

## MODULE DATA

<b>MODULE TITLE</b>		Charity Funding Strategies and Governance			
<b>MODULE LEVEL</b>		7			
<b>MODULE CREDIT POINTS</b>		15			
<b>SI MODULE CODE (if known)</b>		25-7E28-00S			
<b>MODULE JACS CODE</b>		N211			
<b>SUBJECT GROUP</b>		SG-44-14 Strategic Management - SBS			
<b>MODULE DELIVERY PATTERN (✓ as applicable or give dates for non-standard delivery)</b> NB "Semester 3" ends on 31 July each year					
<b>LONG (2 semesters)</b>		<b>SHORT (1 semester)</b>		<b>NON-STANDARD DELIVERY ✓</b>	
Sem 1 & 2		Sem 1		Start Date	Block mode - normally
Sem 2 & 3		Sem 2		End Date	4-day block Tue-Fri
		Sem 3			
<b>MODULE ASSESSMENT PATTERN (✓ as applicable - also complete Table A, Section 5, below)</b>					
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					
Other - if choosing "Other" please give further details of assessment pattern in the blank space below. <i>"Other" should be chosen where, for example, a PSRB has specified an overall Module Pass Mark of higher than 40% - if so, give details below and specify higher pass mark. Or, e.g., where PSRB has specified an Individual Task Pass Mark of higher than 40% give details in space below and complete final column in Table A, Section 5)</i>					
Overall Module Pass Mark if other than 40% (subject to approval)					%
<b>MODULE INFORMATION (✓ as applicable - also complete Table A, Section 5)</b>					
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 (i.e. not timetabled at SHU)					
Are any staff who are responsible for teaching on this module non-SHU employees?					✓
<b>MODULE STATUS (✓ as applicable to status of module in the context of current proposal)</b>					
<b>Unchanged:</b> an existing module, presented as unchanged from previous years					
<b>Modified:</b> an existing module being modified as a result of this validation, e.g.. changes to delivery or assessment pattern, title, credit weighting etc					✓
<b>New:</b> new module to be approved through current validation process					
<b>If status is 'Modified', please give date when modified version is to be available from</b>				<b>Modified Version Available from Jan 2010</b>	
<b>Breakdown of notional study hours by type</b> (Typically requires 10 hours of notional study time for 1 CATS credit)	<b>Tutor-Led (Contact Hours)</b>	<b>Tutor-Directed Study</b>	<b>Self-Directed Study</b>	<b>TOTAL STUDY HOURS for this Module</b>	
	21	29	100	150	
<b>COURSES FEATURING THIS MODULE (please list below)</b>					
MSc Charity Resource Management					

## **1 AIM OF THIS MODULE**

To explore the management of fundraising in a charitable or voluntary organisation, examining the organisational context and the wider governance framework, including the different organisational stakeholders. This module will allow participants to develop and reflect critically on the role of a charity fundraiser, and the importance of fundraising to the overall strategic aims of the charity, with an emphasis on professional development.

The module draws extensively on the theoretical understanding of charity fundraising, as introduced in the module *Resourcing Charitable Organisations*.

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

1. Formulate and assess an organisation's overall fundraising requirements, not just in terms of specific activities, but in relation to the governance framework and the sustainability of its primary purpose and mission.
2. Demonstrate critical awareness of an organisation's activities in terms of the impact on fundraising (short and long term), including the role of trustees, their responsibilities and liabilities, and the importance of wider governance issues, such as the organisation's effect on the natural environment, as areas that may impact on fundraising.
3. Understand where fundraising strategy sits within the wider organisational strategy by critically evaluating a fundraising strategy for an organisation, in terms of the organisation's objectives and resources, and the application of fundraising theories to assess practice, including an awareness of the costs of fundraising activities. Demonstrate an understanding of the role and importance of marketing and communications within the fundraising strategy.
4. Provide a critical awareness of people management and interpersonal roles needed in fundraising operations, including the management of volunteers and an assessment of your own role.

## **3 THESE ARE EXAMPLES OF THE CONTENT OF THE MODULE**

### **• Charity Governance and the Governance of Fundraising**

Understanding the link between governance and fundraising, the charitable objectives of the organisation and their relationship to the fundraising strategy. Costing of fundraising.

### **• Strategy, Marketing and Fundraising**

Development of a fundraising strategy and its contribution to organisational objectives. Research in relation to historic sources of support, the identification of potential sources of support and links with the wider external environment. Different types of donors (individual, corporate, etc). Role of marketing and communications in fundraising.

- **Managing Fundraising Activity**

Understanding organisational stakeholders. Roles and liabilities of trustees in fundraising strategy. Working with others to achieve organisational objectives. Attitudes to supporters. Information needs of different roles.

- **Case Studies in Fundraising and Income Generation**

Governance/management distinctions. Implications for winning and deployment of charity resources. Differences between fundraising in charities and in social enterprises. Delegation and leadership styles. Management of relationships with staff, volunteers, donors, and other stakeholders. Use of IT to support fundraising.

#### **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 case studies and application to participants' own organisations. Participants will need involvement in an actual charity, with the opportunity to develop and explore the management of fundraising in context.

Participants will be expected to contribute to in-class discussions, presentations or informal reports regarding issues of fundraising strategy and fundraising management in their own organisations. In addition, participants are expected to 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**

Assessment will be in the form of a written assignment which requires participants to develop and/or critically assess a fundraising strategy for their organisation, relating the fundraising strategy to the organisational aims and governance framework and exploring the management of people and resources to achieve that strategy, including the marketing function. (If the organisation has an existing fundraising strategy, the emphasis is on *critically* assessing it. Where no such strategy yet exists, the emphasis is on development of such a strategy.)

Expected length: Approximately 4000 words, supplemented by appropriate appendices of specific documentation regarding fundraising management in the charity concerned. (It is anticipated that most students will choose to present the fundraising strategy and the organisational details by way of appendices, with the main assignment providing a *critical* justification of the strategy chosen.)

#### **To achieve a pass:**

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

<b>Students will be assessed on:</b>	<b>Pass</b>
1: Developing and/or critically assessing the fundraising strategy of a charity	Clear explanation of a new or existing fundraising strategy with some critical analysis of its impact.
2: Demonstration of the link between wider governance issues and fundraising	Some analysis of fundraising strategy in relation to these broader issues.
3: Demonstration of understanding of how the effective management of resources contributes to organisational aims and objectives, the importance of the fundraising strategy in terms of organisational sustainability, and the importance of marketing and communications in the fundraising process	Clear awareness of how the effective use of resources contributes to organisational sustainability. Adequate understanding of the role of marketing and communication in effective fundraising strategies.
4: Demonstration of critical awareness of the importance of people management in the fundraising process and reflect on your own role in the organisation	Sufficient awareness of the importance of people management. Some reflection on your own role in the process but this could be further developed.
5: Ability to communicate in writing	Adequate structure and presentation with clear development of argument. Some use of academic literature, generally correctly referenced.

**TABLE A: ASSESSMENT TASK INFORMATION**

<b>ASSESSMENT TASK</b>	<b>% weighting of overall module mark</b>	<b>Duration of task / word count / length of exam</b>	<b>In-module retrieval available?</b>	<b>Individual task pass mark ONLY IF OVER 40%**</b>
Written assignment	100%	4000-5000	No	

## **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 comments and a provisional mark. These will normally be given within four weeks of the assignment submission date.

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

A comprehensive reading list is supplied in the Course Guide, further supported by module specific pre course readings. Key resources will typically include:

Redmond Mullen - *Fundraising Strategy* (2nd ed Directory of Social Change 2002)

Adrian Sargeant & Elaine Jay - *Fundraising Management: Analysis, Planning & Practice* (Routledge 2004).

Jill Mordaunt & Rob Paton (eds) - *Thoughtful Fundraising* (Taylor & Francis 2007)

Cornforth, Chris (ed) - The governance of public and non-profit organisations: What do boards do? (Routledge 2002).

*Journals:*

International Journal of Non-Profit and Voluntary Sector Marketing

Voluntas

Voluntary Sector Review

*Other materials:*

Institute of Fundraising *Codes of Fundraising Practice*.

## FINAL TASK

<b>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)</b>	Task No.  1
---	-------------------

## MODULE REFERRAL STRATEGY

<b>Task for Task (as shown for initial assessment strategy)</b>	Y
<b>Single Referral Package for All Referred Students</b>	N

## REVISIONS

<b>Date</b>	<b>Reason</b>
July 2012	Minor Modification