AMGT 601, Fundraising and Development I
SPRING 2020

Meeting time: Wednesdays 4:30 pm - 7:10 pm
Location: Arlington: Van Metre Hall 310
Instructor: Eileen Kennedy, ekenned9@gmu.edu, mobile 703.475.2524
Office hours: By appointment or after class at the Arlington Campus

Course description:
Fundraising and Development I provides an introduction to fundraising and development in the arts. The course is intended to be an overview for those seeking a general introduction to the subject matter, as well as the introductory course for those who wish to pursue fundraising and development as a career path.

Objectives:
- Analyze the components of an effective and successful fundraising and development operation.
- Compare and contrast the various tools of fundraising, i.e., direct mail, crowd funding, donor meetings, and foundations.
- Differentiate the characteristics of various types of donors, i.e., generational, cultural, gender, and affiliations.
- Implement fundraising techniques and tools to solicit funds from individuals and institutional donors.
- Analyze current fundraising and development trends and issues in the arts.

Instructor’s Expectations of Students:
1. **Prompt attendance** to every class is expected. Any student who is unable to attend class is expected to notify the instructor by email, text or phone prior to absence. The university has adopted policy that explicitly permits instructors to use absence, tardiness, or early departure from class as a grading criterion.
2. Students are expected to **read the assigned material prior to class and actively participate in class discussion**. In addition to drawing on the required readings, students are encouraged to share their own experiences in the workplace related to the weekly topics. Students should ask questions, listen to others’ perspectives, and respectfully share the floor with others. Class participation counts for 15% of the course grade. Participation will be graded on quality and quantity of student participation.
3. **Due dates for written assignments are set** and extensions will only be granted for the most serious extenuating circumstances. Written assignments are due at the beginning of class or as stated below.
4. It is the student’s responsibility to **seek clarification if any material covered in the readings or in class is not clear**. Please do not hesitate to speak up in class or see the instructor privately if further explanation is needed.
5. **Cell phones, pagers, and other communicative devices are not allowed in this class.**
Please keep them stowed away and out of sight. **Laptops or tablets (e.g., iPads) may be permitted for the purpose of taking notes only.** Engaging in activities not related to the course (e.g., gaming, email, chat, etc.) will result in a significant reduction in your participation grade.

**Required texts:**

**Additional reading:**
- *The Chronicle of Philanthropy* (electronic edition) – see instructions below for access
  2. Go to Databases - [https://infoguides.gmu.edu/dbs](https://infoguides.gmu.edu/dbs)
  3. Look to databases on “C” and see Chronicle of Philanthropy.
- Various handouts and online reading assignments
- Review local newspapers, i.e., Washington Post and New York Times for articles regarding philanthropy.
- **Suggested texts:**
  - Timothy Kachinske, *90 Days to Success in Fundraising*, Boston, MA: Course Technology, a part of Cengage Learning, 2009

**Course Requirements:**
1. **Weekly reading assignments** from *Achieving Excellence in Fundraising* (required text), *The Ask* (required text), various handouts, and online articles that address topics specific to development and fundraising. These articles and handouts will be provided by the professor via Blackboard. Come prepared to ask questions informed by your readings.

2. **Solicitation Dialogues, Role playing, presentations** – These in-class scenarios dramatize the elements of successful fundraising. The skill set obtain from this component of the class helps prepare students for actual fundraising settings. For the solicitation dialogues, students are expected to present a “scenario” where they are asking someone to do something for them. This does not have to be a solicitation for a
donation. More explanation provided during class on January 22nd. Graded on presentation and not written dialogue. Presented 1/29 and 2/5.

3. Written assignments:
   a. **Solicitation letter** written to a potential donor from a person of leadership in an arts organization. The individuals may be fiction, but helps if it is an organization you have some familiarity. The letter will be graded on the quality and style of writing, the effectiveness of the case for support, and creativity. Your first draft will be reviewed, critiqued, and edited by a classmate and the final letter will be due the following class. (1-2 pages, single spaced, 12pt. font).
   b. **Mid-term take home exam** – Distributed on 2/19 and due 2/26. It will be comprised of multiple choice and essays based on the materials covered up to 2/19.
   c. **Final take-home exam** comprised of essay questions designed to demonstrate your understanding of the material covered during the course and critical thinking skills. Due on 5/13.

Grading:

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<td>Final exam</td>
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<td>Midterm</td>
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<td>Written solicitation letter</td>
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<td>Solicitation Dialogues, role playing and in-class presentations</td>
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<td>Class Participation</td>
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**Weekly topics and assignments:**

*Note: This schedule is subject to change.*

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<tr>
<th>DATE</th>
<th>Class Structure</th>
<th>ASSIGNMENT</th>
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<tr>
<td>Wednesday 1/22/20</td>
<td><strong>Topics</strong>&lt;br&gt;• <strong>Introduction</strong>: Review of Syllabus, expectations, grading.&lt;br&gt;• <strong>The Art of the Ask</strong> – understanding the process of solicitation for philanthropic contribution.</td>
<td><strong>Read:</strong>&lt;br&gt;• <em>The Ask</em>: Chapters 1-3&lt;br&gt;• <em>Achieving Excellence</em>: Chapter 2&lt;br&gt;<strong>In class Assignment:</strong> Solicitation Dialogues – presentations will be on 1/29 and 2/5.</td>
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<td>Wednesday 1/29/20</td>
<td><strong>Solicitation Dialogues in Class Topics</strong>&lt;br&gt;• History of Philanthropy in United States&lt;br&gt;• Trends in charitable giving&lt;br&gt;• Giving to the arts&lt;br&gt;• Ethics and accountability&lt;br&gt;• The Law and fundraising</td>
<td><strong>Read:</strong>&lt;br&gt;• <em>Achieving Excellence</em>: Chapters 1, 6, 34-35</td>
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<td>Wednesday 2/5/20</td>
<td><strong>Solicitation Dialogues in Class Topics</strong>&lt;br&gt;• Individuals as a constituency for fundraising&lt;br&gt;• Gender, Diversity, and Ethnicity, etc.&lt;br&gt;• Giving to the Arts</td>
<td><strong>Read:</strong>&lt;br&gt;• <em>Achieving Excellence</em>: Chapters 5,10,13,14,16</td>
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<td>Wednesday 2/12/20</td>
<td><strong>CVPA’s annual Arts in the Real World Internship and Career Fair</strong> – students are required to attend this fantastic opportunity.&lt;br&gt;Location – Fairfax Campus, TBD</td>
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| Wednesday 2/19/20 | **Topics:**  
- Prospective donors  
- Donor research  
- Database management  
**Guest Lecturer:** Pam Lewis,  
Director, Development Research/Prospect Management, Office of University Advancement and Alumni Relations at Mason | **Read:** *Achieving Excellence*: Chapter 7  
**Assignment:** Distribute Midterm via electronically. It is due 2/26/20 |
| --- |
| Wednesday 2/26/20 | **Topics:**  
- Methods of Solicitations  
  - Personal Solicitation  
  - Direct Response  
  - Telephone  
  - Digital  
  - Crowdfunding, etc. | **Read:**  
- *Achieving Excellence*: Chapters 26-29  
- *The Ask*: Chapters 5-10 |
| Wednesday 3/4/20 | **Topics:**  
- Major Gifts  
  - Understanding High Net worth individuals  
  - Planned Giving  
  - Stewardship and Accountability | **Read:** *Achieving Excellence*: Chapters 15, 18, 20, 31  
**Assignment:** Solicitation Letter – discussed and first draft is due 3/18 to be given to a classmate for editing. Final letter is due 4/1. |
| Wednesday 3/11/20 | NO CLASS 😊 | SPRING BREAK |
| Wednesday 3/18/20 | **Topic:**  
The “art” of Special Events  
**Guest Lecturer:** Jennifer Robinson,  
Director, Advancement Programs |  
- Achieving Excellence: Chapter 30  
| Wednesday 3/25/20 | **Topics:**  
- Foundation Fundraising  
- Types of foundations  
- Grant writing and reporting | **Assignment – First Draft of Solicitation Letter is due to hand out to classmate – hard copy.**  
**Read:** *Achieving Excellence*: Chapter 9  
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<th>Wednesday 4/1/20</th>
<th>Topics</th>
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<td>• Corporate giving</td>
<td>• <em>Achieving Excellence</em>: Chapters 8, 32, 33</td>
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<td>- Sponsorships</td>
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<td>- Corporate ROI</td>
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<td>- Board positions/corporate</td>
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<th>4/8/20</th>
<th>Topics</th>
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<td>• Capital Campaigns</td>
<td><em>Achieving Excellence</em>: Chapters 4, 19</td>
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Turn in: Solicitation Letters DUE electronically via email.

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<th>Wednesday 4/15/20</th>
<th>Topics</th>
<th>Review</th>
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<td>• Government funding: Grants; Advocacy</td>
<td>the grants sections of the following websites:</td>
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<td>National Endowment for the Arts: <a href="http://arts.gov/">http://arts.gov/</a></td>
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<th>4/22/20</th>
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<td>Role Playing Solicitation Letters</td>
<td>First half of the class – students will work w/ a partner to prepare their presentation.</td>
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<td>Second half of the class – students will present their role play scenario</td>
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<th>4/29/20</th>
<th>Topics</th>
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<td>• Managing the Fundraising Process</td>
<td><em>Achieving Excellence</em>: Chapters 17, 21-25, 36</td>
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<td>• Annual v. Long term support</td>
<td>In class: Complete course evaluation</td>
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<td>• Staffing fundraising profession</td>
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| 5/6/20  | No Class – Exam Week | Final Exam is due (via email) by 4:30pm on 5/13/20 |
Class and University Policies

The last day to add this class is January 28, 2020; the final day to drop this class without tuition penalty is 2/5/2020. The final day to drop this class (with penalty) is February 11, 2020. For additional information visit: https://registrar.gmu.edu/calendars/spring-2020/#dates

Assignments and Due Dates
All homework assignments are due by 4:30 pm EST via email on the day of class unless otherwise noted. Failure to appear in class on the day of a scheduled presentation will result in failure of the presentation, unless your Professor has approved the absence in advance and an alternate presentation date has been set.

Attendance:
Since we meet just once per week, regular attendance is essential to successfully complete the course objectives. Participation points and presentations may not be made up outside of class.

Each student is permitted one absence per semester, no questions asked. Students are expected to check with fellow classmates and/or Blackboard to find out what was missed; please do not call or ask your instructor(s) to ask what you missed in class if you were absent. Please note that although participation points are waived for this penalty-free absence, grades for any assignments or presentations due are not. Please note below the importance of signing up for Mason Alerts due to the possibility of delays/closures due to inclement weather.

Class Participation
Students are expected to have done the reading prior to each class and contribute to class discussion. Participation points cannot be made up in the event of an absence. Full participation points can be earned by arriving to class on time and not departing early, voluntarily contributing to the weekly discussion on current events in arts management, responding to questions directed at the whole class, and accurately responding to questions directly asked. Class Participation includes any weekly presentations or writings and in-class activities. To promote full engagement by students during class time, students will not be permitted to use their smart phones for purposes other than class related activities; students who engage in activities during class time that are unrelated to class (internet browsing, shoe shopping etc.) will not be able to get full participation points (20% of overall grade.)

Communication
Mason uses electronic mail to provide official information to students. Students are responsible for the content of university communication sent to their Mason email account and are required to activate that account and check it regularly. Mason email accounts will be used exclusively for class communications.
Emergencies
Please sign up for the Mason Alert System by visiting the website https://alert.gmu.edu. An emergency poster exists in each classroom explaining what to do in the event of crises and further information about emergency procedures exists on https://ready.gmu.edu/masonalert/.

Incomplete Grades
An incomplete grade (IN) is only considered if a student requests it in writing, in advance. An IN counts as a failing grade until completed, and it automatically turns into an F if a grade is not turned in by the deadline in the Schedule of Classes.

Honor Code: Student members of the George Mason University community pledge not to cheat, plagiarize, steal, or lie in matters related to academic work. To read more about the Honor Code, please visit http://oai.gmu.edu/the-mason-honor-code-2/.

Plagiarism
In accordance with the George Mason University Honor Code, plagiarism of any kind will not be tolerated. Taking someone else’s words or ideas and passing them off as your own without proper citation is prohibited. Please see your professor if you have questions about how to properly cite another’s words within your own work. Plagiarism is a serious offense; students caught doing so will automatically receive a failing grade for the assignment(s). Note: students will be given one warning for plagiarism; a second occurrence will lead to automatic dismissal from the program.

Privacy
Federal law (FERPA) requires faculty and staff to protect the privacy of student information. Faculty should not speak about a student’s record with anyone other than the student. The record includes how a student is doing in a course, whether a student has attended class, information about performance or grades, whether a paper has been turned in, etc. This prohibition includes parents, siblings, and spouses.

Professional Behavior and Respect
Please be sure that all mobile phones and other communication/entertainment devices are turned OFF before class begins, and at the conclusion of any in-class breaks. Checking Facebook or surfing the internet on your laptop during class is rude, unfair to fellow classmates and instructor(s) and a waste of everyone’s valuable time. Students discovered surfing the internet, emailing, texting, or conducting business unrelated to the course at hand will be given one warning. Any subsequent violation will result in the student being considered as ABSENT for that entire class session and all class participation points will be lost. Our class time is precious; please take care of all personal business before class begins. Be prepared for class – that is, bring pen or pencil and a notebook, as well as any readings assigned. Please respect one another’s ideas.
and questions by paying attention and listening. Participate fully in class discussion and exercises, and be respectful of other students’ learning processes. Please throw away all trash and put recycling in the hall by the elevators. Class lectures and discussions may be recorded with instructor(s) permission only. Reproduction or distribution of these materials without permission will be acted upon as a violation of the Honor Code.

**Research Sources**
Please use critical sources – essays or articles appearing in peer-reviewed professional journals, recognized and respected newspapers and magazines, and Arts Management industry-produced documents – in your research. Although the Internet is a useful information-locating tool, websites such as Wikipedia should be used for this purpose only, rather than primary research materials.

**Students with Disabilities**
If you are a student with a documented learning disability or other condition that may affect academic performance and you need academic accommodations, please contact the Disability Resource Center (DRC) at SUB I, Rm. 4205; ods.gmu.edu; 703-993-2474; http://ds.gmu.edu and ensure that your documentation is on file prior to the submission of any graded assignments. The specific accommodation will be determined by and arranged through the DRC and Faculty may not provide accommodations to students on their own (e.g. allowing a student extra time to complete an exam because the student reports having a disability). Once you have provided the proper documentation, please do discuss the accommodations arranged with the DRC with your professor as early as possible.

**Sexual Harassment, Sexual Misconduct, and Interpersonal Violence**
George Mason University is committed to providing a learning, living and working environment that is free from discrimination and a campus that is free of sexual misconduct and other acts of interpersonal violence in order to promote community well-being and student success. We encourage students who believe that they have been sexually harassed, assaulted or subjected to sexual misconduct to seek assistance and support. University Policy 1202: Sexual Harassment and Misconduct speaks to the specifics of Mason’s process, the resources, and the options available to students.

As a faculty member and designated “Responsible Employee,” all professors are required to report all disclosures of sexual assault, interpersonal violence, and stalking to Mason’s Title IX Coordinator per university policy 1412. If you wish to speak with someone confidentially, please contact the Student Support and Advocacy Center (703-380-1434), Counseling and Psychological Services (703-993-2380), Student Health Services, or Mason’s Title IX Coordinator (703-993-8730; cde@gmu.edu).
**Written Component Format**
All written components should be typed, double-spaced, in a standard 10-12 point font (Times, Times New Roman, Arial, Arial Narrow, or Calibri with 1-inch margins all around. Include, single-spaced, your name, course number, and date in the top left or right hand corner of the first page. Be sure that your pages are numbered. Use proper citations when necessary – use MLA Manual of Style (see required books list) or Chicago.

**Writing Resources:**
The Writing Center offers free writing support to Mason students through face-to-face tutoring, online tutoring and workshops at both Arlington (FH Room 212) and Fairfax campuses. To make an appointment visit writingcenter.gmu.edu. The Writing Center also offers workshops designed for ESL students (https://writingcenter.gmu.edu/for-graduate-students/esl-writing-groups and Opt-in Tutoring Support (https://writingcenter.gmu.edu/tutoring/esl-writing-support.) Students are encouraged to make appointments with the writing center for help during the semester as soon as possible and before end of semester assignments are due.

For more information about student support and resources at GMU visit: http://www.gmu.edu/mlstudents/