

# PHILANTHROPY/ FUNDRAISING (PHIL1-CE)

## PHIL1-CE 1000 Hear From the Philanthropists: How They Choose Their Charities and How They Evaluate the Programs They Support (0 Credits)

This seminar provides fundraisers with the opportunity to meet philanthropists and learn how they choose their charities, what they like in a fundraiser, what they do not like in a fundraiser, and how they evaluate the programs they support.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

## PHIL1-CE 1001 Cultivating Your Network and Developing Your Resume and Cover Letter (0 Credits)

Register for this Summer 2023 course on the NYU SPS Academy of Lifelong Learning website. Have you ever considered hiring a coach to explore your skills, interests, and strengths while searching for a new job, a board position, or a volunteer gig? Would you value guidance on your next career step or volunteer engagement? Do you want a promotion? Are you interested in leaving the for-profit world to get a non-profit post? We can all benefit from advice about building relationships and developing a plan of action to get a desired position. These interactive sessions will help you think strategically about developing and leveraging your network to help you transition to the next phase - including effectively identifying and using volunteer experience. You will craft your unique transition story and elevator pitch, enabling you to quickly summarize who you are and where you want to go. Practice can bring ease when talking about your skills and why you are a good fit for the organization where you want to work. Learn various strategies for presenting your experience in writing. Identify which type of resume will be most effective for your goals and receive feedback while developing yours during the class. You will also get tips on crafting your cover letter, engaging headhunters, and exploring ways to stand out in competitive searches. Each student's redesigned resume and cover letter will be reviewed and edited. Whether you're re-entering the job market, already working as a mid-level professional, interested in finding a volunteer position, or getting close to or in retirement and want to figure out what's next, this seminar is for you.

**Summer 2023 tuition is \$699.**

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

## PHIL1-CE 3220 Planned Giving (1 Credit)

This course introduces the fundamentals of planned charitable giving, a critical part of any fundraising initiative. The goal of the course is to impart both an understanding of basic gift plans and an appreciation of the motivations for entering into a planned gift from both the charity's and the donor's perspectives. To this end, the course addresses relevant tax and estate law, gift administration, marketing, solicitation, and strategies for interacting with all the parties involved in developing and closing a planned gift.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 3225 Strategy and Uncertainty: How to Give and Raise Funds When the World Is in Disarray (1 Credit)**

The future scenarios technique is a valuable tool for grantmakers and grant seekers who desire a greater philanthropic impact. Using systems and network theory, it helps leaders craft strategies for uncertain and changing environments. Despite its success in the corporate world, the philanthropic community—in general—has not yet adopted this tool. Funders and fundraisers today operate in complex environments of non-causal, nonlinear relations in which “traditional” approaches to strategy are proving insufficient. This interactive, practical workshop provides an introduction to scenarios and teaches you how to use these tools in your philanthropic work.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 5000 Effective Storytelling for Fundraising Campaigns (1 Credit)**

What makes someone choose to give money to one campaign, but not another? How can we help them see the value of what we do and convince them to take action? STORY. Whether it's explicit or implied, there is a story driving every action and donation. Stories elicit emotion, build empathy and motivate people to take actions that they otherwise might not. It's actually in our DNA.

The most effective campaigns harness the powers of storytelling to their fullest, getting the attention your work deserves and inspiring people to step up and become heroes for your cause. But where does storytelling fit in, how do we generate a great story, and how do we apply it to the elements of a successful fundraising campaign?

In this one-day bootcamp, we'll learn how to harness the science and structure of storytelling (assisted by AI) to open hearts and drive actions as we workshop a fundraising campaign for the nonprofit of your choice, from concept to conversion.

Course Topics

- The science & structures of successful storytelling
- The best types of stories to tell for fundraising
- Building out a complete story-based campaign funnel
- Campaign storytelling formulas for social, email, websites, and more
- Using AI to make it all easier!

A portion of this course is spent on applied work so students will have a practical portfolio piece to either bring back to their organization or share with prospective employers. Students should come to the class with a general idea for one of the following topics:

- An organization for which you would like to run a campaign - this can be your current employer or an organization for which you would like to work, hypothetically
- A new campaign that you want to run or one that you have previously run and want to build on
- Client story/stories that you might like to build the campaign around

Full participation in this course is applicable for 7 points in Category 1.B - Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9000 How to Be a Successful Fundraiser (0 Credits)**

Fundraising is an exciting profession, offering meaningful job opportunities across a wide range of institutions, agencies, and organizations in both the public and private sectors. Naomi Levine explores such topics as fundraising strategies, obtaining and managing major gifts, capital campaigns, corporate and foundation fundraising, planned giving, board relationships, ethics in fundraising, and community visibility. She also explores in depth the power of women philanthropists, who control 51 percent of the privately held wealth in the United States.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9001 Building a Career as a Philanthropy Adviser (0 Credits)**

The philanthropy field has grown and noted philanthropists are in the news every day, and there are many who would like to advise funders on their decisions or manage their grantmaking process and portfolios. This course introduces you to what philanthropy advisers do, what competencies they should have, who their employers are, and what the ethical standards are in the field. It also provides an update on the emerging issues in philanthropy and the role that philanthropy advisers can play in advancing the field.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9002 Fundraising Concepts and Practices (Online) (2 Credits)**

Fundraising is one of the most rewarding careers one can enter. It presents opportunities to serve compelling missions and to take on real professional responsibilities, but success in this challenging world requires specific skills and knowledge. This online course introduces every major facet of fundraising, including direct mail, special events, major gifts, corporate and foundation giving, sponsorships, cause-related marketing, and planned giving. The course also explores the fields of online giving and social media.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9003 Hear from the Philanthropists (0 Credits)**

Meet philanthropists and learn how they choose their charities, what they look for in a fundraiser, what they do not like in a fundraiser, and how they evaluate the programs they support.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9004 Major Gifts for Nonprofit Organizations (2 Credits)**

In 2023 Americans gave \$557.16 billion to nonprofit organizations, a gain of 1.9% over the prior year. Contributions from individuals totaled \$374.40 billion or 67% of all giving. Bequests that were made by individuals amounted to \$42.68 billion or 8% of what was reported. Together, individual donations and bequests reached \$417.08 billion or 75% of all philanthropy, far outpacing foundation and corporate commitments. The culture of individual philanthropy has always been deeply ingrained in all of America's citizens, regardless of their diverse backgrounds. The vibrancy of our nonprofit sector continues to rest on the generosity of individual donors.

Major Gifts for Nonprofit Organizations explores how organizations can realize their major gift fundraising potential, both to meet current needs and realize aspirational goals. We will ask how prospective and current donors can be motivated to make major gifts, especially to your organization? We will look at how major gift fundraising has been impacted by the pandemic and where new technologies, like AI and ChatGPT, fit into major gift fundraising.

We will also focus on foundational elements: organizational readiness for major gift fundraising, understanding the donor life cycle (prospect identification and qualification, cultivation, solicitation, and stewardship), increasing Board engagement, making the case for support, understanding the importance of diversity, equity and inclusion in major gift fundraising, research analytics and Moves Management, and operations (program management, acknowledgement processes and gift acceptance policies). While mindful of individual and organization confidentiality, participants will be encouraged to share their experiences, offer suggestions, and seek feedback from classmates and the instructor in a welcoming and supportive environment.

COURSE TOPICS

- Introduction to Major Gifts Fundraising, Including Organizational Readiness
- The Donor Life Cycle
- The Role of Boards and Board Development, including diversity, equity and inclusion on Boards and among volunteers, donors, and advancement staff
- Research, Analytics, and Moves Management
- Making the Ask Foundation and Corporate Fundraising

This course is eligible towards the completion of the [Certificate in Fundraising](https://www.sps.nyu.edu/professional-pathways/certificates/fundraising/fundraising.html). Bundle your coursework and earn a professional credential that communicates knowledge and skills gained. Declared Certificate students receive 10% off of courses within the program.

Note: Full participation in Major Gifts for Nonprofit Organizations is applicable for 15 points in Category 1.B - Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9005 History and Philosophy of Philanthropy in the United States (1 Credit)**

Gain an understanding of America's tradition of philanthropy and its relevance for today's fundraisers. Examine the history of philanthropy in the United States, tracing its origins in cultural history and economic development. Attention is given to changes that emerged as new groups accumulated wealth and their priorities were influenced not only by their own cultural background but also by evolving social and political issues. The course also explores the various ways that organizations changed fundraising strategies to attract new generations of donors.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9006 Hiring and Retaining a High-Performing Team (0 Credits)**

As development markets become more competitive, talent management is essential to the survival and success of nonprofit organizations. Timothy Higdon and a panel of expert guests examine how to hire and retain top development talent. The first session focuses on aligning your organization to quickly and effectively hire the right talent. The second session focuses on organizational and leadership requirements to keep top-level talent in your organization.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9007 Getting Government Funding (0 Credits)**

Become familiar with the navigational tools required to understand state and federal funding processes; work with elected officials and case studies; address project management issues; maximize project impact and evaluation; discuss financial accountability; and learn how to put a grant package together, from strategy to completion. Explore new federal funding mechanisms initiated by the current administration through the 2009 American Recovery and Reinvestment Act. This course is designed for grant seekers in public/private partnerships, foundations, and municipal agencies in the areas of energy and environment, education, workforce and economic development, healthcare and human services, and housing and urban development.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9009 How to Be a Successful Fundraiser: Silver School of Social Work (0 Credits)**

Every aspect of fundraising is presented, including a discussion of Giving USA reports, who gives, and what groups are receiving financial support. Planned giving and research are also covered with special attention given to the art of the ask.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9010 Foundations of Philanthropy for Funders (1.5 Credits)**

Funders have power! The challenge for funders, philanthropists, and foundation professionals is to use it responsibly and wisely. This course introduces funders of all sorts to the basic practices, rules, and ethics of philanthropic giving, as well as the philanthropy ecosystem. It also provides an overview of the how the institutions of American philanthropy came to be, what the major trends in philanthropy are today, and how these trends intersect with public policy.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9011 Ethics, Law, and Board Governance: Advanced Intensive in Fundraising (1 Credit)**

Examine the institutions, processes, and policies related to ethical behavior, legal compliance, and effective governance in the nonprofit sector. Boards of directors have ultimate responsibility in this regard; they are the last stop in the chain of accountability. But staff members, as well, must be aware of their obligations. The main topics of this course include the nonprofit board of directors (structures, functions, roles, and responsibilities), federal regulations, New York State regulations, financial oversight, and ethics in the nonprofit sector. In addition to practical matters, this course addresses theoretical questions, such as what constitutes an ethical culture, whether self-regulation works, and what the future holds for nonprofit governance. Examine case studies to illustrate key points.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9013 Endowments for Future Growth: Advanced Intensive in Fundraising (1 Credit)**

This intensive course helps to enhance the knowledge of endowment concepts and practices for the leadership, key development staff members, and trustees of nonprofit organizations. It also provides the basics of the ongoing investment management process, while inspiring staff and leadership to have more knowledge and confidence when discussing the endowment process. The course also covers the importance of starting a legacy program and closing legacy gifts. This intensive is very helpful for nonprofits that are planning to start their first endowment fund.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9014 Always On/Always There: Leveraging Mobile Applications and Engaging Supporters (0 Credits)**

The increasing adoption of mobile devices creates many opportunities for nonprofits to more frequently and richly engage supporters. Fundraisers, volunteer coordinators, and communications managers must respond to this paradigm shift in order to remain relevant in the increasingly competitive nonprofit sector—where any cause can potentially reach supporters anytime, anywhere, and anyhow through many of the applications on the market. In this course, students learn about and use the applications that are redefining the relationship between causes and supporters. Additionally, students create an integrated mobile campaign to retain existing supporters and attract new ones.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9015 Program Evaluation Approaches for Funders (0 Credits)**

After funders make a grant, they often fund evaluation mechanisms to determine the effectiveness, outcomes, and possible replicability of the grant. This course helps funders learn about different evaluation methodologies, which ones work for which programs and which ones may not be worth utilizing at all. Interactive exercises reinforce evaluation concepts.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9016 Major Gifts Development Process: Advanced Intensive in Fundraising (1 Credit)**

Charitable major gifts have a significant impact on nonprofit organizations by allowing them to provide new programming, to build or improve the physical plant, or to enhance current operations. During this course, the role of the fundraiser as a change agent will be examined, as will the fundraiser's ability to define the financial capacity and inclination of potential major donors. Among the topics to be covered include prospect research, natural partners, and ways of defining constituents. Learn about the seven steps in the solicitation process, methods for motivating donors, and effective stewardship and recognition for major gifts.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9019 Advanced Intensive in Fundraising (1 Credit)**

This popular program provides a comprehensive grounding in advanced techniques and best practices in fundraising in one economical, four-day session that covers the subject matter of four courses.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9020 Fundraising Through Effective Presentations (0 Credits)**

Every fundraising professional is called upon to make presentations. For many, the thought of public speaking can be terrifying, whether the audience is small or large. Acquire the skills, strategies, and techniques to make effective presentations, to build your confidence, and to prepare to hit the ball out of the park with your next presentation.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9021 Building Relationships in Fundraising (0 Credits)**

Relationships are the foundation of all fundraising. Charm alone is not enough; strategies, tactics, and planning are needed. Acquire the tools to help you deepen the relationships with those who are critical to your organization's success.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9024 Strategic Fundraising: A Leadership Program (0 Credits)**

This full-day seminar covers every aspect of fundraising for college presidents that are part of the Institute for Capacity Building (UNCF). Topics include the principles of effective fundraising, technology and social media, board governance, and the art of the ask.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9025 Grantmaking Strategies (1.5 Credits)**

This essential and always popular course in funder education is useful for all who make decisions about where to give money. It leads funders through the entire sequence of steps, from setting a mission and priorities, reviewing proposals, and understanding which information is most useful for different kinds of grants to establishing effective funder-grantee relations and developing appropriate exit strategies.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9027 Nonprofit Sector and Fundraising Profession: Advanced Intensive in Fundraising (1 Credit)**

This course covers the importance of philanthropy to the mission of nonprofits, the roles and responsibilities of fundraisers, the history of charitable giving in the United States, the motivations of donors at all levels, useful stewardship practices, and the effective management of a development department.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9028 Essential Writing Skills for Fundraisers (0 Credits)**

Writing letters, proposals, and reports is part of every fundraiser's job. Yet many people have difficulty getting started when they sit down to write. Furthermore, once the drive to write has been ignited, many people struggle trying to reach their destination. If this describes you, then explore methods that make writing easier and more pleasurable while allowing you to write with renewed clarity and purpose.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9029 Intensive for New Philanthropists and Grantmakers (3.5 Credits)**

This week-long funder education course has been the premier course for newer foundation program officers and grants managers from around the United States and the world since 2002. Built around the core competencies that the philanthropy field has identified, this intensive has proven particularly useful to those in their first few years in the field. The course covers the history of the sector, the relationship to public policy, ethics, best practices, issues of power, established and cutting-edge grantmaking strategies, program evaluation, aligning investment and spending policies, exit strategies, and more. This highly rated course employs a variety of methods, including interactive case studies and personalized problem-solving.

**Note:** It is recommended that students enroll for this program no later than Monday, July 1.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9030 Designing Future Scenarios: A Toolbox for Funders (1 Credit)**

The cutting-edge technique of future scenarios is revolutionizing the traditional approaches to strategic planning. Using systems and network theory, it helps leaders craft strategies for uncertain and changing environments. Despite its success in the corporate world, the philanthropic community, in general, has not yet adopted this tool. Funders today operate in complex environments of non-causal, nonlinear relation in which traditional approaches to strategy are proving insufficient. The future scenarios technique is a valuable tool for grantmakers seeking a greater philanthropic impact. This interactive, practical workshop provides an introduction to scenarios, and teaches you how to use these tools in your philanthropic work.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9031 How to Transition to and Within a Career in the Fundraising and Nonprofit Sectors (0 Credits)**

Do you want to transition from the world of finance, law, or for-profit business to a career supporting nonprofit causes? In this two-session virtual workshop, learn how to leverage and highlight transferable skills, explore different career pathways, become familiar with various opportunities and strategies to engage with leaders in the nonprofit world, and gain an understanding of the unique needs and responsibilities of fundraisers and other positions in the sector. The second part of this workshop is dedicated to reviewing and honing your personally crafted resume, cover letter, and transition story to be impactful and to resonate with hiring managers and organizations.

**COURSE TOPICS:**

- Overview of career opportunities within the nonprofit sector
- Networking and identifying a mentor
- Informational interviews
- Telling your story; role play on your transition story
- Introduction to your cover letter and resume
- Education and volunteerism

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9035 For Families Only: Seminar for Family Foundations and Philanthropists (0 Credits)**

This closed-door seminar is restricted to family members involved in their own family philanthropic giving. It addresses trends, the unique dynamics and challenges faced by families in their decision making, how to set appropriate policies and strategies, and how to address intergenerational and succession issues. The seminar was originally developed in collaboration with the National Center for Family Philanthropy and the Association of Small Foundations.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9037 Grantmaking Strategies: Philanthropy's Influence on Foreign Policy and Development (0 Credits)**

Explore how philanthropy influences the foreign and development policies of governments and relevant agencies. The work of individual and institutional funders, both large and small, are studied for grantmaking approaches that impact both policy and the practical goals of policy. Learn how to design and implement a strategic program, including research and strategy, and developing a grants portfolio. The instructor has worked in government, overseas nonprofits, and as a major funder in this area. The seminar facilitates provocative discussions that shed light on the main tools and levers of strategic funding in this area.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9038 Applied Project in Fundraising: Putting Knowledge to Practice (2 Credits)**

In this applied project course, students will have the opportunity to work on a real-world fundraising consultancy project in collaboration with a nonprofit organization. Working in small groups, students will apply previously developed skills as well as knowledge that has been acquired through [Certificate in Fundraising](https://www.sps.nyu.edu/professional-pathways/certificates/global-affairs-and-fundraising/fundraising.html), and other courses, to real financial resource development challenges. This course is open to declared [Certificate in Fundraising](https://www.sps.nyu.edu/professional-pathways/certificates/global-affairs-and-fundraising/fundraising.html) students who have completed at least 4 courses.

The course combines a mix of synchronous and asynchronous modules and will include practical skills-based sessions geared towards professional development. This is an instructor-led experience and teams will discuss their work and receive feedback from the Capstone Coordinator in real time. Team members can also access additional resources that build skills and reinforce learning outcomes on their own schedules.

**Benefits to Student Participant**

- Understand what is involved in securing funds from individuals, institutional donors, and the public sector, to support a nonprofit organization.
- Appreciate the role that fundraising plays in an organization's comprehensive revenue strategy.
- Acquire knowledge of your host organization and its sector as well as recognize the importance that the Capstone Project will have on the host's mission and sustainability.
- Demonstrate skills to execute a project with a remote team, Capstone Coordinator, and participating client, including the ability to manage decision-making and achieve consensus.
- Serve as a confident and effective fundraising consultant, including creating a project work scope, communicating effectively with staff and volunteer leadership, reporting on project progress, and providing agreed upon project deliverables.
- Bring greater experience in team-building, communication, project implementation, and assessment to your organization.

Please email Robert Lesko at [rl10@nyu.edu](mailto:rl10@nyu.edu) with any questions.

This course is eligible towards the completion of the [Certificate in Fundraising](https://www.sps.nyu.edu/professional-pathways/certificates/global-affairs-and-fundraising/fundraising.html). Bundle your coursework and earn a professional credential that communicates knowledge and skills gained. Declared Certificate students receive 10% off of courses within the program.

Note: Full participation in this course is applicable for 15 points in Category 1.B – Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9040 Corporate and Foundation Philanthropy (2 Credits)**

Examine the motivation of corporate and foundation giving by reviewing institutional philanthropy's past and current trends and priorities, competing forces, characteristics, and strategic issues. Consider the roles of the CEO, development staff, grant writers, shareholders, investors, employees, and community.

**COURSE TOPICS:**

- Introduction to Foundation and Corporate Philanthropy and shifting investment trends in Philanthropy
- History of Philanthropy and Corporate & Foundation Giving
- Motivations and mechanisms for Corporate & Foundation investments
- Evaluating Corporate & Foundation Partnership Opportunities
- Understanding the dynamics of creating Corporate & Foundation/non-profit partnership
- Exploring the role of Measurement & Evaluation, Thought Partnership, & Communications
- Employee Engagement in Corporate Philanthropy
- International Corporate and Foundation Grant making

This course is eligible towards the completion of the <https://www.sps.nyu.edu/professional-pathways/certificates/global-affairs-and-fundraising/fundraising.html> Certificate in Fundraising. Bundle your coursework and earn a professional credential that communicates knowledge and skills gained. Declared Certificate students receive 10% off of courses within the program.

**Note:** Full participation in Corporate and Foundation Philanthropy is applicable for 15 points in Category 1.B – Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9042 Case Studies in Ethics (0 Credits)**

Analyze case studies—from board governance to dealing with donors—through an ethical lens. Each session focuses on a particular ethical dilemma in the for-profit and nonprofit world, and examines how a specific organization dealt with it. Gain a comprehensive understanding of the difference between the law and ethics, and between what is fraudulent and what is unethical.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9043 Independent Study (1 Credit)**

This course covers two topics in the Certificate in Grantmaking and Foundations: one required course and one elective. This independent study may be completed in lieu of completing one required course and one elective for this certificate. This semester, the course covers the material for *Program Evaluation/PHIL1-CE9015* and *Networked Grantmaking: Technology for Funders/PHIL1-CE9208*.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9044 Social Entrepreneurship in the Charitable Sector (1.5 Credits)**

Examine the opportunities and challenges faced by social entrepreneurs and philanthropists. Institutional and individual philanthropists have recently increased their interest in social enterprise, and this growth has created opportunities for nonprofits to leverage their resources. Explore a range of social enterprise projects, including recent ones at Ashoka, Echoing Green, the Schwab Foundation for Social Entrepreneurship, and the Skoll Foundation. Analyze local initiatives in the New York City area, national projects, and global initiatives. Particular attention is paid to the growth of, and rationale behind, emerging efforts in nonprofit enterprise.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9045 Multichannel Direct Response Fundraising (0 Credits)**

Direct mail is the most efficient and targeted way to reach individual supporters of any organization and should form the foundation of a sophisticated development department. But with increased competition and the advent of new giving channels, from e-mail and the Internet to social media and direct response TV, developing a sophisticated direct response individual-giving program is a complex task. Learn the fundamentals, including new donor acquisition; annual and special appeals; messaging, copywriting, and creative; segmentation and list planning; data, reporting, and analysis; online and multichannel giving; printing and postal regulations; and budgeting and the economics of direct response fundraising.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9047 Raising Funds for Higher Education Institutions (1 Credit)**

Gain an in-depth understanding of the procedures used to secure funds for programs in higher education. These concepts, combined with a practical experience in grant writing, are valuable to professionals who wish to raise funds through research and practice. Students explore the public and private agencies and grants available for higher education funding and learn the necessary steps to present winning proposals. Understanding these principles empowers students to achieve success in a valuable process of fundraising.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9049 Planned Giving: Beyond the Basics (1 Credit)**

This three-session course addresses complex issues that arise in dealing with planned gift donors and advisors. We take a look at trust investments gone awry, what to do with gift annuity programs that are underfunded, how to measure lead trust benefits, and - for those whose institutional leadership wonder why so much money is spent on a program that will return nothing for a long time - how to measure the value and impact of a planned giving program. A strong understanding of the various gift vehicles will be assumed in class discussions and in the homework assignment

**Grading:** Graded

**Repeatable for additional credit:** No

**PHIL1-CE 9052 Fundamentals of Ethics (0 Credits)**

Learning how to engage in ethical decision-making requires a common understanding of sound principles, regardless of the discipline to which they are applied. Take part in an in-depth analysis of significant ethical dilemmas and examine how ethicists in the United States and in other countries have addressed them.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9053 Technology Lab for Fundraisers (0 Credits)**

Gain a comprehensive understanding of the technologies that are increasingly essential to fundraising success. In this hands-on course held at a state-of-the-art NYU facility, specialists from select technology providers show how to create mobile list-building and fundraising campaigns—and examine current practices for maximizing Twitter, Facebook, YouTube, and location-based mobile applications. The course concludes with a survey of other emerging technologies. Participants receive a resource guide for continued self-study.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9055 Transitioning to a Career in Grantmaking (0 Credits)**

This one-day seminar will introduce you to the work of philanthropic foundations. It will provide an overview of the current philanthropy ecosystem and the various careers within grantmaking foundations. In addition, it will review the preferred skills and capacities for applicants to those positions, as well as the wonderful opportunities and surprising downsides that some experience. This class is perfect for possible career changers.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9056 Strategic Innovations in Digital Fundraising: Maximizing Impact for In-Person and Virtual Events (2 Credits)**

In the rapidly evolving landscape of fundraising, the intersection of digital strategies and event management plays a pivotal role in achieving impactful results. This course explores the dynamic realm of strategic innovations in digital fundraising, specifically tailored to maximize the impact of both live and virtual events. Participants will gain comprehensive insights into leveraging cutting-edge digital tools, platforms, and techniques to optimize fundraising efforts.

**Course Topics**

- Introduction to Digital Fundraising and Event Integration
- Crafting Compelling Event Narratives
- Digital Fundraising Platforms and Tools
- Maximizing Social Media for Fundraising Events
- Virtual Events: Planning and Execution
- Data-Driven Decision Making
- Legal and Ethical Considerations in Digital Fundraising

Note: Full participation in this course is applicable for 7 points in Category 1.B-Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9057 Strategies for Donor Analytics, Moves Management, and Prospect Research (2 Credits)**

As a nonprofit fundraising professional you inevitably amass an incredible amount of fundraising data but you may not know which data is important enough to collect and what to do next. The goal most often is to understand your donor network and conduct prospect research identifying individuals who will help to grow your donor base. Learn methods to collect specific, accurate, and useful fundraising data, and identify patterns and trends over time. Develop strategies for effective data-driven fundraising campaigns and moves management plans for key donors.

Gain a foundation in the core concepts of donor analytics and constituent relationship management which will explain which data elements, performance metrics, donor behavior and overall donor trends are consistent. Explore and identify what is needed to implement and strategically establish an approach to maximize your database.

**COURSE TOPICS**

- Prospect Management: Prospect Research and Portfolios
- Developing a donor pipeline/optimizing relationships with donors
- Tracking donor data points
- The Moves Management Process
- Creating Cultivation Strategies: Structure & Moves Management
- Cultivation, Stewardship and Relational Skills to Build Partnerships

This course is eligible towards the completion of the [Certificate in Fundraising](https://www.sps.nyu.edu/professional-pathways/certificates/global-affairs-and-fundraising/fundraising.html). Bundle your coursework and earn a professional credential that communicates knowledge and skills gained. Declared Certificate students receive 10% off of courses within the program.

Note: Full participation in Strategies for Donor Analytics, Moves Management, and Donor Research is applicable for 15 points in Category 1.B—Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes



### PHIL1-CE 9058 Social Media and Email Fundraising: Building Resilient Digital Communities in Uncertain Times (2.5 Credits)

A rapidly changing world demands new approaches to engaging the public, rallying volunteers, and inspiring support. Learn how to use the latest digital tools to create effective campaigns that build authentic, powerful relationships, and develop a sense of community - both online and off.

In the context of an evolving social media landscape, this course will cover how to build an adaptable digital communications strategy that leverages best practices that aren't going away any time soon. Students will learn how to create compelling content that moves people to action, acknowledging the time and capacity constraints faced by nonprofit professionals in their demanding roles. We'll survey newer platforms like the Fediverse, BlueSky, and Threads. Simultaneously, students will develop an understanding of how people are using channels like Facebook, Instagram, TikTok, LinkedIn, and YouTube differently. Rather than chasing algorithms, students will learn how to recognize the role of content in creating and sustaining meaningful relationships with real people.

Students will explore how to move social media followers to owned channels like WhatsApp Communities, Discord, SMS, and email, where they can be more readily activated and continue their journey toward higher levels of engagement. As a final assignment, students will create a multi-channel digital fundraising plan for a GivingTuesday or end-of-year campaign.

**COURSE TOPICS:**

- The Online Giving Revolution: Using Digital Tools to Build a Movement for Your Cause
- Design It: Developing SMART Campaign Goals and Moving People to Action with a Compelling Story
- Build it: Choosing Your Tools and Crafting Your Content
- Email Marketing for Campaigns
- Social Media for Campaigns

This course is eligible towards the completion of the [Certificate in Fundraising](https://www.sps.nyu.edu/professional-pathways/certificates/fundraising/fundraising.html). Bundle your coursework and earn a professional credential that communicates knowledge and skills gained. Declared Certificate students receive 10% off of courses within the program.

**Note:** Full participation in this course is applicable for 18 points in Category 1.B - Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded  
**Repeatable for additional credit:** Yes

### PHIL1-CE 9059 Developing High-Impact Websites for Nonprofits (2.5 Credits)

As competition for attention increases and attention span decreases, nonprofits find themselves competing against large marketing machines and digital distractions for engagement and support. Websites that were adequate just a few years ago seem woefully outdated today. How do you develop a website that's part of your overarching strategic plan, engages your visitors, expands your mission, responds to new developments, and activates more heroes for your cause? And how can you do that all within the limits of a resource-constrained nonprofit? Explore research and concepts from Hollywood storytelling, behavioral science, marketing, Lean methodology, and web design. Learn how to leverage time-tested best practices using the latest tools, techniques, and technology to develop websites that catalyze change.

**COURSE TOPICS:**

- Strategic Website Planning and Development
- Storytelling Strategies for Websites
- Innovative and Economical Platforms, Tools, and Trends
- Goal Setting and Measuring Success

This course is eligible towards the completion of the [Certificate in Digital Fundraising](https://www.sps.nyu.edu/professional-pathways/certificates/global-affairs-and-fundraising/digital-fundraising.html). Bundle your coursework and earn a professional credential that communicates knowledge and skills gained. Declared Certificate students receive 10% off of courses within the program.

**Note:** Full participation in this course is applicable for 18 points in Category 1.B - Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded  
**Repeatable for additional credit:** Yes

### PHIL1-CE 9060 Understanding Nonprofit Financial Reporting (0 Credits)

With corporate accounting practices drawing more and more scrutiny, it is increasingly important for nonprofit managers and board members to become familiar with financial reports and understand how they reflect the viability of an organization. Take the initiative for your nonprofit organization by becoming familiar with financial statements and learning how to use them, while exploring the nuances and implications of financial reporting. The course work addresses legal and accounting implications for nonprofit organizations, including government entities, universities, schools and colleges, healthcare providers, and other social service programs.

**Note:** Effective January 2021, full participation in **Understanding Nonprofit Financial Reporting** is applicable for 8 points in Category 1.B - Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded  
**Repeatable for additional credit:** Yes

**PHIL1-CE 9061 Strategies to Maximize an Annual Campaign from A to Z (0 Credits)**

An annual campaign is comprised of various solicitation channels created to engage a diverse base of donor types. In this session, you'll gain a comprehensive overview of annual giving programs, an introduction to the basic terminology, and knowledge of concepts/approaches for an annual giving strategy. Learn how to develop a multichannel campaign plan that will build upon your annual giving portfolio, maximize memberships and event participation, and enhance prospect engagement and capacity. Additional discussion topics will include budgeting, planning, and timing your appeal; writing a compelling letter; segmenting and targeting prospects; and measuring success. This course also will cover the components of a direct mail piece, the role of the board, and stewardship.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9062 How to Ask in the Most Challenging Times (0 Credits)**

A worldwide pandemic, food shortages, rising unemployment, wildfires, back-to-back hurricanes, elections, and a growing social justice movement have created challenges and opportunities for the philanthropic sector. Yet amid these external events, we must go on to promote our causes, raise money, seek new endeavors, expand our boards, serve our constituencies, and find personal strength and balance. Despite these challenges, we must continue to ASK on behalf of those we serve and on behalf of ourselves. In this course, you will learn how to:

- Determine the right mode of communication to reach each person, company, and foundation;
- Write the most persuasive emails, appeals, and proposals that include your ASK;
- Select the right words to make your organization stand out among the competition;
- Prepare and make the ASK in the shortest amount of time to get the quickest results; and
- Get your board, volunteers, coworkers, and staff to help you make the ASK.

**Note:** Effective January 2021, full participation in *How to Ask in the Most Challenging Times* is applicable for **7.5** points in Category 1.B and Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9063 Planned Giving: Winter Term (0 Credits)**

Planned giving techniques enable donors to link their financial and estate plans to causes they love. This course will discuss these techniques and their benefits, tax and otherwise, as means of encouraging donors to leave meaningful charitable legacies. Specifically, the class will cover estate gifts; gifts of art, real estate, and other assets; charitable gift annuities and trusts; the newer models for gift planning, such as donor-advised funds; and endowment fund rules and oversight and administration of planned gifts. The course also will address techniques for running a planned giving campaign, including audience identification, marketing and communications, and events. This class will be taught through lecture, articles, and interactive exercises, with special emphasis on the role of the individual gift planning officer in educating about, soliciting, closing, and stewarding such gifts.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9064 Digital Storytelling, Innovation, and Fundraising: Winter Term (0 Credits)**

As Americans turn increasingly to the Internet for information, communication, and transactions, nonprofits are using online tools to acquire and serve donors. In class, examine case studies from successful nonprofits, while exploring the rise of social networks; the cost-benefit ratio of online activities; the impact of e-communications on giving behavior, advocacy, and volunteering; and the challenge of integrating email and traditional direct marketing. This course benefits current and aspiring managers of Internet fundraising or direct marketing programs, as well as career changers who want to know how the Internet is affecting fundraising.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9065 Special Events: Strategies for Cultivation and Stewardship for Onsite and Virtual Delivery (0 Credits)**

This course covers everything you need to know about special events in fundraising. Explore why donors say yes to events, and examine costs in relation to fundraising goals and new prospects. Topics include identifying and cultivating potential event leadership, setting realistic goals, utilizing volunteers and staff effectively, and following up with attendees to maximize returns. Develop effective ask scripts and plans for your own fundraising events; and explore relevant case studies. Special emphasis will be given to creating effective virtual events.

**Note:** Effective January 2021, full participation in *Special Events: Strategies for Cultivation and Stewardship for Onsite and Virtual Delivery* is applicable for **8** points in Category 1.B and Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9066 Cultivate Donors for Transformational Giving (0 Credits)**

Move beyond the relentless cycle of transactional fundraising activities necessary to meet annual fund and capital campaign goals. Explore ways to cultivate donor-investors by establishing a culture of values-based development over needs-based fundraising. Through an examination of mission and terminology, learn how to build a dynamic development effort that engages trustees, key volunteers, and major donors in long-term transformational giving. Examine changing criteria among charity rating services to measure nonprofit performance, and learn effective responses to corporate-inspired demands for fiscal accountability and programmatic success.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9068 Nonprofit Turnarounds (0 Credits)**

Nonprofits face challenges that often hinder their ability to thrive. Explore solutions to several issues confronting the contemporary nonprofit organization: board leadership and governance, strategic planning, program development, fundraising, and more. To move beyond these challenges, board and staff members must evaluate the situation, determine what needs to be fixed, and implement changes. Analyze case studies before each session and recommend solutions through interactive classroom discussion. In the first session, you are encouraged to present your own scenarios to the instructor, which are discussed with the class in the second session. Then, solutions are examined in the third session.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9069 What Fundraisers Should Know About Funders (0 Credits)**

As a fundraiser, you may wonder what goes on behind those closed doors where decisions are made about your carefully crafted requests and proposals. When the response comes, you might wonder, "What were they thinking?" This one-day course provides a structured introduction to that thinking—the ethics, procedures, approaches, and agendas of grantmakers and funding institutions. Understand what legitimate expectations you should have of them, and they of you. The course, taught by the founder of the Academy for Grantmaking and Funder Education, utilizes case studies, problem solving, and lecture methods.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9070 Management for Nonprofit Organizations (0 Credits)**

In this online course, gain an overview of the skills, knowledge, and attributes needed to become an effective leader and manager. Learn how to build an exciting, dynamic, and productive workplace and how to unleash creative energy in yourself and your staff. Explore techniques for effectively managing staff, boards, and volunteers. Develop strategic plans for handling difficult employee issues, communicating effectively, and managing time and stress.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9071 How to Maximize Your NGO's International Impact (1 Credit)**

This course explores successful NGOs worldwide and their impact on the communities they serve. Models that can be applied to successfully launch or expand NGOs—based on case studies, trend analysis, and sector best practices—are provided, with a view to maximizing impact on all key stakeholders. This course is ideal for those working in or seeking to establish NGOs abroad, while leveraging best practices to increase effectiveness and mitigating the risks inherent in running organizations in developing nations and countries where philanthropy is on the rise.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9072 Grantmaking Strategies II: Decision-Making Best Practices (1 Credit)**

At the request of many past participants in Academy for Grantmaking and Funder Education courses, this new two-day course expands upon the decision-making process. This course builds upon and goes beyond *Grantmaking Strategies*. It explores various decision-making approaches and cases, defines constructive grantee relationships, presents best practices in foundation communications with current or potential grantees, and details how current trends in philanthropy align with these practices.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9075 Public-Private Partnerships: Leveraging Success (2.5 Credits)**

No one organization or sector has the full suite of capabilities, relationships or assets to tackle persistent and escalating social problems such as poverty, homelessness, food insecurity, inequitable access to education and health care, among others. As public resources dedicated to societal benefit become scarcer and calls for accountability become more urgent, the public sector increasingly is turning to public-private partnership (P3) models. Consequently, these models and approaches are becoming as multi-faceted, systemic and global as the challenges they aim to address. This course will examine the P3 models - the theory that informs cross-sector collaboration, and practical challenges and opportunities to make effective and "authentic" P3 partnerships for your organization.

**COURSE TOPICS**

- The evolution of P3s from infrastructure contracts to complex, multi-faceted platforms to improve social problems
- The P3 structure in terms of benefits and risks for each P3 partner, with special focus on the value of engagement for philanthropies and nonprofits
- The role/function of various funding and innovative financing mechanisms to achieve P3 goals

This course is eligible towards the completion of the [Certificate in Fundraising](https://www.sps.nyu.edu/professional-pathways/certificates/global-affairs-and-fundraising/fundraising.html). Bundle your coursework and earn a professional credential that communicates knowledge and skills gained. Declared Certificate students receive 10% off of courses within the program.

Note: Full participation in this course is applicable for 15 points in Category 1.B – Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9076 Volunteerism: Recruitment to Retention (1 Credit)**

Volunteerism is a valuable way for people to contribute to nonprofit organizations. It is becoming increasingly popular among students, retirees, and employees of corporations. Volunteering helps every party involved as it gives much-needed support to nonprofits while offering volunteers tools that can impact their career choices and their lives. People volunteer for many reasons. Some hold specific causes close to their hearts and want to make a difference. In contrast, others hope to gain skills and experience or want to connect with individuals associated with an organization. Volunteering requires a certain kind of person who is empathetic, open-minded, confident, adaptable, and available to get involved. Volunteers can be individuals who work side by side with paid staff contributing what they can. They can be the unpaid staff who start a non-profit. They may help out for a day or for years. Board members are unpaid volunteers at non-profit organizations, which agencies are legally required to have. This course will explore ways to find volunteers, review volunteer motivation, provide volunteer orientation and training, ways to manage volunteers, and methods of engaging, retaining, and, if needed, encouraging volunteers to leave.

This course is eligible towards the completion of the [Certificate in Fundraising](https://www.sps.nyu.edu/professional-pathways/certificates/fundraising/fundraising.html). Bundle your coursework and earn a professional credential that communicates knowledge and skills gained. Declared Certificate students receive 10% off of courses within the program.

Note: Full participation in this course is applicable for 15 points in Category 1.B - Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9080 Careers in Fundraising (0.5 Credits)**

One of the most important functions within a nonprofit organization is fundraising. There are more than 1,500,000 tax-exempt organizations in the United States, and that number continues to grow. With the increase in the number of nonprofits, there is a critical need for trained professionals in the field of fundraising. During the course, we will explore the types of positions in the fundraising field and define the skill sets necessary to be successful in securing annual gifts, major and planned gifts and grants from corporations and foundations. We also will identify the terminology used to better understand the roles and functions of professional fundraisers in small and large nonprofit organizations.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9100 Fundraising Concepts and Practices (2 Credits)**

Learn theories and concepts of fundraising, from the basics to new ideas, with applications to practical cases and situations. Profiles of donors and recipients, the psychology of giving, feasibility studies, and the roles of the executive director and the board in fundraising all are discussed. This course also covers skills in major donor solicitations, methods of ongoing fundraising, corporate and foundation fundraising, deferred giving, ethics, and special campaigns. In class, select a nonprofit to apply these topics to and ultimately compose a development plan for the organization.

COURSE TOPICS:

- The role that fundraising plays in the efforts of non-profit organizations.
- The structure of nonprofits, the role of the board, CEO and Development Leadership.
- Best practices in all areas of fundraising, including Annual Fund, Major Gifts, Campaigns, Foundation and Corporate Giving, Events, Gift Planning and Donor Relations.
- The Steps involved in Soliciting a Major Gift
- Fundraising trends and future directions

This course is eligible towards the completion of the [Certificate in Fundraising](https://www.sps.nyu.edu/professional-pathways/certificates/global-affairs-and-fundraising/fundraising.html). Bundle your coursework and earn a professional credential that communicates knowledge and skills gained. Declared Certificate students receive 10% off of courses within the program.

Note: Full participation in Fundraising Concepts and Practices is applicable for 15 points in Category 1.B &ndash; Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9101 Annual and Capital Campaigns (0 Credits)**

Individual giving accounts for the largest percentage of donations given annually. Explore techniques to build and enhance major gift programs, to assess capital campaign readiness, and to implement capital campaigns. Examine the critical role that annual giving plays in an organization's success. Draw on your own experiences and on case studies. Designed to meet the needs of professionals with diverse backgrounds, the assignments empower you with greater insights into the art and science of fundraising.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9104 Fundraising for the Arts: What Are the Special Challenges and Advantages (1 Credit)**

What distinguishes arts organizations from other nonprofit groups and how should that guide your fundraising strategies? Learn about strategies for strengthening the organization and protecting its future. There are excellent techniques for preserving annual giving while in a capital campaign. Discuss how the particular strengths of your organization can enhance your success in a direct way. Do arts organizations have a special advantage? Learn how to prepare yourself for these situations regardless of your professional and academic background. This course is flexible and responsive to the needs of its participants.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9105 Grant Proposal Writing (1.5 Credits)**

In this course, learn to analyze the strategies and processes of writing an effective proposal to a foundation, corporation, or individual. Examine the elements and characteristics of a successful proposal, including information gathering, organization, and budget review. This course helps you focus on writing clearly and tailoring your proposal to the prospective funder. Throughout the course, complete weekly written assignments, culminating in a prototype grant proposal.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9106 Stewardship: The Art of Thanking Donors (0 Credits)**

Stewardship is crucial to retaining and increasing donor support. Gain an in-depth understanding of effective and creative stewardship practices that keep donors involved and help lead them toward making larger gifts. Explore case studies of nonprofit organizations, and learn how to improve communications with donors, while working with top donors individually—and other donors as a group. Examine stewardship for individuals and institutional supporters, gain insight into the value of stewardship from the perspective of a foundation/corporate officer, and learn how to integrate these practices into the overall development operation.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9107 Grantmaking Strategies: Arts Funding (0 Credits)**

Explore philanthropy in the arts and how it has evolved from a patron-centered model to a current-day practice that is foundation-centered. Enhance your ability to exercise both leadership and development skills and understand the place that arts philanthropy has taken in society—including the innovative strategies that arts funding have integrated in the private and public sectors. Engage in provocative discussions that help participants understand the primary motivations for arts funding—and learn the most effective grantmaking strategies from an instructor with a wealth of experience in the industry.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9108 Corporate Philanthropy (0 Credits)**

In today's challenging economic environment, it is imperative that a company's corporate citizenship program be strategic and tied to business goals while also meeting community needs. A company must maximize the impact of its community investments. Learn how to design and implement a strategic program, including writing a philosophy of giving, determining the giving guidelines, structuring the program, and developing a budget.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9109 Crowdfunding for Social Change (0 Credits)**

Explore the emergence of crowdfunding as a critical new and effective way for nonprofits, other organizations serving the social good, and small start-ups to raise money, awareness, and supporter engagement for their causes and goals. As a professional who holds a fundraising, development, marketing, or communication position in the nonprofit or social enterprise sector, gain a working knowledge of the five types of crowdfunding campaigns being used successfully in the field today.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9110 Analyzing and Understanding Nonprofit Financial Statements (2 Credits)**

With corporate accounting practices under increasing scrutiny, it is important for nonprofit managers and board members to familiarize themselves with financial reports and to understand how they reflect the viability of an organization. Learn about financial statements, understand how to use them, and explore the nuances and implications of financial reporting. Course work addresses both legal and accounting implications for nonprofit organizations, including government entities, universities, schools and colleges, healthcare providers, and other social service programs.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9112 How Experienced Nonprofit Managers Are Meeting Today's Challenges (1 Credit)**

Learn how to raise more money and improve program delivery by supervising and managing staff more effectively and treating them as the assets they are. Executive directors, development directors, and middle managers of organizations benefit from learning to guide staff and improve their performance. Gain knowledge about how to shift an organization's culture to improve leadership and supervision skills in this practical course. Four useful templates for key supervisory and evaluation activities are provided, along with guidance for applying them to specific situations.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9115 The Annual Appeal: A Comprehensive Strategy (1.5 Credits)**

Explore the annual appeal through the lens of the current economy. With a better understanding of the necessary components and considerations involved in fundraising, be able to create a plan for success in the coming year. Aspects of an annual appeal applicable to every nonprofit organization are considered, including the appeal letter, online giving, data management, and the roles of the staff and the board. These concepts are invaluable to development professionals who want to start a comprehensive annual appeal or bolster an existing one.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9116 Stewardship: Acknowledging Donors and Enhancing Private Support (0 Credits)**

Hank Russo, a leader in fundraising education and practice, defined stewardship as a "sacred trust." Today, nonprofits define stewardship as the careful and responsible management of something entrusted to one's care. By accepting charitable gifts of all sizes, an organization is responsible for using the funding as the donor intended. Stewardship is a series of management functions, gift acknowledgement, donor recognition, investments, and gift processing. But stewardship is more than the functions, as it involves trust, responsibility, accountability, and ethical fundraising. This course will cover both the stewardship functions and the organization's obligation as an ethical and effective fundraising entity.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9117 Philanthropy and Fiscal Management (2 Credits)**

Nonprofits represent a key part of our economy and society and there are approximately 1.4 million organizations in the U.S. Nonprofit organizations exist to pursue missions that address the needs of society and function within multiple sectors. At the same time, they must be supported by sound financial management to make sure they have long term success. The rules of finance are the same for both for profit and nonprofit organizations.

Nonprofits receive funds from a variety of sources including individual donors, planned giving, DAFs, government entities, foundations, corporations, special events and investment income. This course will provide a basic overview of how philanthropy and financial management interconnect. As a fundraiser, trustee and nonprofit leader, it is crucial to know the basics of financial management and be able to understand key financial terms. There also needs to be a strong relationship with the finance office. There will be many internal meetings where financial management issues will be discussed, which may impact the future of the organization. There will also be donors and rating agencies that will ask about the financial standing. We will cover the full spectrum of the financial management process and how this connects to philanthropy. The class will be taught from the perspective of a current trustee/Endowment expert and each class will include a formal presentation, class discussion and guest speakers, where appropriate.

This course is eligible towards the completion of the <https://www.sps.nyu.edu/professional-pathways/certificates/global-affairs-and-fundraising/fundraising.html> Certificate in Fundraising. Bundle your coursework and earn a professional credential that communicates knowledge and skills gained. Declared Certificate students receive 10% off of courses within the program.

**COURSE TOPICS:** Starting a Nonprofit Accounting Basics Budgeting Process Financial Statements/Analysis Reserve Funds and Endowment Funds for the future Governance and the Financial Management Process

**Note:** Full participation in *Philanthropy and Fiscal Management* is applicable for 18 points in Category 1.B – Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9118 Introduction to Fundraising for Nonprofit Organizations (0 Credits)**

This short course is a beginner's guide to fundraising and will introduce the tenets of effective fundraising for a nonprofit organization. The important role of a fundraiser, namely to identify, cultivate, solicit, and steward donors, will be clarified. This course also will explain the role that foundations and corporations play in advancing the missions of nonprofit organizations, in addition to individual donors who provide annual, planned, or major gifts. If you are interested in grant proposal writing and are not currently involved in the nonprofit sector, then you would benefit from enrolling in this fundraising overview program.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9119 Introduction to Major Gifts for Nonprofit Organizations (1 Credit)**

The definition of a major gift depends upon the size and operation of the nonprofit organization. However, major gifts have significant impact for all organizations by allowing them to provide new programming, to build or improve the physical plant, or to enhance current operations. During this course, the role of the fundraiser as a change agent will be examined, as will the fundraiser's ability to define the financial capacity and inclination of potential major donors. Among the topics to be covered include prospect research, natural partners, and ways of defining constituents. Learn about the seven steps in the solicitation process, methods for motivating donors, and effective stewardship and recognition of major gifts.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9120 Law of Nonprofit Management (2 Credits)**

This course empowers fundraisers, board members, staff, and volunteers of nonprofit, tax-exempt organizations to enhance their knowledge of the legal and ethical considerations of fundraising. Topics include forming and maintaining a nonprofit corporation, as well as acquiring and maintaining tax-exempt status. Also, discuss the regulation of fundraising; innovative fundraising techniques; charitable registration; corporate governance and the duties, responsibilities, and potential liabilities of members, the board of directors, and the staff; and standards of professional conduct for fundraisers.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9122 Donor Fatigue: What Is It and How Do We Avoid It? (0 Credits)**

This seminar addresses the growing concern of donor fatigue in the nonprofit community and explores how to retain donors in a competitive and ever-changing nonprofit global environment. The concept of donor fatigue has inspired an ongoing debate in the world of fundraising—is it a real phenomenon, or does development leadership need to be more creative and consistent in the ways they solicit and steward donors and motivate them to continue giving? Gain a balanced perspective on this ongoing debate, learn to analyze the factors that contribute to donor fatigue, and examine core strategies for avoiding or mitigating it.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9123 Webinar: The Essentials of Facebook for Nonprofits (0 Credits)**

Many fundraising professionals are still not confident when it comes to using Facebook and creating a professional Facebook page for an organization. This two-hour webinar covers fundamental topics, including best practices for using Facebook in the nonprofit world, a guide to creating and best utilizing an organization's Facebook presence, the difference between "pages" and "profiles," and Facebook turnarounds for organizations that have veered off course.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9132 Advanced Techniques for Securing Annual Appeal Funding (1 Credit)**

The annual fund is the cornerstone of a strong fundraising program for nonprofit organizations of all sizes. Individuals provide 75 percent of the charitable funds given each year. This course will cover methods for securing annual funds from individuals, including the use of social media and technology to expand the outreach to new donors. Examine tools that help in understanding the effectiveness of the annual fund, such as the donor pyramid, the profile of the annual fund, and the annual fund gift range chart. Segmentation of the donor base will be reviewed, and techniques to secure gifts from lapsed donors, never donors, and current donors will be examined. This course will focus on acquisition of new donors and retention of current donors to insure a steady flow of private support.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9133 Maximize Nonprofit Organizations with Effective Board Governance (1 Credit)**

An effective governance board is essential to every nonprofit, yet many organizations struggle to get it right. If a board isn't working, in all likelihood, the organization will not be successful. Board = leadership, and it's critical that both board and staff members have a clear understanding of their roles, responsibilities, and legal duties. Governance, when done properly, maximizes the success of the nonprofit organization. Using case studies, readings, real-world scenarios, and active class discussion, this course will delineate a nonprofit board's roles, responsibilities, and legal duties. Also, it will cover the chief executive's role and responsibilities, as well as a board's management of the CEO, and look at current trends and opportunities to promote effective governance. Critical areas to be discussed include fiduciary responsibility, risk assessment, conflicts of interest, reputational damage, leadership turnover, and board engagement. Also, learn how to recruit and retain diverse board talent and how to make sure the board chair and chief executive work in concert to maximize organizational effectiveness.

Note: Full participation in Maximize Nonprofit Organizations with Effective Board Governance is applicable for 12 points in Category 1.B – Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9150 The Evolving Role of the Nonprofit Organization in Contemporary Society (1 Credit)**

The nonprofit sector is a major economic and social force. In New York alone, it is a fast-growing source of jobs and will most likely shoulder much of the responsibility for closing the city's multibillion-dollar budget gap. Explore the history of organizing, community building, and philanthropy in America; responses of nonprofits to 21st-century social, political, and economic changes; motivations for giving; ethics, expectations, violations, and regulations; management efficiency; realization of goals; and the future of the nonprofit sector. Both veterans and newcomers become more efficient and effective organizers and nonprofit leaders.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9192 Quantity and Quality: Perspectives on Metrics (0 Credits)**

Over the last few years, milestones, outcomes, and statistical evaluation have become standard parts of most foundation grants. But what do these words mean, and how do they involve fundraisers? Fundraisers do not create or run the programs, and the development office might not even know how successful a program is until the performance report is due. Yet, fundraisers are the representatives who have to work with and report to the foundation. Get answers to these questions and explore these concepts and more in this course.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9203 Management for Nonprofit Organizations (1.5 Credits)**

Nonprofit organizations are expected to be well managed. Organizations cannot thrive solely on the appeal of their mission. Donors expect results, and the key to producing results is good management. Nonprofits must hire and retain the best talent, plan their work, and execute on their plans. All this depends on having competent managers not just at the top, but throughout the organization.

This course is designed for nonprofit managers who want to elevate their performance and for people who aspire to become managers. Gain an understanding of the skills, knowledge, and attributes needed to become an effective leader and manager. Learn how to build an exciting and productive work environment, including strategies for achieving a high level of individual and team performance. As a final deliverable, prepare an annual budget and strategic plan, an employee evaluation form, and a series of interview (hiring) questions designed to help identify potential talent.

COURSE TOPICS:

- Leadership for Nonprofit Organizations
- Hiring, retention, and performance evaluation
- Communication, planning, and execution
- Financial management
- Self management

This course is eligible towards the completion of the [Certificate in Fundraising](https://www.sps.nyu.edu/professional-pathways/certificates/global-affairs-and-fundraising/fundraising.html). Bundle your coursework and earn a professional credential that communicates knowledge and skills gained. Declared Certificate students receive 10% off of courses within the program.

**Note:** Full participation in Management for Nonprofit Organizations is applicable for 15 points in Category 1.B – Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9205 Grant Proposal Writing (1.5 Credits)**

Analyze the strategies and processes of writing an effective proposal to a foundation, corporation, or individual. Examine the elements and characteristics of a successful proposal, including information gathering, organization, and budget review. Focus on writing clearly and tailoring your proposals to the prospective funders. Throughout the course, complete weekly written assignments, culminating in a prototype grant proposal.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9206 Cultivation for Transformational Giving (0 Credits)**

Today, many donors consider themselves investor-philanthropists and are interested in maximizing the impact of their grantmaking with philanthropy portfolios that provide quantifiable returns. In this course, learn to identify, cultivate, and steward transformational grant-giving opportunities by individuals, foundations, corporations, and government sources. Topics include for-profit-derived concepts, such as return on investment (ROI) and social return on investment (SROI); the corporate social responsibility (CSR) focus on “shared value”; creation; and interpretation of the motivations of transformational grantmaking. Discuss hybrid for-profit/nonprofit funding mechanisms such as PRIs, L3Cs, and social investment bonds, and explore trends in charity rating services for informing and guiding donor investments.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9207 Writing for Fundraising: Grantwriting and Case Statements (2 Credits)**

Successful nonprofit leaders must understand how to write compelling grant proposals and case statements. This course focuses on writing for nonprofits, with a special focus on grant proposal writing. Students will learn to research foundation prospects and write a grant proposal for a nonprofit organization. Applying for emergency grants will also be covered. In addition, students will learn how to write a visionary case for support.

COURSE TOPICS:

- Nonprofit writing and storytelling
- Identifying grants and proposals for private and corporate foundations
- Content and structure of grant proposals
- Introduction to campaigns
- Writing case statements: content and structure
- Understanding communication cultures and careers

This course is eligible towards the completion of the [Certificate in Fundraising](https://www.sps.nyu.edu/professional-pathways/certificates/global-affairs-and-fundraising/fundraising.html). Bundle your coursework and earn a professional credential that communicates knowledge and skills gained. Declared Certificate students receive 10% off of courses within the program.

**Note:** Full participation in Writing for Fundraising: Grantwriting and Case Statements is applicable for 15 points in Category 1.B – Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes



**PHIL1-CE 9208 Technology for Funders (1 Credit)**

Online and mobile technologies are changing the global cause-funding ecosystem and are providing opportunities for grantmakers, nonprofits, and others to engage more effectively and to increase their impact. This interactive course explores examples that illustrate the necessity of embracing technology, the challenges that organizations face as they implement various technology, and opportunities for developing strategic approaches to effectively embark on innovation. Gain a deeper understanding of technology's strategic importance in measuring, demonstrating, and increasing the impact of your organization. This course will help you to acquire the know-how to improve engagement with global cause-funding ecosystem partners.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9211 Social Media for Nonprofits (0 Credits)**

From Facebook to weblogs, donors, volunteers, and staff members are using technology to connect, to communicate, to learn, and to inform. Explore the latest social media tools, and learn how your organization can use them effectively. Leverage social networks to build community, use photo and video sharing to promote your cause, or blog to keep your constituents informed. In this course, examine practical examples and hear from guest speakers who are leading practitioners.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9214 How to Start and Operate a Nonprofit (1.5 Credits)**

If you have thought about starting a nonprofit organization, you probably have considered its mission and goals or even its name, but you might not have thought about the processes of incorporation, application for tax exemption, preparation of bylaws, and formation of a board of directors. In this course, learn and discuss standard start-up operations, management issues, record keeping, and initial fundraising techniques. Life stages for all organizations are explored with discussions about why some thrive, others remain forever immature, and still others wither and die.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9215 Law, Ethics, and Board Governance in Nonprofit Organizations (2 Credits)**

Nonprofit organizations typically focus on fundraising and program delivery. Less attention is given to foundational principles essential to advancing and protecting an organization. As a result, many nonprofits, while acting in good faith, drift outside the boundaries of legal compliance, ethical integrity, and effective governance. They risk reputational damage and contribute to declining public trust in the nonprofit sector. While Boards of Directors have ultimate responsibility in this regard; they are the last stop in the chain of accountability, staff members, as well, must be aware of their obligations.

This course seeks to address this problem. It will provide students with an understanding of the sector's legal, ethical, and governance framework. The course is designed for employees working for a nonprofit, board members, or those looking to enter the nonprofit world. The main topics will include the nonprofit board of directors (structures, functions, roles, and responsibilities); federal regulations; New York State regulations; financial oversight; and ethics. In addition to practical matters, the course will address theoretical questions, such as what constitutes an ethical culture, whether self-regulation works, and what the future holds for nonprofit governance.

**COURSE TOPICS**

- Governance and board directors
- The practice of governance
- Federal law and nonprofit organizations
- State law and nonprofit organizations
- Ethics and the nonprofit sector
- Case studies in ethical decision making

This course is eligible towards the completion of the [Certificate in Fundraising](https://www.sps.nyu.edu/professional-pathways/certificates/global-affairs-and-fundraising/fundraising.html). Bundle your coursework and earn a professional credential that communicates knowledge and skills gained. Declared Certificate students receive 10% off of courses within the program.

Note: Full participation in Law, Ethics, and Board Governance in Philanthropic Organizations is applicable for 18 points in Category 1.B &dash; Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9216 The Financial Markets and the Nonprofit Portfolio (0 Credits)**

This course discusses the financial markets with a view towards educating and familiarizing fundraisers, gift planners and chief financial officers of the methodologies and regulations of investments for nonprofit organizations. Subjects include the equity and fixed-income markets, as well as some alternative investments. The role of interest rates and the impact of Fed policy decisions on nonprofit investments, particularly split interest gifts, are also discussed.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9218 PR for Nonprofit Organizations (1 Credit)**

The evolution of digital media continues to rewrite the old rules of public relations in the social good sector. This highly interactive course uses case studies, guest speakers, and hands-on demonstrations to explore the latest ways that online video, mobile apps, and event and social networking platforms are being used by nonprofits and other social good organizations to raise awareness, engage supporters, and measure impact. Learn how to integrate a variety of new virtual and experimental marketing approaches into a digital media plan for your own organization.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9220 How to Perfect Your Ask (1 Credit)**

How to ask the right way for anything you want, personally and professionally, can be a game changer in your life—whether it is for money, a new job, a promotion, an introduction, or something more meaningful in your personal life. In this highly interactive session, you will learn and then practice how to ask when you have a short amount of time, how to ask when you have more time to prepare, how and to turn a no or no answer into a maybe or yes later, and how to simplify any ask by selecting the right words that mirror the person’s personality.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9225 Ethics and Laws of Nonprofits (0 Credits)**

This course examines legal issues and the importance of ethics in fundraising with special attention to New York State laws and federal laws and regulations. Since New York State fundraising laws are among the strictest in the country, they can serve as a model for nonprofits in other states. Explore the responsibility that boards of trustees have in upholding and adhering to prescribed ethical standards in fundraising, including criteria for accepting or rejecting contributions.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9233 Enhancing Fundraising Through Effective Cultivation (0 Credits)**

Special events and personal contacts with current or prospect donors are designed to develop strong person-to-person relationships that lead to charitable gifts, which ensure an organization’s fundraising success. Cultivation techniques are used to encourage current donors to continue their support, increase their giving, and introduce the organization’s mission to their own network. Effective cultivation captures donors’ and potential donors’ attention, builds relationships, explains the use of the charitable support, and tells of the organization’s success in carrying out its mission. In addition to special events and personal contacts, effective cultivation can be carried out through communication by mail, email, and social media. This course will focus entirely on how fundraisers can effectively interact with annual and major donors so they continue and upgrade their charitable commitments to a nonprofit.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9235 Nonprofits 3.0: Technology Strategies and Practice (2 Credits)**

In this highly interactive course, explore the history and evolution of technology as a catalyst for micro-giving, online marketing, Internet fundraising, and next-generation cause advocacy. Develop a deeper, well-rounded, and up-to-date understanding of how to use digital technologies to more effectively address mission goals in new and innovative ways. Explore the best methods for using technology and social media to measure and monitor the effectiveness of an organization’s mission, its volunteer recruitment, and its donor retention. Throughout the course, students create a technology strategy paper outlining the ways their organization can use technology in newer and better ways.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9240 Webinar: Current Legal Issues in Philanthropy (0 Credits)**

This course focuses on some of the current legal issues facing charities. Topics include compliance with New York nonprofit corporation law; acceptance of gifts from donor-advised funds; gift agreements, pledges, and other contractual gift arrangements; and relevant legal concerns on the horizon, such as possible new federal and state laws.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9241 Webinar: The American Model of Fundraising (0 Credits)**

In the United States, there are 14 million nonprofit organizations that depend on private philanthropy to exist. These include medical centers, universities, cultural institutions, and scores of agencies that take care of the poor, the aged, and the ill. These organizations raised more than \$300 billion last year. Today, more European institutions are facing government cutbacks and want to learn “the American model of fundraising.” This webinar attempts to answer that question and provide information on the many aspects of fundraising and how they are applicable overseas.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9300 Corporate and Foundation Fundraising (2 Credits)**

Gain hands-on experience in corporate and foundation fundraising, leading development teams, and serving as a fundraising consultant. Work in teams with small charities to develop corporate and foundation solicitation programs by applying information conveyed in class. Each session is comprised of a lecture and discussion, as well as time for working with team members and your charity. In the final class, a panel of grantmakers and grantmaking advisers reviews each team’s output.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9301 New Trends in Fundraising (0 Credits)**

Explore new developments in the world of philanthropy that impact fundraising and grantmaking. Technology and social media; an increase in overseas giving; the development of new, small, family foundations; the resistance of young donors to contribute to umbrella groups; and the increasing interest of young donors in the environment, policy advocacy, and political issues are changing the face of fundraising.

Understand these trends in order to become more effective in meeting—and exceeding—your goals.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9302 Raising Funds in Healthcare Institutions (0 Credits)**

There is no issue more important in the American community today than our concern with the delivery of health services in hospitals, nursing homes, and senior residences. In addition, there is extraordinary research being conducted by many national organizations and foundations dedicated to searching for cures to some of the world's illnesses. Fundraising and grantmaking play a central role in this field; this course covers every aspect of fundraising and grantmaking as they relate to keeping research and healthcare institutions in existence.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9305 Planned Giving: Bequests, Gift Annuities, Trusts, Donor-Advised Funds, and Other Gift Vehicles (2 Credits)**

Planned Giving offers donors a variety of ways to have and make a charitable impact even without making a gift of cash. Planned gifts also offer charities a steady stream of revenue despite economic volatility. Explore the tools and techniques of planned giving, focusing on estate gifts; gifts of art, real estate, and other assets; charitable gift annuities and trusts; and the newer models for gift planning, such as donor-advised funds. Learn to structure a planned giving campaign, including audience identification, marketing and communications, events, and administration of planned gifts. Learn tools for being an effective individual gift planning officer in educating, soliciting, closing, and stewarding such gifts.

**COURSE TOPICS:**

Planned Giving Terminology, Definitions, Players

Why people give—

from the head (tax and financial) and the heart

The Planned Gift Campaign

Current Planned Gifts; Classification of Gifts; Endowment Basics

Future Planned Gifts—structuring, soliciting, and funding

Life-Income Gifts (trusts and annuities), and Next Generation Gift Planning Strategies

This course is eligible towards the completion of the [Certificate in Fundraising](https://www.sps.nyu.edu/professional-pathways/certificates/global-affairs-and-fundraising/fundraising.html). Bundle your coursework and earn a professional credential that communicates knowledge and skills gained. Declared Certificate students receive 10% off of courses within the program.

**Note:** Full participation in this course is applicable for 15 points in Category 1.B and Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9307 Webinar: How to Be a Successful Fundraiser (0 Credits)**

Fundraising is an exciting profession, offering meaningful job opportunities across a wide range of institutions, agencies, and organizations in both public and private sectors. Naomi Levine explores such topics as fundraising strategies, ways to obtain and to manage major gifts, capital campaigns, corporate and foundation fundraising, planned giving, board relationships, ethics in fundraising, women in philanthropy, and community visibility.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9308 Webinar: Creating Your Winning Online Brand (0 Credits)**

Are you seeking a new nonprofit job or a promotion? Not sure how your online activities affect your prospects? Join us for this practical webinar to learn how to curate a winning online brand that enables you to put your best foot forward. By the end of the webinar, have access to tools and strategies you can use to identify your online mistakes, to manage your activities, and to curate an online brand that helps you strengthen your fundraising career.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9310 Annual Giving, Major Gifts, and Capital Campaigns (1 Credit)**

Individual giving accounts for the largest percentage of donations given annually. Explore techniques to build and enhance major gift programs, to assess capital campaign readiness, and to implement capital campaigns. Examine the critical role annual giving plays in an organization's success. Draw on your own experiences and on case studies. Designed to meet the needs of professionals with diverse backgrounds, the assignments empower you with greater insights into the art and science of fundraising.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9312 Webinar: Keys to Corporate and Foundation Funding (0 Credits)**

There are many new methodologies in the world of corporation and foundational fundraising. Other aspects, however, don't change at all; they just take different forms. This webinar focuses on some of the most important unchanging aspects of fundraising from institutions, including topics generally not discussed in "polite" fundraising society. Former webinar attendees tell us that this class caused them to completely rethink their approach to institutional fundraising; perhaps it will cause you to rethink yours as well.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9313 Creating Video for Social Change (1.5 Credits)**

This highly interactive course, with a mandatory five-hour Saturday video lab, explores the emergence of short-form video storytelling as a critical new way for nonprofits to raise money, awareness, and supporter engagement for their cause. As a professional in a fundraising, marketing, or social/community engagement position for social good organization, gain a working knowledge of the six types of cause videos being used successfully in the field today. Receive hands-on instruction in basic video storytelling and editing techniques. By the end of the course, be able to produce a compelling visual mission statement and a digital video for your organization to use online and offline. With the help of guest filmmakers and expert faculty instruction, create a 60-second cause video for your organization, which you present in class.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9314 Webinar: Planned Giving (0 Credits)**

As a fundraising generalist or a nonprofit professional, gain an overview of deferred and life income gift vehicles. Discuss marketing for planned giving and the basics of endowment creation.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9335 Digital Storytelling for Fundraising: Leveraging Emerging Technology for Impact (2 Credits)**

Unleash the Power of Digital Storytelling and Emerging Tech for Fundraising Success!

As the world rapidly evolves, nonprofits face a critical challenge: harness the full potential of digital platforms for their fundraising and impact strategies, or lose attention—and support—to the ever-growing online din of noise and distraction.

This course will empower you to cut through the hype and the noise with time-tested strategies, the latest tools and tech-based tactics that work to reach audiences, create connection, and generate impact.

Dive into the new world of storytelling technology, with tools like generative AI, blockchain, and interactive experiences as you learn to integrate them into your work. Glean insights from real-world case studies and learn from best practices. Then, combine them into an actionable digital strategy that elevates your fundraising game and ignites passionate supporter engagement.

This course is eligible towards the completion of the <https://www.sps.nyu.edu/professional-pathways/certificates/global-affairs-and-fundraising/fundraising.html> Certificate in Fundraising. Bundle your coursework and earn a professional credential that communicates knowledge and skills gained. Declared Certificate students receive 10% off of courses within the program.

Note: Full participation in Digital Storytelling, Innovation, and Fundraising is applicable for 15 points in Category 1.B Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9340 Online Branding for Grassroots Organizations (0 Credits)**

Does your grassroots organization struggle to stand out from the crowd? Are you unsure how to manage your organization's online brand, or are you working with a limited marketing budget? Join us for this practical seminar and learn how to curate a winning online brand that enables your grassroots organization to put its best foot forward. The seminar equips you with tools and strategies you can use to identify your online mistakes, to manage your activities, and to create an online brand that will capture the attention of your organization's current and future supporters.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9400 Summer Intensive in Fundraising (6.5 Credits)**

This intensive program prepares you for a career in fundraising or for advancement in the field. This program was developed by Naomi Levine, former chair and executive director of the NYUSPS George H. Heyman, Jr. Center for Philanthropy and Fundraising and former senior vice president for external affairs at NYU, where she helped to raise more than \$2.5 billion over 22 years at the University. Topics include annual and capital campaigns, planned giving, public relations, strategies for working with board members and volunteers, writing for fundraising, fundraising research and information management, legal and ethical issues, trends in grantmaking, and fundraising for NGOs. The course includes a site visit to a major New York nonprofit organization, a guided tour of the Foundation Center, and employment and career advice. This program is valuable for fundraisers who want to broaden or focus their skills; for nonprofit board members and volunteers who want to become more effective; and for those considering philanthropy and fundraising as a career.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9401 Webinar: Alumni Relations and New Media (0 Credits)**

This webinar offers comprehensive insight into alumni relations practices and the use of new media. Explore how new media influences techniques for community engagement, fundraising strategies, and data collection and management. New York University case studies are discussed.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9402 Webinar: Essentials of Endowment Fundraising (0 Credits)**

Today's philanthropic environment presents significant challenges for planned giving programs and endowment fundraising efforts. This webinar identifies and explores these challenges and suggests strategies for success in raising dollars for long-term support.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9404 The Philanthropic Corporation: Reputation, Branding, or Charity? (0 Credits)**

Examine the practice of philanthropy in the context of the business-societal relationship. Explore multinational business philanthropic activities through the eyes of the corporation, government, and society (including consumer and nongovernment communities). Discussions focus on the driving forces behind corporate philanthropy today. Topics include: What is the civil corporation and does it exist? What are the corporation's rights and responsibilities when using philanthropic dollars to address societal issues? How does corporate philanthropy differ from/fit into corporate responsibility? The inner business dynamics and economics of corporate philanthropy are brought to light through thoughtful discussion.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9405 Women in Philanthropy (1 Credit)**

Examine the history of philanthropy, with particular emphasis on the influence of women and various cultures on fundraising and grantmaking in the United States. Attention is given to the changes that emerged as women accumulated wealth and to the impact that women have had on organizational development through the last two centuries. This course also examines the paradox and the potential of women's philanthropy in the context of American cultural history and contemporary life.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9406 Global Philanthropy and Civil Society (1 Credit)**

Once thought to be uniquely American, philanthropy and civil society are now seen as global phenomena. This course highlights the obligations of philanthropy to support civil society as its primary vehicle for accomplishing its programmatic objectives. Examine individual giving, organized philanthropy, corporate social responsibility, and corporate philanthropy as contributors to the common good throughout the world. Analyze the impact of technology on giving and the role of evaluation in assessing the ability of global philanthropy to sustain civil society. The course is taught through lectures, discussions, and readings.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9407 Introduction to Social Media for Nonprofits (1 Credit)**

Social media can be an effective tool in fundraising, but many nonprofits do not maximize their use of Facebook, Twitter, blogs, YouTube, Instagram, and other social media outlets. Many organizations created these media channels years ago but do not use them effectively, while others have never taken the plunge. Each session of this course takes an in-depth look at a different online community, so you can learn to use each of these online platforms successfully. We also look at questions surrounding monetizing these networks and ways to move virtual spectators to become fans of your organization.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9409 Effective Stewardship: Key to the Next Major Gift (0 Credits)**

Stewardship and good planning are vital to a continuous lifetime giving program. Whether in response to a major gift or an annual contribution, effective stewardship ensures that the next gift will be forthcoming. In this course, we review what your organization is doing to move your current donors to the next gift level. We examine how best to say thank you to donors, give attention to special donors, and express appreciation.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9410 Developing a Sustainable Fundraising Program (1 Credit)**

In the past 20 years, fundraising has become a key department in most nonprofit organizations with professional staffing. To increase private support and expand the organization's vital mission, it is important to move beyond simply special events and annual appeals. Both functions are critical components of fundraising efforts but must be complemented with major gifts and planned gifts. This course will clarify how to introduce and expand a major gift program and will provide a model integrated plan for maximizing private support. The practices of "moves management" and prospect management will be outlined in the course to demonstrate efficient management tools for increasing private support and improving stewardship.

**Note:** Effective spring 2021, full participation in *Developing a Sustainable Fundraising Program* is applicable for 8 points in Category 1.B – Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9454 AI for Impact: Boost Your Marketability and Organizational Growth (1 Credit)**

Embark on an immersive, one-day intensive journey that unveils the transformative power of generative artificial intelligence (AI). This course is tailored for professionals from a spectrum of industries, ready to harness AI to revolutionize stakeholder engagement, digital storytelling, and event planning.

Generative AI, a groundbreaking technology that crafts text, images, or other media in response to prompts, is redefining various sectors. This course will guide you through leading generative AI tools such as Boodle Box AI (which gives you access to 900 bots including ChatGPT and Claude), Wordly AI, LTX Studio, and AskHumans, demonstrating their applications in sectors from social impact and business to hospitality and event management.

Through exploration of real-world case studies and industry best practices, you'll gain a profound understanding of how AI can be utilized to optimize engagement strategies, enrich digital storytelling, and create captivating events. You'll also acquire hands-on experience in a practical AI workshop, empowering you to apply these tools to amplify your organization's digital presence and stakeholder engagement strategies for identifying trends, best practices, and platforms for integrating generative AI into your digital campaigns.

Embark on this unique learning journey and uncover how AI can reshape your professional landscape.

**Note:** Full participation in this course is applicable for 7 points in Category 1.B - Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9500 Winter Intensive in Fundraising (4 Credits)**

This popular program provides a comprehensive grounding in fundraising in one economical, week-long session that covers the subject matter of five courses.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9501 Advanced Intensive in Grantmaking (4 Credits)**

This course is targeted to philanthropists, foundation staff and trustees, and individual funders with at least five years of experience. It includes an in-depth analysis of the cutting edge issues in the grantmaking field, such as outcome models, impact philanthropy, advocacy, alternative and inter-sector approaches, and more. The curriculum is modified each time based on emerging developments in the field. This course is coordinated by Richard Marker, an internationally known thought leader in the grantmaking and philanthropy field. He is joined in class by several highly respected and prominent philanthropy experts. The seminar is highly interactive and includes participant presented case studies.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9502 Philanthropy in the Post-Madoff Era: A Special Workshop on Fundraising and Grantmaking (0 Credits)**

This is a seminar for individuals who have a philanthropic foundation, are members of a nonprofit or work for one, or who serve as a board member for a nonprofit. This seminar addresses how to evaluate the programs you support, safeguarding against fraud, avoiding future disasters reminiscent of the Madoff debacle, and understanding the laws governing philanthropy.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9503 The Nonprofit Board of Directors (0 Credits)**

The importance of the nonprofit board of directors has never been greater. Growth in the nonprofit sector over the past decade has exceeded that of business and government. Yet, the effectiveness of boards has not kept pace. Many directors lack an understanding of their organization's financial status, strategic direction, or fundraising. Examine the structures and practices of high-performing boards, discover the answers to common problems, and gain valuable strategies to help new organizations establish a board. This course is designed for professional staff, board members and chairs, and individuals starting a new organization.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9505 Corporate Sponsorship in the Arts (0 Credits)**

In today's competitive fundraising marketplace, arts groups and corporations must develop smarter strategies to maximize limited marketing dollars. Strategic corporate philanthropy or sponsorship marketing has replaced more pure corporate goodwill. Visibility is no longer enough. Today, each sponsorship must produce business results. This class provides an overview on the best practices. Case studies and role-playing exercises round out the experience.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9506 Advanced Strategies for Nonprofit Managers (0 Credits)**

Upper-level managers are expected to build high-performing teams that achieve real results and move beyond the basic principles of management. This webinar series presents strategies for addressing the challenges encountered at this level of management. These include developing a culture of excellence, setting high ethical standards, fostering productive work habits, managing budgets, planning and executing effectively, handling crises, and working collaboratively with a board of directors. This course is recommended for executive directors, vice presidents, chief development officers, and other senior-level managers.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9600 Intensive in Fundraising (4 Credits)**

This fundraising intensive is a popular program that provides a comprehensive grounding in fundraising in an intensive format that includes five courses: [Strategies to Maximize an Annual Campaign from A to Z](https://www.sps.nyu.edu/professional-pathways/courses/PHIL1-CE9601); [Introduction to Digital Storytelling, Innovation, and Fundraising](https://www.sps.nyu.edu/professional-pathways/courses/PHIL1-CE9602); [How to Perfect Your Ask](https://www.sps.nyu.edu/professional-pathways/courses/PHIL1-CE9603); [Planned Giving](https://www.sps.nyu.edu/professional-pathways/courses/PHIL1-CE9604); and [Understanding Nonprofit Financial Reporting](https://www.sps.nyu.edu/professional-pathways/courses/PHIL1-CE9605). Each session is taught by an experienced fundraising professional who provides real-world solutions to the common issues that all nonprofits face in developing or expanding their fundraising efforts. The course provides general concepts and best practices for successful fundraising in an ethical environment.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9601 Strategies to Maximize an Annual Campaign from A to Z (0 Credits)**

An annual campaign is comprised of various solicitation channels created to engage a diverse base of donor types. In this session, you'll gain a comprehensive overview of annual giving programs, an introduction to the basic terminology, and knowledge of concepts/approaches for an annual giving strategy. Learn how develop a multichannel campaign plan that will build upon your annual giving portfolio, maximize memberships and event participation, and enhance prospect engagement and capacity. Additional discussion topics will include budgeting, planning, and timing your appeal; writing a compelling letter; segmenting and targeting prospects; and measuring success. This course also will cover the components of a direct mail piece, the role of the board, and stewardship. Full participation in [Strategies to Maximize an Annual Campaign from A to Z](https://www.sps.nyu.edu/professional-pathways/courses/PHIL1-CE9601) is applicable for 8 points in Category 1.B – Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9602 Introduction to Digital Storytelling, Innovation, and Fundraising: Intensive in Fundraising (0 Credits)**

Nonprofits in the US and around the world are forced to innovate to remain relevant in today's rapidly changing world in which budgets are stretched, people are sheltering in place and are increasingly having to embrace digital platforms to work, live and connect. Nonprofits that previously focused on fundraising and engagement activities that are largely in-person, now have to diversify their efforts to activate current and prospective supporters and even deliver services.

In this virtual and highly interactive four-session course, students will learn about strategies, tools and tactics that will enable their organizations to leverage digital platforms to effectively and efficiently raise awareness about their causes, diversify fundraising and innovate to become more relevant. In this course, students will be provided with an overview of the trends, best practices, strategies and tools necessary to develop a digital strategy (e.g., SWOT analysis, content strategy, and metrics) designed to increase fundraising and improve supporter engagement.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9603 Art of the Ask: Effective and Persuasive Communication and Negotiation Strategies (0 Credits)**

Communicating exactly what you want, making the ask, then negotiating until you have an answer, whether for your business, for a charitable gift, or even for yourself, does not have to be overwhelming or insurmountable. In fact, with the right individualized strategy and tools, every ask you make can be powerful and provide a pathway to a positive response. Learn how to carefully craft your message, be intentional in its delivery, and engage in productive follow-up. Whether you ask in person, through digital platforms, or in written communications, you can master the Art of the Ask.

Through this highly interactive session you will learn how to:

- Take the test on The Four Askers—Which Asker Are You?
- Examine your own views on money and as well as the person you are asking because most asks involve money
- Choose the right words and the right tone that will best resonate with the person you want to ask
- Apply the Five Laws for Any Ask
- Deliver with confidence your ask via a variety of methods including video conferencing, email, phone, letter, and in-person
- Monitor your tone and your body language so that you are persuasive, not pushy
- Understand when to make the ask so as not to miss a "golden moment"
- Deal effectively with the responses you will get to your ask
- Feel comfortable asking people close to you
- Improve the conversations that are not going as smoothly
- Engage in productive follow-up
- Feel comfortable and confident with every ask you need to make

Students are asked to bring three asks they need to make, or have made in the past, that they would like to improve. Advanced reading material will be assigned and distributed two weeks prior to the first session.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9604 Planned Giving: Intensive in Fundraising (0 Credits)**

Planned giving techniques enable donors to link their financial and estate plans to causes they love. This course will discuss these techniques and their benefits, tax and otherwise, as ways to encourage donors to leave meaningful charitable legacies. Specifically, the class will cover estate gifts; gifts of art, real estate, and other assets; charitable gift annuities and trusts; the newer models for gift planning, such as donor-advised funds; and endowment fund rules and oversight and administration of planned gifts. The course also will address techniques for running a planned giving campaign, including audience identification, marketing and communications, and events. This class will be taught through lecture, articles, and interactive exercises, with special emphasis on the role of the individual gift planning officer in educating about, soliciting, closing, and stewarding such gifts.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9605 Understanding Nonprofit Financial Reporting: Intensive in Fundraising (0 Credits)**

With corporate accounting practices drawing more and more scrutiny, it is increasingly important for nonprofit managers and board members to become familiar with financial reports and understand how they reflect the viability of an organization. Take the initiative for your nonprofit organization by becoming familiar with financial statements and learning how to use them, while exploring the nuances and implications of financial reporting. The course work addresses legal and accounting implications for nonprofit organizations, including government entities, universities, schools and colleges, healthcare providers, cultural organizations, and other social service programs.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9607 Annual Appeal Campaigns (2 Credits)**

Annual appeal campaigns are the cornerstone of strong fundraising programs in the nonprofit sector, regardless of organization size or area of interest. In 2020 charitable giving in the United States totaled \$471.44 billion. Of that sum, \$324.10 billion—and 69 percent—came from individuals. This course will focus on what motivates giving and how nonprofit organizations secure, retain, and increase annual gifts from individuals.

Sessions will look at prospect identification, solicitation methods, donor analytics and technology, as well as donor engagement, communications, and stewardship. Volunteer leadership and Board involvement will be explored. The connection between annual appeal campaigns and capital campaigns will also be discussed.

**COURSE TOPICS**

- Organization elevator pitch
- Constituencies, donor demographics, and the donor lifecycle
- Data mining and fundraising software
- Donor communications plan and recognition strategies
- Corporate and foundation appeals
- Careers in fundraising

This course is eligible towards the completion of the [Certificate in Fundraising](https://www.sps.nyu.edu/professional-pathways/certificates/global-affairs-and-fundraising/fundraising.html). Bundle your coursework and earn a professional credential that communicates knowledge and skills gained. Declared Certificate students receive 10% off of courses within the program.

**Note:** Full participation in Annual Appeal Campaigns is applicable for 15 points in Category 1.B — Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes



**PHIL1-CE 9620 The Emerging Nonprofit Financial Marketplace (0.5 Credits)**

Innovative collaborative philanthropic models aim to secure additional resources beyond grants to finance the nonprofit sector. Increasingly, they constitute a social benefit financial marketplace, where new tools and tactics (for-profit and nonprofit investment funds, large-scale “big bets”; philanthropy, pay-for-success contracts) incentivize and “de-risk”; the participation of funding/financing sources that the nonprofit sector traditionally has not been able to access. These cross-sector models work to maximize the impact of traditional grantmaking to address systemic inequities in areas such as poverty, homelessness, healthcare, climate change, and natural resource degradation. In this course, learn to identify, cultivate, and secure support from donors/investors engaged in this emerging nonprofit financial marketplace. Topics include venture philanthropy and impact investing, return on investment (ROI)/social return on investment (SROI), corporate “shared-value”; creation, program-related and mission-related investing, and social investment bonds.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9700 Tools for Integrating Online Communities (1.5 Credits)**

Today, fundraisers must be able to access, combine, synthesize, and use data from social media, prospecting tools, and traditional channels in order to integrate this information into a usable form that is accessible to staff and volunteers. Learn about the basics of data capture and manipulation from sources including social media, private websites, and traditional avenues. Use real-world examples to build a small online database that integrates data channels. Because every organization is unique, look at solutions based on a nonprofit’s specific needs. Gain a better understanding of what social media’s place in a development office is and how data can be captured and used.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9701 Landing the Big Gift: Engaging Major Donors (1 Credit)**

This class is designed to provide the skills required to raise major gifts from individual donors. Learn ways to identify major gift prospects and to ask questions that give an opportunity to listen to what motivates their giving. Review methods of engaging peers and natural partners to help cultivate donors and to ensure consistent face-to-face meetings with them. Discuss a range of ideas for cultivating strategic relationships with prospects/donors by addressing their passion before soliciting them for a major gift.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9713 Funding Partnerships, Collaborations, and Mergers (0 Credits)**

Funder collaborations are a welcome trend in the field, but too many fail or simply don’t live up to expectations. This workshop will show you how to structure effective collaborations and partnerships from the very beginning, how to determine if you are suited to be a good collaborator, and how to set expectations for success.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9714 Understanding Financial Tools to Enhance the Nonprofit Mission (1.5 Credits)**

In order to carry out its mission effectively, a nonprofit organization needs financial information to make decisions for today and to plan for the future. It is important that executive directors, trustees, and fundraisers understand and utilize financial measures and metrics to evaluate the organization’s progress in order to continue to secure private support. This course will highlight three financial tools used by nonprofits: the financial statement, the operating budget, and IRS Form 990. With one class session devoted to each, we will examine these financial tools so you are able to read and evaluate nonprofit financial statements from a user’s perspective, analyze an organization’s operating budget, and review the preparation of the annual IRS Form 990 filing (Return of Organization Exempt from Income Tax).

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9715 Planned Giving Programs for Small Nonprofit Organizations (0 Credits)**

Many small nonprofit organizations with limited staff do not offer planned gift options to donor prospects. That said, there are vehicles for planned giving available in the marketplace, and small nonprofits should consider adding planned giving to their development plans. If you are a fundraising generalist or a staff member or volunteer at a small nonprofit, learn the basics about planned giving so you feel comfortable discussing the options and tools used to construct a planned gift. This course will provide basic information about planned giving and will help you to design a reasonable strategy for including planned giving in your fundraising program.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9716 Engaging Board Members in the Fundraising Plan (0 Credits)**

Nonprofit volunteer board members steer their organization toward a sustainable future by adopting sound, ethical, and legal governance and financial management policies, as well as by making sure the nonprofit has adequate resources to advance its mission. An effective fundraising plan requires active involvement by board members in the cultivation, solicitation, and stewardship processes. Often, board members are reluctant to ask for financial support or to connect their network of friends and colleagues to the nonprofit. Establishing a culture of philanthropy will enhance the fundraising efforts of the organization and engage all stakeholders—both board members and staff in the development process. This course will provide exemplary examples of cultures of philanthropy, an explanation of the role of the board and the development committee, and strategies for overcoming board members’ reluctance and conflicts of interest.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9717 Exit Strategies: A Key to Every Successful Grant (0 Credits)**

Every grant has an ending date, even if it is to renew. This course reviews the full range of how, when, and why to end a grant, and it shows you how to do so ethically and responsibly. Also, learn how to build appropriate exit strategies into a grant from the very beginning.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9820 Redefining Power and Community in Philanthropy (1 Credit)**

Themes of power, community, and trust have played a progressively larger role in the discourse on philanthropy in recent years. Increasingly, donors, foundations and community organizations and leaders alike have pushed for more equitable relationships between the “holders” and “recipients” of resources that require a redefinition of leadership, risk, equity and success in the sector. This one-day course will explore historical trends and dynamics regarding power and community in philanthropy, as well as offer case studies of current philanthropic actors testing and growing new forms of philanthropic giving and collaboration such as participatory grantmaking, giving circles, equitable evaluation, and movement-led grantmaking. It will also allow a chance for philanthropic and nonprofit practitioners of all backgrounds to further understand their own personal and professional role within these dynamics, as well as how they can affect change on multiple fronts as the field continues to shift.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9901 Dynamics of Family Philanthropy (0 Credits)**

Explore the dynamics of family philanthropy, including intergenerational issues, succession policies, decision-making, how various professional services intersect with family philanthropy, and appropriate policies and practices family funders should address.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9902 The Role of the Funder (0 Credits)**

Explore the relative roles of funders and grantees. Using various presentation and case study methods, delve into best practices, guidelines, and ethical parameters. Learn to identify the implications of various funding approaches to the role of the funder.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9903 A Private Conversation with Naomi Levine (0 Credits)**

Naomi Levine, former executive director of the George H. Heyman, Jr. Center for Philanthropy and Fundraising, raised \$2.5 billion for New York University. Learn how she did it, how to reach affluent people, how to put a board together, and how to evaluate what projects to support. Also, discuss the art of the “ask”; the role of corporations, and cause marketing. Meet with Levine at her home in a small group to discuss these issues.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9970 Philanthropy: The Cycle of Donor Development (0 Credits)**

The endowment fund is a crucial financial resource for many nonprofits. Each endowment has a unique beginning and a unique style of management and oversight. Many executive directors, development directors, and trustees know the importance of endowments but are not closely engaged with the endowment process. Yet, many are asked to support campaigns that seek to start and expand endowments, and donors and stakeholders often ask the nonprofit leadership team detailed questions about the endowment. This course will help you—as a member of the leadership, the key development staff, or the board of trustees of a nonprofit—to enhance your knowledge of endowment concepts and practices. It also will provide the basics of the ongoing investment management process and inspire you to have more knowledge and confidence when discussing the endowment process. This course also is very helpful to employees of nonprofits that are planning to start their first endowment fund. You will research a specific nonprofit throughout the class and develop a customized strategic endowment plan. The course also will cover the importance of starting a legacy program and closing legacy gifts.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9971 Endowment Basics: Endowments, Foundations and DAFs (1 Credit)**

The endowment fund is a crucial financial resource for many nonprofits, especially during these current times. Each endowment has a unique beginning and a unique style of management and oversight. Many executive directors, development directors, and trustees know the importance of endowments but are not closely engaged with the endowment process. Yet, many are being asked to support campaigns that seek to both start and expand the endowment, and donors and stakeholders often ask probing questions about the endowment to the nonprofit leadership team. This course will help enhance the knowledge of endowment concepts and practices for the leadership as well as key development staff and trustees. It will also provide the basics of the ongoing investment management process and inspire staff and leadership to have more knowledge and confidence when discussing the endowment process. This course is very helpful to those nonprofits that are planning to start their first endowment fund or planning to grow their endowment. Each student will research a specific nonprofit throughout the class and develop a customized **Strategic Endowment Plan**. The course will also focus on Donor Advised Funds and provide insights on how to market to them and use them to fund the endowment.

Full participation in this course is applicable for 10 points in Category 1.B - Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9980 Technology for Fundraising (0 Credits)**

Regardless of the size of your nonprofit, technology should be integrated into every aspect of your fundraising initiative. This course will provide an overview of technological resources available to the professional fundraiser today. Students explore the role technology plays in creating and executing a development plan that is sustainable, professional, ethical, cost-effective and above all, will help to raise more money for the organization. Topics include defining technology as it relates to fundraising, strategic plans for technology, the role of websites in fundraising, online giving, donor management software, and communication with technology.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9982 Prospect Research (2 Credits)**

This course teaches the practical research skills needed for fundraising. Gain an introduction to the assorted research tools, websites, and databases, and learn the basics of data mining, database screening, and moves management. Acquire the skills to obtain information on donors and other funding sources, within an ethical context. The course also covers developing targeted research strategies, summarizing research findings, and creating cultivation and solicitation plans. In addition, learn how to evaluate a prospect's ability and inclination to give.

Note: Full participation in Prospect Research is applicable for 20 points in Category 1.B &ndash; Education of the CFRE International application for initial certification and/or recertification.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9983 Webinar: How to Ask for Large Donations--A Beginner's Guide to Personal Solicitation (0 Credits)**

This webinar is geared toward trustees, volunteers, and others who have not had the opportunity to learn how to personally solicit larger gifts. In this online seminar, learn the simple process of asking an individual for a large donation, as well as many other aspects of the solicitation process, including the numerous, counterintuitive elements of this most critical of fundraising activities. This webinar is a must for executive directors, trustees, and new development officers of nonprofit organizations.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9987 Getting Your Nonprofit Job (1 Credit)**

Many people have difficulty starting or advancing their career simply because their resume does not open doors or they do not interview well. Learn how to write an effective resume and how to ace the interview. Explore what employers look for in a resume, the importance of your cover letter, and some of the biggest mistakes candidates make during an interview. The course also provides strategies for enhancing your job search.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes

**PHIL1-CE 9989 Webinar: The Cycle of Donor Development (0 Credits)**

How do you really engage donors at every step of the life cycle&mdash;engagement, cultivation, solicitation, and stewardship? This webinar surveys best practices at each step of the cycle to equip you with new ideas for practical implementation.

**Grading:** SPS Non-Credit Graded

**Repeatable for additional credit:** Yes