

MODULE DATA

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|---|--|-------------------------------------|-----------------------------|--|--|
| MODULE TITLE | | Resourcing Charitable Organisations | | | |
| MODULE LEVEL | | 7 | | | |
| MODULE CREDIT POINTS | | 15 | | | |
| SI MODULE CODE (if known) | | 25-7E27-00C | | | |
| MODULE JACS CODE | | N200 | | | |
| SUBJECT GROUP | | SG-44014 Strategic Management - SBS | | | |
| MODULE DELIVERY PATTERN (✓ as applicable or give dates for non-standard delivery) NB "Semester 3" ends on 31 July each year | | | | | |
| LONG (2 semesters) | | SHORT (1 semester) | | NON-STANDARD DELIVERY ✓ | |
| Sem 1 & 2 | | Sem 1 | | Start Date | Block mode – normally |
| Sem 2 & 3 | | Sem 2 | | End Date | 4-day block Tue-Fri |
| | | Sem 3 | | | |
| MODULE ASSESSMENT PATTERN (✓ as applicable - also complete Table A, Section 5, below) | | | | | |
| Single Module Mark with Overall Module Pass Mark of 40% | | | | | ✓ |
| Single Module Mark - Pass/Fail only | | | | | |
| Up to Three Assessment Tasks with Pass Mark of 40% for each Task and Overall Module Pass Mark of 40% | | | | | |
| Up to Three Assessment Tasks - Pass/Fail only | | | | | |
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| Overall Module Pass Mark if other than 40% (subject to approval) | | | | | % |
| MODULE INFORMATION (✓ as applicable - also complete Table A, Section 5) | | | | | |
| Is a timetabled examination required for the assessment of this module? | | | | | |
| Is a timetabled examination required for the reassessment of this module? | | | | | |
| Is the module delivered wholly by Distance Learning (ie. not timetabled at SHU) | | | | | |
| Are any staff who are responsible for teaching on this module non-SHU employees? | | | | | |
| MODULE STATUS (✓ as applicable to status of module in the context of current proposal) | | | | | |
| Unchanged: an existing module, presented as unchanged from previous years | | | | | |
| Modified: an existing module being modified as a result of this validation, eg. changes to delivery or assessment pattern, title, credit weighting etc | | | | | |
| New: new module to be approved through current validation process | | | | | |
| If status is 'Modified', please give date when modified version is to be available from | | | | Modified Version Available from | |
| Breakdown of notional study hours by type (Typically requires 10 hours of notional study time for 1 CATS credit) | | Tutor-Led (Contact Hours) | Tutor-Directed Study | Self-Directed Study | TOTAL STUDY HOURS for this Module |
| | | 24 | 28 | 100 | 152 |
| OTHER COURSES FEATURING THIS MODULE (please list below) | | | | | |
| None | | | | | |

1 AIM OF THIS MODULE

Central to the field of Charity Resource Management is the issue of charity fundraising – the term being used to cover all approaches to income generation and winning resources for a charitable organisation.

This module aims to provide participants with a wide overview of approaches to and methods of charity fundraising, with a strong emphasis on the organisational and legal context, ethical issues, and professional standards.

Considerable emphasis is placed on the assessment of a wide range of fundraising methods, and the ability to make critical decisions in choosing approaches. It is intended to allow fundraisers to reflect critically on their work, and relate it to established fundraising theory.

Professional validation: This module, together with the module *Charity Funding Strategies and Governance* constitutes the Sheffield Hallam provision of the Institute of Fundraising Certificate in Fundraising Management – i.e. students completing these two modules will be recommended to the Institute for the Certificate in Fundraising Management award (SHU has been approved by Institute of Fundraising as a Licensed Training Provider to offer this programme with the Institute's accreditation.)

2 BY ENGAGING SUCCESSFULLY WITH THIS MODULE YOU WILL BE ABLE TO

- Demonstrate a critical understanding of a range of established methods of fundraising, including the ability to justify specific methods in the context of specific charities.
- Demonstrate an understanding of fundraising cases for support and factors affecting donor/funder motivation and donor/funder relationships – including costing and justification of bids.
- Understand and apply the four stages of the fundraising cycle in relation to a specific fundraising project.
- Apply and make informed judgements about legal and ethical issues in fundraising.
- Produce a fundraising plan and implementation strategy for a discrete piece of work, selecting and applying appropriate methods (including choice of appropriate means of communication), and creating realistic income and budget forecasts, including critical assessment of the approach selected.
- Evaluate fundraising effectiveness (in relation to established models), to assess supplier relationships in fundraising, and to compare alternatives for managing people (including volunteers) in a fundraising project

3 THESE ARE EXAMPLES OF THE CONTENT OF THE MODULE

1 Charity Resources – The Context

Third sector organisations, and charities specifically. Resource requirements. Theories of charitable support. Linking fundraising to organisational requirements. Legal basis for fundraising in the context of charity law.

2 Fundraising Concepts

The fundraising cycle (Mullin 1992) as the central model of theoretical analysis. Detailed consideration of each stage of the cycle: establishing case for support; the constituency of support; communicating the case; response management. Ethics of fundraising (introduction), negotiating skills, media skills. Overview of a wide range of methods of fundraising.

3 Preparing Funding Bids

Detailed analysis of case for support. Costing of funding needs including consideration of overheads/full cost recovery. Converting needs to “ask” whether in total or level of ask per donor. Bidding at cost, cost plus surplus or less than cost and strategic implications of such choices. Restricted vs unrestricted bids. Long term projects where borrowing is required. Linking fundraising and accounting.

4 Donors and Funders and Funding Streams

Donor lifecycle, donor motivation, donor rights. Donor behaviour, major/minor donors, donor pyramid. Commercial and contractual funding. Grants vs contracts. Trust vs contract relationships. (Note: Detailed consideration of trading income is not included here but will be addressed in the module *Charity Trading and Social Enterprise*).

5 Managing Fundraising Processes

Selection of fundraising methods. Planning, organising and allocating resources. Costing of fundraising. Income and expenditure forecasts; fundraising targets and cost ratios. Fundraising objectives, project management. Working productively with suppliers.

5 Fundraising Activity, Ethics and Evaluation

Implementing fundraising plans. Legal requirements and ethical issues related to fundraising practice includes Codes of Fundraising Practice and role of Fundraising Standards Board. Evaluation of fundraising campaigns; performance measures.

6 People Issues in Fundraising

Managing self in relation to needs of organisation, communicating with colleagues, handling organisational change related to fundraising. Appraising own performance.

4 **THESE ARE THE MAIN WAYS YOU WILL BE SUPPORTED IN YOUR LEARNING TO ACHIEVE THESE OUTCOMES**

The module will use a combination of lectures and seminars, involving extensive case study work in the seminars – both existing, and applied work in relation to participants’ own organisations. Participants will undertake a number of in-class presentations or informal reports regarding fundraising issues in their own organisations. In addition, participants will undertake a wide range of related reading.

5 THESE ARE THE WAYS THAT WILL BE USED TO ENABLE YOU TO DEMONSTRATE YOU HAVE MET THE LEARNING OUTCOMES

TABLE A: ASSESSMENT TASK INFORMATION

| ASSESSMENT TASK | % weighting of overall module mark | Duration of task / word count / length of exam | In-module retrieval available? | Individual task pass mark ONLY IF OVER 40%** |
|--------------------|------------------------------------|--|--------------------------------|--|
| Written assignment | CW 100% | 5000 words max | No | |

The assignment will be assessed in terms of the extent to which it demonstrates an effective fundraising proposal for the organisation concerned. In particular, assessment will focus on whether it includes adequate theoretical critique of the proposal in relation to the stages of the fundraising cycle, assessment of the costs of fundraising and proper considering of the legal and ethical environment in which the fundraising is to take place.

To achieve as pass, the student must write a clear original answer to the assignment question, demonstrating understanding of each of the learning outcomes above.

The requirements at each level are as follows.

| | Fail | Pass | Distinction |
|---|--|---|--|
| Assessment criterion 1: Explanation of a fundraising proposals for a specific charity | Poor description of the proposal - lacking sufficient detail or clarity to allow the reader to understand the full nature of the activity. | Clear explanation of the specific fundraising proposal or activity sufficient to explain the elements of the activity and how it was organised. | Very clear explanation of a specific fundraising activity giving linkage to specific materials and methods in a way that permit the reader fully to understand the critique that follows. |
| Assessment criterion 2: Theoretical critique of the proposal in relation to the stages of the fundraising cycle, and the legal and ethical environment in which the fundraising is | Little critique along these lines; inadequate linkage to the fundraising cycle; little or not consideration of legal and ethical context. | Some analysis of the fundraising proposal in relation to these broader issues, including references to all four stages of the FR cycle and appropriate use of literature. | Sophisticated and creative analysis of the relationship between the specific fundraising proposal and the analysis of the fundraising cycle, including a consideration of legal and ethical issues, with well-structured arguments making very clear use of supporting literature. |

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| to take place. | | | |
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6 THIS IS HOW YOU WILL BE GIVEN FEEDBACK ON YOUR PERFORMANCE.

Students will be given written feedback on their performance by means of a feedback sheet with detailed comments and a provisional mark. These will normally be given without four weeks of the assignment submission date.

7 THESE ARE EXAMPLES OF THE KEY LEARNING RESOURCES YOU WILL USE

Participants will receive an extensive list of books and other resources for use as directed learning and for assignment preparation. A wide range of on-line charity-specific resources will be highlighted. The University Learning Centre holds a wide range of books and other material on the charity/voluntary sector and has electronic access to the key journals in the field.

FINAL TASK

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| According to the Assessment Strategy shown in the Module Descriptor, which task will be the LAST TASK to be taken or handed-in? (Give task number as shown in the Assessment Strategy) | Task No. 1 |
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MODULE REFERRAL STRATEGY

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| Task for Task (as shown for initial assessment strategy) | Y |
| Single Referral Package for All Referred Students | N |

REVISIONS

| Date | Reason |
|-----------|--------------------|
| July 2012 | Minor Modification |
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