



Fundraising and Development for Animal Welfare Organizations

VME 6934

3 credits

University of Florida Distance Education Graduate Program in Shelter Medicine

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Course Description

Understand how to create and maintain a successful development program that supports the important mission of an animal welfare organization.

Course Content

This course delves into the many elements of raising funds to support the mission and success of an animal welfare organization. Students will explore different fundraising types, donor and business relationships, connecting mission to money and impact, and advancements and adaptations to the landscape of fundraising needs in animal welfare. Students will employ strategies in program design, grant writing, donor prospecting, storytelling, and organizational design to support fundraising goals and needs. Students ultimately will gain an understanding of how to run a successful development program that funds the philanthropic portion of a nonprofit organization budget.

Course Prerequisites

Permission of department

Co-Requisites

Access to a nonprofit animal welfare organization and their development staff, fundraising program, and IRS form 990s.

Course Website

<https://onlinesheltermedicine.vetmed.ufl.edu/>

Course Objectives

By the end of this course, students will be able to:

- Classify the different types of animal welfare organizations and how they stay legal as it relates to raising money
- Discuss the value of transparency and communication about an organization's mission and fundraising activities that support that mission
- Identify the distinct types of fundraising programs for organizations
- Compare the goals of the five most common fundraising programs for animal welfare organizations and their outcomes
- Design a diverse fundraising program for an animal welfare organization

- Conduct research to identify three donor prospects for major gifts to an animal welfare organization
- Explain the cycle of engagement with donors and how each step in the cycle affects the donor relationship
- Evaluate fundraising databases to support animal welfare organizations fundraising program goals
- Discuss corporate and foundation partnerships and funding
- Using best practices, draft a grant application for an animal welfare need
- Evaluate a grant application for completeness, clarity, and fit with stated goals of the animal welfare program
- Discuss the relationship of storytelling and successful fundraising in animal welfare
- Recognize avenues to engage a community in fundraising activities
- Analyze development department structures needed to support different size animal welfare organizations
- Discuss basic budgeting strategies to support fundraising goals and the staff required to facilitate those goals
- Discuss the difference between revenue models and fundraising models in animal welfare organizations
- Articulate methods to support relationship development between development staff and operational staff in animal welfare organizations
- Critique current challenges in animal welfare fundraising and its need to adapt to new models
- Explore additional topics in fundraising needs for animal welfare organizations

Materials and Supplies Fees

None.

Course Materials:

1. **Critical Thinking Reading:** Buchanan, Phil. (2019) *Giving Done Right*. Hachette Book Group. ISBN: 978-1-5417-4225-3 (hardcover); 978-1-5417-4223-9 (ebook)
2. **Critical Thinking Reading:** Sandel, Michael. (2012) *What Money Can't Buy*. Farrar, Strauss, and Giroux. ISBN: 978-0-374-53365-6
3. **Critical Thinking Reading:** Hurst, Aaron. (2018) *The Purpose Economy*. Imperative Press. ISBN-13:978-1091930902
4. **Critical Thinking Reading:** Sinek, Simon. (2011) *Start with Why*. Portfolio. ISBN-13: 978-1591846444
5. Required and recommended readings will be posted in e-learning and Course Reserves to download and review without charge.
6. Required Technology: Computer with reliable, high speed internet access; your preferred web browser; video player with ability to play MP4 videos; speakers and/or headphones and working sound; PDF reader. For more information on hardware and software necessary to run Canvas, visit

<https://community.canvaslms.com/docs/DOC-2059> (Links to an external site.). Canvas offers mobile applications for both [Apple](#) (Links to an external site.) and [Android](#) (Links to an external site.) products. These apps may be downloaded in the respective app stores. Depending on the device and your equipment, not all Canvas features may be available on the app at this time. For more information on Canvas apps, visit <https://community.canvaslms.com/docs/DOC-1542> (Links to an external site.).

Course Schedule

Module 1: Course Overview/Introductions (1 week)

Topic/Concepts	Activities/Assignments
Course Overview/Introductions	Assignments: 1A - Discussion Post (1) 1B - <Create e-portfolio>

Module 2: History, Legalities, and Types of Fundraising (5 weeks)

Topic/Concepts	Activities/Assignments
History of Fundraising Legal Types of Organizations and Fundraising Ways to Raise Funds: <ul style="list-style-type: none"> ● Major Gifts ● Planned Giving ● Annual Giving ● Special Events ● Virtual/Online Events ● Capital Campaigns ● Grants 	Assignments: 2A – Design a Fundraising Program, Campaign, or Event 2B - Discussion Post (3) 2C - Quiz

Module 3: Donor and Foundation/Corporate Relations (4 weeks)

Topic/Concepts	Activities/Assignments
<p>The Donor Relationship:</p> <ul style="list-style-type: none"> ● Research ● Reason ● Cultivation ● Solicitation ● Stewardship <p>Foundation and Corporate Relations</p> <ul style="list-style-type: none"> ● Grant Seeking and Making ● Sponsorships ● Stewardship and Reporting <p>Databases and Technology</p>	<p>Assignments:</p> <p>3A - Project 2: Donor Prospect Outline</p> <p>3B – Project 3: Grant Application</p> <p>3C - Discussion Posts (2)</p> <p>3D - Quiz</p>

Module 4: Development Department and its Relationship to the Rest of the Organization (3 weeks)

Topic/Concepts	Activities/Assignments
<p>Storytelling and Impact</p> <p>Budgeting</p> <p>Department Structure</p> <p>Cross-department Engagement</p>	<p>Assignments:</p> <p>4A - Discussion Posts (3)</p> <p>4B – Project 4: Case Study</p> <p>4C - Quiz</p>

Module 5: Adapting to a Changing Landscape in Fundraising (2 weeks)

Other Animal Programming Needs	Assignments: 5A: Discussion Posts (1) 5B: Quiz 5C - Final Course Project (Project 5): Raising Money for a New Need
Social Services and Animal Welfare	
Philanthropic Business Models	
Disaster/Crisis Impacts on Fundraising	

Course Assignments and Evaluation Framework

Responsive Readings/Discussion Posts – Write 10 reading responses as discussion posts. These are reflective, short reactions to the readings and other course materials. Prompts are posted on the course website at the beginning of each week and students have one week to post their response. Each response will be evaluated based on the degree to which it addresses the prompt, includes specific details from the reading referenced in the prompt and achieves required word count. Class reaction to individual posts is highly encouraged but will not be graded.

Quizzes: Students will take four quizzes throughout the course. Each quiz will give the student an opportunity to articulate their knowledge within the module. Quizzes are designed as multiple choice and short answer.

Fundraising Campaign, Program, or Event: Draft an executive summary connecting initiative to impact (1 page), and complete outline (not to exceed 3 pages) for your design of one of the fundraising types included in module 2. Your project will be evaluated on how your fundraiser is a strong example of the type chosen, how you address connecting the mission with the fundraiser, and your articulation of how the fundraiser will achieve its desired goal. More detailed instructions, including a grading rubric, will be provided on the course website.

Donor Prospect Outline: Write an outline that addresses an individual donor to include the elements covered in the module: research, reason, cultivation, solicitation, and stewardship. Your outline will be evaluated based on the degree to which you address your approach to the donor through the donor cycle. More detailed instructions, including a grading rubric, will be provided on the course website.

Grant Application: Write a grant application for a program, project, or initiative based on the grant application provided to you. You will be evaluated on the degree to which you answer the grant application questions, the quality of your writing, and how your application fares against a grant application rubric. More detailed instructions, including a grading rubric, will be provided on the course website.

Organizational Structure and Budget: Using a case study provided, write a 1200-word essay evaluating the structure and how it meets the organizational need and how the budget supports the organizational need. Your essay will be evaluated on the degree to which you articulate comprehension of the staffing needs, support requirements, and connectivity to the rest of the organization in a development department as well as the budget concepts explored in this module, and quality of writing. More detailed instructions, including a grading rubric, will be provided on the course website.

Raising Money for a New Need: Write a position paper between 2000 and 3500 words on why and how an organization can fundraise to support a new need they are facing or program they need to create that falls outside of their typical programming. Your paper will be evaluated on how you weave all of the course elements learned across the 5 modules into a persuasive reason for donors to connect to a new element of the organizations mission, to include which donors or companies would be interested, why the need is critical enough to fund, how it address a changing element of the animal welfare landscape, how you will use storytelling to connect donors or companies to the need, and a basic cost/funds raised goal. Infographics may be substituted for up to 200 words (up to 2 infographics can apply) and quality of writing will be evaluated. More detailed instructions, including a grading rubric, will be provided on the course website.

Submit each of the following assignments as directed within each module. Student grades will be seen only by the individual student who submits his/her own assignment. Note: this may include posting to your e-portfolio.

Grade Calculation

Assignment	Weight	Grading Criteria
Project 1: Design a Fundraising Campaign, Program, or Event	120 points	See individual grading rubric for detailed grading criteria
Project 2: Draft a Donor Prospect Outline	120 points	See individual grading rubric for detailed grading criteria
Project 3: Write a Grant Application	120 points 20 points extra credit available	-See individual grading rubric for detailed grading criteria -Extra credit possible for peer review of a classmate application
Project 4: Organizational Structure and Budget Case Study	120 points 20 points extra credit available	-See individual grading rubric for detailed grading criteria -Extra credit possible for including a critique on how to bridge engagement with operations side of the organization as part of the project

Quizzes	120 points 30 points per Quiz	1 quiz each for Modules 2, 3, 4 and 5
Responsive Reading Discussion Posts	200 points 10 Discussion Posts at 20 points each	Address reading prompt, reference reading specifics, and remain within required word count
Final Project (5): Raising Money for a New Need	200 points	See individual grading rubric for detailed grading criteria

GRADING SCALE

Points	Grade
930 -1000	A
900 - 920	A-
870 - 890	B+
830 – 860	B
800 - 820	B-
770 - 790	C+
730 – 760	C
700 - 720	C-
670 - 690	D+
630 - 660	D
600 - 620	D-
0 - 590	F

Additional information on the University of Florida Grades and Grading Policies may be found at: <http://www.registrar.ufl.edu/catalog/policies/regulationgrades.html>

EXPECTATIONS AND POLICIES

Students are responsible for meeting all academic objectives as defined by the instructor. Plagiarism will not be tolerated. Be sure to cite your sources and references and attribute any verbatim quotations included in your submissions and posts.

[UF Maples Center for Forensic Medicine Code of Conduct and Professionalism \(our Department\)](#)

Instructional Policy:

This course is part of the distance education program at the University of Florida. Instead of traditional lecture format, the medium for communication between course instructors, teaching assistants and students will be via Canvas e-learning. (<http://elearning.ufl.edu>)

Attendance: Students must participate in the online discussions, and are required to visit the course e-learning daily for important updates and announcements.

Additional information regarding attendance/absences can be found at: <https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>

Class Participation: Students are expected to constructively join in online discussions with appropriate preparation, to post interesting and relevant information on the class bulletin board, and to interact professionally with their classmates.

Performance Expectations: Students are expected to produce quality work of a standard comparable to any graduate level didactic course. Bulletin postings and discussions must be legible, constructive and appropriate. Students are required to think for themselves and will be expected to complete assignments that require the application of logic and reasoning skills when the answer may not be found in a book or the course notes.

Due Dates and Late Submissions: Pay close attention to the due dates posted in e-learning on your personal Dashboard and the Canvas Calendar for each assignment. Late submissions are eligible for up to 50% of the available points for each assignment.

This course is designed for working professionals like yourself. So we understand that sometimes life gets in the way of our best plans for juggling work, home, and school. If you anticipate you will likely miss a due date, request an extension in advance of the due date by sending an email through the Canvas Inbox to your instructors that explains the reason you need more time and when you expect to submit the work. Please title these posts clearly with

"REQUEST EXTENSION FOR ASSIGNMENT 6A" (or whatever you need). Please avoid overuse of this option as it interferes with your classmate's ability to complete their own assignments.

NOTE: We honor most, but not all, requests for extensions.

Grade Changes: Grades will be changed only when a grading error has been made. If you think an error has been made, you should email the instructor as soon as possible. Your entire assignment will then be re-graded.

Incomplete grades: Under special circumstances, if a student is unable to finish a course before the end of the semester, we may be able to assign an incomplete grade. An incomplete grade is a non-punitive grade assigned at the discretion of the course instructor. In this course an incomplete grade may be assigned if 1/3rd or more of the course assignments have been completed and if the student has remained in communication with TA's and instructors throughout the course, or has made an effort to request an incomplete grade. If an incomplete grade is assigned, outstanding assignments must be completed by the end of the next semester. If the assignments are not completed in this time you will be assigned a grade based on the completed assignments.

Students Requiring Accommodations

Students with disabilities requesting accommodations should first register with the Disability Resource Center (352-392-8565, <https://www.dso.ufl.edu/drc>) by providing appropriate documentation. Once registered, students will receive an accommodation letter which must be presented to the instructor when requesting accommodation. Students with disabilities should follow this procedure as early as possible in the semester.

Course Evaluation

Students are expected to provide professional and respectful feedback on the quality of instruction in this course by completing course evaluations online via GatorEvals. Guidance on how to give feedback in a professional and respectful manner is available at gatorevals.aa.ufl.edu/students/. Students will be notified when the evaluation period opens, and can complete evaluations through the email they receive from GatorEvals, in their Canvas course menu under GatorEvals, or via ufl.bluera.com/ufl/. Summaries of course evaluation results are available to students at gatorevals.aa.ufl.edu/public-results/.

Syllabus Change Policy

Except for changes that substantially affect implementation of the evaluation (grading) statement, this syllabus is a guide for the course and is subject to change with advance notice.

University Honesty Policy

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 by students at the University of Florida, the following pledge is either required or implied: "On my honor, I have neither given nor received unauthorized aid in doing this assignment." The Honor Code

(<https://www.dso.ufl.edu/sccr/process/student-conduct-honor-code/>) specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor or TAs in this class.

Software Use

All faculty, staff, and students of the University are required and expected to obey the laws and legal agreements governing software use. Failure to do so can lead to monetary damages and/or criminal penalties for the individual violator. Because such violations are also against University policies and rules, disciplinary action will be taken as appropriate. We, the members of the University of Florida community, pledge to uphold ourselves and our peers to the highest standards of honesty and integrity.

Student Privacy

There are federal laws protecting your privacy with regards to grades earned in courses and on individual assignments. For more information, please see:

<http://registrar.ufl.edu/catalog0910/policies/regulationferpa.html>

Campus Resources:

Health and Wellness

U Matter, We Care:

If you or a friend is in distress, please contact umatter@ufl.edu or 352 392-1575 so that a team member can reach out to the student.

Counseling and Wellness Center: <http://www.counseling.ufl.edu/cwc>, and 392-1575; and the University Police Department: 392-1111 or 9-1-1 for emergencies.

Sexual Assault Recovery Services (SARS)

Student Health Care Center, 392-1161.

University Police Department at 392-1111 (or 9-1-1 for emergencies), or <http://www.police.ufl.edu/>.

Academic Resources

E-learning technical support, 352-392-4357 (select option 2) or e-mail to Learning-support@ufl.edu. <https://lss.at.ufl.edu/help.shtml>.

Career Resource Center, Reitz Union, 392-1601. Career assistance and counseling. <https://www.crc.ufl.edu/>.

Library Support, <http://cms.uflib.ufl.edu/ask>. Various ways to receive assistance with respect to using the libraries or finding resources.

Teaching Center, Broward Hall, 392-2010 or 392-6420. General study skills and tutoring. <https://teachingcenter.ufl.edu/>.

Writing Studio, 302 Tigert Hall, 846-1138. Help brainstorming, formatting, and writing papers. <https://writing.ufl.edu/writing-studio/>.

Student Complaints Campus:

https://www.dso.ufl.edu/documents/UF_Complaints_policy.pdf.

On-Line Students Complaints: <http://www.distance.ufl.edu/student-complaint-process>