AGENDA

- Grants & Grantseeking (30 minutes)
- Developing Competitive Proposals (30 minutes)
- Q&A
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
- 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:**
- **Keyword:** STEM

**FUNDING INSTRUMENT TYPE:**
- All Funding Instruments
  - Cooperative Agreement (72)
  - Grant (52)
  - Other (4)
  - Procurement Contract (6)

**OPPORTUNITY STATUS:**
- Posted (120)
- Closed (148)
- Archived (884)

**DATE RANGE:**
- All Available

<table>
<thead>
<tr>
<th>Funding Opportunity Number</th>
<th>Opportunity Title</th>
<th>Agency</th>
<th>Posted Date</th>
<th>Close Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>15-526</td>
<td>Improving Undergraduate STEM Education: Pathways Into Geoscience</td>
<td>National Science Foundation</td>
<td>12/29/2014</td>
<td>10/05/2015</td>
</tr>
<tr>
<td>PAR-13-094</td>
<td>Differentiation and Integration of Stem Cells (Embryonic and Induced-Puripotent) Into Developing or Damaged Tissues (R01)</td>
<td>National Institutes of Health</td>
<td>01/23/2013</td>
<td>09/07/2016</td>
</tr>
<tr>
<td>15-537</td>
<td>STEM + Computing Partnerships</td>
<td>National Science Foundation</td>
<td>01/09/2015</td>
<td>03/08/2016</td>
</tr>
<tr>
<td>PA-13-223</td>
<td>Improvement of Animal Models and Development of Technologies for Stem Cell-Based Regenerative Medicine (SBIR)/R43/R44</td>
<td>National Institutes of Health</td>
<td>05/09/2013</td>
<td>05/07/2016</td>
</tr>
<tr>
<td>PA-13-224</td>
<td>Improvement of Animal Models and Development of Technologies for Stem Cell-Based Regenerative Medicine (STTR)/R41/R42</td>
<td>National Institutes of Health</td>
<td>05/09/2013</td>
<td>05/07/2016</td>
</tr>
<tr>
<td>NNH14ZHA001N-MAIANS1</td>
<td>EONS 2014 — APPENDIX M MUREP AMERICAN INDIAN AND ALASKAN NATIVE STEM PARTNERSHIP</td>
<td>NASA Headquarters</td>
<td>03/23/2015</td>
<td>06/23/2015</td>
</tr>
<tr>
<td>NNH14ZHA001N-MAIANS1</td>
<td>EONS 2014 - APPENDIX M MUREP AMERICAN INDIAN AND ALASKAN NATIVE STEM PARTNERSHIP</td>
<td>NASA Headquarters</td>
<td>03/23/2015</td>
<td>06/23/2015</td>
</tr>
<tr>
<td>PAR-13-252</td>
<td>Improvement of Animal Models for Stem Cell-Based Regenerative Medicine (R24)</td>
<td>National Institutes of Health</td>
<td>07/03/2013</td>
<td>09/07/2016</td>
</tr>
<tr>
<td>PAR-13-114</td>
<td>Improvement of Animal Models for Stem Cell-Based Regenerative Medicine (R01)</td>
<td>National Institutes of Health</td>
<td>02/11/2013</td>
<td>05/07/2016</td>
</tr>
<tr>
<td>PAR-13-096</td>
<td>Differentiation and Integration of Stem Cells (Embryonic and Induced-Puripotent) Into Developing or Damaged Tissues (R21)</td>
<td>National Institutes of Health</td>
<td>01/29/2013</td>
<td>09/07/2016</td>
</tr>
<tr>
<td>PAR-13-086</td>
<td>Ancillary Studies to the NIDDK Intestinal Stem Cell Consortium (R01)</td>
<td>National Institutes of Health</td>
<td>12/21/2012</td>
<td>01/07/2016</td>
</tr>
<tr>
<td>PA-12-232</td>
<td>Stem Cells and Alcohol-induced Tissue Injuries (R21)</td>
<td>National Institutes of Health</td>
<td>07/10/2012</td>
<td>09/07/2016</td>
</tr>
<tr>
<td>PA-12-233</td>
<td>Stem Cells and Alcohol-induced Tissue Injuries (R01)</td>
<td>National Institutes of Health</td>
<td>07/10/2012</td>
<td>09/07/2016</td>
</tr>
</tbody>
</table>
SHOWING RESULTS FOR "San Luis Obispo County (California, United States)"  CLEAR ALL

<table>
<thead>
<tr>
<th>Organization Name</th>
<th>Organization Location</th>
<th>Organization Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name of specific grantmaker or recipient</td>
<td>San Luis Obispo County (California, United States)</td>
<td>Type of grantmaker or recipient</td>
</tr>
</tbody>
</table>

Year(s)

2003
2018

EIN / BRIDGE Number
ID Number of Organization

SEARCH

67 Grantmakers

Grants
More Insights Lead to More Funding

Recipients
Peer Organization Profiles

1,558 990 Tax Forms
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

- Talk with CalPoly’s Grants team
- 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
DEVELOPING COMPETITIVE PROPOSALS

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 COMPELLING NARRATIVE

- Imagine that you already have the grant money
- Describe *chronologically* how the money will be spent
  - Who
  - What
  - When
  - Where
  - Why
  - How
- Every sentence should relate to your project
- Articulate the impact of the project concretely
- **Clarify alignment with grantmaker goal(s)**
- Make it as easy as you can for reviewers
- The more clearly you’ve developed the effort, the 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
S.M.A.R.T.

Objective:
From January 2019 to December 2020 gather demographic, socio-economic, family and treatment data about all violent juvenile offenders in Montana – 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:
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:
Jog four times per week for ten weeks.

Outcome:
Complete the Boston marathon in 2019.

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 15, 2019, complete the Boston Marathon in 4 hours – a 10-second-per-mile improvement versus 2018 – 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>Event</th>
<th>Period</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESTABLISHMENT OF ADVISORY BOARD</td>
<td>JAN-FEB</td>
</tr>
<tr>
<td>RECRUIT PROJECT POSITIONS</td>
<td>FEB-JUN</td>
</tr>
<tr>
<td>RECRUIT ADJUNCT RESEARCH FACULTY/MENTORS</td>
<td>FEB-JUN</td>
</tr>
<tr>
<td>DESIGN OF SUMMER PREP PROGRAM</td>
<td>MAR-JUN</td>
</tr>
<tr>
<td>COHORT#1 APPLICATION DEADLINE</td>
<td>FEB</td>
</tr>
<tr>
<td>COHORT#1 NOTICE OF ACCEPTANCE</td>
<td>MAY</td>
</tr>
<tr>
<td>COHORT#1 SUMMER PREP PROGRAM</td>
<td>JUL-AUG</td>
</tr>
<tr>
<td>DATA CAPTURE: COHORT#1 PRE-INTERVENTION</td>
<td>AUG</td>
</tr>
<tr>
<td>COHORT1 SEM#1 COURSEWORK</td>
<td>SEP-DEC</td>
</tr>
<tr>
<td>PROGRAM YEAR#1 REPORT</td>
<td>NOV-DEC</td>
</tr>
</tbody>
</table>

### Gantt Chart

<table>
<thead>
<tr>
<th>Event</th>
<th>Jan</th>
<th>Feb</th>
<th>Mar</th>
<th>Apr</th>
<th>May</th>
<th>Jun</th>
<th>Jul</th>
<th>Aug</th>
<th>Sep</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESTABLISHMENT OF ADVISORY BOARD</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RECRUIT PROJECT POSITIONS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RECRUIT ADJUNCT RESEARCH FACULTY/MENTORS</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DESIGN OF SUMMER PREP PROGRAM</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COHORT#1 APPLICATION DEADLINE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COHORT#1 NOTICE OF ACCEPTANCE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COHORT#1 SUMMER PREP PROGRAM</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>DATA CAPTURE: COHORT#1 PRE-INTERVENTION</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COHORT1 SEM#1 COURSEWORK</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PROGRAM YEAR#1 REPORT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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
The University will subcontract with a program evaluation company. Funding is requested at $25,000.

VAGUE

The University will contract with Big Domino Cause & Effect Research, 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.

SPECIFIC
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
- to emphasize why the project will succeed
**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 CalPoly 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
Rob Guroff holds an MPP in Public Policy and a BA in English and Economics. He joined Hanover 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 Development Department in a variety of analyst roles. At Hanover, Rob is focused on helping postsecondary partners develop compelling cases for new and existing programs. He has helped partners secure more than $17 million.
CONTACT
Erin Bangsboll
Content Director
ebangsboll@hanoverresearch.com
www.hanoverresearch.com