



Marketing to Funders: Positioning Your Organization for Maximum Fundability

Presented by:
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Neighborhood Reinvestment Corporation
Pacific District Training
for NeighborWorks® Members

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Trainer: Marcia Nedland, Fall Creek Consultants

Marcia Nedland is a consultant specializing in customer-focused marketing on behalf of nonprofit organizations and the philanthropic community, home-ownership program and financing tool development, and neighborhood strategy development. Marcia is best known for her work with community-based organizations and funders throughout the nation to develop marketing plans and customer service strategies that apply private sector successes to the work of the public and independent sectors. She has developed marketing plans for programs, events, organizations, neighborhoods, ideas and people all over the United States.

Marcia also combines her neighborhood strategy and marketing skills to help people all over the country in creating neighborhoods of choice by developing neighborhood strategies and marketing plans focused on local assets and opportunities. She helped create and now co-teaches the core curriculum in neighborhood revitalization at the national Neighborhood Reinvestment Training Institute.

Marcia is an award-winning trainer, regularly teaches nonprofit, financial institution and government audiences, and has worked with the national Neighborhood Reinvestment Training Institute on curriculum development for marketing, public relations, resource development, home-ownership programs and neighborhood strategy.

Marcia also writes for periodicals and has planned and produced several publications.

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COURSE INTRODUCTION

LEARNING OBJECTIVES

At the end of this course, each participant will:

- Understand the fundamentals of marketing: goal setting, target market segmentation and analysis, product benefits analysis, message development, strategy development and evaluation.
- Be familiar with some of the key self-interests of many different potential funder groups.
- Be able to use worksheets to develop marketing plans at home.
- Have created a draft marketing plan for one of their priority goals.
- Be able to critique marketing materials.
- Have shared their insights and success with each other, and take home great ideas for marketing messages and strategies.

GROUND RULES

- Be on time to start after breaks and lunch.
- Participate actively.
- Speak one at a time.
- Respect others' time to be heard and right to their own opinion.
- Welcome the variety of ideas.
- Take some risk; step out of your box.
- Turn cell phone ringers off.
- No side orders please (conversations during class that disturb others).
- Bring your sense of humor!

AGENDA

9:00 am	Welcome, Introductions and Course Overview
	The Money Game
	Marketing Fundamentals
	<ul style="list-style-type: none">▪ McDonald's Exercise▪ Simple Steps to Planning a Marketing Strategy
10:30	Break
10:45	Developing a Marketing Plan:
	1. Setting Marketing Goals for Fundraising Programs
11:15	2. Identifying and Analyzing Funder Target Markets
	<ul style="list-style-type: none">▪ Segmenting Case Study Exercise: Analyzing Target Markets
12:30	Lunch
1:00	3. Analyzing and Refining Product Benefits
1:30	4. Creating Marketing Messages
	<ul style="list-style-type: none">▪ Brochure Critique
2:15	Break
2:30	5. Developing Marketing Strategies
3:15	6. Planning Evaluation Methods
3:45	Marketing Jeopardy
4:00	Adjourn

MARKETING FUNDAMENTALS

McDonald's Exercise

Look at the McDonald's table-top flyer on the next page, and answer the following questions with your tablemates:

1. What is McD's marketing goal with this piece?
2. Who is McD's target market?
3. Name at least 3 things McD's is selling to this target market.
4. Where does McD's think its target market is?

OPPORTUNITIES FOR OLDER WORKERS UNFOLD AT MCDONALD'S®



We're looking for older folks like yourself to work in part-time crew positions.

Whether you like to prepare food, serve food, greet customers, or provide maintenance services, we have a place for you.

At McDonald's, your life experience counts as job experience. You don't even need restaurant experience to be part of the McDonald's crew.

ASK THE MANAGER ABOUT OUR OPPORTUNITIES FOR OLDER WORKERS.
A job at McDonald's could work for you.

OPPORTUNITIES YOU CAN MANAGE

McDonald's wants part-time managers. We call them Swing Managers.



Swing Managers supervise crew members, assist managers with crew training and production control, and respond to customer needs.

And, Swing Managers don't take their work home - just their paycheck.

ASK THE MANAGER ABOUT OUR SWING MANAGEMENT PROGRAM.

A job at McDonald's could work for you.



Always. An Equal Opportunity/Affirmative Action Employer

GOOD TIMES... PART TIME!

- earn extra money without affecting social security
- meet new friends
- work in a fun atmosphere
- flexible hours and a schedule that suits your needs
- free uniforms
- meal benefits

Plus, being part of the McDonald's team means being part of the McDonald's family.



Share the **Good Times...
Part Time!**

A job at McDonald's could work for you.

© 1990 McDonald's Corporation
MCD18147
OR PRODUCT NO. 808804

Lessons from McDonald's Exercise

1. **Marketing Goals:** You will have many different marketing goals for your organization, and you may have several marketing goals just for your fundraising efforts. Each marketing goal will have its own marketing plan.
2. **Segmenting the Market:** The conventional wisdom in marketing is that you achieve more success when you segment the entire market into subgroups of like characteristics, whether they are demographics, interests, location, or all three. Segmenting markets allows you to design products, messages and strategies that will appeal more directly to customers or funders. Each marketing goal typically has several target markets. Each target market will have marketing messages and strategies tailored to it.
3. **Products:** We usually are not selling one thing to our target markets. Instead, we are selling a "bundle" of *benefits*. Remember: benefits, not features. We have to translate our product features to the benefits they will yield to the customer, as they would see it.
4. **Delivery:** It is important that we deliver our marketing messages and strategies where our customers are – this may not be as simple as putting a notice in your newsletter.

**Close Your
Book For the
Next
Exercise!**

Simple Steps to Planning a Marketing Strategy

1: Set Marketing Goals

What outcomes are important for this marketing plan – how will we know if it is successful?



2: Identify and Analyze Target Markets

What subgroups of the homebuyer market will we seek to attract to our houses? Who do we want and whom can we get? Who are they, where are they, and what do *they* want?

3: Analyze and Refine Product Benefits

What are we selling? What benefits does our product or investment opportunity offer the customer? How does it compare to the competition? What are the strengths and weaknesses of the product as perceived by our target markets? What could we change about our product to offer more of the benefits our target customer wants?

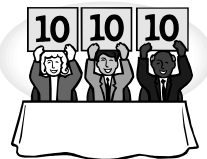


4: Create Marketing Messages

What should we be saying about our product to our target markets that would sell them? What ideas and words are meaningful to them?

5: Develop Marketing Strategies

What are the strategies and tools that will best deliver our message to our target markets?



6: Plan Evaluation Techniques

How can we measure progress along the way so we can eliminate strategies that aren't working and invest more in those that are working?

DEVELOPING A MARKETING PLAN

1: Setting Marketing Goals

Marketing goals should describe what you would consider success if your marketing strategies worked. What **exactly**. "Increased homeownership opportunities" will not suffice. Neither will "more people will be aware of our programs", usually, because it is so expensive to measure. Marketing goals should answer at least three questions.

1. What do you want there to be more of when your marketing campaign succeeds?

Examples for fundraising efforts include:

- Dollars contributed to support a program or the organization
- New contributors
- New contributors of a certain type
- Partners or sponsors of a program or activity
- Tickets sold to an event

Examples for other programs include:

- Graduated homebuyer education participants
- Closed loans
- Homebuyer ed participants who have purchased a home
- Sales of homes
- Dollars loaned
- Graduated post-purchase class participants
- Performing loans

2. How many of those do you want?

3. By when do you want to see it happen?

Examples of marketing goals for funders:

- Secure contributions totaling \$25,000 to support the Spanish-language homebuyer education program by December, 2003.
- Secure three new foundation grants totaling at least \$75,000, by July 2004.
- Sell 300 tickets to Gala Event by June 15.
- Secure five in-kind contributions/sponsors for NeighborWorks® Week events by May 30.
- Secure 50 contributions from individuals in 2004 campaign.

2: Identifying and Analyzing Target Markets

Identifying

Target markets are those groups of people with like characteristics who can help us achieve our marketing goal. They are the people we need to influence with our marketing strategies.

In fundraising, we usually segment the market first by type of funder, such as:

- Lenders
- Foundations
- Government
- Insurance Companies
- Individuals
- Employers/Other Corporations
- Churches
- Small Businesses
- Realtors

We might think of more specialized categories of funders by considering the type of program we are seeking funding for, and who would be particularly interested in supporting that. In the marketing goal example of "Secure contributions totaling \$25,000 to support the Spanish-language homebuyer education program by December, 2003", we might think of potential funders such as Latino business owners, Latino event promoters, and Spanish-language radio stations and newspapers.

Analyzing

When you identify your target markets, analyze them in order to know enough about them to design product benefits, marketing messages and strategies.

1. Who are they?

Who are they exactly? What do you know about their likely characteristics? Who do they give to now, what are their priorities in the future? Who do you know who knows them? Who makes the decisions on funding?

2. Where are they?

Where do they live, socialize for business, work? What media are they exposed to? What events or clubs do they attend? All of these answers can

provide insight into where to place your marketing messages and strategies so that the target market actually hears them.

3. What do they want?

This is the most important question of all. What benefits are important to them? What are their priorities for giving? What do they care about? With whom do they want good public relations? The public, their colleagues, their regulators? This is not necessarily the same as what **you** want, what you think they **need**, or what you think they **should** want.

4. How much will they pay (or give)?

How much are your product benefits worth to this target market? How much time, how much work, how much risk, how much inconvenience, how much money?

How can you find out more about your target markets?

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Exercise: Analyzing Self Interests

The approach to planning a marketing strategy for funders and other partners is exactly the same as product or program marketing. We set goals, identify and analyze target markets, and develop messages and strategies that match what the target market wants. Different kinds of funders and partners have different interests. Let's analyze them together.

What do they want?

<p>Lenders</p> <ul style="list-style-type: none">▪▪▪▪▪▪	<p>Insurance Companies</p> <ul style="list-style-type: none">▪▪▪▪▪▪
<p>Foundations</p> <ul style="list-style-type: none">▪▪▪▪▪	<p>Employers</p> <ul style="list-style-type: none">▪▪▪▪▪

<p>Local Government</p> <ul style="list-style-type: none"> ▪ ▪ ▪ ▪ ▪ 	<p>State Housing Finance Agencies</p> <ul style="list-style-type: none"> ▪ ▪ ▪ ▪ ▪
<p>Realtors</p> <ul style="list-style-type: none"> ▪ ▪ ▪ ▪ ▪ 	<p>Universities</p> <ul style="list-style-type: none"> ▪ ▪ ▪ ▪ ▪
<p>Neighborhood Reinvestment</p> <ul style="list-style-type: none"> ▪ ▪ ▪ ▪ ▪ 	<p>Individuals</p> <ul style="list-style-type: none"> ▪ ▪ ▪ ▪ ▪

3: Analyzing and Refining Product Benefits

To what extent does your “product” or investment opportunity match the wants of your target markets?

When marketers talk about the product, they focus on the bundle of benefits that product offers to the target market – because that is what the customer cares about. If your investment opportunity does not offer all of the benefits your target funder wants, think about how you can add them.

Desired Benefits	How You Can Give It to Them
<ul style="list-style-type: none"> ▪ Knowing that the organization is well-managed and will not have any financial management or other scandals 	
<ul style="list-style-type: none"> ▪ The ability to make a measurable difference in a place or people’s lives 	
<ul style="list-style-type: none"> ▪ A personal connection to the work of the organization 	
<ul style="list-style-type: none"> ▪ Recognition for their gift of time or money in front of an audience they care about 	
<ul style="list-style-type: none"> ▪ Increased business opportunities 	
<ul style="list-style-type: none"> ▪ A direct impact on their employees; employee retention 	
<ul style="list-style-type: none"> ▪ The knowledge that the organization they are giving to is the best at that business in the community (the best housing group, the best children’s group, etc.) 	
<ul style="list-style-type: none"> ▪ Being thought well of by the person who asks them 	
<ul style="list-style-type: none"> ▪ The most production for their buck 	
<ul style="list-style-type: none"> ▪ A visible result for their gift (visible to them and those whose opinions they care about) 	

<ul style="list-style-type: none"> ▪ Regulatory relief 	
<ul style="list-style-type: none"> ▪ Ease of reporting to superiors, HUD, etc. 	
<ul style="list-style-type: none"> ▪ Political expediency 	
<ul style="list-style-type: none"> ▪ Advancement of their key issue 	

5: Creating Marketing Messages

Marketing messages are a list of statements that speak directly to your target audiences and address what they want. Use your product benefits analysis to develop your messages.

- Your message should tell what your product can do for this target market.
- It should make you stand out from others who offer similar services.
- Your target market should know you are talking to them and meeting their wants.
- Don't forget to use these in your marketing tools! Be consistent and coordinated in your message delivery.

Message Mistakes to Avoid

1. One Size Fits All

This is when you produce one marketing tool, usually a brochure, to convey messages about all of your products and programs to all of your target markets. Homebuyers don't care about the same things that funders do. City government may not care about the same things lenders do. Tailor your messages and tools to each audience.

2. Needs R Us

This happens when all your messages, for all of your funders, are about a bottomless pit of need that you are serving. Featured customers are usually those with the greatest number of challenges – which may invoke sympathy in some funders, but also makes it hard for other funders to relate. Too much need can overwhelm the donor. Counter this by showing you are solving problems and creating real change.

3. It's Us Again

This is when the only message your funder receives is an annual contribution request, followed by a form thank you letter if they are lucky. It can also happen when your organization talks about the work in the same way, with the same problems, every year, year after year. This can produce "donor fatigue" and lose contributions. Most donors need to be appreciated and communicated with regularly throughout the year. And we have to keep our programs exciting so it will be exciting to give to us.

What are some other "message mistakes"?

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Brochure Critique

With your team, look at the brochure on the following page.

What do you like about it?

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What needs improvement?

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Home Ownership Now Program

Program Summary

Neighborhood Housing Services, Inc. of [redacted] (NHS) has received a \$25,000,000 commitment from Neighborhood Housing Services of America (NHSA) to create a special purpose Non-Recourse First Mortgage Program. It is designed to help low to moderate income residents obtain home ownership and home revitalization within our city neighborhoods. The program is a four-way partnership of NHS, NHSA, local lenders, and the Federal Home Loan Bank.

Product Features

- low cash requirements (2% minimum or \$1,000 for values less than \$80,000)
- matching grants available from the Federal Home Loan Bank for qualified borrowers
- special below market interest rates
- 15 - 30 year fixed rates
- flexible underwriting guidelines especially designed for the affordable market
- up to 105% LTV for purchases and up to 120% LTV for purchase with rehabilitation

Funded in Part by:

- Neighborhood Reinvestment Corporation
- The Fannie Mae Foundation
- The [redacted] Foundation
- Duquesne Light Company
- Allstate Insurance Co.
- Home Depot
- City of Pittsburgh
- NorthSide Bank
- Mellon Bank
- PNC Bank
- Three Rivers Bank
- National City Bank



Karen and James Harris at their home in the Summer Hill section of [redacted]. "My only regret is that we didn't do it sooner," says Karen. "Having our own home makes us feel more like part of America."

We help you prepare for homeownership.

In 1968, Neighborhood Housing Services, Inc. of [redacted] was formed as the [redacted] NHS in the nation. NHS was created with the idea that the housing needs of people could best be served by a solid, cooperative partnership between local businesses, government and the residents themselves. In subsequent years, NHS has become a model for community-based housing initiatives throughout the country. NHS envisions stable and vital city neighborhoods. We will continue to introduce new ways to reduce the problems accompanying deteriorating neighborhoods through consistent and intense focus on educating citizens of each neighborhood. The results will be refurbished, revitalized communities that contribute to the overall stability, livability and wealth of our region.

Neighborhood Housing Services, Inc.

of [redacted]

Park Building
355 Fifth Avenue, Suite 1022

Phone: [redacted]

NeighborWorks
of [redacted]
- 281-9773



Opening the Door to Home Ownership



Neighborhood Housing Services, Inc.
of Pittsburgh



Neighborhood Housing Services, Inc. of Pittsburgh



NHS Graphics Kelvin and Donae Walker in front of their home in Pittsburgh's Central Northside. "There's a certain amount of responsibility and pride that goes beyond what we had expected," says Donae. "Being a home owner means having control over where you live."

Now there are greater opportunities for low and moderate income individuals to become home owners. Neighborhood Housing Services, Inc. of Pittsburgh is opening the door to home ownership through its homebuying programs and educational opportunities. Take a look at these services provided through NHS...

Full-Cycle Lending Program

Full-Cycle Lending is a consumer-friendly approach to overcoming barriers to home ownership. Specifically designed for low and moderate income buyers, the program was created by community-based organizations in the national NeighborWorks network after realizing that the conventional mortgage market was not meeting the needs of lower-income customers. NHS' Full-Cycle Lending program includes:

Partnership Building: This is a partnership of residents, businesses, local government leaders, and other community development corporations to provide services throughout the City of Pittsburgh.

Prepurchase Home Buyer Education & Counseling: NHS will help you through the purchase process, assist you in clearing up credit problems, help you find a home, and coordinate your rehabilitation needs.

Flexible Loan Products: Local lenders work with NHS to create mortgage products you can afford—with features like lower down payments and rehabilitation loans, even when the total cost exceeds the value of the home.

Postpurchase Counseling: After you become a home owner, NHS trains you in home maintenance and budgeting, and supplies early-intervention delinquency counseling to avoid defaults and foreclosures.

Home Buyer Education

Home buyer education is provided primarily through group workshops. The course is offered in four (4) basic sessions. All persons must first attend an orientation session before beginning the program.

—Sessions are taught by well-trained homebuyer counselors with additional instruction from area realtors, lenders, and other professionals.

Find answers to your home buying questions through Neighborhood Housing Service's Home Buyer Course...

Session One: Shopping for a Home

- How do I choose the right house?
- Where do I look?
- Who can I trust?

Session Two: Credit/Financial Budgeting

- How can I establish credit?
- How can I maintain my credit?
- How do I read my credit report?
- How can I restore my credit?
- How can I invest my money in the future?

Session Three: Mortgage Financing

- What can I afford?
- How do I choose the right mortgage product?
- What are the mortgage processing procedures?
- How much money do I need?

Session Four: After the Loan Closes

- How do I maintain my new home?
- How do I choose the right contractor?
- How do I avoid a mortgage default?

Home Improvement Loans

NHS provides small home improvement loans to low income residents of the City of Pittsburgh who are unable to obtain traditional financing. It offers a wide variety of rehabilitation, repair and home improvement needs, including correction of code violations, mechanical or structural repairs, conservation improvements, and material purchases. Successful applicants must have adequate income to repay and demonstrate a willingness to repay obligations. The average loan amount is \$1,500.00. The maximum loan amount is \$5,000.00. Interest rates are fixed and set at the U.R.A. home improvement loan rate. Terms are flexible.

Downpayment/Closing Cost Assistance Loans

The NHS Revolving Loan Fund can be used to provide downpayment and closing cost assistance loans as a leverage tool in combination with conventional funds. Successful applicants must have adequate income to repay and demonstrate a willingness to repay obligations. The average loan amount is \$1,500.00. The maximum loan amount is \$5,000.00. Interest rates are fixed and set at the U.R.A. home improvement loan rate. Terms are flexible.

To find out how NHS's Homebuyer Programs can work for you, call 321-0121.

6: Developing Marketing Strategies

Marketing strategies and tools are simply the means by which you will deliver your message to your target market. Going back to your target market analysis to review how you answered the “where” question can be very helpful to ensuring that your marketing strategies meet the customer where they are.

Here are some ideas for marketing strategies and tools to reach funders.

Cultivating Trust and Relationships

One-on-One Relationship Building

- Meetings to gather information
- Meetings of introduction with a mutual “friend”
- Interviews or surveys to seek input for planning
- Invitations to roundtable discussions
- Invitations to speak at events

Making a Personal Connection

- Volunteer opportunities for individuals or their employees
- Thank you notes from customers
- Customers speaking at funder events
- Testimonials by other funders in printed material
- Tours
- Customer stories
- Board or committee position
- Business cards for board members
- Reporting all funders regularly so potential funders will see that someone they know is also giving
- Tracking and reporting on the number of customers who are employees or constituents of that funder
- Scholarship to a Training Institute or other NRC event
- Involving them in fundraising

Demonstrating Effectiveness and Efficiency

- Tracking and reporting progress that is meaningful to that funder
- Reporting successful audits and program reviews
- Reporting on members and function of finance and audit committees
- One-on-one or small group funder lunches to report progress
- Large funder events to report progress, seek input Seeking and publicizing awards
- Getting keynote speakers that are impressive to the funder, and who speak well of you
- Convening special-topic roundtables or other events to position your organization as a leader in the field

Building Name Recognition

Paid Advertising

- Newspapers: daily business or real estate section, business journals, alternative/ entertainment weeklies, ethnic newspapers, etc.
- Radio
- Television
- Newsletters and other publications of other organizations.

Free Publicity

- Stories about products, programs, and customers in media favored by target funders
- Editorials and letters to the editor about predatory lending and other issues
- Guesting on radio or television talk shows
- Press conferences
- Press kits
- Press tours

Printed Material/Direct Mail

- Annual reports
- Funder newsletter
- Customer postcards or other regular reports on real people served
- Thank you notes
- Website
- Brochures
- Performance reports
- "Ask" tools
- Editorials
- Fact Sheets
- Consistent corporate identity (logo, font, colors, etc.)

Giving Recognition

Events

- Awards events
- Awards at annual meeting or other events
- Press conferences,
- Awards at their events
- Groundbreakings
- Seek award on their behalf (Social Compact, etc.)

Giveaways

- Plaques
- Posters
- Before and after pictures, framed
- Customer photos and stories, framed
- Inscribed gee-gaws
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Written Materials

- Press kits, press releases on grants and donor awards
- Stories in newsletter or newspaper on funder
- Thank you letter to volunteer's supervisor or company president

What else can you think of?

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Tracking Results

Funders often want to know something about our programs if they are going to fund them. It is our job as good marketers to anticipate and find out what they want to know and provide it to them. Generally speaking, funders should be appealed to through both statistics that matter to them, and through stories about customers.

Statistics

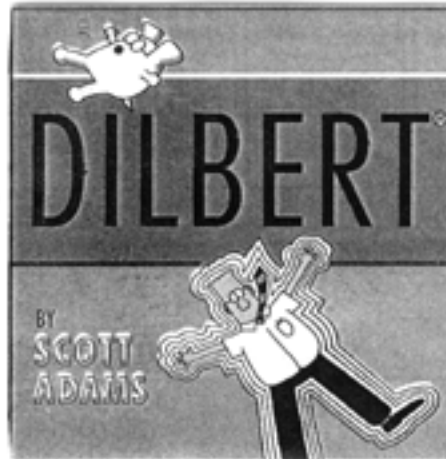
Give them real data that tells a story about your programs that will appeal to their self-interests. This may not be the same information for everyone. For example:

Employers	How many of their employees are your customers?
Government and Business	What are the economic impacts of your work on the local economy? Jobs, consumer goods purchases, etc.
Foundations	What long-term impact does home ownership have on the well being of customers?
Elected Officials	How many of your customers are their constituents? How many vote?
City Government	How well do you comply with federal regulations on the use of their funds? How has your work increased the tax base? Impacted neighborhoods?
Realtors	How much sales commission revenue does your work generate? How does your homebuyer education make a difference in their work?
Lenders	What is the loan performance of your homebuyers? How well do you manage your portfolio? What are the demographics of your customers vs. conventional customers?

Stories

Almost everyone enjoys hearing stories about real people that you have helped with the funder's contribution. Don't ever forget to include these profiles, preferably with photographs. Create opportunities for funders to meet your customers, too.

6: Planning Evaluation Techniques



Planning Evaluation Techniques

Measuring the success of marketing strategies allows us to determine what's working and what's not working, saving a lot of time and money. Use evaluation results to discontinue strategies that don't work and invest more in those that do, or try something else. Don't think that every marketing strategy you try is bound to be a winner – part of marketing is trial and error.

Try these basic evaluation techniques:

Benchmarking

The most obvious measure of success is whether your contributions are increasing or not. Analyze giving by each type of funder, and if you fundraise by program, by each program, on a regular basis to see whether number and/or size of contributions are increasing. Bottom line: are you reaching or exceeding your goal?

Donor Surveys

Ask current donors why they give to you, what they like about the experience, what they would change about the experience, and how they would go about cultivating other contributions. Use this information to revise your product benefits and marketing messages and strategies.

Fundraising Team Interviews/Discussions

Meet with your fundraising team – those who do the ask – and ask questions to ascertain why people give, why they don't, and what would improve your organization's relationship with current and potential donors. If you've never done this, start with one big meeting right away and use it to revise your marketing plan. Then hold meetings regularly during campaigns so that mid-course adjustments can be made.