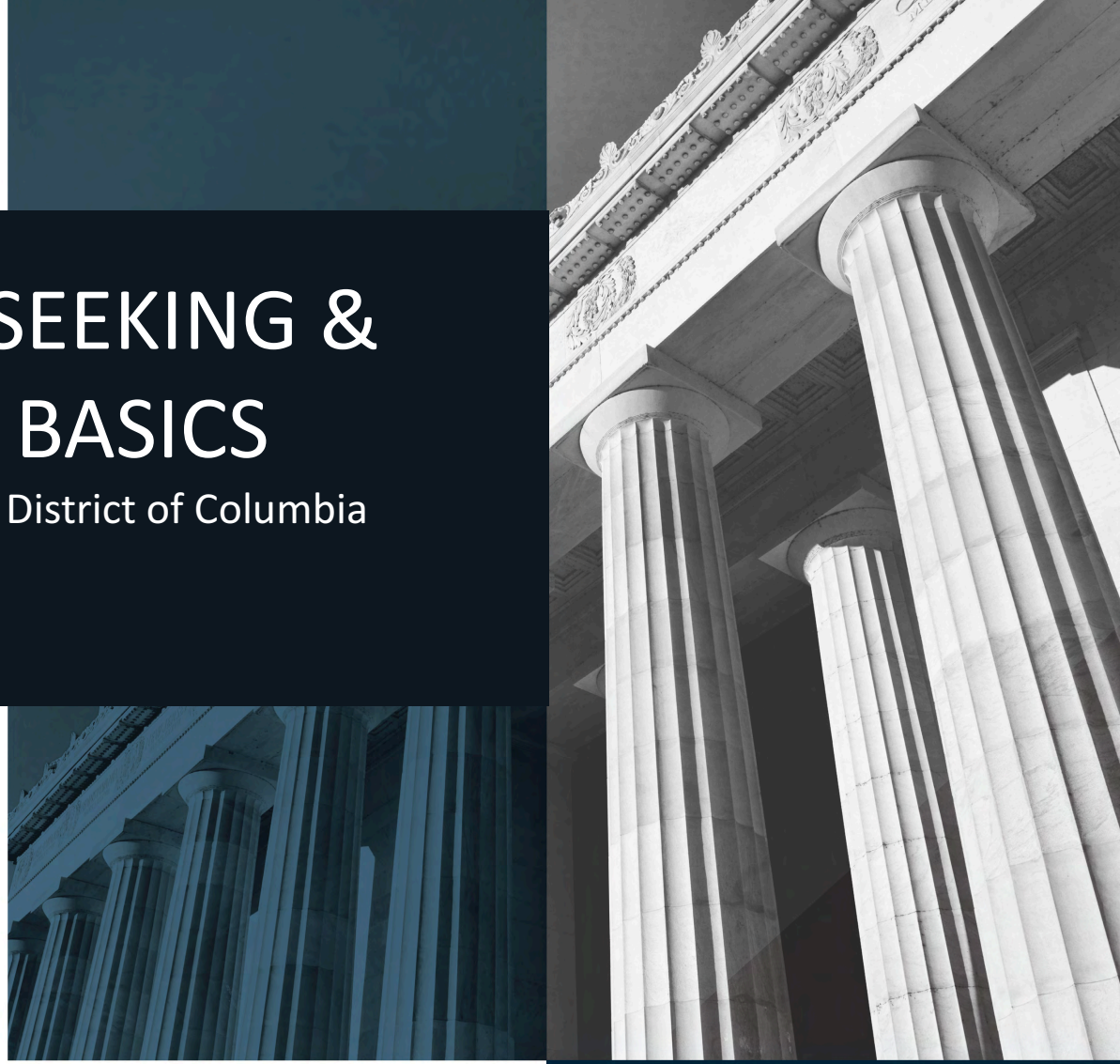
GRANTS, GRANTSEEKING & GRANT WRITING BASICS

Prepared for the University of the District of Columbia

May 18, 2017



HANOVER RESEARCH

www.hanoverresearch.com

AGENDA

- Grants & Grantseeking (30 minutes)
- Grantwriting (30 minutes)
- Q&A (15 minutes)
  - Optional Bonus Material: Logic Model Exercise

GRANTS & GRANTSEEKING

- Who makes grants? Why?
- What do grants typically fund?
- Where do I find grant opportunities?
- What are RFPs, RFAs, and Program Announcements?
- How do I decide whether to apply?

WHO MAKES GRANTS?

- Federal agencies
- National, regional, local, family, community, and corporate foundations
- State and local government agencies
- Professional or industry associations
- Businesses and companies

WHY DO THEY MAKE GRANTS?

- Local / Regional / National / Global Need
- Promote Change & Improvement
- Philanthropic Investment
- Preferred Tax Status
- Public Recognition
- **Their own goals/interests**

GRANTS ***DON'T*** FUND

- Personal expenses
- Most for-profit endeavors
- Activities advancing specific religions
- Salaries or other expenses that are already covered by other funds

GRANTS ***DO*** FUND

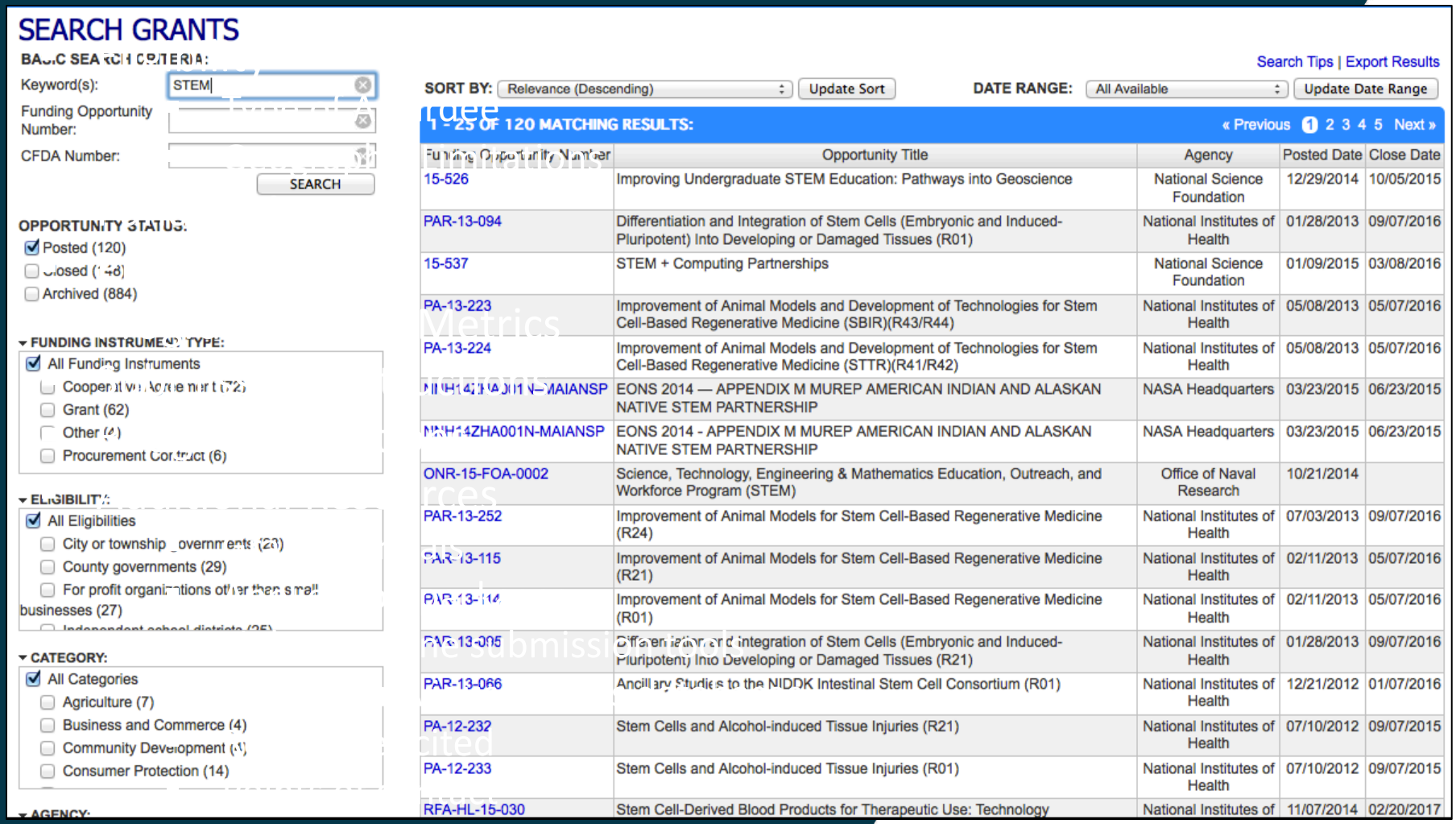
- Research
- Educational programs
- Capacity building
- Seed funding
- Targeted scholarship programs
- Non-profit operational expenses
- Equipment
- Construction

FINDING GRANT OPPORTUNITIES

- Grants.gov
- FoundationCenter.org / FDO
- Funder Websites / Google or Bing
- Institutional Resources & Personnel
- Peer Networks / Word of Mouth
- Hanover Grant Alerts
- Hanover Custom Prospecting Reports

GRANTS.GOV

Search for "STEM"



SEARCH GRANTS

BASIC SEARCH CRITERIA:

Keyword(s): STEM

Funding Opportunity Number:

CFDA Number:

SEARCH

OPPORTUNITY STATUS:

- [x] Posted (120)
- [ ] Closed (148)
- [ ] Archived (884)

FUNDING INSTRUMENT TYPE:

- [x] All Funding Instruments
- [ ] Cooperative Agreement (72)
- [ ] Grant (62)
- [ ] Other (4)
- [ ] Procurement Contract (6)

ELIGIBILITY:

- [x] All Eligibilities
- [ ] City or township governments (20)
- [ ] County governments (29)
- [ ] For profit organizations other than small businesses (27)
- [ ] Independent school districts (25)

CATEGORY:

- [x] All Categories
- [ ] Agriculture (7)
- [ ] Business and Commerce (4)
- [ ] Community Development (4)
- [ ] Consumer Protection (14)

AGENCY:

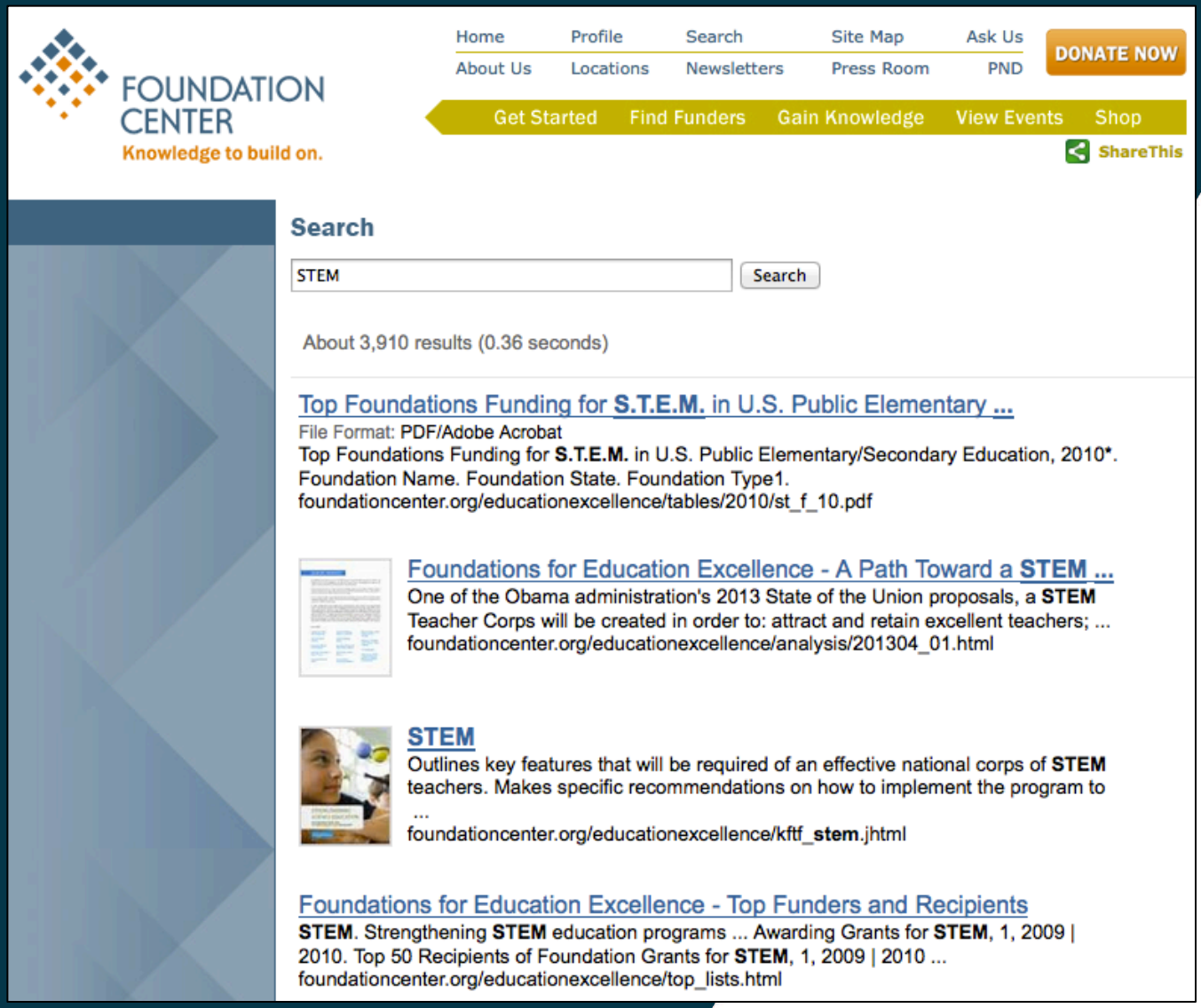
Search Tips | Export Results

SORT BY: Relevance (Descending) Update Sort DATE RANGE: All Available Update Date Range

1 - 25 OF 120 MATCHING RESULTS: « Previous 1 2 3 4 5 Next »

Funding Opportunity Number	Opportunity Title	Agency	Posted Date	Close Date
15-526	Improving Undergraduate STEM Education: Pathways into Geoscience	National Science Foundation	12/29/2014	10/05/2015
PAR-13-094	Differentiation and Integration of Stem Cells (Embryonic and Induced-Pluripotent) Into Developing or Damaged Tissues (R01)	National Institutes of Health	01/28/2013	09/07/2016
15-537	STEM + Computing Partnerships	National Science Foundation	01/09/2015	03/08/2016
PA-13-223	Improvement of Animal Models and Development of Technologies for Stem Cell-Based Regenerative Medicine (SBIR)(R43/R44)	National Institutes of Health	05/08/2013	05/07/2016
PA-13-224	Improvement of Animal Models and Development of Technologies for Stem Cell-Based Regenerative Medicine (STTR)(R41/R42)	National Institutes of Health	05/08/2013	05/07/2016
NNH14ZHA001N-MAIANSP	EONS 2014 — APPENDIX M MUREP AMERICAN INDIAN AND ALASKAN NATIVE STEM PARTNERSHIP	NASA Headquarters	03/23/2015	06/23/2015
NNH14ZHA001N-MAIANSP	EONS 2014 - APPENDIX M MUREP AMERICAN INDIAN AND ALASKAN NATIVE STEM PARTNERSHIP	NASA Headquarters	03/23/2015	06/23/2015
ONR-15-FOA-0002	Science, Technology, Engineering & Mathematics Education, Outreach, and Workforce Program (STEM)	Office of Naval Research	10/21/2014	
PAR-13-252	Improvement of Animal Models for Stem Cell-Based Regenerative Medicine (R24)	National Institutes of Health	07/03/2013	09/07/2016
PAR-13-115	Improvement of Animal Models for Stem Cell-Based Regenerative Medicine (R21)	National Institutes of Health	02/11/2013	05/07/2016
PAR-13-114	Improvement of Animal Models for Stem Cell-Based Regenerative Medicine (R01)	National Institutes of Health	02/11/2013	05/07/2016
PAR-13-095	Differentiation and Integration of Stem Cells (Embryonic and Induced-Pluripotent) Into Developing or Damaged Tissues (R21)	National Institutes of Health	01/28/2013	09/07/2016
PAR-13-066	Ancillary Studies to the NIDDK Intestinal Stem Cell Consortium (R01)	National Institutes of Health	12/21/2012	01/07/2016
PA-12-232	Stem Cells and Alcohol-induced Tissue Injuries (R21)	National Institutes of Health	07/10/2012	09/07/2015
PA-12-233	Stem Cells and Alcohol-induced Tissue Injuries (R01)	National Institutes of Health	07/10/2012	09/07/2015
RFA-HL-15-030	Stem Cell-Derived Blood Products for Therapeutic Use: Technology	National Institutes of	11/07/2014	02/20/2017

FOUNDATIONCENTER.ORG



RFPs, RFAs & PROGRAM ANNOUNCEMENTS

- Requests for Proposals (RFP)
- Requests for Applications (RFA)
- Program Announcements
- Program Solicitations
- Notices Inviting Applications (NIA)

These documents set the parameters for grant competitions.

RFPs, RFAs & PROGRAM ANNOUNCEMENTS

Key Elements

- Eligibility
  - Type of Awardee
  - Geographic Limitations
- Funding Amount
- Project Period
- Program Goals / Metrics
- Submission Instructions
- Narrative Elements / Scoring Rubric
- Review Process / Audience
- Budget Stipulations
- Additional Resources
  - Grant Manuals
  - Application Packages
  - Links to Online Submission Tools
  - Links to Previous Awards Databases
  - References Cited
  - Points of Contact

SHOULD I APPLY?

- Am I eligible?
- Do I have or can I conceive of a project that fits the parameters?
- Do I have the bandwidth to develop a proposal under the deadline and implement the project?
- Can I address all the required elements or bring in partners who can fill blanks?
- Would I be excited to execute the grant if I got the funding?
- Might the grant serve as a stepping stone to bigger/better grants in the future?

PROGRAM OFFICERS CAN HELP

They…

- Are often disciplinary experts
- Provide guidance to applicants (and awardees)
- May clarify eligibility
- Help interpret RFPs and read between the lines
- Provide resources
- Sometimes advocate for projects

CONTACTING PROGRAM OFFICERS

- Develop a one-page concept paper (more detail = better)
- Make contact early to show preparedness / seriousness
- Request a consultation
- Ask great questions, and take copious notes!

RESOURCES

- Can We Talk? Contacting Program Officers
  www.okhighered.org/grant-opps/docs/can-we-talk-contacting-program-officers.pdf
- What to Say—and Not Say—to Program Officers
  http://chronicle.com/article/What-to-Say-and-Not-Say-to/131282

GRANTWRITING

- Before beginning to write…
- How do I write a competitive proposal?
- What are SMART outcomes and objectives?
- Timelines, Budgets, and Budget Narratives
- What other tips and suggestions may help?
- What if I fail?

BEFORE BEGINNING TO WRITE…

- Review all instructions and deadlines
- Review applicant criteria to ensure eligibility
- Identify the grantmaker's central goal(s)
- Clarify submission process and method
- Develop concept and talk with a Program Officer

Develop…

- **Checklist** of all required proposal elements
- **Timeline** for proposal development
- **Narrative Outline** (or "Skeleton") based on scoring rubric or key section headings (may include character-, word-, or page-limits)

TEMPLATE NARRATIVE

Applicable to Letters of Inquiry and Concept Papers

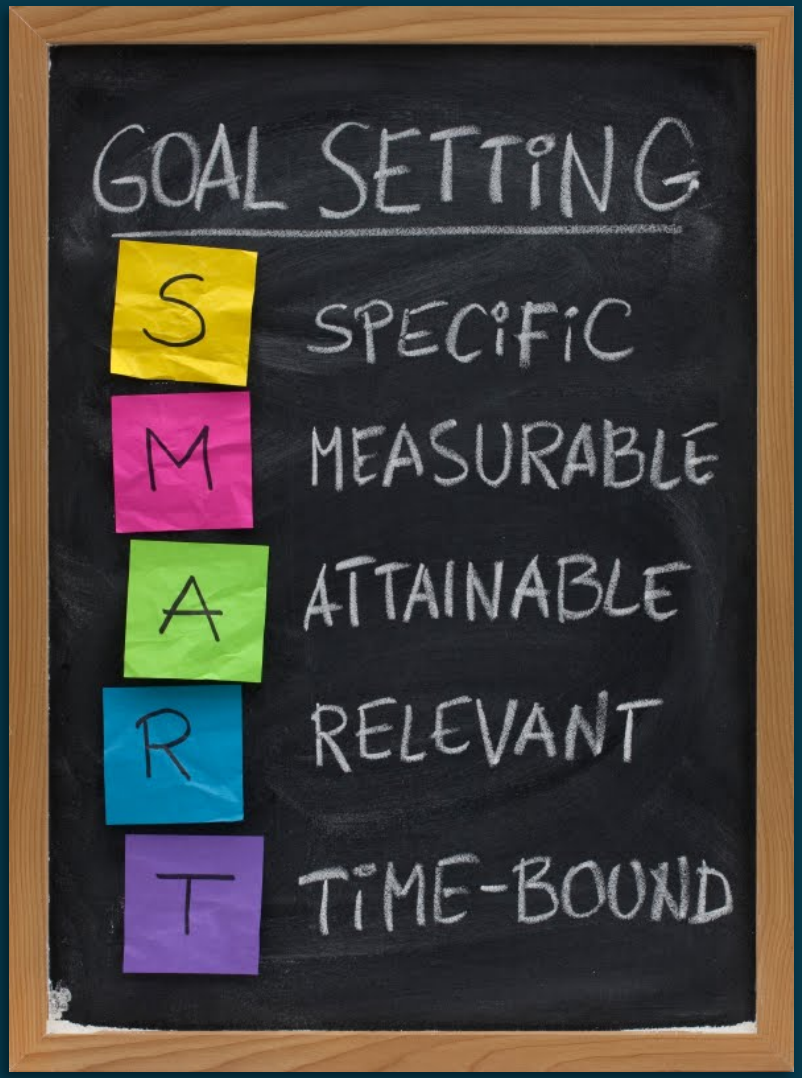
Most funders have specialized requirements, but in lieu of specific direction:

- Executive Summary
  - Org/PI, Project Title, Amount, Term, Alignment
- Organizational/Individual Background
- Need
- Project Description
- Expected Impact
  - Alignment with Funder Aims
- Management Plan
  - Personnel, Resources & Timeline
  - Experience with Similar Successful Projects
- Budget
- Conclusion
  - Sustainability (if applicable)

WRITING A COMPELLING NARRATIVE

- Imagine that you already have the grant money
- Describe chronologically how the money will be spent
  - Who
  - What
  - When
  - Where
  - How
- Every sentence should relate to your project
- Third-person future is preferred ("UDC will…")
- **Clarify alignment with grantmaker goal(s)**
- Articulate the impact of the project concretely
- Make it as easy as you can for reviewers
- The more clearly you've developed the effort, easier the narrative will be to write

S.M.A.R.T. FRAMEWORK



NON-S.M.A.R.T.

Objective:

Gather data from violent juvenile offenders.

Outcome:

Develop a database to track recidivism rates and intervention program efficacy.

S.M.A.R.T.

Objective:

From January 2017 to December 2018 gather demographic, socio-economic, family and treatment data about all violent juvenile offenders in Maryland – estimated at 1,200 unique records.

Outcome:

Produce a de-identified, publicly-accessible database to allow researchers to assess the efficacy of active treatment programs aimed to reduce recidivism among violent juvenile offenders.

NON-S.M.A.R.T.

Objective:

Jog four times per week for ten weeks.

Outcome:

Complete a marathon in 2018.

S.M.A.R.T.

Objective:

From February 1 thru April 15th, jog four times per week averaging 20 miles weekly at a pace of 9 minutes-per-mile.

Outcome:

On April 16, 2018, complete the Boston Marathon in 4 hours – a 10-second-per-mile improvement versus 2017 – or better.

PROJECT TIMELINE

- Even if it is not required, it can be helpful for clarifying sequence and progress
- Developing one can help with writing
- Two primary options:
  - List
  - Gantt Chart

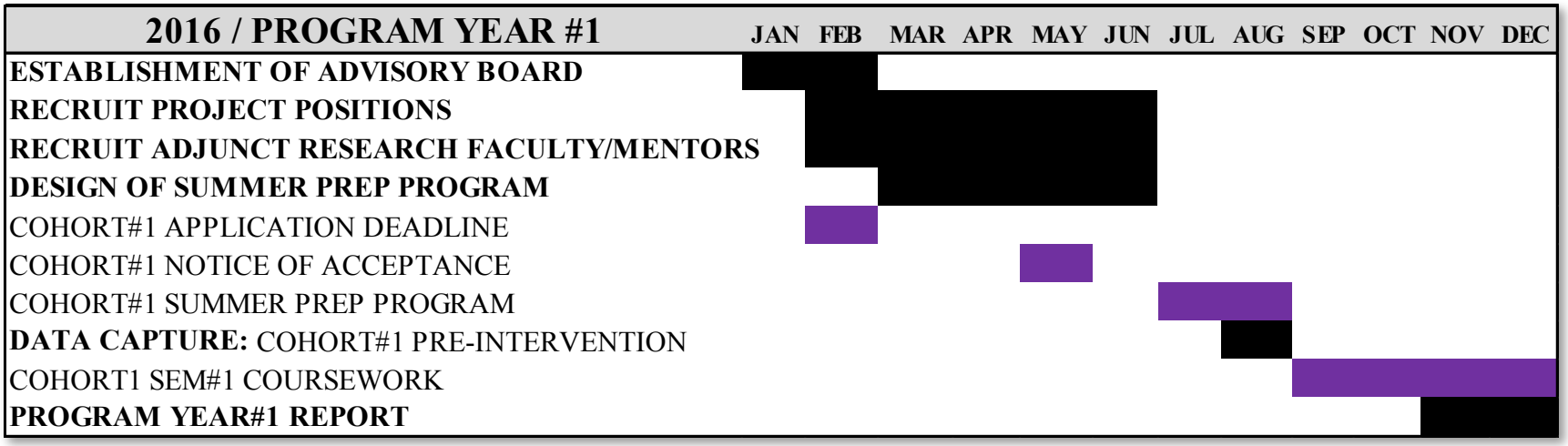
PROJECT TIMELINE

Examples

List

2016 / PROGRAM YEAR #1	PERIOD
ESTABLISHMENT OF ADVISORY BOARD	JAN-FEB
RECRUIT PROJECT POSITIONS	FEB-JUN
RECRUIT ADJUNCT RESEARCH FACULTY/MENTOR	FEB-JUN
DESIGN OF SUMMER PREP PROGRAM	MAR-JUN
COHORT#1 APPLICATION DEADLINE	FEB
COHORT#1 NOTICE OF ACCEPTANCE	MAY
COHORT#1 SUMMER PREP PROGRAM	JUL-AUG
DATA CAPTURE: COHORT#1 PRE-INTERVENTION	AUG
COHORT1 SEM#1 COURSEWORK	SEP-DEC
PROGRAM YEAR#1 REPORT	NOV-DEC

Gantt Chart



GRANT BUDGETS

Many funders have specialized requirements, but in lieu of specific direction, categories may include:

- Personnel
- Fringe Benefits (standard rates)
- Travel
- Equipment (durable, long-lasting)
- Supplies (expendable, short-term)
- Contractual
- Construction
- Indirect Costs (note limitations)
- Other

GRANT BUDGET NARRATIVE

AKA "Budget Justification"

- Show a clear method of calculation for each item
- Link each item back to grant activities and the grantmaker goal(s)
- A table can make the information easier to digest, even in the narrative
- Showing proportions of direct costs can emphasize where grant money is flowing
- Showing institutional investment or matching funds can be powerful

- Provide as much clarity as space/format allows:
  - Vague:

    Director: $90,000
  - Specific:

    Director: 50% FTE @ $60,000/yr x 3 yrs = $90,000

HR HANOVER RESEARCH

VAGUE

The University will subcontract with a program evaluation company. Funding is requested at $25,000.

SPECIFIC

The University will contract with an independent professional evaluation service to conduct a rigorous program evaluation to verify impact and results as outlined in the Evaluation Plan (page 15). This cost is estimated at an hourly rate of $100 and includes 200 hours of work plus $5,000 in travel costs associated with two site visits during the grant term. Total requested: $25,000.

REFINING YOUR PROPOSAL

- Seek winning grant proposals
- Review abstracts of winning projects
- Read literature provided in the RFP
- Consider a collaborator, if appropriate
- Consider your reviewer audience
- Consult a Program Officer, trusted colleague, or Hanover Grants Consultant

FINALIZING THE PROPOSAL

Make sure…

- the Budget adds
- the Budget corresponds to the Narrative
- you have addressed all mandatory elements
- all information is necessary
- sufficient detail is provided to describe “how”
- the voice is consistent throughout
- reasons the project will succeed are emphasized

TIPS & SUGGESTIONS

- Start the grant submission process early
- Build the *Budget* early and as you go
- Write the *Abstract/Executive Summary* last
- Less is not more
- Repetition can help to emphasize keys points
- Don’t be shy of talking with Program Officers
- Seek an objective review before submitting

WHAT IF I FAIL?

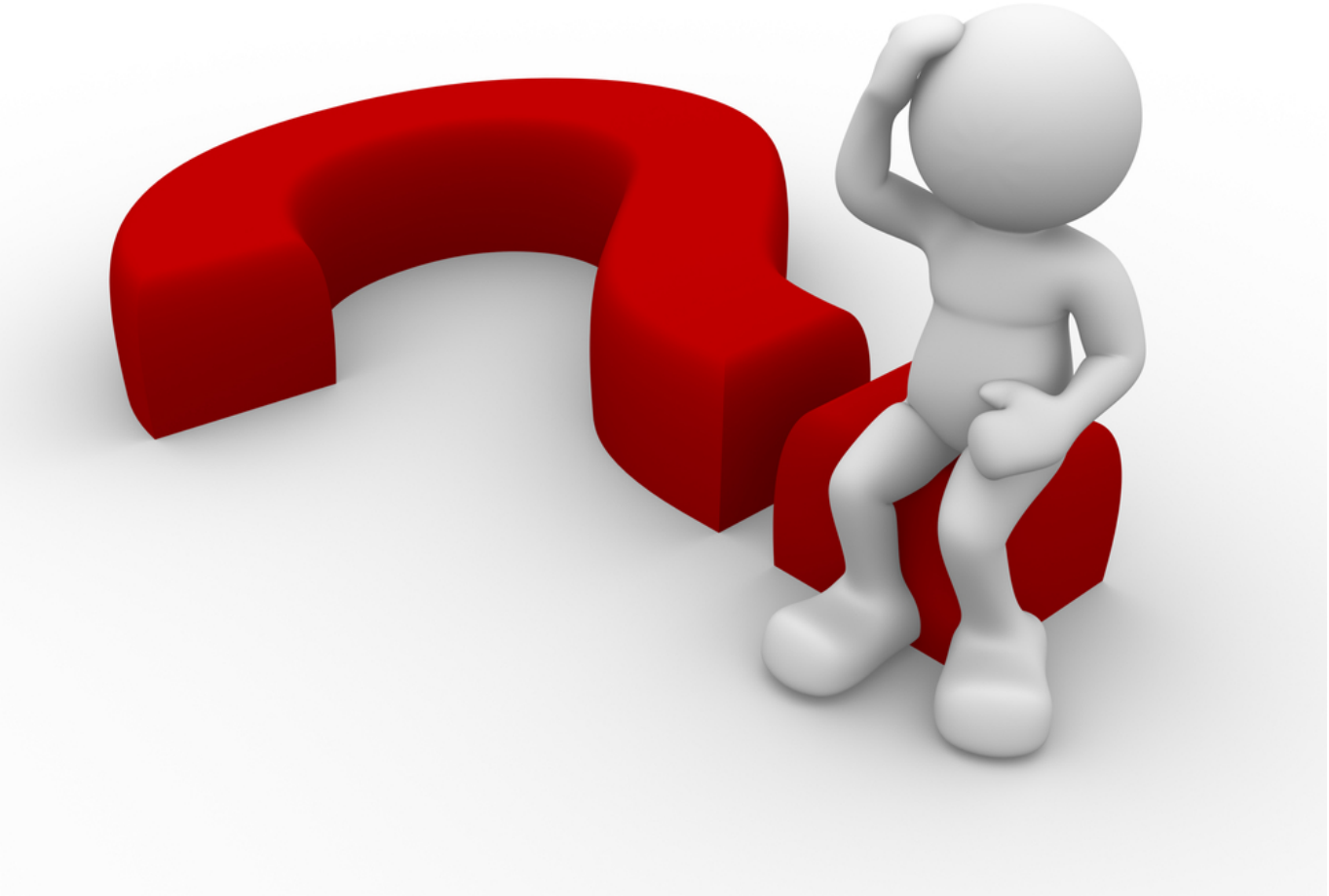
By submitting a grant you will have…

- Practiced the process
- Established and/or deepened connections
  - Internal to UDC and Externally
- Developed text and material for future grants and other projects

And maybe…

- Designed a new project
- Put your name/ideas/work in front of disciplinary experts
- Gathered constructive criticism

QUESTIONS



LOGIC MODELS

- INPUTS → ACTIVITIES → OUTPUTS → OUTCOMES
- **Inputs:** Resources invested in the project
  - Personnel, Partners, Funding, etc.
- **Activities:** Processes/actions the project will perform
  - Recruitment, Training, Marketing, Evaluation, etc.
- **Outputs:** Expected results from the project
  - Focus on program *implementation*
- **Outcomes**: Expected impact of the project
  - Focus on program *effectiveness*

- Especially for multi-year projects, showing that prior-year evaluation will inform n year planning is ideal

EXERCISE

Develop a first draft Logic Model showing how your *Not-for-Profit Lemonade Stand* aligns with the aims of one of these funders:

1. Funder A is offering **seed funding to launch new entrepreneurial leadership programming** for high school girls
2. Funder B wants to **promote public awareness of the value of global trade** by educating consumers about imported food products

SHORT/MEDIUM/LONG-TERM OUTCOMES

OUTCOMES *What results for individuals, families, communities…..*		
SHORT ***Learning***	**MEDIUM** ***Action***	**LONG-TERM** ***Conditions***
Changes in • Awareness • Knowledge • Attitudes • Skills • Opinion • Aspirations • Motivation • Behavioral intent	**Changes in** •Behavior •Decision-making •Policies •Social action	**Changes in** Conditions Social (well-being) Health Economic Civic Environmental

SOURCE:
http://www.uwex.edu/ces/pdande/evaluation/pdf/lmcourseall.pdf

Logic Model Development Guide: W. K. Kellogg Foundation
http://www.smartgivers.org/uploads/logicmodelguidepdf.pdf

Rob Guroff

Grants Consultant

Rob holds an MPP in Public Policy and a BA in English and Economics. He joined Hanover in 2014 after six years in the Office of Corporate and Foundation Relations at Brown University, where he raised funds for financial aid, guided the grantseeking efforts of education outreach programs, worked closely with the new School of Engineering, and supported student group grantseeking. Before that, Rob spent eight years at the American Red Cross National Headquarters in a variety of analyst roles. His tenure spanned Hurricane Katrina and the South Asian Tsunami. At Hanover, Rob is focused on helping postsecondary partners develop compelling cases for new and existing programs and has helped partners secure more than $8M thus far.

HANOVER RESEARCH

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