

Non-Profit Development and Grantwriting

TESC MPA Program Winter 2012 Syllabus draft 11 13 11

Jan 13, 14, 15, Feb 4-5, March 7th. (6p-10p Fri, 9a-5p Sat/Sun, 6-10p Wed)

Location: TBD

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I. Program Description and Design.

Fundraising is a vital element of nonprofit management. This course will focus on a key fund-raising option for nonprofits, the process of preparing applications for grant funds provided by governments and foundations.

Grants are usually written with the goal of finding funding for specific programs that aim to improve some problematic aspect of society. We will explore in detail how to successfully research, develop, and write a grant proposal. Writing grants is both a formal process of developing and writing a particular type of document (that must be clear, concise, and highly "rational") and a challenging form of problem solving that requires innovative thinking, creativity, and the willingness to take risks. This class will explore both of these elements of the grant-writing process. You (the grant-writer) are trying to figure out how to design (or enhance) a program that will meet an important need, and also to sell both the importance of the problem and your particular solution to potential funders.

Students will start with an idea for a grant and work with the faculty and other students on all the steps required for a grant application. This includes clearly defining the problem, researching funding sources, developing an appropriate program and budget, and writing a compelling and properly formatted grant application. Every class session will provide students with an opportunity to fine-tune some aspect of their proposal. Although each student will be individually responsible for completing a proposal document by the end of the quarter, this will be a highly collaborative process. We will discuss in depth the needs of nonprofit organizations, and consider how to market the proposal to both potential grantors and others that may want to join in promoting your ideas.

II. Required texts

Books:

Karsh, Ellen and Arlen Sue Fox (2009). *The Only Grant-Writing Book You'll Ever Need: Top Grant Writers and Grant Givers Share Their Secrets, 3rd Edition*. [Paperback]. New York: Basic Books. ISBN-10: 0465018696

Brest, Paul and Hal Harvey (2008). *Money Well Spent: A Strategic Plan for Smart Philanthropy*. [Hardcover]. New York: Bloomberg Press. ISBN-10: 1576603121.

Articles:

Foster, William L., P. Kim, & B. Christiansen (2009). "Ten Nonprofit Funding Models." *Stanford Social Innovation Review*.

Johanna Mair, Johanna, I. Martı (2006). "Social entrepreneurship research: A source of explanation, prediction, and delight." *Journal of World Business*, 36–44.

III. Assignment.

Each student will prepare a grant application in response to a Request for Proposal (RFP) from a grantor source. If you have not already identified an RFP source, you will be asked to do so prior to the beginning of the second class weekend. One option is to approach a non-profit organization you're familiar with, and volunteer your assistance.

The minimum requirements of the completed grant application are:

- Proposal Abstract (1 page)
- Problem or Needs Statement
- Program Goals (objectives, outputs, outcomes)
- Methods (Activities, time frames, Rationale, Collaborative Efforts)
- Statement of Agency Capabilities
- Evaluation Plan
- Budget

The completed application **must be a minimum of 10 typed pages**, double-spaced. (The intent of this is to ensure that your project is of sufficient size and scope).

During the first class weekend we will further clarify these requirements. One of the class activities will be for the class to agree on criteria for assessing the adequacy of a grant and establish such criteria for the final assignment. Your final proposal will be rated against these funding criteria by a set of your peers and the faculty. This will simulate a real world grant application process.

Several draft sections of the grant application will be due during the quarter (see below). Bring paper copies of these documents to class. (You will share them with your colleagues to receive feedback, then submit them to the instructor):

- **Sunday, 1/15: Initial problem statement and grant idea**
- **Saturday, 2/4: Revised Problem statement and program description; Preliminary budget**
- **Sunday, 2/5: Draft of Action plan (w/goals, objectives, activities, evaluation, budget)**

Time for individual work will be set aside during Saturday class sessions so you can complete the items to be turned in after each Sunday class.

The completed grant application is due in class at 6 p.m. on Wednesday, March 7. **NO LATE FINAL GRANT PROPOSALS WILL BE ACCEPTED (i.e., after 6 p.m., March 7th, 2012).** There is no room for tardiness in the world of grant applications. Late applications are simply not accepted.

IV. Credit

Students will receive four graduate or undergraduate credits based upon satisfactory and on-time completion of all course requirements and assignments. A student who does not turn in the grant proposal on time, but has otherwise attended all class sessions, will lose two credits. The faculty member will make credit denial decisions. Plagiarism, failing to complete one or more assignments, completing the final grant proposal assignment late or two non-excused absences, may lead to automatic denial of credit.

V. Evaluation.

Most students begin this program with a minimal knowledge of grants and the grant-writing process. By the end of the session, I expect students to be able to:

1. Conduct research into potential government and private grant sources;
2. Better understand foundations and the philanthropic sector;
3. Better understand government grant making processes;
4. Prepare and complete an actual grant application;
5. Develop strategies and techniques to enhance an organization's funding prospects;
6. Have a better understanding of the challenges of nonprofit management.

There will be two primary evaluation criteria:

1. Class participation;
2. The quality of the final grant proposal and the degree to which it incorporates principles from the readings, lectures, and workshops.

V. Tentative Class Schedule: Subject to change

<p>Friday-Saturday, January 13/14</p> <p>Saturday Speaker: TBD</p> <ul style="list-style-type: none"> • Syllabus review, class expectations, inventory of interests. • Nonprofits development. • Needs, Wants and Making A Case • Government, Nonprofits and Grants • The mechanics of a proposal • Thinking in Circles/Logic Models <p>Read: "Ten Nonprofit Funding Models"; Karsh and Fox, Part I; Part II, Lessons 5, 6, 7</p>	<p>Sunday, January 15th</p> <ul style="list-style-type: none"> • Searching for grant-related data; • Workshop on grantwriting resources • Researching funders • On the Foundation Sector: The Funder's Perspective • How to "pitch" your grant to funders • Grant eval criteria I <p>Read: Karsh and Fox, Part II, Lessons 8-10; Funder's Roundtable I and II Brest and Harvey, Part I</p> <p>Due: Draft grant problem statement and grant idea</p>
<p>Saturday, February 4th Guest Speaker: TBD</p> <ul style="list-style-type: none"> • What is Creativity? Refining your initial idea; • Budgets and Being Entrepreneurial • Sustainability, Capacity, Collaboration • Analyzing Successful Proposals; Mistakes to Avoid <p>Read: Karsh and Fox, Part II, Lessons 11, 13, 14, 15 Mair and Marti article</p> <p>Due: Revised Action Plan; Preliminary budget</p>	<p>Sunday, February 5th</p> <ul style="list-style-type: none"> • Peer review of Action Plans • Performance Measurement and Evaluation • Grant Eval Criteria II <p>Read: Karsh and Fox, Part II, Lessons 12, 14, 15, 16, 18 Brest and Harvey—Skim parts II, III</p> <p>Due: Draft of Action plan (w/goals, objectives, activities, evaluation, budget)</p>
<p>Wednesday, March 7th, 6 p.m.</p> <p>DEADLINE: Final Grant Proposal 6:00 pm</p> <p>Workshop: Read and rate proposals against funding criteria</p> <p>Class Evaluation</p>	