Tactic (explanation of why this tactic would be helpful – the objective for implementing it; abbreviated review of literature about the use of this tactic [cite at least three published sources other than Kelly, 1998])
- Recommended Implementation (description of prototype, timeline in table format, and budget in table format).

**As with all written assignments for this course, the tactic project paper must be typed in 12-point serif font, double spaced on one side of white paper, have one-inch margins, and stapled (no covers or binders, please). Points will be deducted for spelling, punctuation, syntax, and grammatical errors.**

Students will make an oral report of approximately five minutes on their Shadowing/Tactic Project during Week #15 of class. The instructor and classmates will offer suggestions and feedback for the final paper.

An oral **Team Presentation** will determine 20% of the course grade. The presentation will explore fundraising topics based on articles from *The Chronicle of Philanthropy* ([philanthropy.com](http://philanthropy.com)). Students will organize themselves into five teams of four to five members (depending on class size) and select the team's top two preferences of topics from a list prepared by the instructor. The presentation will last approximately 30 minutes and consist of a PowerPoint® or Prezi® show with each team member lecturing for approximately six minutes on a component of the topic.

Teams and topics for the Team Presentation will be finalized by Week #6 of class. The presentation will be graded on six elements, and peer evaluations will be used to assign grades to individual members (see handouts, “Team Presentation Grading Form” and “Team Evaluation Form”).

*Tests & Grading Cont.*

**Class Participation** will account for 10% of the course grade, as determined by such efforts as discussing readings in class, satisfactorily completing non-graded assignments, and asking questions regarding presentations.

Summarizing, the course grade will be determined on a 100-point scale as follows:

Class Participation	10%
Team Presentation	20%
Semester Exam	35%
Shadowing/Tactic Project	35%

Grading for the course follows current UF grading policies for assigning grade points (see <http://www.registrar.ufl.edu/catalog/policies/regulationgrades.html>).

Grading Scale: 91-100 = A, 89-90 = A-, 88 = B+, 82-87 = B, 80-81 = B-, 78-79 = C+, 72-77 = C, 70-71 = C-, 60-69 = D, 59 or less = E.

**MAKEUPS AND LATE ASSIGNMENTS:**

Policy of the course is that there will be no make-up exams or extensions of deadlines. Dates have been announced in advance in the "Weekly Course Plan" so that students can schedule other activities around these deadlines. Exceptions will be rare and made only in cases of extraordinary, documented circumstances, as determined by the instructor. Any make-up exams administered or late assignments accepted will be graded lower than work turned in on time. No extra credit will be given for additional work.

**ABSENCES:**

Attendance is mandatory. Each student is allowed two excused absences for the semester, which should be sufficient for illnesses, transportation problems, family crises, university-sponsored activities, etc. Absences beyond two will result in a reduction of the course grade at the rate of one-third grade level for each absence. Students are responsible for all class work missed. They should consult with classmates, rather than the instructor, to obtain information on lectures, assignments, and other matters.

**ACADEMIC DISHONESTY:**

Students are expected to observe the University of Florida's policy on academic honesty in fulfilling all course requirements. The penalty for violation of academic honesty is an "E" for the course, at minimum.

Academic dishonesty includes the following: extensive use of materials from another author without citation or attribution, extensive use of verbatim materials from another author *with* citation and attribution, and extensive use of one's own writing from past assignments or from assignments in other, current classes (called "double dipping").

UF students are bound by The Honor Pledge, which states: "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code." On all work submitted for credit, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment."

Furthermore, students are obligated to report any condition that facilitates academic misconduct to appropriate personnel.

For more information about the student honor code, violations, and sanctions, go to the Dean of Students Office website at (<http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>). If you have any questions or concerns, please consult with the instructor.

**INTELLECTUAL PROPERTY PROTECTION:**

Lectures given in this course, including handouts and PowerPoint® presentations, are the property of the instructor and the University of Florida. Class lectures may not be recorded in any form without prior permission from the instructor and any guest lecturers that may speak to this class. Recordings, including class notes, may not be used for commercial purposes.

## **CLASSROOM CONDUCT:**

The College of Journalism and Communications is a professional school and professional decorum is expected at all times. This means the instructor and students adhere to workplace norms for collegial and respectful interaction. Students are expected to arrive on time and not leave the classroom until announced breaks or the end of the class.

### **Diversity:**

All discussions will be ruled by mutual respect—for people and their opinions. Effective fundraising practice is dependent on gathering and understanding diverse viewpoints. Furthermore, professionalism requires an appreciation for the multicultural society and global economy in which students plan to work. Effectiveness in both practice and scholarship relies on an ability to recognize and embrace diversity in all its forms. Throughout the course, students will have opportunities to learn from the information and ideas shared by their classmates.

### **Other Rules:**

- Cell phones must be turned off during class.
- Photos and other recordings are prohibited unless approved in advance by the instructor.
- Laptops and electronic tablets may not be used in class; notes must be handwritten.
- Students may only leave the classroom during official breaks (notify the instructor of emergencies).
- Reading unrelated material or talking while others are speaking is prohibited.
- Anyone violating these rules or disrupting class in other ways will be asked to leave the classroom.
- Students are urged to meet in-person with the instructor if they have questions or are having problems. Office hours are listed on p. 1 of the syllabus. Short conversations immediately following class are welcomed.
- E-mail inquiries to the instructor should be limited to questions that are not answered elsewhere (e.g., the syllabus). Formal composition and clear and concise writing are required. E-mail messages generally cannot be answered in less than one day, so plan ahead.
- Telephone calls are encouraged for quick questions (when leaving a voice-mail message, slowly state your name, telephone number, and reason for calling; repeat the phone number).

## **ONLINE COURSE EVALUATION**

Students are expected to provide feedback on the quality of instruction in this course based on 10 criteria. These evaluations are conducted online and typically are conducted during the last two weeks of the semester. Time has been allocated in the “Weekly Course Plan” for students to complete their evaluations. Summary results of assessments are available to students at <https://evaluations.ufl.edu/results>.

## **STUDENTS WITH DISABILITIES:**

Students requesting classroom accommodation must first register with the Dean of Students Office, which will provide documentation to the student, who must then provide the documentation to the instructor when requesting accommodation. Requests should be made at a private meeting during the instructor’s office hours.

## **UF RESOURCES:**

- University counseling services and mental health services: <http://www.counseling.ufl.edu/cwc/Default.aspx> or 392-1575
- University Police Department: 392-1111 or 911 for emergencies.

## **FINAL CAVEAT:**

This syllabus is subject to change, as the instructor deems appropriate and necessary.

## WEEKLY COURSE PLAN:

### Week #1

Jan. 6 & 8

**Topics:**

Introduction to the Course. Overview of Requirements. Fundraising as a Specialization of Public Relations. Shadowing/Tactic Project.

**Assignments:**

1. Survey three individuals about their definition of fundraising or what it is fundraising practitioners do and type a one-page report on findings. Due Thursday, Jan. 8, 1:55 p.m.

2. Identify a charitable nonprofit for Shadowing/Tactic Project. Selected organization and contact information due Week #3. Copy of business letter to charity administrator confirming participation and schedule due week #4.

**Readings:**

Browse [ncncf.org](http://ncncf.org), [www.guidestar.org](http://www.guidestar.org), and other related websites.

### Week #2

Jan. 13 & 15

**Topics:**

Parameters of Fundraising: Nonprofits and Philanthropy.

**Readings:**

*EFRM*, Chapters 1&2.

Kelly (2013), "Fundraising" (e-mailed by Jan. 8).

### Week #3

Jan. 20 & 22

**Topics:**

Writing Business Letters. Fundraising Practitioners. Gender Discrimination and Low Representation of Minorities.

**Readings:**

*EFRM*, Chapter 3. Read latest issue of *The Chronicle of Philanthropy*.

**Due:**

Contact information on selected charitable organization and fundraiser, Tuesday, Jan. 20, 3 p.m.

### Week #4

Jan. 27 & 29

**Topics:**

Professionalism of Fundraising. Historical Context of Fundraising. Four Models of Practice.

**Readings:**

*EFRM*, Chapters 4&5.

**Assignment:**

**Memorize** Table 5.2: "Characteristics of Four Models of Fund Raising."

**Due:**

Copy of business letter to fundraiser, Shadowing/Tactic Project, Thursday, Jan. 29, 1:55 p.m.

### Week #5

Feb. 3 & 5

**Topics:**

Team Presentation Assignment. Organizational Context of Fundraising. Four Roles of Practitioners.

**Readings:**

*EFRM*, Chapter 6.

Waters, Kelly, & Walker (2012), "Organizational Roles Enacted by American Healthcare Fundraisers"; Swanger, (2011, Spring), "Fundraising Encroachment of Public Relations" (both readings e-mailed by Jan. 29).

**Assignment:**

Form teams and select topics for Team Presentations in Weeks #11 & 12. Team lists due Thursday, Feb. 12.

### Week #6

Feb. 10 & 12

**Topics:**

Legal and Ethical Contexts of Fundraising.

**Readings:**

*EFRM*, Chapters 7 & 8.

**Assignment:**

Identify a news item (clipping or video) about illegal or unethical behavior in fundraising and bring to class for discussion on Tuesday, Feb. 17.

**Due:**

List of team members and selected topics for Team Presentation, Thursday, Feb. 12, 1:55 p.m.

*Weekly Course Plan Cont.*

*Week #7*

Feb. 17 & 19   **Topics:** Ethical Context cont. Theoretical Context of Fundraising.  
**Readings:** *EFRM*, Chapter 9.  
Kelly (2002), “The State of Fund-Raising Theory and Research” (e-mailed by Feb. 12).

*Week #8*

Feb. 24 & 26   **Topics:** ROPES: The Fundraising Process. Q&A on Semester Exam.  
**Readings:** *EFRM*, Chapter 10.  
**Assignment:** **Memorize** ROPES Handout.

*Week #9*

March 3 & 5   No Class                                   SPRING BREAK

*Week #10*

March 10       **Topics:** Catch up. Review for Semester Exam.  
March 12       **SEMESTER EXAMINATION**

*Week #11*

March 17       **Topics:** Exam Results. Annual Giving Program.  
March 19       Team Presentations on Annual Giving Topics.  
**Readings:** *EFRM*, Chapter 11; *The Chronicle of Philanthropy*.  
**Due:** Completed Team Evaluation Form, Thursday, March 19, 3:50 p.m.

*Week #12*

March 24 & 26   **Topics:** Major Gifts Program. Planned Giving.  
Team Presentations on Major Gifts Topics.  
**Readings:** *EFRM*, Chapters 12&13; *The Chronicle of Philanthropy*.  
**Due:** Completed Team Evaluation Form, Thursday, March 26, 3:50 p.m.

*Week #13*

March 31 &  
April 2       **Topics:** Tactic Project Q&A. Capital Campaigns. Foundation, Corporate, and  
Individual Donors.  
**Readings:** *EFRM*, Chapters 14&15.

*Week #14*

April 7       No Class                                   Work on Tactic Project Paper.  
April 9       **Topics** Career Advice & Salary Negotiation.  
**Due:** Completed Shadowing Project Form, Thursday, April 9, 1:55 p.m.

*Week #15*

April 14 & 16   **Topics:** Course Evaluations. Oral Presentations on Shadowing/Tactic Project.

*Week #16*

April 21       **Topics:** Wrap-Up. Bateman Team Presentation.  
**Due:** Tactic Project Paper, Tuesday, April 21, 3 p.m.

***Have a Good Summer!***