

George Mason University
College of Visual and Performing Arts
Master of Arts Management Program

AMGT 601: Fundraising and Development in the Arts
Instructor: Patrick Madden
Office: Arlington campus
Office Hours: ½ hour before class (and by appointment)
Phone: 202-419-3222
Prerequisites: none

3 Credit Hours
Lecture: Thursdays: 7:20-10:00PM
Room: Arlington/Room 207
Email: pmadden@unfoundation.org

Course Objectives

This course introduces students to the art, science and practice of development and fundraising with a special focus on the arts. We will explore fundraising and development as part of the overall strategic functioning and management of an arts organization. We will study the background of philanthropy and fundraising in the United States and how it plays a vital role in advancing the mission and success of arts organizations. We will also examine the external environment and how it impedes or furthers arts development and fundraising activities. The majority of class time will be devoted to an introduction and analysis of the tools and techniques of fundraising and development. In each meeting of the class, we will also look at a development issue that is currently in the news as reported by *The Chronicle of Philanthropy* or other sources. The course is intended to be an overview for those seeking a general introduction, as well as the introductory course for those considering further study in development and fundraising.

Instructor's Expectations of Students

Any student who is unable to attend class is expected to notify the instructor by email or phone prior to his or her absence. Students are expected to read the assigned material prior to class and actively participate in class discussion. Class participation is a 10% of the course grade. The due dates for written assignments are set and extensions will only be granted in the most serious extenuating circumstances. The concepts covered in the readings and in class will be unfamiliar to some, depending on prior work experience. Please do not hesitate to speak up in class or see the instructor privately if any material covered in the readings or in class is not clear.

Required Print Texts

Tempel, Eugene - Editor (also Timothy Seiler and Eva Aldrich), *Achieving Excellence in Fundraising*, San Francisco, CA: Jossey Bass, 2011.

Additional Electronic Texts

The Chronicle of Philanthropy (electronic edition) – Each student in the class should sign up for the daily electronic email summary of *The Chronicle of Philanthropy*. Go to www.philanthropy.com, and follow the instructions.

Arts Journal Daily Newsletter – Visit www.artsjournal.com/subscribe/subscribe.shtml and follow the prompts to register to receive the Arts Journal daily.

Optional Texts

Fundraising Success– Visit www.fundraisingsuccessmag.com. Follow prompts on how to register to have the *Fundraising Success* mailed to you. You can also sign up for the free weekly electronic newsletter.

Foundation Center– Visit <http://foundationcenter.org/newsletters/> to sign up for one of a handful of philanthropy related newsletters

Philantopic - <http://pndblog.typepad.com/pndblog/>

Give & Take - <http://philanthropy.com/giveandtake/>

Additional materials provided in class by the instructor.

Course Requirements and Grading

1. Class participation: 15% of course grade; including individual preparation for each class to briefly present salient development issues raised by news articles from *The Chronicle*, *Arts Journal*, or philanthropic blog (see above). Several students will present. Additionally, students will be asked to lead discussions on readings.
2. Written assignments based on syllabus: 30% of course grade;
3. Group project – ‘Making the Ask’: 25% of course grade.
 - a. Construct a written research brief
 - b. Outline solicitation strategy leading to a solicitation meeting.
 - c. Prepare a 2-page written overview of the background information (for distribution to each member of the class a week before your presentation.)
 - d. Conduct the solicitation meeting in class
4. Final Project – Development Plan: 30% of course grade.

Grading Scale

A = 94+

A- = 90-93

B+ = 87-89

B = 83-86

B- = 80-82

C = 70-79

F = 69 or lower

Weekly Topics and Assignments

NOTE: “Reading Assignment” is the date by which the reading should be done for class discussion.

“Written Assignment” is due the week following the lecture. (a.k.a. homework)

Week 1 (1/23/12)

Reading Assignment: Tempel 1-2

Course overview
Class member introductions (backgrounds, expectations, and experience)
Fundraising myths
A Look at Philanthropy in U.S.
Philanthropic Landscape & Trends (DC vs. National)

Week 2 (1/30/12)

Reading Assignment: Tempel 3, 29, 11, 30
Current News & Events Round-up
Institutional Readiness
Research/Prospect Management/Resources

Written Assignment: Pick a DC-based arts philanthropist and provide a research brief of their personal and business background, recent giving, giving inclinations and/or organizational affiliations. Use format provided. (max 2-4 pgs).

Week 3 (2/6/12)

Reading Assignment: Tempel 3, 5, 34
Current News & Events Round-up
Building Your Case/Message

- What is Your Case?
 - Who's Your Audience?
 - What Are the Facts & Impact?
 - Why Your Org?
 - Why Now?
- Write. Write. Write.
- Collateral Material
- Donor Communications

Written Assignment: Pick a DC-based arts organization, provide the official mission statement of the organization, and then write a case for giving a \$100 gift for an annual fund/unrestricted gift. (Solicitation letter format, 1-1.5 pages max)

Week 4 (2/13/12)

Reading Assignment: Tempel 6, 7, 18, 23, course handouts
Current News & Events Round-up
Discussion of last week's written assignment
Individual Giving – Annual Fund
Individual Giving – Major Gifts/“Moves Management”
Solicitation Techniques/Tips/Tricks
Case Studies & Class Discussion on Major Gifts
Stewardship
Midterm Discussion

Written Assignment: Draft a major gifts case statement (\$100K+ gifts) for Washington Performing Arts Society (WPAS), www.wpas.org. (225 words max/1 pg)

Week 5 (2/20/12)
No Class

Week 6 (2/27/12)

Reading Assignment: Tempel 19, 35, 36
Current News & Events Round-up
Discussion of last week's written assignment
Ethics
Individual Giving – Direct Mail
Midterm Discussion

Written Assignment: You are the Director of Development at the Phillips Collection, www.phillipscollection.org. Write a "Thank You" letter from you to a donor for their \$250 an annual fund/unrestricted gift. (1 pg max)

Week 7 (3/5/12)

Midterm Presentations & Discussion

Written:

- Research brief (2-3 pages, include relationships with donor, timeline of interactions, proposed "ask" with amount, timeline of follow up steps. You will use your creativity to make up the facts of this prospect to meet the needs of your group plan. You can model them after a real donor or make up the details.)
- Case Statement
- Script outline (Note: scripts are not allowed during presentations.)

Presentation:

- All 3 students will make a group presentation consisting of "an ask" of major donor Simon. One person is Simon, one is a board member, one is the Executive Director.

Case Background

- Research Mount Vernon.

Case Situation

- Mount Vernon needs \$50,000 to start a new education program on Saturday mornings for elementary school-level children. A few months ago Mount Vernon received a \$10,000,000 gift from the Donald W. Reynolds Foundation of Nevada for their capital campaign. Your job is to ask board member Johnny/JoAnne Simon for a major gift in support of this education program. Mr/s. Simon founded and runs an IT consulting firm.

Week 8 (3/12/12)

Spring Break Week - No Class

Week 9 (3/19/12)

Reading Assignment: Tempel 14, 15, 16, 17, 20, 26
Individual Giving – Online Fundraising [Guest Speaker]
Case Studies
Current News & Events Round-up

Written Assignment: Pick a San Francisco-based arts organization with online giving capacity and provide a review of their case, functionality, ease of use. Provide URL and website images when possible. (1pg max)

Week 10 (3/26/12)

Reading Assignment: Tempel 9, 21
Current News & Events Round-up
Special Event Fundraising [Guest Speaker]
Individual Giving – Planned Gifts
Case Studies & Class Discussion

Week 11 (4/2/12)

Reading Assignment: Tempel 13, 31, course handouts
Current News & Events Round-up
Discussion of last week's written assignment
Institutional Development

- Foundations
- Government
 - Local, State, Federal

Accountability

- Metrics/Monitoring & Evaluation
- Reporting to donors

Written Assignment: You are the Executive Director of a DC-based arts organization. Draft a Letter of Intent for the Marpat Foundation, <http://foundationcenter.org/grantmaker/marpal/guidelines.html>. Letter must include all elements requested. Don't forget "the ask." Please use a real DC organization.

Week 12 (4/9/12)

Reading Assignment: Tempel 12, 5 course handouts
Current News & Events Round-up
Discussion of last week's written assignment
Corporate Development [Guest Speaker]

- Philanthropic vs. Sponsorship

Development Plan
Final Project Discussion

Written Assignment: Draft a \$50,000 sponsorship proposal for the National Portrait Gallery exhibition *One Life: Ronald Reagan*, <http://www.npg.si.edu/exhibit/exhreagan.html>. Provide a description of the exhibition, names of 5 corporations who "should be" interested in this proposal and why, and a list of benefits the museum will provide. (2-3 pages max)

Week 13 (4/16/12)

Reading Assignment: Tempel 8
Current News & Events Round-up
Discussion of last week's written assignment
In-Kind
Capital/Endowment Campaigns [Guest Speaker]

Final Project Discussion

Week 14 (4/23/12)

Reading Assignment: Tempel 28, 24, 25

Current News & Events Round-up

Department Staffing/Infrastructure/Budgeting

Role of the Board of Trustees

- Board Management/CEO Management
- Board Committees
- Goal Setting in Organizational Planning/Staff Roles
- Volunteer Management/Solicitation Teams

Q&A and Coaching on Final Projects

Week 15 (4/30/12)

Final Project Submission, Discussion & Wrap Up of Key Concepts

Final Project:

Draft a Development Plan for Washington Performing Arts Society (WPAS). Plan should provide: intro letter to board, case statement (4-6 sentences) for organization, program descriptions for top 3 programs/projects that need funding, fundraising goal with sources for top 3 program/project, 10 key prospects (for which project/campaign), list of top 3 individual prospects ready for increased gifts with research, rationale, and stewardship timelines. The plan should take into account all external factors that exist in Washington, DC and the U.S. fundraising environment at the moment this is being submitted. The plan should be prepared and presented in a design and format that could be given to a board member. Additional information will be provided in class. (NOTE: Due April 30 at the beginning of class.)

Students with Disabilities and Learning Differences

If you have a diagnosed disability or learning difference and you need academic accommodations, please inform me at the beginning of the semester and contact the Disabilities Resource Center (SUB I room 234, 703-993-2474). You must provide me with a faculty contact sheet from that office outlining the accommodations needed for your disability or learning difference. All academic accommodations must be arranged in advance through the DRC.

Official Communications via GMU E-Mail

Mason uses electronic mail to provide official information to students. Examples include communications from course instructors, notices from the library, notices about academic standing, financial aid information, class materials, assignments, questions, and instructor feedback. Students are responsible for the content of university communication sent to their Mason e-mail account, and are required to activate that account and check it regularly.

Honor Code

Students in this class are bound by the Honor Code, as stated in the George Mason University Catalog. The honor code requires that the work you do as an individual be the product of your own individual synthesis or integration of ideas. (This does not prohibit collaborative work when it is approved by your instructor.) As a faculty member, I have an obligation to refer the names

of students who may have violated the Honor Code to the Student Honor Council, which treats such cases very seriously.

No grade is important enough to justify cheating, for which there are serious consequences that will follow you for the rest of your life. If you feel unusual pressure about your grade in this or any other course, please talk to me or to a member of the GMU Counseling Center staff.

Using someone else's words or ideas without giving them credit is *plagiarism*, a very serious Honor Code offense. It is very important to understand how to prevent committing plagiarism when using material from a source. If you wish to quote verbatim, you must use the exact words and punctuation just as the passage appears in the original and must use quotation marks and page numbers in your citation. If you want to paraphrase or summarize ideas from a source, you must put the ideas into your own words, and you must cite the source, using the APA or MLA format. (For assistance with documentation, I recommend Diana Hacker, *A Writer's Reference*.) The exception to this rule is information termed *general knowledge*—information that is widely known and stated in a number of sources. Determining what is general knowledge can be complicated, so the wise course is, "When in doubt, cite."

Be especially careful when using the Internet for research. Not all Internet sources are equally reliable; some are just plain wrong. Also, since you can download text, it becomes very easy to inadvertently plagiarize. If you use an Internet source, you must cite the exact URL in your paper and include with it the last date that you successfully accessed the site.

Writing Center

Students who are in need of intensive help with grammar, structure or mechanics in their writing should make use of the services of Writing Center, located in Robinson A116 (703-993-1200). The services of the Writing Center are available by appointment, online and, occasionally, on a walk-in basis.

Mason Alert System

Students are encouraged to sign up for the university's alert system by visiting the website <https://alert.gmu.edu>.