

The Graduate School of Political Management

THE GEORGE WASHINGTON UNIVERSITY

M.P.S. in Political Management

Spring 2022

April 7th - June 9th, 2022

Fundraising and Budgeting

PMGT 6454.10

3 Credits

Thursdays 6:10-8:00pm

1776 G Street NW Room TBD

Instructor Information

Instructor

Angela Struebing

Contact Information

Phone Number: (202)320-3945

Email Address: angelastruebing@gmail.com and XXXXX@gwu.edu

Communication

Angela is reachable via phone/text at 202-320-3945. Best times for a quick response are morning (I'm an early bird). Email works too but text is probably best. Appointments can also be arranged before/after class.

Expectations and Responsibilities

Blackboard Site

A Blackboard course site has been set up for this course. Each student is expected to check the site throughout the semester, as Blackboard will be the primary venue for outside classroom communications between the instructors and the students. Students can access the course site at [GWU Blackboard](#). Please note that your access to this course on Blackboard will continue for one month after the course ends. If you wish to keep any work or materials, you must download or save them before the course closes. Support for Blackboard is available at 202-994-4948 or [IT Blackboard web page](#).

Out-of-Class/ Independent Learning Expectation

For face-to-face classes:

Over the course of the semester, students will spend approximately three hours per week in combined online class meetings (synchronous learning) and engaged in asynchronous instructional learning activities (done weekly on one's own time) over the 10-week term. In addition to these required asynchronous and synchronous activities, reading for the class meetings and written response papers or projects are expected to take up, on average, 8¼ hours per week. Over the course of the semester, students will spend 30 hours in instructional time (asynchronous and synchronous) and 82.5 hours

preparing for class for a total of 112.5 hours. Hybrid and Online courses meet the total 112.5 hours of total instruction.

Academic Integrity

All members of the university community are expected to exhibit honesty and competence in their academic work. Students have a special responsibility to acquaint themselves with, and make use of, all proper procedures for doing research, writing papers, and taking exams. Members of the community will be presumed to be familiar with the proper academic procedures and will be held responsible for applying them. Deliberate failure to act in accordance with such procedures will be considered academic dishonesty. Academic dishonesty is defined as “cheating of any kind, including misrepresenting one’s own work, taking credit for the work of others without crediting them and without appropriate authorization, and the fabrication of information.” Copying information and pasting it into a paper without a quotation and citation is an act of plagiarism. Acts of academic dishonesty are a legal, moral, and intellectual offense against the community and will be prosecuted through the proper university channels. For the first offense, the student will receive an “F” for the assignment and formal charges will be filed with the Office of Academic Integrity. For the second offense, charges will again be filed and the student will receive an “F” for the final course grade. Penalties for academic dishonesty are not negotiable. You will not be offered a “do-over” or resubmission. The University Code of Academic Integrity can be found at <http://studentconduct.gwu.edu/code-academic-integrity>

Attendance Policy

[Please state your class attendance policy, and please note the importance of maintaining contact with the instructor if a student is unable to attend or misses work.]

University Policy on Observance of Religious Holidays

Students must notify faculty as early as possible, but no later than three weeks prior to the absence, of their intention to be absent from class on their day(s) of religious observance. If the holiday falls in the first three weeks of class, the student must inform the faculty within the first week of the semester that they are enrolled in the course.

To the greatest extent possible, faculty must continue to extend to these students the courtesy of absence without penalty on such occasions, including permission to make up examinations.

Faculty who intend to observe a religious holiday must arrange at the beginning of the semester to reschedule missed classes or to make other provisions for their course-related activities.

For the full text of the policy and calendar of religious holidays, please see the [Office of the Provost’s Policies web page](#) (Religious Holidays document).

Online Classroom Conduct Policy

You should behave in class as if you are in a professional setting. Unless you are having connection difficulties, you are expected to activate your camera and to be present, attentive, and engaged during online course meetings. Please do not attempt to multitask, as it is almost impossible to read something while simultaneously listening to something else. Please observe the following rules of netiquette for communicating online:

- Remain professional, respectful, and courteous at all times.
- Remember that a real human being wrote each post and will read what you write in response. It is easy to misinterpret discussion posts. Let’s give the benefit of the doubt.

- If you have a strong opinion on a topic, it is acceptable to express it as long as it is not phrased as an attack. Please be gracious with differing opinions.
- When upset, wait a day or two prior to posting. Messages posted (or emailed) in anger are often regretted later.
- Proofread and use the spell check tool when you type a post. It makes the post easier to read and helps your readers understand what you are saying.

Your instructor reserves the right to delete any post that is deemed inappropriate for the discussion forum, blog, or wiki without prior notification to the student. This includes any post containing language that is offensive, rude, profane, racist, or hateful. Posts that are seriously off-topic or serve no purpose other than to vent frustration will also be removed.

Technology Requirements

It is your responsibility to ensure that you have the required technology to fully participate in this course. The minimum technology requirements for learning online at GW are outlined on the [Technical Requirements and Support](#) web page. If you have any problems with the technology in this course, you can seek technological support from GW in a variety of ways, outlined on the [IT Support](#) website. GW is committed to providing an inclusive and welcoming environment that is accessible for everyone, including people with disabilities. The following links provide more information about the accessibility of technologies that may be used in this course (delete all not needed):

- [Blackboard accessibility](#)
- [Microsoft Office accessibility](#)
- [Adobe accessibility](#)
- [Vimeo accessibility](#)
- [YouTube accessibility](#)
- [VoiceThread accessibility](#)
- [Webex accessibility](#)
- [Zoom accessibility](#)

If you have any issues regarding the accessibility of the technology used in this course, please contact your instructor. You may also explore the [Disability Support Services](#) website (see above).

Technology Expectations

Regarding technology skills, you should be able to (delete all not needed):

- Create documents and presentation slides
- Use a webcam and microphone
- Use a digital camera or scanner
- Upload files, including recordings and images
- Be open to learning and registering for new technologies
- Be flexible when technological glitches happen (which is a given)
- Seek technological help when necessary by contacting the Division of Information Technology

If you have any problems with the technology expectations in this course, please contact your instructor.

Use of Electronic Course Materials and Class Recordings

Students are encouraged to use electronic course materials, including recorded class sessions, for private personal use in connection with their academic program of study. Electronic course materials and recorded class sessions should not be shared or used for non-course related purposes unless express permission has been granted by the instructor. Students who impermissibly share any electronic course materials are subject to discipline under the Student Code of Conduct. Please contact the instructor if you have questions regarding what constitutes permissible or impermissible use of

electronic course materials and/or recorded class sessions. Please contact [Disability Support Services](#) if you need additional accommodations for accessing electronic course materials.

Copyright Statement

Unless explicitly allowed by the instructor, course materials, class discussions, and examinations are created for and expected to be used by class participants only. The recording and rebroadcasting of such material, by any means, is forbidden. The Copyright Act (17 U.S.C. § 10) governs the rights attributed to owners of copyrighted work. Under certain circumstances, educational institutions may provide copies of copyrighted works to students. The copies may not be copied nor used for any other purpose besides private study, scholarship, or research. Users should not provide electronic copies of any materials provided on this course's Blackboard site to unauthorized users. If a user fails to comply with Fair Use restrictions, he/she may be held liable for copyright infringement. No further transmission or electronic distribution is permitted.

Support for Students with Disabilities

GW's Disability Support Services (DSS) provides and coordinates accommodations and other services for students with a wide variety of disabilities, as well as those temporarily disabled by injury or illness. Accommodations are available through DSS to facilitate academic access for students with disabilities. Please notify your instructor if you require accommodations. Additional information is available at <https://disabilitysupport.gwu.edu/>.

Counseling and Psychological Services

GW's Colonial Health Center offers counseling and psychological services, supporting mental health and personal development by collaborating directly with students to overcome challenges and difficulties that may interfere with academic, emotional, and personal success. For additional information call 202-994-5300 or visit the [Counseling and Psychological Services website](#).

Title IX: Confidentiality and Responsible Employee Statement

The George Washington University (GWU) and its faculty are committed to helping create a safe and open learning environment for all students. If you (or someone you know) have experienced any form of sexual misconduct, including sexual assault, dating or domestic violence, or stalking, know that help and support are available. GWU strongly encourages all members of the community to take action, seek support and report incidents of sexual misconduct to the Title IX Office. Please be aware that under Title IX of the Education Amendments of 1972, faculty members are required to disclose information about such misconduct to the Title IX Office.

If you wish to speak to a confidential employee who does not have this reporting responsibility, you can contact Mental Health Services through Colonial Health (counselors are available 24/7 at 202-994-5300 or you can make an appointment to see a counselor in person.). For more information about reporting options and resources at GWU and the community, please visit <https://haven.gwu.edu/>.

The Writing Center

The Writing Center is located in Gelman Library at 2130 H St NW in Suite 221 and they can be reached at 202-994-3765 or via email at gwriter@gwu.edu. You can [schedule writing center appointments](#), both in-person or by phone, in advance. Daytime and evening hours are available. Check for this semester's hours at the [writing center contact page](#). The Writing Center offers summer hours.

GWU Libraries

Off campus students have full access to all of the research resources, services, and assistance that the Library offers. The GW community has access to 500+ online subscription databases and to millions of items, electronic and print, in the library catalog. Off-campus students even have additional privileges because the Library will FedEx print materials to your home. For more information visit the [GW Libraries homepage](#).

Call the Ask Us desk at 202-994-6048 or [contact someone at the library](#) to answer any questions. For questions beyond “Do you have this book/article?” and “How do I login?” use the website mentioned to make a research consultation appointment with a librarian. Librarians are there to guide students through any aspect of the research process, from selecting and narrowing a topic, crafting a research strategy to citation management.

Safety and Security

- **In an emergency:** call GWPD at 202-994-6111 or call 911
- **For situation-specific actions:** review the [Emergency Response Handbook](#)
- **In an active violence situation:** [Get Out, Hide Out or Take Out](#)
- **Stay informed:** review [notification tools for staying informed during emergency and safety related situations](#)

Course Evaluation

At the end of the semester, students will be given the opportunity to evaluate the course through GW’s online course evaluation system. It is very important that you take the time to complete an evaluation. Students are also encouraged to provide feedback throughout the course of the semester by contacting:

Dr. Todd Belt
 Director, Political Management Program
tbelt@gwu.edu | 202-994-4363

Suzanne Farrand
 Director of Academic Administration, GSPM
sfarrand@gwu.edu | 202-994-9309

THE COURSE

Political Management Program Objectives

A Political Management degree prepares students to win campaigns for elective office and policy positions, and to do so in a manner that benefits democracy and society as well as their organization and clients.

In completing the degree, students will be able to:

1. Assess a political environment, develop a strategy to achieve specified goals, and execute that strategy;
2. Draw upon a repertoire of effective campaign communication skills;
3. Collect, evaluate, and incorporate empirical evidence to shape and optimize the strategy;
4. Find, engage, and motivate the right leaders, professionals, and citizens;
5. Recognize and work through recurring political dilemmas in a manner that upholds ethical standards and professional conduct.

Graduate School Expectations

Students enrolled in a graduate program should take their academic responsibilities seriously and be prepared to meet the following expectations:

1. Utilize effective time management skills so as to complete and submit their assignments on their required due dates and times.
2. Have attained a mastery of written communication skills including proper sentence structure, grammar, spelling, and word usage.
3. Understand how to properly format in-text citations and references for resources and information integrated into their written assignments.

GSPM prepares students for careers in the professional political world. In politics, words and deadlines matter. Excellent written communication skills are essential for success. Every word used, whether it is in a television or radio ad, direct mail piece, social media, or a press release, will be scrutinized. Similarly, deadlines are important. Election Day does not get postponed because a candidate and their campaign are not prepared. There are no “do-overs” because a direct mail piece did not arrive to its intended recipients until after the election was concluded. Students will be best positioned for success in the practical political world if they have developed and exercise excellent written communication and time management skills.

Course Description and Overview

PMGT 6454.10 Fundraising and Budgeting will teach you the basics of campaign and nonprofit fundraising and budgeting. This class will expose you to everything from candidate call time to campaign finance law to direct mail fundraising.

Course Learning Objectives

1. Learn how to write a finance plan and prepare a fundraising budget
2. Learn how to make high dollar solicitations for nonprofit and campaign fundraising
3. Thorough understanding of all the fundraising channels - when and how to use them
4. Able to identify donors and how to solicit them
5. What role 3rd party fundraising plays in our elections

Course Requirements

Students are required to actively participate in class discussions and come prepared with smart questions following the asynchronous lectures in addition to participating in discussion board postings. Students are expected to complete course reading and assignments.

Evaluation and Grading

Assignment	Learning Objective(s) Addressed [#]	Due Date	Weight
Weekly Assignments			30%
Mid-Term Fundraising Logistics Test		April 28	10%

Final Project and Presentations		June 2 and 9	50%
Attendance and Participation			10%
Total			100%

Following is the grade scale for all GSPM classes:

Grade*	Grading Standard
A 94-100	Your work is outstanding and ready for submission in a professional environment. Your material, effort, research, and writing demonstrate superior work.
A- 90-93	Represents solid work with minor errors. Overall, excellent work.
B+ 87-89	Very good. Represents well-written material, research, and presentation, but needs some minor work.
B 83-86	Satisfactory work, but needs reworking and more effort. Note that although not a failing grade, at the graduate level, anything below a “B” is viewed as unacceptable.
B- 80-82	You’ve completed the assignment, but you are not meeting all of the requirements.
C+ 77-79	Needs improvement in content and in effort. Shows some motivation and concern.
C 73-76	Needs reworking, improved effort, and additional research. Shows minimal motivation and concern.
C- 70-72 (lowest grade to pass)	Poor performance. Major errors, too many misspellings, problems with accuracy, etc.
F Below 70	Unacceptable performance, or inability to submit the assignment.

*Please note that you may be penalized for late submission of assignment(s).

Required Text and Learning Materials

Fundraiser Who Wanted More: The 5 Laws of Persuasion that Transforms Your Results by Rob Woods

A Fundraiser’s Guide to Irresistible Communications by Jeff Brooks

The Fundraiser: Fundraisers Aren’t Born, They’re Built by Meredith White

Additional articles will be distributed on an ad hoc basis

Tentative Course Calendar*

*The instructor reserves the right to alter course content and/or adjust the pace to accommodate class progress. Students are responsible for keeping up with all adjustments to the course calendar.

April 7 - Week 1

- *Topic and Content Covered:*
 - Course Description

- Syllabus Review
- Class Expectations
- Intro to Fundraising and the Current Landscape
- Demographics of Donors/Donor Personas
- *Learning Objective(s) Addressed:* Able to identify donors and how to solicit them
- *In Class Activity:* Introductions (interview style), 10 ways to ask for money
- *Reading Due Today:* N/A
- *Assignment(s) Due Today:* Give to an org/candidate – report back on acknowledgement – how could it be improved? What was your donor experience?

April 14 - Week 2

- *Topic and Content Covered:* Overview of Fundraising Channels
 - The Role of the Candidate in Fundraising
 - Direct Mail and Crafting Your Offer
- *Learning Objective(s) Addressed:* Thorough understanding of all the fundraising channels - when and how to use them; Able to identify donors and how to solicit them
- *In Class Activity:* Develop Donor Personas
- *Reading Due Today:* The FundRaiser
- *Assignment(s) Due Today:*
 - Select organization/candidate for your final project. One pager on why have you chosen them and potential challenges/strengths they have for fundraising (SWOT)
 - Draw up a typical donor persona for your selected project

April 21 - Week 3

- *Topic and Content Covered:* Overview of Fundraising Channels (cont.)
 - How digital is changing the fundraising world
 - TM, Texting and DRTV
- *Learning Objective(s) Addressed:* Thorough understanding of all the fundraising channels - when and how to use them
- *In Class Activity:* Write an Emergency Fundraising Appeal
- *Reading Due Today:* A Fundraiser's Guide to Irresistible Communications
- *Assignment(s) Due Today:*
 - Write a direct mail appeal for your candidate or organization (includes all components of the package)

April 28 - Week 4

- *Topic and Content Covered:* Overview of Fundraising Channels (cont.)
 - Personal Solicitations and High Dollar Strategies
 - In person and now virtual events
- *Learning Objective(s) Addressed:* Thorough understanding of all the fundraising channels - when and how to use them
- *In Class Activity:*
 - Partner Asks
 - Start Event Plan
- *Reading Due Today:* Fundraiser Who Wanted More
- *Assignment(s) Due Today:*
 - One page essay on what is the most applicable law to life and why (from Fundraiser Who Wanted More)

- Craft email year end/FEC appeal and SEM ads for your chosen org/candidate and prepare communications schedule

May 5 - Week 5

- *Topic and Content Covered:*
 - PACs and Super PACs. c3 and c4's and the influence of outside money on elections
 - Campaign Finance Law and Nuts and Bolts of Fundraising (database management, campaign reporting, transparency)
- *Learning Objective(s) Addressed:* What role 3rd party fundraising plays in our elections
- *In Class Activity:* N/A
- *Reading Due Today:* Articles posted to Blackboard (come ready for discussion)
- *Assignment(s) Due Today:*
 - Research a potential major donor and prepare a memo and call sheet of how you would approach this donor. How will you establish a relationship that will motivate this person to make a contribution?
 - Write an event plan for your chosen org/candidate, target audience, timeline, marketing plan, event goals.

May 12 - Week 6

- *Topic and Content Covered:* Writing a Finance Plan and Preparing a Fundraising Budget, Cash Flow and Projections
- *Learning Objective(s) Addressed:* Learn how to write a finance plan and prepare a fundraising budget
- *In Class Activity:*
 - Bridging a budget gap/cash flow scenarios/metric calculations
 - Test on Fundraising Logistics/3rd party fundraising
- *Reading Due Today:*
- *Assignment(s) Due Today:*
 - N/A

May 19 - Week 7

- *Topic and Content Covered:*
 - The gigantic world of Non-Profit Fundraising
- *Learning Objective(s) Addressed:*
- *In Class Activity:*
- *Reading Due Today:* Excerpts from Retention Fundraising (will be distributed)
- *Assignment(s) Due Today:*
 - Prepare one pager of top line budget goals.

May 26 - Week 8

- *Topic and Content Covered:* Putting it all together
- *Learning Objective(s) Addressed:*
- *In Class Activity:*
- *Reading Due Today:* N/A
- *Assignment(s) Due Today:*
 - One page essay on How is candidate and non-profit fundraising different/the same?

June 2 - Week 9

- *Topic and Content Covered:* Final Presentations

June 9 - Week 10

- *Topic and Content Covered:* Final Presentations