

93-827: External Relations: Sponsorships & Institutional Giving Spring 2024

COURSE INFORMATION

Course Number: 93-827

Meeting Time: Tuesdays, 6:30 pm - 9:20 pm

Location: Room 1202

Instructor: Sarah Benvenuti, sbenvenu@andrew.cmu.edu

Office Hours and Location: Open office hours held weekly on Zoom (times below) or arranged at another time to meet by Zoom. Email the instructor to set an appointment.

- Wednesdays, 3:30 - 4:30 pm EST
- Fridays, 12:00 - 1:00 pm EST

There is no Teaching Assistant for this course.

Texts/Resources:

- Textbook: Sargent, Adrian, Jen Shang and Associates. Fundraising Principles and Practice, Second Edition. Hoboken, NJ: John Wiley & Sons, Inc., 2017. ISBN: 9781119196495. *Textbook is also available online through the CMU Libraries.*
- Additional materials will be provided by the instructor via Canvas or in class.

COURSE DESCRIPTION

Building on the fundamentals introduced in External Relations: Fundraising and Philanthropy (93-826) this course will provide an introduction to corporate, foundation, and government fundraising programs. We will examine how institutional giving complements individual giving in a development office. Foregrounding institutional giving as a series of mutually beneficial partnerships, we will explore the areas of work required to grow thriving institutional giving programs: relationship-building, organizational and workflow planning, program and prospect research, data collection, evaluation, writing, budgeting, and clear messaging.

The course will begin with an introduction to the funding landscape, followed by the fundamentals of granting from foundations and government entities and how these entities work and make funding decisions. We will then continue with an examination of corporate funding and how to facilitate strong partnerships and sponsorships. Later in the course, we will explore logic models and budgeting principles, and how both of these elements can be adapted and used in proposal-writing for various institutional funders. We will then pull these elements together to learn how to write thorough and persuasive proposals in various formats. Finally, we will close the class with a discussion of the current and future institutional funding landscape with professionals in the field, and learn how to pull all of the elements from class together into a robust institutional fundraising plan.

PREREQUISITES

None.

COURSE OBJECTIVES

Upon the successful conclusion of the course, students will be able to understand the basic principles of corporate, foundation, and government giving. Skills and knowledge gained

93-827: External Relations: Sponsorships & Institutional Giving Spring 2024

through this course will be assessed through readings, class participation, and assignments. Specific learning objectives include:

- Understand the differences and similarities between corporate, foundation, and government giving, how each area can function, and how these elements fit into a broader fundraising strategy and department.
- Demonstrate an understanding of prospect research, with an ability to identify appropriate potential sponsors for specific programs and organizations.
- Interpret and summarize the philanthropic motivations and giving frameworks across corporate, foundation, and government entities.
- Create logical and persuasive letters of inquiry and proposals, ensuring that language and accompanying budgets reflect both a program's reality as well as that specific funder's priorities.
- Identify and create solicitation approaches that are aligned with the interests and processes of corporate prospects.
- Evaluate grant proposals, understanding the rigor that foundations use to score and select grants through panels, and applying this knowledge to one's own writing.

COURSE REQUIREMENTS

Statement of Diversity in the Learning Environment: We are diverse in many ways and this course aims to foster an open and respectful learning environment that builds and maintains an equitable and inclusive community. Topics covered may be difficult at times, and it is expected that we approach our discussions with care and empathy. We will be humble and acknowledge that we all have imperfections, but that we are committed to supporting a diversity of voices which ultimately shape the perspectives of all of us. As we work together to create a safe and more inclusive classroom environment, we will use active listening techniques, remove any peripheral distractions, reinforce one conversation at a time, remain open to new ways of thinking, empathize with others' perspectives, and foster opportunities for feedback that is honest and intends to bring out the best in one another. (Statement borrowed from Professor Leslie Donaldson)

Attendance: The format for this course is designed as "in-person expectation" (IPE) which means that students are expected to attend all classes in-person in the classroom during the course's scheduled meeting time. If you have to miss a class, please contact your instructor via email as far in advance as possible. Make-up work may be assigned and participation grade may be lowered, at instructor's discretion, if you are not in class without a valid reason.

With this course having only seven (7) class periods, it is imperative that students attend class and remain for the entire period. Student grades will not be affected by one (1) absence with prior notice to the professor. After that, absences - including leaving class early - will affect a student's grade as noted here, even if notice has been given to the professor:

- Two (2) absences: highest possible grade is an A-
- Three (3) absences: highest possible grade is a B-
- Over four (4+) absences: highest possible grade is a C-.

93-827: External Relations: Sponsorships & Institutional Giving Spring 2024

Class Participation: Discussion and peer learning are an important part of this course. Therefore, active participation in lesson discussions, class assignments, group exercises, and guest speaker questions is essential for success in this course and will be a part of your grade. Additionally, short quizzes due on Canvas, based on readings, will be part of this grade.

Grant Research Exercise: Using prospect websites and public information that can be found at Guidestar.org, you will assess a given list of potential foundation and government funders and decide which are the best prospects for a given cultural organization *Due in Canvas March 25, 2024 at 11:59 pm EST.*

Letter of Inquiry: During a class period, you will be given two hours to write a Letter of Inquiry under the guidance and supervision of the professor. Please bring a laptop in order to complete this assignment. *Please be prepared with the information of an organization or artists for which you are applying.* This project will be discussed in the first class in order to prepare. *Due by the end of class, March 26, 2024.*

Mock Grants Panel: During class, you will all participate in a mock grants panel, judging grants based on specific criteria. Students must come to class prepared to discuss the grants. Grading will be based on early scoring and active participation in class. *If you must miss this class period, you will be assigned an alternative written assignment. Early scoring is due by Monday, April 1 at 11:59 pm EST.*

Corporate Pitch Deck: Student will create an 8 to 10 page pitch deck based on an artist or organization of their choice. *Due by April 19, 2024 at 11:59 pm EST.*

Government Proposal with Budget: Using the National Endowment for the Arts template, students will write a proposal for a \$10,000 grant for an organization of their choice. This application will include associated budgets. *Due in Canvas May 1, 2024 at 5:00 pm EST.*

Extra Credit: There is no extra credit in this course. Should you have to miss a class, a replacement assignment will be created that must be submitted in order to receive attendance and participation credit. *Your grade will still be affected as noted in the "Attendance" section above.*

EVALUATION AND GRADING POLICY

Assessment	Possible Points	Due Date
General Attendance and Participation	10 points	Ongoing
Grant Research Exercise	10 points	Due March 25
Letter of Inquiry (in class)	20 points	In Class March 26

93-827: External Relations: Sponsorships & Institutional Giving
Spring 2024

Mock Grants Panel Participation and Reflection	10 points	In Class April 2
Corporate Pitch Deck	20 points	Due April 19
Government Proposal and Budget	30 points	Due May 1
Total Possible:	100 points	

Grading Scale:

A+ (exceptional)	99-100
A (excellent)	94-98
A- (very good)	91-93
B+ (good)	89-90
B (acceptable)	84-88
B- (fair)	81-83
C+ (poor)	79-80
C (very poor)	74-78
C- (minimally passing)	71-73
R (failing)	below 71

COURSE POLICIES AND EXPECTATIONS

Late Assignments: Assignments not received by the due date will drop one grade level (e.g. A- to B+) for each 24-hour period that they are late. For an exemption to this policy, please inform the instructor as soon as possible off the reason (e.g. illness, family emergency, etc) by email.

Electronic Devices: You may take notes on a laptop during class, but the instructor may ask you to close your computer if you appear to be distracted by matters that have nothing to do with this class. Phones and other devices must be stowed away during class.

Software: We will primarily use Canvas and Google Suite during class to access documents.

Food/Drink in Class: Please feel free to bring food, bottled water, soda, coffee, or tea to class. However, please ensure that your food and beverage consumption is done safely and is not a distraction to others. Please be sure to clean up after yourself.

Intellectual and Professional Integrity: Students at Carnegie Mellon University are engaged in preparing for professional activity of the highest standards, including the highest standards of ethics and integrity. You are expected to have read and understood the Student Handbook and to conduct yourself in a professional manner both inside and outside the classroom, particularly as representatives of this course, the Master of Arts Management Program, Heinz College, and Carnegie Mellon University.

Misrepresentation of another's work as your own (e.g. plagiarism and cheating) is widely recognized as a very serious matter. Cases of cheating and plagiarism are viewed by the University as extremely serious. Students found to have cheated or plagiarized on an

93-827: External Relations: Sponsorships & Institutional Giving Spring 2024

assignment will receive a zero on the assignment and information about the offense will be submitted to the Dean's office for review. Severe penalties may be imposed, up to and including expulsion.

The use of artificial intelligence is prohibited in this course. While tools like ChatGPT can be utilized for grant writing, they are just tools. Students *must* still be able to form grants, recognize what makes a thorough grant application, and judge impactful proposals without these tools. If a student has been found to be using AI in assignments, students will face a lower grade for their work at the discretion of the teacher.

Accommodations for Students with Disabilities: If you have a disability and are registered with the Office of Disability Resources, please use their online system to notify the instructor of your accommodations and make arrangements to discuss your needs with the instructor as early in the course as possible. The instructor will work with you to ensure that accommodations are provided as appropriate. If you suspect that you may have a disability and would benefit from accommodations but are not yet registered with the Office of Disability Resources, please contact them at access@andrew.cmu.edu.

COURSE CALENDAR

March 12, 2024: Course Introduction and Overview of Institutional Giving

Assigned Reading:

- Dayal, S. & G. Sato (2023, 9 July). Foundation giving and payout in 2022: What changed and what's next? Retrieved from:
<https://blog.candid.org/post/foundation-giving-and-payout-in-2022-what-changed-whats-next/>
- Dorsey, C., J. Bradach & P. Kim (2020, May). Racial Equity and Philanthropy: Disparities in Funding for Leaders of Color Leave Impact on the Table. Retrieved from
<https://www.bridgespan.org/getmedia/05ad1f12-2419-4039-ac67-a45044f940ec/racial-equity-and-philanthropy.pdf>
- Review these websites:
 - <https://www.indiespace.org/>
 - www.creativesrebuildny.org
 - www.culturalsolidarityfund.org
 - www.communitycenteredfundraising.org

March 19, 2024: Foundation and Government Granting

Assigned Reading:

- Textbook Chapter 18, pages 562 to 573

March 26, 2024: Logic Models and Writing an Letter of Inquiry

Assigned Reading:

- Textbook Chapter 18, pages 573 to 586

93-827: External Relations: Sponsorships & Institutional Giving Spring 2024

- Milstein, B. & T. Chapel. Section 1. Developing a logic model or theory of change. Retrieved from <https://ctb.ku.edu/en/table-of-contents/overview/models-for-community-health-and-development/logic-model-development/main>

April 2, 2024: Grant Panel Exercise

Assigned Reading:

- Grant Panel Sample Grants - Available on Canvas
- [Enter scores here](#) by **Monday, April 1, 2024 at 11:59 pm EST**

April 9, 2024: Corporate Partnerships

Assigned Reading:

- Textbook Chapter 17
- The Guardian. "Revealed: Gates Foundation's \$1.4bn in fossil fuel investments." Retrieved from <https://www.theguardian.com/environment/2015/mar/19/gates-foundation-has-14bn-in-fossil-fuels-investments-guardian-analysis>
- Robinson, D. (2022, 17 July) 10 Companies Called Out for Greenwashing. Retrieved from <https://earth.org/greenwashing-companies-corporations/>
- McCambridge, R. (2019, 24 March) Guggenheim and Tate Say "No More" and Sackler Trust Halts New Funding for Now. Retrieved from <https://nonprofitquarterly.org/guggenheim-and-tate-say-no-more-and-sackler-trust-halts-new-funding-for-now/>

April 16, 2024: Assembling the Full Application Package (Budgets, other Supplementals)

Assigned Reading:

- Review www.arts.gov

April 23, 2024: Guest Speakers and Pulling it All Together

Panel Discussion - Trends and Changes in the Foundation Landscape

Guest Speakers:

- Randi Berry, Executive Director - [IndieSpace](#)
- Conrhonda Baker*, Program Officer: Arts, Culture and Creative Enterprises - [Community Foundation for Greater Atlanta](#)
- Nathan Bussard*, Associate Director of Consulting Services - [Benvenuti Arts](#)

* Denotes MAM alumni