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Classwish: Now and Future

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Classwish: Now and Future

An Internship Report
Submitted to the Graduate Faculty of the
University of New Orleans
in partial fulfillment of the
requirements for the degree of

Master of Arts
In
Arts Administration

by
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B.A. Piano, Pusan National University, 2007
May, 2014

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ABSTRACT

These days, with K-12 education suffering from a lack of funds, nonprofit educational organizations are working to support K-12 education. The purpose of my internship report is to investigate the main issues in management and fundraising of a nonprofit educational organization, Classwish, a nationwide nonprofit organization based in New York City. Classwish supports teachers and students by making donations to provide teachers with supplies in order to improve the education environment. By investigating ways to manage an organization and to fundraise, I will analyze strengths and weaknesses of their management, as well as external opportunities and threats. I will also suggest better ways to achieve their goals by researching and comparing other nonprofit educational organizations.

CHAPTER ONE: ORGANIZATIONAL PROFILE

Executive Summary

Classwish is a 501(c)(3) nonprofit organization launched in 2010 in Manhattan, New York.

Classwish serves students nationwide. Classwish was awarded tax-exempt status in October of 2010. A relatively new organization, Classwish has so far received over \$160,000 in cash donations for school resources, and *Forbes Magazine* donated a full page of its March 15, 2012 issue to promote Classwish.¹ Now Classwish has roughly 11,000 teachers and about the same number of non-teachers registered, including parents and donors.²

Mission Statement

Classwish empowers parents, educators, and local communities to make a positive change in their children's lives by providing them with the supplies they need in order to learn, grow, and excel.³

People

The Chairman is Patrik Silen, a McKinsey & Company partner. An outstanding Board of Advisors includes such education and business leaders as:

- Adam Hirsch, COO, Mashable
- Betsy Brand, Director, American Youth Policy Forum

¹ "About Us" Classwish. N.p., n.d. Web. 13 Mar. 2014 <<http://www.classwish.org/>>

² Interview with Robert Tolmach, a manager of Classwish.

³ "About Us" Classwish. N.p., n.d. Web. 13 Mar. 2014 <<http://www.classwish.org/>>

- Laurie Coots, CMO, TBWA
- Scott Cutler, EVP, NYSE-Euronext
- Jory des Jardins, co-founder, Blogher
- Esther Dyson, investor and philanthropist
- Nancy Pelz-Paget, Director, Education and Society Program, Aspen Institute
- Delia Pompa, VP of Education, National Council of La Raza
- Sharon Robinson, CEO, American Association of Colleges of Teacher Education⁴

Structure

Classwish is divided into five teams as follows: Bookkeeping, Music Marketing, Sports Marketing, Fashion Marketing, and Science Marketing. One manager, Robert Tolamach, supervises all work, and all teams consist of interns and volunteers. Volunteers help to design the website and banners and to install new programs. Except for the manager, there are no paid workers, either part-time or fulltime.

Classwish's Ideas and Vision

The primary goal of Classwish is to improve the quality of K-12 education nationwide, recognizing that a dire lack of books, computers, science equipment, art supplies, musical instruments, special education materials, sports equipment, and other resources undermines education for tens of millions of students.

⁴ This information was taken from the Classwish official report.

The need is far too large for foundations and corporations to meet alone. Addressing this need will require funding from individuals (who donate five times as much as foundations and twelve times as much as corporations).⁵

The opportunity is huge: a million public charities raise \$228 billion a year from individuals for countless causes. However, there is no national nonprofit raising awareness and money to provide, for instance, science equipment in schools, nor, with only a couple of exceptions, any other type of school resource.⁶ Classwish seeks to fill this large gap by raising much-needed funds for school resources.

Classwish's Approach

Visitors to the Classwish website make tax-deductible contributions to fund any type of educational resource for any of 125,000 K-12 schools or any of 3,600,000 teachers (See Appendix A).

There are three models that Classwish uses as it contributes to improving the education environment by supporting teachers and schools:

Model 1

Teachers and school leaders create wish lists of the resources they need. Parents, alumni, businesses, and others in the community can see exactly what is needed and how they can

⁵ Classwish official report.

⁶ Interview with Robert Tolmach, a manager of Classwish and Classwish official report.

help. All Donations made to Classwish are tax deductible. Classwish ships the items directly to the schools, at no cost to the schools. Teachers get the support they need. Parents and communities are engaged in supporting classrooms and funding the things they care about. Everyone is united in helping children learn, grow, and perform at their best.

Model 2

Teachers have individual accounts on Classwish's website and people may donate to support specific teachers. Classwish keeps an account for each, and teachers are able to shop for whatever they need on the websites of vendor partners. They send their online shopping carts to Classwish, which purchases the items with funds from their accounts and has them sent right to the schools.⁷

Model 3

People can visit the Classwish website and earn donations for the school or teacher of their choice by doing their shopping online through the site at any of thousands of participating merchants (Macy's, 1-800-Flowers, etc.). Classwish earns the affiliate fee and passes on the lion's share to the specified teachers and schools (See Chapter 2 P9 and Appendix B).

By aggregating buying power and generating new sales for vendors, Classwish leverages discounted prices. That wholesale – retail spread helps cover Classwish's operating expenses (just as it does for any retailer) as Classwish gets to scale over the next three years. This self-

⁷ Interview with Robert Tolmack, a manager of Classwish and Classwish official report

sustaining model makes Classwish scalable so it can easily grow to serve more schools and students.⁸

Next Steps

The site is up and running, people are donating, and Classwish is sending resources to schools.

In order to raise awareness of the need and to attract far more donations, Classwish states in an official report that it intends to:

- recruit celebrities to appear on the website and in web banners that will appear on other sites
- procure donated ad inventory, editorial coverage, and other promotional support
- reach teachers and donors through various stakeholders, e.g. unions, nonprofits, vendor partners, brands, community foundations, etc.
- host video and journalism contests to engage students
- promote a referral program to accelerate teacher recruitment
- use social media to encourage viral growth
- enhance the website
- structure cause-marketing campaigns to generate additional awareness and funding.⁹

⁸ Interview with Robert Tolmach, a manager of Classwish

⁹ Classwish official report

CHAPTER TWO: INTERNSHIP DESCRIPTION

My Arts Administration graduate internship with Classwish involved 480 hours spanning September 2 to December 30, 2013. I worked on the music marketing team of Classwish, whose task is to support music classes by providing musical instruments to schools. To do that, Classwish needs to receive grants and donations from individuals, including celebrities. Classwish tries to contact musicians, both classical and pop. Also, to inform about Classwish, I searched out and contacted high school bands throughout the nation, along with associations related to school bands.

Marketing Tools

My first tasks were making and editing PowerPoint materials (See Appendix D) to give to musicians, asking them for permission to use their pictures on Classwish's banner on its website. To make PPTs, I had to search through pictures of a great many professional musicians. My boss wanted only high-quality, popular pictures. Selecting pictures was not an easy task, because my boss had high standards for the pictures I chose.

After making all PPTs, I constructed several Excel spreadsheets of celebrities' information, including birthdate, interests, and contact information. I used websites as follows: Google, contactanycelebrity.com, imdb.com, and the homepages of celebrities or their agencies.

Classwish uses the VIP service, contactanycelebrity.com, and I obtained the most information from that website.

After completing the sheets, the next step was to contact the celebrities. I had publicists' contact information rather than that of managers. I used phone calls and email to contact them. Most of them did not answer my phone calls, so I had to send emails to all publicists. The first emails sent out simply asked whether or not we could submit our PPT. This approach seemed to me to be inefficient and unproductive, and I decided that I could save time by sending an email with an attached PPT. I got replies from only a few persons, so not many PPTs were sent to celebrities.

Attempting to reach celebrities is one way to attract attention. However, once Classwish obtains permission to use a picture on its banners, Classwish is able to post the banner only on its own website, because it does not have the budget to post it on popular websites. From my observations, celebrity pictures on the banner do not seem to influence people who visit Classwish's website even if they know about the celebrities pictured.

Search Grants and High School Bands and Associations

I searched foundationcenter.org. to locate foundations that met the conditions of Classwish, then classified them according to due date. I continued searching foundations until I completed my internship. Up to that point, Classwish had not received any grants.

I also searched and gathered information on high school bands and associations. There are two main reasons why Classwish tries to reach them. The first reason is to give information about Classwish to schools and students; the second one is to let parents know about Classwish by

building relationships with schools. It is a very direct and effective way to meet both potential donors and recipients.

After searching and classifying all this information, I sent to parents, schools, and associations an email, over my name, introducing Classwish. It was my boss's idea: he thought that because I am a student too, and studying arts administration, it would be a more effective way to attract their attention and gain their sympathy than an email sent by him. So I put in my emails my personal information, including nationality and major. I am not sure whether the idea was effective or not, but I got some replies in a short time. I sent back more detailed information about Classwish, especially the way to join and get help from Classwish.

I worked this information using highrisehq.com with my boss and team members.

Highrisehq.com helps the company manage contacts, keep track of who said what when, schedule follow-ups, set reminders, and convert leads into done deals. All workers at Classwish are able to check email and share information. Classwish keeps changing workers since it hires only unpaid interns. The High Rise program is useful to Classwish in this regard, because the program helps with continually checking and managing information, even though the person in charge of a job has changed.

Charity Mall Program

A charity mall program is an online shopping system that let users donate money to a charity by purchasing goods from merchants registered on a specific website. The users do not have to pay extra money to donate, since merchants make donations.

During my internship, Classwish set up and started a charity mall program on its website. To start the new program, the manager and I searched other organizations that use charity mall programs, and analyzed the percentages of the retailer's fees that are donated to the charity. Classwish donates 75% of its affiliate fee, which my research suggests is the highest percentage among such organizations.¹⁰

How it works:

- Go to a teacher or school page
- Click any store banner
- Go there and shop
- Classwish earns a percentage of the purchase price as an "affiliate fee"
- Classwish donates 75% of that to the teacher or school's Classwish account.¹¹

This program is a good way to earn extra money and encourage people to donate without pressure. The more people who visit and purchase through the website, the more money Classwish collects. To succeed, Classwish has to find ways to attract prospective donors to its website.

¹⁰ "Shop to help kids" Classwish. N.p., n.d. Web. 13 Mar. 2014 <<http://www.classwish.org/>>

¹¹ "Shop to help kids" Classwish. N.p., n.d. Web. 13 Mar. 2014 <<http://www.classwish.org/>>

CHAPTER THREE: SWOT ANALYSIS

A SWOT analysis is to assess the strengths and weaknesses within an organization as well as the opportunities and threats that the organization faces from outside. The following SWOT analysis is based on observations and information from my internship at Classwish. This SWOT analysis would help Classwish to diagnose the present internal and external situation and prepare for the future.

SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none">• Engaged board of directors• Good reputation among teachers and parents• Free office• Dedicated unpaid interns and volunteers• Nationwide	<ul style="list-style-type: none">• Unstable budget• Limited ways of marketing• A frequent change of workers• Lack of professional manpower
Opportunities	Threats
<ul style="list-style-type: none">• High rate of interest in donating to education• Realization of results of a budget cut for arts education• Limited competition• Based in New York City	<ul style="list-style-type: none">• Unstable economy• Competition from expanding after-school programs• Weak and unstable nonprofit industry• Have to find a new office in just a few months

Strengths

- Engaged board of directors

Classwish is led by outstanding board members. The members have strong passions to develop education.

- Good reputation among teachers and parents

Classwish has 11,000 teachers and about the same number of non-teachers registered. There are no fees for teachers to register and make their own wish lists of classroom needs. There is no reason not to try to make a wish list and wait to get it. Teachers who already are registered and have support from Classwish continue to use Classwish and recommend it to other teachers in the same school.

- Free office

Classwish uses an office in midtown Manhattan without charge. Considering the average rent in New York City, this is a great help.

- Dedicated unpaid interns and volunteers

Classwish has only one paid employee: a manager of all the teams. All workers are unpaid interns and volunteers. Usually, personnel expenses comprise a large portion of budget. In that sense, free workers are a great strength.

- Nationwide

Classwish is a nationwide organization. That means that all people in the United States are potential donors, and the pool of educational organizations and associations is large. The

organization's volunteers reside in various states and work from their homes. They are able to provide opportunities to reach more people in various places.

Weaknesses

- Unstable budget

Like many nonprofit organizations, a main concern is unstable budget. As of now, Classwish has received no grants, and there is no guarantee that Classwish will be supported by grants in the future. A limited budget leads to limited ways of marketing.

- Limited ways of marketing

Classwish does not have a marketing plan. Of course, Classwish uses social network services and its website to promote Classwish itself and encourage donations. However, those methods are basically what everyone does. Classwish has to analyze what kinds of people register with Classwish, who really needs Classwish's support and where they live and work, and what marketing tools are most effective to reach them and potential donors.

- A frequent change of workers and lack of professional manpower

High unpaid staff turnover is a weak point. To maintain and push forward their projects, people who know about Classwish and are familiar with the tasks are needed. If workers change frequently, Classwish will have trouble in pushing its work forward. Also, Classwish lacks professional workers. The fields of marketing, fundraising, and communication need

professional skills in order to reach their goals. It is clearly not effective for one person to be handling everything.

Opportunities

- High rate of interest in donating to education

Education is always an important issue. Everyone agrees that education is essential to a society and that education should be supported by government.

- Realization of results of a budget cut for arts education

Budgets for music and arts education are being cut. Some groups and artists are coming forward to help.¹² These cuts have the potential to add impetus for individuals to donate to educational organizations like Classwish.

- Limited competition

There are no other organizations like Classwish. Unique ways to collect money and to provide supplies to classes directly belong to Classwish. This can be simultaneously a strong point and a weak point. Everything that Classwish does is a pioneering first step in its field. People have never heard of a concept like Classwish, so they have to be educated about what Classwish is, what it is doing, and what it wants from people. There is no role model for Classwish to follow. Competitors and forerunners can be great stimuli and partners, and Classwish has neither. Nonetheless, Classwish has an excellent chance for success in presenting and promoting its

¹² <http://www.takepart.com/article/2012/08/30/music-education-why-does-not-have-expensive-why-should-stay-schools>

program. It can attempt a variety of methods and make history. In addition, if there is a person who wants to help teachers or schools directly, that person will most likely be willing to donate to Classwish.

- Based in New York City

A further opportunity has to do with Classwish's location. Operating out of New York City, Classwish has access to a high level of resources and expertise, such as leading businessmen, earnest educationists, and celebrities.

Threats

- Unstable economy

An unstable economic environment affects donation rates to Classwish. In times of recession, people tend to care about and donate to dramatic calamities such as famine and disease rather than to ongoing everyday needs.

- Competition from expanding after-school programs

As after-school programs develop, parents and students have a variety of extracurricular options they can choose among. Today, parents and students focus less on academic education and more on extracurricular activities. This could be a threat to Classwish.

- Weak and unstable nonprofit industries

Nonprofit industries, such as arts, entertainment and recreation, and social assistance, and membership and related organizations, were more weak and unstable through the recovery.¹³

- Have to find a new office in just a few months

Classwish has to move out in a few months because of building renovation. It is very hard to find an office for free in Manhattan. Classwish does not have a budget for rent, and rent is not a one-time expense. Therefore, Classwish has to seek a solution.

¹³ http://www.source.ly/10Ufr#.UyZcA_IdUVs

CHAPTER FOUR: BEST PRACTICES

The ultimate goal of Classwish is to provide a better educational environment for students by providing supplies that classrooms need. I have chosen a similar organization in order to compare its strengths with those of Classwish. DonorsChoose is huge and very similar to Classwish in terms of the ways both organizations support education. Like Classwish, DonorsChoose began with limited resources. In that sense, the DonorsChoose organization is able to be a great role model for Classwish. I want to look into not only the strengths but also the differences between DonorsChoose and Classwish.

DonorsChoose Organization

Organizational Profile

DonorsChoose organization is quite similar to Classwish. DonorsChoose has a fourteen-year history and has won huge success in a short time. DonorsChoose is a perfect organization for comparison with Classwish.

“Charles Best, a new social studies teacher in the Bronx, often talked with his colleagues about materials and experiences they wanted their students to have, but which they had no funding to support. He created DonorsChoose in 2000 so that individuals could connect directly with classrooms in need.”¹⁴ Unfortunately, DonorsChoose does not have the capacity to expand to nonpublic schools. DonorsChoose engages the public in public schools by giving people a

¹⁴ Interview with Robert Tolmach, a manager of Classwish

simple, accountable and personal way to address educational inequity. It envisions a nation where children in every community have the tools and experiences needed for an excellent education.

Charles Best sketched out a website where teachers can post classroom project requests--and where anyone with \$5 can be a philanthropist. However, he did not know many donors at first, so he anonymously funded projects himself. His colleagues saw that the website actually worked, and rumor spread. That was the first step to go forward to achieve his goals. In June, 2003, Oprah Winfrey heard of DonorsChoose's effort. On her show, Oprah described DonorsChoose as "a revolutionary charity." Fifteen seconds later, its site crashed under the strain of all the traffic. When its site came back up, viewers donated \$250,000 to classroom projects. It was a great opportunity for DonorsChoose to introduce itself to the nation for free and move up to be a successful nationwide organization.¹⁵

Differences between Classwish and DonorsChoose

Classwish is often asked how Classwish differs from DonorsChoose, which lets people donate toward specific teacher projects with defined funding goals. Now in its 14th year, DonorsChoose has about 20,000 teachers with projects, so the odds of any single person supporting a favorite teacher there are about one half of one percent. Further, DonorsChoose does not accept donations toward any other needs than specific projects at the 125,000 participating K-12 public schools. It has helped a number of children, but the \$1 per schoolchild

¹⁵ "About" DonorsChoose. N.p., n.d. Web 13 Mar. 2014 <http://www.donorschoose.org/> and Interview with Kristina Joye Lyles at Customer Relations Associate of DonorsChoose.

that they raised in 2013 shows that meeting the tremendous need requires attracting support from everyone who cares about any given subject, city, school, or teacher. Classwish can do just that.

Staff Structure

DonorsChoose is comprised of five teams; Executive, Partnerships & Business Development, Marketing, Finance, Operations & Human Capital, and Technology & User Experience.¹⁶

How It Works

Public school teachers from every corner of America post classroom project requests on DonorsChoose (See Appendix E). Requests range from pencils for a poetry-writing unit to violins for a school recital to microscope slides for a biology class, and the teacher requesting each project has to set a funding goal. To ensure integrity, DonorsChoose vets every project.

Individuals can browse the requests and give any amount they wish to the one that inspires them. Once a project reaches its funding goal, DonorsChoose sends the materials to the school.

However, if a project does not reach its goal, donors get their donations back as account credits. With the credits, donors are able to choose a new project and donate to it.

DonorsChoose posts projects on its website for up to four months, and teachers can set earlier deadlines if they choose. DonorsChoose is not set up to handle in-kind donations. All donors hear back from the classroom they supported with thank-you notes and photos. At

¹⁶ "Team" DonorsChoose. N.p., n.d. Web 13 Mar. 2014 <http://www.donorschoose.org/>

DonorsChoose, anyone can give as little as \$1 and get the same level of choice, transparency, and feedback that is traditionally reserved for someone who gives millions. DonorsChoose calls it “citizen philanthropy.”¹⁷

Impact Statistics

Since 2000, the DonorsChoose community of 800,000 donors has channeled \$105 million into classrooms in need and benefitted 6.2 million students. Over 170,000 teachers at 40% of the country's schools have posted on the site.¹⁸

Key Strategies around Marketing, Business, and Fund Development

Individual donors:

- Empowering donors and teachers to share
- Creating fun campaigns
- Sharing relevant giving opportunities

Companies and foundations:

- Partnership building
- Customer service framework
- Product Development
- Compelling materials
- Prospecting, renewals

¹⁷ “How it works” DonorsChoose. N.p., n.d. Web 13 Mar. 2014 <http://www.donorschoose.org/>

¹⁸ Interview with Kristina Joye Lyles at Customer Relations Associate of DonorsChoose.

To develop repeat contributions from supporters, DonorsChoose employs the following methods: sharing feedback, emails, thank-you notes, communication, and customer service surveys.¹⁹

Finance Team and Fund-Raising

When a grant is awarded, the grantor wants feedback about how it was used. The grant management team provides solid communication with the business development team on pertinent details such as payment schedules, contingencies, and agreements, some of which can span multiple fiscal years.²⁰

Salesforce.com

DonorsChoose uses Salesforce.com to centralize its system to manage grant lifecycles.

- Prospect -> Prepare Ask -> Accepted -> Funding Received -> Closed: Won & Spent
- Store documents online (invoices, signed agreements, check scans, template forms)
- Each unique grant record is tracked with a Grant ID
- Communicate across teams using automated email notifications (i.e. "Payment Received!")²¹

Best Practice 1: Strategies and Systematic Operational Structure

Strategies and systematic operational structure are the strengths of the DonorsChoose organization. A well-organized division of roles within an organization leads to increased efficiency, and in the final analysis it finally leads to increased trust. Charity Navigator,

¹⁹ Interview with Kristina Joye Lyles at Customer Relations Associate of DonorsChoose.

²⁰ Interview with Kristina Joye Lyles at Customer Relations Associate of DonorsChoose and Webinars

²¹ Interview with Kristina Joye Lyles at Customer Relations Associate of DonorsChoose and Webinars

America's premier charity evaluator, has given DonorsChoose its highest rating—4 out of 4 stars—for its fiscal transparency and efficiency.²²

Best Practice 2: Brand Image

I want to talk about the influence of nonprofit brand image and trust on donation intention by citing one study as an instance. This study²³ postulated that consumer trust plays an essential mediating role in the relationship between four factors in nonprofit brand image and donation intention: usefulness, efficiency, affect, dynamism. Data analysis showed that two factors (affect, dynamism) of brand image positively influence trust. However, the other two factors (usefulness, efficiency) of brand image had a significant impact, but not on trust. Finally, the trust toward a non-profit organization had a significant influence on donation intention.²⁴ Thus, this study demonstrated that trust indeed played a mediating role between nonprofit brand image and donation intention. Among the four factors, dynamism is the most affective factor. That means that nonprofit organizations have to show their values in concise, compelling formats: short video clips are better promotional tools than printed materials. People accept more easily and remember longer through those promotions.

DonorsChoose reports current donation levels on its site. Anyone who wants to know about it is able to access that page. It gives trust to donors and leads them to actively support

²² "For Press" DonorsChoose. N.p., n.d. Web 13 Mar. 2014 <http://www.donorschoose.org/>

²³ effect of NPOs brand image on donation intention by Kim, Pu-Reun, Chosun University Michel and Rieunier (2012)

²⁴ effect of NPOs brand image on donation intention by Kim, Pu-Reun, Chosun University Michel and Rieunier (2012)

DonorsChoose campaigns. Also, by using active promotional tools like short video clips, DonorsChoose implants a dynamic brand image in people's mind. The brand image of DonorsChoose is the prime factor that it leads to the successful nationwide organization.

Classwish is a new organization, founded only four years ago. It is an important time for Classwish to identify and construct its brand image. Informing the public about what it has achieved is very important in making a dynamic brand image for encouraging donations.

Classwish has to inform the public about the change it is making in classrooms. Its main target has to be people in communities where schools that have received donations from Classwish are located and in adjacent communities. Word of mouth is the most efficient way to market.

CHAPTER FIVE: RECOMMENDATIONS

Limited Staff

Classwish does not have paid employees except a manager. All workers in Classwish are volunteers and unpaid interns like me. Volunteers and unpaid workers are so important for nonprofit organizations. However, reliance solely on volunteers stunts developmental possibilities and operational efficiency. When one person deals with everything in an organization, the result is inefficiency and lack of productivity and the end result is more and more problems. For example, in researching and setting up a charity mall program with my manager, I found documents and emails showing that he had researched charity mall programs and contacted someone who deals with these programs several years ago. However, he did not remember what he had learned about the charity mall program and we were beginning from scratch. In other words, he works without systematic plans and methods.

Working with limited staff and no systematic plan, it will be hard for Classwish to achieve its goals and maintain itself as an organization over the long term. I recommend that Classwish hire professional workers. Classwish is made up of five teams, and each of the five teams needs a supervisor. If Classwish does not have the budget to hire many employees, it should at least hire a professional assistant to the manager. This assistant would aid the manager and oversee the interns and volunteers. If there were a person to train interns and manage staff handovers, Classwish could more effectively operate its organization.

Limited Marketing

Classwish should focus on building relationships and trust in the New York City community. It is a national organization, but it is hard to let all people know about its existence and to achieve a national reputation to start with. As we can see in the success stories of DonorChoose, they did concentrate on their local communities first and built strong relationships with community members. With trust and support from their communities, they were able to build successful nationwide organizations. As I worked for Classwish, I realized that Robert Tolmach, the manager at Classwish, always tried to contact people in other states. Of course, people in other states are worthy to try to contact. However, if a nonprofit does not have the support and trust of its local community, it is hard to develop further and sustain the organization. It is like a foundation built on sand.

Also, Classwish uses only low-level methods of marketing such as one-way communication. It does not invest its money in promoting Classwish itself and getting information about potential donors. It only tries to contact celebrities by email in an attempt to persuade them to promote Classwish itself and encourage people to donate. If this strategy were to succeed, it would be the best way to let people know about Classwish without the cost of the promotion, and the celebrities could be big donors. However, the strategy is too broad and not systematic and does not appear to be working. It takes time to build relationships with potential donors, even the donors who are not rich celebrities, and to establish their trust. To do that, Classwish will have to invest its time and money to create strong relationships with people. Money thus spent is not wasted; it is a necessary investment that a nonprofit organization has to make.

I recommend that Classwish focus on marketing via the Internet and mobile technology.

According to an article, small organizations raised 7.8 percent of their total dollars online, while large organizations raised 6.8 percent and medium organizations raised 5.4 percent.²⁵ Since most small organizations, including Classwish, do not have giant direct mail programs, the Internet is a very important tool for them to collect donations and communicate with people. Also, the organization's website is the most visible and visited marketing piece. The website is the representative of the organization. People gather information and gain trust from a well-organized website. If a supporter is interested in doing more with your organization, it should be instantly clear how the person can donate to your mission and engage with your programs. Classwish's current site is not as effective as it could be. It should organize its website well and constantly upload new information. The organization must also continue working to communicate with existing and potential donors through email. This is basic; in addition, it is free, and it is an essential way of marketing in nonprofit industries.

On the other hand, many organizations have a plan to enhance their marketing through at least one mobile technology improvement, such as enabling their website for mobile browsing, using QR codes, and optimizing emails for a mobile device. Now, marketing through mobile devices is an indispensable factor in every industry. Classwish has to improve its marketing methods by investing money and time. Classwish should remember the advice of Nicola Bach, Senior Account Manager of National Markets at Cambridge, Massachusetts software firm Target Analytics: "Try to acquire sustainers any way you can. A multiplicity of sources helps drive the

²⁵ <http://www.thenonproffitimes.com/news-articles/categories/annual-giving/>

number of sustainers. Using different channels will help you diversify and increase the numbers.”²⁶

Limited fundraising

Fundraising activities play a key role in improving the quality of service and achieve any nonprofit’s goals. Because the budgets of nonprofit organizations rely on outside support such as grants and donations, finances are always vulnerable. Therefore, nonprofit organizations have to try to get grants from the government and individuals. Accordingly, Classwish needs periodic fundraising activities such as special events for donors and educators in its communities. It helps to build a strong relationship with people and to have opportunities to accurately inform contributors about its projects and goals.

Today, donors expect nonprofit organizations to positively benefit their communities and the world. Donors need clear reasons why they should contribute their money to charities or communities. When people decide to donate, they consider whether or not issues or goals of an organization coincide with their interests and values and consider the way the organization approaches and solves the issues and accomplishes its goals. People want to feel a sense of worth and accomplishment when donating to a charity. To satisfy them, organizations should keep donors informed about their performance and achievements.

²⁶ <http://www.thenonprofittimes.com/news-articles/charity-hits-the-phone-for-10-gains/>

I want to suggest a way to raise donations. This way is based on online marketing and is low-budget method that can be easily started.

- Optional donation

Optional donations for administration, as used by the DonorsChoose organization, are designed to encourage donors to designate the percentage of each donation they wish to support the work of the organization. When optional donations have been set up, 100% of each regular donation goes toward the project it is funding. Donors can then opt to give an additional amount to fund the day-to-day operational expenses of the nonprofit. Donors' inclusion of this optional donation enables an organization to pay its bills, rent, and employees.²⁷ Since it is optional, not mandatory, people do not need to feel too much pressure. If people once agree with the goals of Classwish and support its activities, people are willing to give an optional donation to support Classwish. Although Classwish does not expect a large sum from optional donations, it is valuable income to help to pay running expenses and to furnish evidence that people trust and support Classwish.

Fundraising strategies of a nonprofit organization ultimately provide meaning by provoking interest in important issues that need attention and participation from society. These strategies help the public understand the problems facing the nonprofit and the seriousness of its issues. Donations also depend on socio-demographic variables such as marriage, age, fields of work,

²⁷ "For Press" donorsChoose. N.p., n.d. Web 13 Mar. 2014 <http://www.donorschoose.org/>

and religion. In addition, donation-related experiences of donors and potential donors affect their donation activity.

When a nonprofit organization seeks donations as a means of progressing toward its mission and goals, people are willing to accept the requests as a solution of social problems and to keep donating.

Strategies of new organizations

I would like to point out some problems and suggest solutions based on the fact that Classwish is a fledgling organization. Fledgling organizations learn by trial and error. In that sense, Classwish needs strategies for a new organization.

Do economic conditions influence new organizations?

The main answers are as follows. First, organizational history growth rate and the state of the economy are major determinants of an organization's performance. The organizational growth rate affects expenses, including those related to raising money. Established and stable organizations are less influenced by economic fluctuation and do not have trouble in keeping doing their activities. But new organizations are different. The possibility of success is lower in times of economic fluctuation. Currently, fledgling nonprofits are having troubles generating sufficient funding to build strong structures and promote themselves.

When Classwish was founded in 2010, the United States economy was still in a bad way. Taking into consideration the economic conditions at that time, Classwish has been growing. Economic

conditions have recovered since 2010, little by little. Therefore 2014 should be a good time for Classwish to go forward. To do that, Classwish needs much more aggressive strategies than before.

Are there differences in new organization activities?

New organizations should focus on improving organizational public awareness. This activity is important in and of itself. However, 'who does the activity?' and 'why do they do it?' are more important to new organizations. New nonprofit organizations have to implant strong trust in people's minds. If a nonprofit organization is not able to spend a lot of money quickly, it must be patient: if it communicates with consistent messages for a long time, it can ultimately be a strong and truthful organization.

If Classwish looks back over the path it has traveled, locates its problems and finds ways to solve them, it can ultimately be a wonderful nationwide organization that effects big change and greatly improves education environments.

CONCLUSION

When compared to fiscal year 2012 funding, fiscal year 2014 federal funding for education is roughly \$811 million lower. President Obama's budget request totals \$71.2 billion in appropriations funding for the U.S. Department of Education. It includes spending for a prekindergarten federal-state partnership program for low- and moderate-income four-year-olds and a new college and career readiness competitive grant effort.²⁸ Although, the Obama administration wants to support education generally, the policies concentrate on prekindergarten and higher education.

Acknowledging my internship in support of music education, and my specific interest in arts education, I note that there are opposing opinions on budget cuts affecting arts classes, including music and fine arts. Most public and private schools concentrate more on subjects such as math and science than on the fine arts.²⁹ As a result, most schools have trouble finding the money for music instruments and art supplies. Some people have believed that school-based arts and music programs are frivolous extras that should be the first items on the financial chopping block when budgets are tight. However, students who have no opportunity to learn music and fine arts outside school lose the chance to find and develop their talent. Classwish has to speak out for students.

²⁸ http://education.newamerica.net/sites/newamerica.net/files/policydocs/NewAmerica-2014AppropriationsBrief-Final_0.pdf

²⁹ <http://www.takepart.com/article/2012/08/30/music-education-why-does-not-have-expensive-why-should-stay-schools>

Whether supporting the arts, science or basic skills, Classwish is able to become a leader to improve and change the quality and diversity of K-12 education. It is one of the many reasons why people should have interest in and donate to Classwish. Using various channels such as its blog and Youtube, Classwish should inform potential contributors that K-12 education still lacks sufficient budget from government and existing private sources, and classrooms need support.

Today, all indicators show that K-12 education in America needs help. Classwish has the potential to make a difference. It has been almost four years since Classwish was founded, and now it is time for Classwish to move forward. Classwish has many plans to develop its organization and raise funds. As an intern observer and a future arts administrator, I can see that Classwish needs well-organized work systems and professional workers who are able to handle various tasks to process requests and make plans. Rather than attempting to accomplish great things in a short time, Classwish has to advance step by step, actively promoting its enterprise and expanding its network.

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- 2) APPENDIX B : CHARITY MALL PROGRAM**
- 3) APPENDIX C : CLASSWISH VENDORS**
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APPENDIX A:

TEACHER'S CLASSWISH LIST

[Teachers](#)
[Parents](#)
[join | your account | about us](#)

[home](#) > [Caesar Rodney High School](#) > [Ms. Marlene Walters](#)

Ms. Marlene Walters

"Welcome to my ClassWish List! I teach a great group of 5th Grade students. When they get excited about a new concept, their enthusiasm can be truly inspiring. I am anxious to get them the materials we need to take their learning to the next level. I want to challenge them to question their surroundings and make bold moves toward understanding their world. This will position them not only for success in school, but also success in their lives."

Ms. Walter's Details

(212) 555-5555
Tribeca Learning Center PS150 >
New York, NY 10013
5th Grade

School Drives

Jungle Gym
\$1000

AV Projector
\$800

Completed Wishes

Scholastic Children's Encyclopedia
\$16

Paint for Mural
\$100

Summary

\$450

\$1187

Support this Teacher >

Ms. Walter's Wishes

[facebook](#)
[twitter](#)
[RSS](#)
[Tools](#)
[Print](#)
[Email](#)

Geometry Kits

\$125

Geometry is a primary building block of much of our learning. These kits will help my students learn a critical skill for many careers, and help them excel in high school. [Learn more >](#)

Telescope

\$134

Seeing is believing, and I want my class to see the planets. This will not only support their academic studies, but also give them a fuller understanding of their personal connection to the world around them. [Learn more >](#)

Watercolor Kits

\$25

We recently visited the butterfly exhibit at the Museum of Natural History. These watercolor kits will help my students create their own fanciful interpretations of these wonders of nature. [Learn more >](#)

Paintbrushes

\$32

My students have envisioned a grand-scale, multi-media art wall, to decorate our spartan cafeteria! These brushes will bring it to life. Won't you help us make it happen? [Learn more >](#)

Soccer Balls

\$18

We all know how much pressure the kids are under in our school to perform at their very best. We don't consistently place first in the state by coincidence! It's also important for my students to learn how to relax and have fun together, and these soccer balls will help them get exercise, too. [Learn more >](#)

welcome, **Robert**

[My Messages >](#)

[My Favorite Schools:](#)
[Lincoln High School >](#)

[My Favorite Teachers:](#)
[Jane Maxwell >](#)
[John Simmons >](#)

Please help students by spreading the word of ClassWish.org

Facebook Share
 Facebook Fan
 Retweet
 Banners
 ShareThis
 Email

© CLASSWISH 2010

[PRESS](#) | [TELL A FRIEND](#) | [DONATE](#) | [SPONSOR](#) | [CREDITS](#) | [PRIVACY](#) | [CONTACT](#)

APPENDIX B:


CHARITY MALL PROGRAM



Always Start Your Shopping Here

A % of the purchase price will be donated to provide my students with supplies and equipment — at no cost to you.

Or click [here](#) to help with a tax-deductible contribution.

 Facebook Share

 Facebook Fan

 Retweet

 Banners

 ShareThis

ClassWish is the easiest and most generous shopping site to help kids. [Learn more »](#)

Search for a store »

Search Stores by Name

We are adding more stores all the time. Don't see the store you want?

We will try to add it. Just send a note to [shop \[at\] ClassWish.org](mailto:shop[at]ClassWish.org)

Filter by Category »

- All
- Apparel - Lingerie
- Apparel - Plus Size
- Apparel and Accessories
- Automotive and Motorcycle
- Babies and Kids
- Bags and Luggage
- Beauty and Fragrance
- Books and Entertainment

Featured Stores

 Samsung 1.5%-2.25% donation <hr/> 81 coupons E-commerce Exclusive! Save \$801 on a Series 7 11.6" Business Slate ...	 Bon-Ton Dept Stores, Inc. up to 4% donation <hr/> 73 coupons Sale! Take 25% off Kensie Handbags.	 Buy.com up to 1.5% donation <hr/> 59 coupons Weekly Bag Deals - New Bags Each Week	 Kohls 3% donation <hr/> 55 coupons Take an extra 15% off your order when you use your Kohl's Charge card
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Books and Entertainment				
Buy-back and Recycling Programs				
Career and Business Supplies				
Christmas				
Computers and Accessories				
Costume and Party Supplies				
Crafting and Scrapbooking				
Department Stores				
Educational				
Electronics and Accessories				
Event and tickets				
Flowers and Related				
Food and Drink				
Gifts and Collectibles				
Gifts Experiences and Sustainable				
Green and Organic				
Health and Wellness				
Home and Garden				
Jewelry				
Magazines				



1-800-
FLOWERS.COM

6% donation

40 coupons

Special Sale! Save up to 45% on select Flowers and Gifts



Verizon Wireless

7.5%-18.75% donation

29 coupons

Free Pantech Jest 2



drugstore.com

up to 6% donation

26 coupons

Purchase any one item that qualifies for free shipping and we'll sh...



GoDaddy.com

7.5%-30% donation

24 coupons

Australian Dollar - Create an online presence with \$1.99/mo hosting



Lands' End

1.5%-3% donation

20 coupons

Get free shipping on orders over \$50



PickEgg

5% donation

18 coupons

\$5.64 for Cool Style Metal Bull Shape Car Sticker Emblem Car Logo (...)



1ink.com

28% donation

17 coupons

Steep discounts on Panasonic ink and toner products



1-800-
BASKETS.COM

6% donation

12 coupons

Say Happy Birthday in a Big Way! Save 15% on our Birthday collection



APPENDIX C:

CLASSWISH VENDORS

ClassWish Vendors

[HOME](#) [ATTRACT MORE DONATIONS](#) [CONTACT](#) [FUELINGGOOD](#) [DONATION CALCULATOR](#)



Do you have a ClassWish wish list?

If not, go to <http://ClassWish.org>, find your school, and follow the easy instructions to create one there.

Do you have donations or want to donate to your own ClassWish wish list account?

This site shows how to use those donations get whatever resources you need.

Art Supplies



Athletic Equipment



Books



Britannica



Office supplies



PBS



Pearson



Physical Education



Playground



Projection Screens



School Supplies



Science



Special Needs



Sports Uniforms



Storage Pouches



Supplemental Resources



Others

We are adding more vendors all the time. Whom would you like to

APPENDIX D: MUSIC PRESENTATION

You are an Icon



**By appearing as one of our featured musicians,
you can ensure students get musical instruments**

You can honor your favorite teacher and
promote your favorite causes at the same time.



Your voice can help: Simply appear on our website

Photo & caption feature you

Encourage donations to
fund school resources

Photos of you when young

You can honor your
favorite teacher

Promote your other
favorite causes

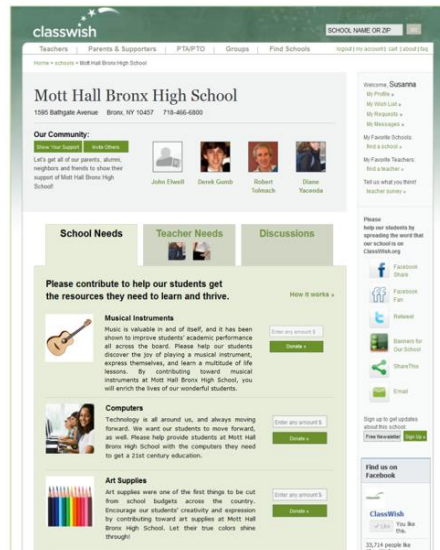
Web banner PSAs that
feature you will appear in
music, lifestyle, school,
entertainment, and other
websites

Links to your websites

Your friends also lending
their voices to help kids



A New Solution



A new nonprofit website, ClassWish.org, now lets people fund musical instruments for the school of their choice, anywhere in the country.


classwish.org

APPENDIX E:
DONORSCHOOSE PROJECT



I'm a teacher »

Projects Gifts About Help Account ☆

"A revolutionary charity."

-Oprah Winfrey

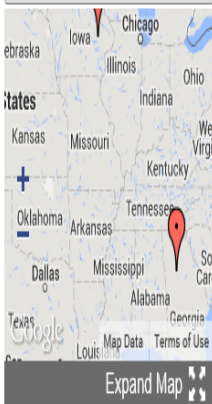


Most Urgent ▼

Highest Poverty + Closest to the Finish Line ☆

Choose a project for me

Location ▼



State >

City >

School >

Favorites >

Keyword ▼

Search

autism, military children, trips
& visitors, zip code

Sensory Station for Diverse Learners ☆

🕒 36 days left!



Ms. McMahon ☆

My class is very challenging. I have 24 students in my first grade classroom. Roughly 20% of my students have either ADHD, anxiety, or ODD (oppositional defiant) disorders. These students benefit...

[more](#)

My students need sensory materials, such as balls, beads, discs, and wedges, that will allow them...

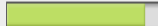
Total cost: \$537

Hoover Elementary School (Highest Poverty)
Cedar Rapids, IA

any amount ▼ **Give**

\$55 to go

8 donors



Save

Share ▼

Dancing with Whistlestop ☆

🕒 23 days left!



Students learn in so many ways and models and environments! Through song, dance and movement, my students are able to not only express their artistic self, but connect key concepts that they have...

[more](#)

My students needs a dancing visitor from Whistlestop Dance Company to help them learn through dance...

any amount ▼ **Give**

\$82 to go

11 donors



Save

Share ▼

A Year of Hard Work Celebration

Mrs. Gutierrez's supplies project at R V Traylor Primary School in Lordsburg, NM | Highest Poverty



My Students: It is no secret 1st Grade is one of the most important grades to becoming a great reader! Becoming a great reader requires a lot of work and determination. Students should be rewarded for their hard work.

My students are enthusiastic, hard-working 1st graders. They face many challenges outside of school, yet they still show up with smiles on their faces and lots of energy!

These students live in a small community with a very high poverty rate. Many of them do not get recognized let alone celebrated for their achievements!

Completed!

March 29, 2014

\$700 given

13 donors

[Share ▼](#)

My Project: This end of the year water celebration is something the students look forward to all year. After a year of hard work the students deserve a fun day that has become a tradition. Unfortunately we have not had access to an inflatable water slide in over 4 years and have settled for a waterhose.

I am requesting 1 inflatable water slide and bouncer as well as 1 pirate pennant to celebrate a wonderful hard working school year!

Donations to this project will directly impact fun for many students this year and years to come! If this project gets funded, it will guarantee all students will continue the end of the year celebration no matter what their economic background is. The students will be so excited to have this opportunity and learn that hard work pays off. [« hide](#)

Help Mrs. Gutierrez Her other classroom projects need your support.

\$

Give

materials	vendor	price	#	total
Blast Zone Pirate Bay Inflatable Combo Water Park and Bounce by Blast Zone	Amazon	\$549.99	1	\$549.99
pirate pennant - 100 feet long! great pirate party decoration!	Amazon	\$6.48	1	\$6.48
			
				Vendor shipping charges \$0.00
				State sales tax \$0.00
				3rd party payment processing fee \$8.35
				Fulfillment labor & materials \$30.00
				Project cost excluding donation to support DonorsChoose.org \$594.82
				Optional donation to support DonorsChoose.org \$104.97
				Project cost including donation to support DonorsChoose.org \$699.79
				13 donors -\$699.79
				To go \$0.00

Our team works hard to negotiate the best pricing available.

County: Hidalgo

District: Lordsburg Municipal Sch Dist

Zip: 88045-2233

Free/reduced lunch: 65%+

Affiliation: NEA Member

Teacher's funded projects: 4

Level: Grades PreK-2

Subject: Extracurricular (in Applied Learning)


Other (in Applied Learning)

Students reached: 52

Expiration: Jul 22, 2014

Project ID: 1207397

[▲ less](#)



DonorsChoose.org

Good news: Project fully funded!

9 hours ago

VITA

Youngshin Jeong grew up in Busan, South Korea, where she began classical piano study at the age of six. While studying piano at Pusan National University, she became interested in arts management and enrolled in their arts management program. Upon graduating, she performed and taught piano while working as an assistant to one of the professors at Pusan National University. This position involved planning concerts and managing the departmental budget. To further develop her administrative skills, she decided to study arts administration in the United States. During her time at school, she interned at Classwish in New York City. She hopes to work in the future as an arts administrator.