GRANTS, GRANTSEEKING & GRANT WRITING BASICS
Prepared for the University of the District of Columbia

May 18, 2017
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
### Search Grants

**Basic Search Criteria:**
- **Keywords:** STEM
- **Posting Status:**
  - Posted (120)
  - Closed (48)
  - Archived (884)
- **Funding Instrument Type:**
  - All Funding Instruments
  - Cooperative Agreement (17)
  - Grant (62)
  - Other (1)
  - Procurement Contract (5)
- **Eligibility:**
  - All Eligibilities
  - City or township government (29)
  - County government (29)
  - For-profit organizations other than small businesses (27)
  - Independent school district (6)
- **Category:**
  - All Categories
  - Agriculture (7)
  - Business and Commerce (4)
  - Community Development (1)
  - Consumer Protection (14)

### Opportunity Title

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<tr>
<th>Opportunity Title</th>
<th>Agency</th>
<th>Posted Date</th>
<th>Close Date</th>
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<tbody>
<tr>
<td>Improving Undergraduate STEM Education: Pathways into Geoscience</td>
<td>National Science Foundation</td>
<td>12/29/2014</td>
<td>10/05/2015</td>
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<tr>
<td>Differentiation and Integration of Stem Cells (Embryonic and Induced-Potent)</td>
<td>National Institutes of Health</td>
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<td>Computing Partnerships</td>
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<td>Improvement of Animal Models and Development of Technologies for Stem Cell-Based Regenerative Medicine (SBIR) (R41)</td>
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<td>Stem Cell-Derived Blood Products for Therapeutic Use: Technology</td>
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<td>11/07/2014</td>
<td>02/20/2017</td>
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</tbody>
</table>
Search

STEM

About 3,910 results (0.36 seconds)

Top Foundations Funding for S.T.E.M. in U.S. Public Elementary...
File Format: PDF/Adobe Acrobat

Foundations for Education Excellence - A Path Toward a STEM...
One of the Obama administration's 2013 State of the Union proposals, a STEM Teacher Corps will be created in order to: attract and retain excellent teachers; ... foundationcenter.org/educationexcellence/analysis/201304_01.html

STEM
Outlines key features that will be required of an effective national corps of STEM teachers. Makes specific recommendations on how to implement the program to ... foundationcenter.org/educationexcellence/ktf_stem.html

Foundations for Education Excellence - Top Funders and Recipients
STEM. Strengthening STEM education programs ... Awarding Grants for STEM, 1, 2009 | 2010. Top 50 Recipients of Foundation Grants for STEM, 1, 2009 | 2010 ... foundationcenter.org/educationexcellence/top_lists.html
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
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

GOAL SETTING

S - SPECIFIC
M - MEASURABLE
A - ATTAINABLE
R - RELEVANT
T - TIME-BOUND
Objective:
Gather data from violent juvenile offenders.

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

NON-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.

S.M.A.R.T.
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

<table>
<thead>
<tr>
<th>2016 / PROGRAM YEAR #1</th>
<th>PERIOD</th>
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<tr>
<td>ESTABLISHMENT OF ADVISORY BOARD</td>
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Gantt Chart

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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
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 new 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.....

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<tr>
<th>SHORT Learning</th>
<th>MEDIUM Action</th>
<th>LONG-TERM Conditions</th>
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<td>Changes in</td>
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Logic Model Development Guide: W. K. Kellogg Foundation
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.
CONTACT
Erin Bangsboll
Content Director
202.459.9769
ebangsboll@hanoverresearch.com
www.hanoverresearch.com