

**FYC 4410**  
**FUNDRAISING FOR NONPROFIT ORGANIZATIONS <sup>1</sup>**  
**Spring 2026 Syllabus**

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**Class Meeting Times: Tuesday, periods 8&9 (3:00 – 4:55 pm) at FLI #0119  
Thursday, period 9 (4:05 – 4:55 pm)**

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**Instructor: Muthusami Kumaran, Ph.D.**

**Office:** 3025-D McCarty Hall D

**Phone #:** 352-273-3524; **e-mail:** kumaran@ufl.edu

**Instructor Office Hours:** Fridays 1:00 – 3:30 pm or by appt.

**Teaching Assistant:** **Rachel Gatto;** email: rachelgatto@ufl.edu

ALL communications within Canvas

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**Course Description:** This course explores some of the current and emerging fundraising methods and strategies for nonprofit organizations. The course relies heavily on lectures, reading assignments, student presentations and a group project designed to provide students a hands-on fundraising planning experience. The course is offered in a hybrid format with on-campus and online lectures.

**Course Goals:** Students will gain knowledge about various methods of fundraising for nonprofits and develop understanding on a range of ‘best practices’ for effective fundraising. Students will gain working knowledge on developing a systematic fundraising plan, incorporating various strategies.

**Course Objectives:** After completing this course students will be able to:

- Understand the historical growth of the nonprofit sector in the US and its current status
- Understand the theories and practices of charity and philanthropy
- Understand major principles of successful fundraising
- Interpret the funding base for the nonprofit sector
- Understand nonprofit marketing to mobilize resources
- Demonstrate knowledge on developing sound case statements that are foundations for nonprofit fundraising
- Create a donor research profile for a chosen nonprofit organization
- Explain some of the successful methods and strategies for nonprofit fundraising
- Discuss different fundraising mechanisms for specific nonprofit(s)
- Appreciate the efforts of nonprofits in raising funds for worthy causes
- Interpret emerging trends and strategies in online fundraising
- Interpret the fundraising management process
- Understand the elements of writing grant proposals for nonprofit organizations
- Understand the legal and ethical aspects of fundraising

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<sup>1</sup> The Instructor reserves the right to change any aspect of this syllabus and to make appropriate updates. Changes to the syllabus, if any, will be communicated to students in advance.

- Apply all the knowledge gained into completing a fundraising plan for a functioning nonprofit that incorporates key elements

**Required Readings/Canvas:** Students are required to buy the following text book:

Shaker, G.G., Tempel, E.R., Nathan, S.K., & Stanczykiewicz, B., (Eds.). (2022). Achieving Excellence in Fundraising (5th ed.). Hoboken, NJ: John Wiley & Sons. ISBN 9781119763758. Also available as e-Pub & e-PDF.

In addition, few other required and optional readings will be made available through e-learning. Class resources, announcements, updates, and assignments will also be made available through Canvas, so check the course Canvas pages frequently.

#### COURSE CALENDAR

Dates	Topics	Reading & Assignment Due Dates
<b>Week 1</b>		
<i>January 13</i>	Introduction and course overview & Nonprofit Sector in the USA	Handout
<i>January 15</i>	Course Project Group formation, instructions and discussion	None!
<b>Week 2</b>		
<i>January 20</i>	Charity, Philanthropy and Fundraising; Introduction to Fundraising	Shaker, et.al. Chs.1, 4 &6
<i>January 22</i>	Group discussion on course project	<b>Project Group Sign-up DUE</b>
<b>Week 3</b>		
<i>January 27</i>	History and Principles of Fundraising	Shaker 5, 7 &8
<i>January 29</i>	Discussion on assignments; Group discussion on project	<b>Profile of nonprofit chosen by groups DUE</b>
<b>Week 4</b>		
<i>February 3</i>	The Nonprofit Funding Base	Shaker 26 – 29 & 31
<i>February 5</i>	Case study presentation; Group discussion on readings & project	<b>Group 1 Group FR case study &amp; PPT DUE Assignment 1 DUE</b>
<b>Week 5</b>		
<i>February 10</i>	Marketing and Fundraising	Shaker 16 &17

Dates	Topics	Reading & Assignment Due Dates
February 12	QUIZ	<b>QUIZ #1</b>
<b>Week 6</b>		
February 17	The Fund Seeking Process	Shaker 11 – 14
February 19	Case study presentation; Group discussion on readings & project	<b>Group 2</b> <b>Assignment 2 DUE</b>
<b>Week 7</b>		
February 24	Essentials of Successful Fundraising	Shaker 22, 35 & 36
February 27	Case study presentation; Group discussion on readings & project	<b>Group 3</b>
<b>Week 8</b>		
March 3	Methods of Effective Fundraising	Shaker 23, 25 & 34
March 5	QUIZ	<b>QUIZ #2</b>
<b>Week 9</b>		
March 10 <b>Online</b>	Methods of Online Fundraising	Shaker 24
March 12	Case study presentation; Group discussion on readings & project	<b>Group 4</b> <b>Assignment 3 DUE</b>
<b>March 16 – 20: Spring Break – Enjoy a safe &amp; relaxing Spring Break!</b>		
<b>Week 10</b>		
March 24	Efficient Fundraising Management	Shaker 19 - 21
March 26	Case study presentation; Group discussion on readings & project	<b>Group 5</b>
<b>Week 11</b>		
March 31	Elements of Grant Writing	Shaker 38 & 39
April 2	Group discussion on course project	<b>Assignment 4 DUE</b>
<b>Week 12</b>		
April 7	Laws, Ethics and Nonprofit Fundraising	Shaker 2 & 3
April 9	QUIZ	<b>QUIZ #3</b>
<b>Week 13</b>		
April 14	Group discussion on project	
April 16	Group work on FR Plan presentation	<b>Assignment 5 DUE</b>

Dates	Topics	Reading & Assignment Due Dates
<b>Week 14</b>		
April 21	Group FR Plan presentations & Course Debrief	<b>Group FR Plan PPTs DUE Group FR Plans DUE on Friday, April 24</b>

### Key Dates

<i>Case study &amp; PPT: February 5</i> <i>Assignment #1: February 5</i> <i>Quiz #1: February 12</i> <i>Assignment #2: February 19</i> <i>Quiz #2: March 5</i> <i>Assignment #3: March 12</i>	<i>Assignment #4: April 2</i> <i>Quiz #3: April 9</i> <i>Assignment #5: April 16</i> <i>Group presentations: April 21</i> <i>*Group FR plans are due on April 24</i>
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### GRADES

Grading Scale:		Course Assignments: Grades will be based on the following:	
<b>Letter Grade</b>	<b>Points</b>	Discussions on Reading	75 points
A	960+	5 Brief Group Assignments	375 points
A-	920-959	Two Quizzes	200 points
B+	890-919	Case Study	100 points
B	850-889	Fundraising Plan	200 points
B-	820-849	<u>Attendance &amp; class participation</u>	50 points
C+	790-819	<b>TOTAL</b>	<b>1000 points</b>
C	750-789	Extra credit points	up to 25
C-	720-749		
D+	690-719		
D	650-689		
D-	600-649		
E	<600		

### COURSE REQUIREMENTS

**Group Case Study on Nonprofit Fundraising (100 points):** Student groups of 4-5 members (self-assigned) will be required to complete a case study on nonprofit fundraising. Each group will choose any one existing nonprofit organization (this cannot be the nonprofit the group chooses for final course project), conduct research about the organization's revenue, fundraising history, current fundraising strategies, and develop a written case study report (no more than 5 pages, double spaced). Each group will make an in-class presentation of its nonprofit fundraising case

study on the pre-assigned schedule. It will be a 15 minutes presentation using PowerPoint slides. The written report will be worth 50 points and the in-class presentation will be worth 50 points. An internal peer review process will be used to encourage full participation of all team members. Each member of the group is required to complete group assessment forms for the two parts of her/his group case study. Further instructions will be provided.

**Discussions on assigned readings led by Groups (75 points):** Students are expected to complete assigned readings and discuss key information from readings in class. Each group will lead discussion on assigned readings during designated class session. Discussions will be led by assigned groups, whose members will give an overview of the topic(s) covered in the readings (about 10 minutes) and initiate a discussion by asking a series of appropriate questions. Leading active discussion is worth 50 points and active participation in discussions accounts for 25 points.

**Five Brief Group-Assignments (375 points):** All assignments for the course are done by student groups (5 students per group, self-assigned). Student groups will be required to complete five brief assignments designed to increase understanding of fundraising strategies practiced by nonprofit organizations. Specific instructions for each assignment will be provided during the semester. These five assignments are:

**Assignment 1: Summary Report on Perceptions of Nonprofit Fundraising (75 points):**

EACH member in the group will interview three individuals about their perceptions of how nonprofits engage in fundraising and what fund raisers do.

**Assignment 2: Fundraising Case Statement (75 points)** Groups will develop a case statement that forms the foundation of fundraising efforts of the nonprofit chosen for the course project. This statement makes the case for support and persuades potential donors to contribute to the nonprofit.

**Assignment 3: Donor Research File (75 points):** Groups will develop a donor research file, identifying potential donors (one per member in the group) for the chosen nonprofit's programs/projects.

**Assignment 4: Report on grant-making Foundations (75 points):** Each member in the group will conduct basic research to identify foundations (local, national or international) that can provide potential funding for the chosen nonprofit.

**Assignment 5: Report on a Survey of a Professional Fund Raiser (75 points):** Each group member will conduct an interview with a professional fund raiser or a person designated as a fund raiser within a nonprofit, and write a report on her/his fundraising strategies, experience, and recommendations. .

**Two Quizzes (200 points):** Three quizzes based on specifically-defined readings and lectures will be required. Each quiz will consist of 20 multiple choice questions. Each quiz will be worth 100 points. For the final grade, only two quizzes with the highest scores will be considered (ie: one quiz with the lowest score will be dropped). Students are required to take ALL three quizzes.

**Group Course Project: Fundraising Plan for a Nonprofit Organization (200 points):** Student groups will be required to complete a course project to develop a fundraising plan for an existing nonprofit organization. Each group will choose a local nonprofit organization and develop a

fundraising plan for that organization, drawing-on various methods & strategies covered in the course. There will be two parts to this fundraising plan: i) the written plan - 100 points, and ii) presentation of the plan to the class - 100 points. It will be a 20 minutes group presentation using PowerPoint slides. An internal peer review process will be used and each member of the group is required to complete group assessment forms for the two parts of her/his group project. Further instructions will be provided.

**Attendance (50 points):** Students are required to sign the attendance sheet every class.. Each student will receive ONE unexcused absence during the semester. There will be penalty of 10 points for each additional absense in the class.

**Extra Credit Opportunities (up to 25 points):** Students will get opportunities for a total of up to 25 extra credit points throughout the semester. Extra credit points will be given for various activities, optional assignments, etc.

## CLASSROOM POLICIES

### Electronic Devices

Make sure that all electronic devices (smart phones, ipods, pagers, gaming devices, etc.) are turned off during class and that outside reading materials are put away. If your electronic device or behavior becomes disruptive, you will be asked to leave the class room. *Open laptop computers are allowed in the class ONLY for notes taking and other course related purpose. Any student who is seen texting or with an open laptop computer for purposes unrelated to the course will be asked to leave the class room.*

### In-Class Recording

Students are allowed to record video or audio of class lectures. However, the purposes for which these recordings may be used are strictly controlled. See the details at:

[http://www.syllabus.ufl.edu/media/syllabusufledu/syllabi\\_policy\\_7\\_28\\_2021.pdf](http://www.syllabus.ufl.edu/media/syllabusufledu/syllabi_policy_7_28_2021.pdf)

### Respect

Treat your fellow classmates and the instructor with respect. During lecture and discussion, side conversations, inappropriate remarks, and other rude activities will not be tolerated.

### Communications

If you have a routine question (such as grade, absence, etc.), contact the TA or the instructor via email within the Canvas platform, or meet with the instructor during office hours. ALL communications with the instructor need to be sent via Canvas (and not via @ufl.edu).

## COURSE POLICIES

The course adheres to University of Florida's Syllabus Policy which can be accessed at:  
<http://www.syllabus.ufl.edu/syllabus-policy>.

### Assignments and other Course Work Policy

Students are required to complete all readings, lectures, and assignments provided in the syllabus and course calendars. All written assignments and the course project must be submitted through

Canvas on appropriate assignment pages, and are due by 5:00 pm on the dates indicated on the course calendar. There is a six-hour grace period (until 11:00 pm on the due dates) for assignment submissions. All assignment pages will close on the dot at 11:00 pm and students will not be able to submit assignments after that time. **Late assignment submissions, through any other means, will not be accepted.**

- The grace period of six hours (5:00 – 11 pm) is intended to accommodate for any technical difficulties while trying to submit your assignment. If you wait until close to 11:00 pm before attempting to submit your assignment for the first time and experience technical difficulties, you will not be granted additional time as a result. You should attempt to submit by the scheduled due time/date (5:00 pm) and use the grace period to resolve technical issues that may arise, if any. **Do not wait until 11:00 pm to submit assignments as the assignment pages will close sharp at 11:01 pm and assignments will not be accepted after that time, resulting in a zero (0) grade.**
- Extension for assignment submission will be granted ONLY for University of Florida's approved medical and other reasons, and students are required to submit a written request along with necessary documents (such as a doctor's note) to the instructor for approval at least 24 hours prior to the scheduled due date. That is, approval must be obtained via email by 5:00 p.m. the day before an assignment is due. Requirements for assignments and other course work are consistent with university policies that can be found at: <https://catalog.ufl.edu/UGRD/academic-regulations/attendance-policies/>.
- In the event of an unforeseen emergency (accident, sudden illness, etc.), contact the instructor as soon as possible to request extension to submit assignment. Be proactive and forthcoming. Failure to communicate with the instructor may result in a zero (0) grade.
- Once again, assignments not submitted by their due dates and times will not be accepted resulting in zero (0) grade for such assignments.

### **Grades and Grade Points**

For information on current UF policies for assigning grade points, see

<https://catalog.ufl.edu/UGRD/academic-regulations/grades-grading-policies/>.

### **Attendance and Make-Up Work**

Requirements for class attendance and make-up exams, assignments and other work are consistent with university policies that can be found at:

<https://catalog.ufl.edu/UGRD/academic-regulations/attendance-policies/>.

### **Online Course Evaluation Process**

Student assessment of instruction is an important part of efforts to improve teaching and learning. At the end of the semester, students are expected to provide feedback on the quality of instruction in this course using a standard set of university and college criteria. 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: <https://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 <https://ufl.bluera.com/ufl/>. Summaries of course evaluation results are available to students at: <https://gatorevals.aa.ufl.edu/public-results/>.

### **Academic Honesty**

As a student at the University of Florida, you have committed yourself to uphold the Honor Code, which includes the following pledge: "We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honesty and integrity." You are expected to exhibit behavior consistent with this commitment to the UF academic community, and on all work submitted for credit 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."

It is assumed that you will complete all work independently in each course unless the instructor provides explicit permission for you to collaborate on course tasks (e.g. assignments, papers, quizzes, exams). Furthermore, as part of your obligation to uphold the Honor Code, you should report any condition that facilitates academic misconduct to appropriate personnel. It is your individual responsibility to know and comply with all university policies and procedures regarding academic integrity and the Student Honor Code. Violations of the Honor Code at the University of Florida will not be tolerated. Violations will be reported to the Dean of Students Office for consideration of disciplinary action. For more information regarding the Student Honor Code, please see:

<http://www.dso.ufl.edu/sccr/process/student-conduct-honor-code>, and read The Student Honor and Conduct Codes in *The Orange Book* at: <https://sccr.dso.ufl.edu/policies/student-honor-code-student-conduct-code/>

### **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.

### **Services for Students with Disabilities**

The Disability Resource Center coordinates the needed accommodations of students with disabilities. This includes registering disabilities, recommending academic accommodations within the classroom, accessing special adaptive computer equipment, providing interpretation services and mediating faculty-student disability related issues. Students requesting classroom accommodation must first register with the Dean of Students Office. The Dean of Students Office will provide documentation to the student who must then provide this documentation to the Instructor when requesting accommodation.

Disability Resource Center: 0001 Reid Hall, 352-392-8565, <https://disability.ufl.edu/>

### **Campus Helping Resources**

#### **Health and Wellness**

- U Matter, We Care: If you or someone you know is in distress, please contact

umatter@ufl.edu, 352-392-1575, or visit [umatter.ufl.edu](mailto:umatter.ufl.edu) to refer or report a concern and a team member will reach out to the student in distress.

- Counseling and Wellness Center: Visit [counseling.ufl.edu](http://counseling.ufl.edu) or call 352-392-1575 for information on crisis services as well as non-crisis services.
- Student Health Care Center: Call 352-392-1161 for 24/7 information to help you find the care you need, or visit [shcc.ufl.edu](http://shcc.ufl.edu).
- University Police Department: Visit [police.ufl.edu](http://police.ufl.edu) or call 352-392-1111 (or 9-1-1 for emergencies).
- UF Health Shands Emergency Room / Trauma Center: For immediate medical care call 352-733-0111 or go to the emergency room at 1515 SW Archer Road, Gainesville, FL 32608; [ufhealth.org/emergency-room-trauma-center](http://ufhealth.org/emergency-room-trauma-center).

#### Academic Resources

- E-learning technical support: Contact the UF Computing Help Desk at 352-392-4357 or via e-mail at [helpdesk@ufl.edu](mailto:helpdesk@ufl.edu).
- Career Connections Center: Reitz Union Suite 1300, 352-392-1601. Career assistance and counseling services [career.ufl.edu](http://career.ufl.edu).
- Library Support: [cms.uflib.ufl.edu/ask](http://cms.uflib.ufl.edu/ask) various ways to receive assistance with respect to using the libraries or finding resources.
- Teaching Center: Broward Hall, 352-392-2010 or to make an appointment 352-392-6420. General study skills and tutoring. [teachingcenter.ufl.edu](http://teachingcenter.ufl.edu)
- Writing Studio: 2215 Turlington Hall, 352-846-1138. Help brainstorming, formatting, and writing papers. [writing.ufl.edu/writing-studio](http://writing.ufl.edu/writing-studio)
- Student Complaints On-Campus: [sccr.dso.ufl.edu/policies/student-honor-code/student-conduct-code](http://sccr.dso.ufl.edu/policies/student-honor-code/student-conduct-code)
- On-Line Students Complaints: [distance.ufl.edu/student-complaint-process](http://distance.ufl.edu/student-complaint-process)