

GRANT FUNDING AND WRITING FOR NONPROFITS

UCLA Graduate Writing Center



Contents

- **Workshop will be about 90 min**
- **Emphasis in workshop will be on foundations grants**
 - Specifically geared towards 501(c)3 status organizations
- **Funding nuts and bolts**
 - How to seek appropriate funds for your project
 - How to assess scope and need
 - Budgeting and Reporting
- **How to transfer academic writing skills to the genre of grantwriting**



Grant-writer The Role

As an organizational leader

- You set the agenda, staffing needs, organizational goals, etc.
- Justify to board and existing funders

As a staff member

- You articulate the goals and limits of the program
- Synthesize information from multiple avenues in an organization.
- Generate a compelling narrative from organization leaders.

The role you take will vary widely depending on institution size, status as nonprofit or government agency, and scope/scale of work.



Steps to a Successful Grant

- **Find a Foundation**
- **Identify Need**
- **Outline Goals and Objectives (SMART)**
- **Develop Program Activities**
- **Plan for Evaluation**
- **Justify a Budget**
- **Sustainability and Capacity**
- **Final Steps**



Find a Foundation

- **Family Foundations**
 - Narrow focus oriented towards founder goals
- **Private Foundations**
 - Respect the donor, but more freedom in choosing who to fund Large foundations usually have established grantmaking programs
- **Community Foundations**
 - Usually targeted to County, State, or Regional giving.
 - Usually act as liaisons between philanthropists and region.



Building Relationships

- Before beginning a proposal, you consider your project's potential to establish a *long term relationship* between you and the funder.
- Research the funders and prior funding.
- Approach professionally: fit within existing parameters, think of how to build future connections, networks, or capacity.
- This can open new opportunities for funding or community connections for a project's success.
- Think about and beyond immediate need.
- Funders often have questions about long-term viability, scalability, or scope.



Finding a Foundation: Research & Resources

The Foundation Website

- Board of Directors
- Advisory committee
- What is their past grantmaking history?
- How is the Foundation funded?
- What is the mission and what are major actions that the organization pursues?

Online Resources

- www.fdncenter.org
- Check out the foundation's 990 form
- GuideStar.org
- Financial reports
- Association of Fundraising Professionals
- Find similar organizations: who are their funders?



Example Website: Hewlett.org



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IDEAS + PRACTICE

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Program Areas ↓

Education | Environment | Global Development and Population | Performing Arts | Cyber | Madison Initiative | Effective Philanthropy | SF Bay Area | Special Projects

Secure | <https://hewlett.org/about-us/>



1/9 The Education Program makes grants to help students succeed in work and civic life by building deeper learning skills and expanding access to open educational resources. (Credit: High Tech High)

Mission Statement ↓

The William and Flora Hewlett Foundation is a nonpartisan, private charitable foundation that advances ideas and supports institutions to promote a better world.

For more than 50 years, we have supported efforts to advance education for all, preserve the environment, improve lives and livelihoods in developing countries, promote the health and economic well-being of women, support vibrant performing arts, strengthen Bay Area communities and make the philanthropy sector more effective.

The foundation was established in 1966 by engineer and entrepreneur [William R. Hewlett](#) and his wife, [Flora Lamson Hewlett](#), with their eldest son, Walter Hewlett. Today, it is one of the largest philanthropic institutions in the United States, awarding over \$400 million in grants in 2017 to organizations across the globe to help people build better lives. Our philanthropic approach, and our core areas of grantmaking, remain connected to the ethos and values of our founders.

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Form 990 (Hewlett Foundation)

efile GRAPHIC print - DO NOT PROCESS		As Filed Data -		DLN: 93491307010087		
Form 990-PF Department of the Treasury Internal Revenue Service		Return of Private Foundation or Section 4947(a)(1) Trust Treated as Private Foundation ▶ Do not enter social security numbers on this form as it may be made public. ▶ Information about Form 990-PF and its instructions is at www.irs.gov/form990pf .		OMB No 1545-0052 2016 Open to Public Inspection		
For calendar year 2016, or tax year beginning 01-01-2016, and ending 12-31-2016						
Name of foundation THE WILLIAM & FLORA HEWLETT FOUNDATION			A Employer identification number 94-1655673			
% SUSAN KETCHAM Number and street (or P O box number if mail is not delivered to street address) Room/suite 2121 SAND HILL ROAD			B Telephone number (see instructions) (650) 234-4500			
City or town, state or province, country, and ZIP or foreign postal code MENLO PARK, CA 94025			C If exemption application is pending, check here <input type="checkbox"/>			
G Check all that apply <input type="checkbox"/> Initial return <input type="checkbox"/> Final return <input type="checkbox"/> Amended return <input type="checkbox"/> Address change <input type="checkbox"/> Initial return of a former public charity <input type="checkbox"/> Amended return <input type="checkbox"/> Name change			D 1. Foreign organizations, check here <input type="checkbox"/> 2. Foreign organizations meeting the 85% test, check here and attach computation <input type="checkbox"/>			
H Check type of organization <input checked="" type="checkbox"/> Section 501(c)(3) exempt private foundation <input type="checkbox"/> Section 4947(a)(1) nonexempt charitable trust <input type="checkbox"/> Other taxable private foundation			E If private foundation status was terminated under section 507(b)(1)(A), check here <input type="checkbox"/>			
I Fair market value of all assets at end of year (from Part II, col. (c)). line 16 ▶▶ 9,022,719,185			F If the foundation is in a 60-month termination under section 507(b)(1)(B), check here <input type="checkbox"/>			
J Accounting method <input type="checkbox"/> Cash <input checked="" type="checkbox"/> Accrual <input type="checkbox"/> Other (specify) (Part I, column (d) must be on cash basis)						
Part I Analysis of Revenue and Expenses (The total of amounts in columns (b), (c), and (d) may not necessarily equal the amounts in column (a) (see instructions))						
	(a) Revenue and expenses per books	(b) Net investment income	(c) Adjusted net income	(d) Disbursements for charitable purposes (cash basis only)		
1	Contributions, gifts, grants, etc., received (attach schedule)	0				
2	Check <input checked="" type="checkbox"/> if the foundation is not required to attach Sch. B					
3	Interest on savings and temporary cash investments					
4	Dividends and interest from securities	23,150,383	108,782,742			

← Tax form 1st Page

Grants awarded
↓

Officers and Board
↓

Form 990PF Part XV Line 3 - Grants and Contributions Paid During the Year or Approved for Future Payment

Recipient Name and address (home or business)	If recipient is an individual, show any relationship to any foundation manager or substantial contributor	Foundation status of recipient	Purpose of grant or contribution	Amount
a Paid during the year				
ABHINAYA DANCE COMPANY OF SAN JOSE INC 4950 HAMILTON AVE SUITE 105 SAN JOSE, CA 951301748		PC	FOR GENERAL OPERATING SUPPORT	45,000
ACHIEVE INC 1400 16TH STREET NW SUITE 510 WASHINGTON, DC 20036		PC	FOR A 22STATE INITIATIVE TO EVALUATE ALIGNMENT OF INSTRUCTIONAL MATERIALS TO THE COMMON CORE	525,000
ACHIEVE INC 1400 16TH STREET NW SUITE 510 WASHINGTON, DC 20036		PC	FOR DEVELOPMENT OF TOOLS AND CAPACITY TO UNDERTAKE EXTERNAL REVIEWS OF STATE ASSESSMENTS	1,000,000
ACHIEVE INC 1400 16TH STREET NW SUITE 510 WASHINGTON, DC 20036		PC	FOR ORGANIZATIONAL CAPACITY BUILDING	100,000
ACHIEVING THE DREAM INC 8403 COLESVILLE ROAD SUITE 450 SILVER SPRING, MD 20910		PC	FOR THE ZTCDEGREE INITIATIVE	5,626,390
Total				418,691,037

Form 990PF Part VIII Line 1 - List all officers, directors, trustees, foundation managers and

(a) Name and address	Title, and average hours per week (b) devoted to position	(c) Compensation (If not paid, enter -0-)	(d) Contributions employee benefit and deferred compensation
ELIZABETH PETERS 2121 SAND HILL ROAD MENLO PARK, CA 94025	GEN COUNSEL & CORP SECRETARY 40 0	385,731	5
SUSAN KETCHAM 2121 SAND HILL ROAD MENLO PARK, CA 94025	CFO & TREASURER 40 0	332,083	6



Basic Proposal Structure

- **Overview / Executive Summary**
- **Project Description**
 - Context of work
 - Scope of work (Goals and Objectives)
 - Organizational Record
- **Need Statement**
 - Given context, what need will the program be meeting?
- **Budget (with narrative explanation)**
 - Operating / Separate program?
 - Fundraising model (fully funded / leveraging other funds)
- **Output/Effect**
 - What product, service, benefit will come from the program?
 - Program Evaluation
- **Future sustainability**
 - Long term goals
 - Leveraging funds for future projects.



✓ Proposal Structures Vary Widely!

- Proposals should be targeted to audience (large foundation vs. small funder, different proposal)
- Some funders will have specific requirements
- There is no absolute structure, but this format can be a guide
- Remember: This is a narrative of your project. The goal is to provide sufficient information to convince a funder.



✓ Identify & Document a Need

- **Don't assume that the need is obvious**
- **Information you might include:**
 - Economic and demographic characteristics about the community
 - Relevant (and hopefully recent) literature, trends, and research
 - Previous findings/Preliminary results
 - Assessment Data
 - Public Data (police reports, health department data, hospital discharge info)
- **The importance of need**
- **Target Population**
- **Don't seek a grant to solve a problem that is non-existent or non-related to your mission/goals (don't follow the money)**
- **Why would stakeholders want to become involved in your project?**



Project Narrative

- The narrative identifies the need, objective, scope of the organization's proposal.
- It builds the case for the necessity of the project.
- You can think of it like a “thesis” or an introduction/lit review.
- It should address and set up the subsequent parts of the proposal.



Narrative Questions

- What kind of support do we require?
- Who is the audience?
- What concern will be addressed and why?
- Who will benefit and how?
- What specific objectives can be accomplished and how?
- How will results be measured?
- How does this funding request relate to the funders purpose, objectives, and priorities?
- Who are we (organization, independent producer) and how do we qualify to meet this need?



Narrative Hook

- The hook tailors the description of the idea to the interest of a particular funder.
- Aligns the project with the purpose, and goals of the funding source.
- The hook establishes relevance and interest early, to be expanded later by context.
- Determines how compelling reviewers will perceive your proposal to be.
- Think of the lazy reader: how do you attract and build interest?



Outline Goals and Objectives

Goals

- Long-term
- Driving rationale
- Overarching
- Thematic or related to mission of organization
- Rhetoric: should balance aspiration and practicality.

Objectives:

- Specific
- Measurable
- Action-oriented
- Realistic
- Time-Targeted
- Often tied to program or fundraising budget goals



Outline Goals and Objectives (cont'd)

- Goals/Objectives match?
- You often must report on a grant after the grant period is complete.
- Your goals and objectives set criteria for reporting and self-evaluation.
- Evaluation is important for your long-term relationship building.

Sample Objective

By the end of the first six months, participants in the after-school success program will demonstrate improved behavior in school as a result of project requirements and activities, as measured by incident reports and teacher observations before the program started and at 6 months later



Justify a Budget

- How appropriate is your budget?
- List all costs (even if some are considered in-kind support)
 - Staff (info, salary, benefits), rent (why?), travel, equipment/supplies, training, stipends/compensation to participants, consultants.
- Must be *directly* related to the proposal
 - However, there is such a thing as indirect costs, like staffing and overhead.
- Reviewers will be aware of what is reasonable, so be sure to explain all components fully and accurately.



Budget Narratives

- Budget is a blueprint: it should show scope, achievability, and need.
- It should show where the funding will be spent but also how it fits into a broader picture of organizational support.
- Budgets can differ wildly by project, organization, and even depending on funder requirements.
- Budgets will also be critical for your reporting process: construct a budget that you will be capable of delivering on and that you can track during the program.



Program Evaluation

- Evaluation plan should be incorporated into the design of the program itself (and included in the budget)
 - Simple indicators: Attendance, demonstrated skill improvement, etc.
 - Is evaluation internal or external?
- Process Evaluation
 - How well is the program being implemented? (usually qualitative)
 - Shadow visits, adherence recordings, delivery assurance, etc.
- Outcome Evaluation
 - Anticipated changes in target variables
 - Systematic data (usually quantitative)



Sustainability and Capacity

- Few funders want to be solely responsible for an entire program
- Are other grantmakers interested?
- Will longer-term funding be available once you've established your program?
- Demonstrate coalition building within your community
- Narrate History of Organization
- Previous success with other ventures (even if co-sponsored)
- Experience, qualifications, awards, previous grants



What are your long-term funding goals?

- Any project will want to consider how to build support and capacity.
- Consider objectives that help to secure more funding from other resources.
 - Leveraged funds, matching grants, or challenge grants, or other funds that might build community buy-in
- A grant application is like a research statement: it is an opportunity to reflect on how these funds advance your own program.
- If you are having a hard time articulating long-term goals or need to funders, it can be a chance to evaluate the viability of the program.



What happens if they say “Yes!”

- GOOD JOB! You just made more work for yourself!
- Start building a process for long-term reporting on grant.
- Consider site visits or other ways to keep donor or foundation involved.
- How can this support be leveraged for other funding opportunities?
- How can this funding be renewed when the grant expires?
- View the award as the beginning of a long-term relationship.



What happens if they say “No” 😞

- Evaluate why or ask for feedback from program officers.
- If they are not funding your area, possibly ask for contacts in a similar or related field.
- Are there other ways the funder could assist?
- Is it worth developing other relationships with the funder?
- Be careful about your tone: ask relevant questions, but do not be overly demanding.



Leveraging Your Skills

As graduate students, you have practical skills that can apply to a grantwriting context

- Fellowship applications
- Lit review: looking for gaps and opportunities
- Strategic thinking
- Justifying projects
- Most important . . . Writing itself!

