

Know Your Funder: Private Foundations

Prepared for Des Moines University

October, 2016



Know Your Funder: Private Foundations

The Foundation Landscape

The Foundation Grant Process: from Potential to Partnership

The Hanover Research Foundation Development System

Questions and Discussion

Webinar Logistics

- Feel free to ask clarifying questions at any time.
- There will also be time for questions and discussion after the presentation.



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Questions and Discussion

The Foundation Landscape

Grants Basics

Foundation Funding in the United States

How Foundations Work

Key Foundation Types

The Foundation Landscape

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How Foundations Work

Key Foundation Types

Who makes grants?

- Public Agencies
 - Federal
 - State
 - Local
- Foundations
 - National
 - Regional
 - Local
 - Family
 - Community
 - Corporate
- Associations
- Corporations

Grant funders are a heterogeneous group:

Taken together, they have very little in common beyond a mandate to give away money with strings attached.



Why do funders make grants?

Funders make grants for a variety of reasons, including to:

- Advance their mission
- Advance a specific agenda
- Respond to local, regional, or global need
- Promote change and improvement
- Receive preferred tax status
- Receive public recognition



How do funders make grants?

Public Funding Types

- Formula grant or statutory grant
 - Not competitive; recipients generally determined by lawmakers
- Discretionary grant
 - Competitive; funder has discretion to make awards
- Cooperative agreement
 - Competitive; funder will be involved in implementation

Private Funding Types

- Simple donation
 - No strings attached
- Contract-based grant
 - Obligations of varying complexity

What makes a competitive grant?

A good idea...

- ...helps someone
- ...advances an important agenda
- ...serves a wise/substantial purpose
- ...creates interest
- ...involves growth or learning
- ...can have undefined steps or processes
- ...builds something of value
- ...has form that follows function
- ...can be of any scale
- ...can be a one-time effort

A fundable idea...

- ...addresses the funder's target audience
- ...advances the funder's agenda
- ...serves a wise/substantial purpose
- ...aligns with funder priorities
- ...measures/analyzes growth and learning
- ...must have a clear path from A to B to C (with limited exceptions)
- ...builds something of value
- ...fits in a preset spectrum of activity types
- ...is scaled by prior experience and to the budget
- ...should be replicable

The Foundation Landscape

Grants Basics

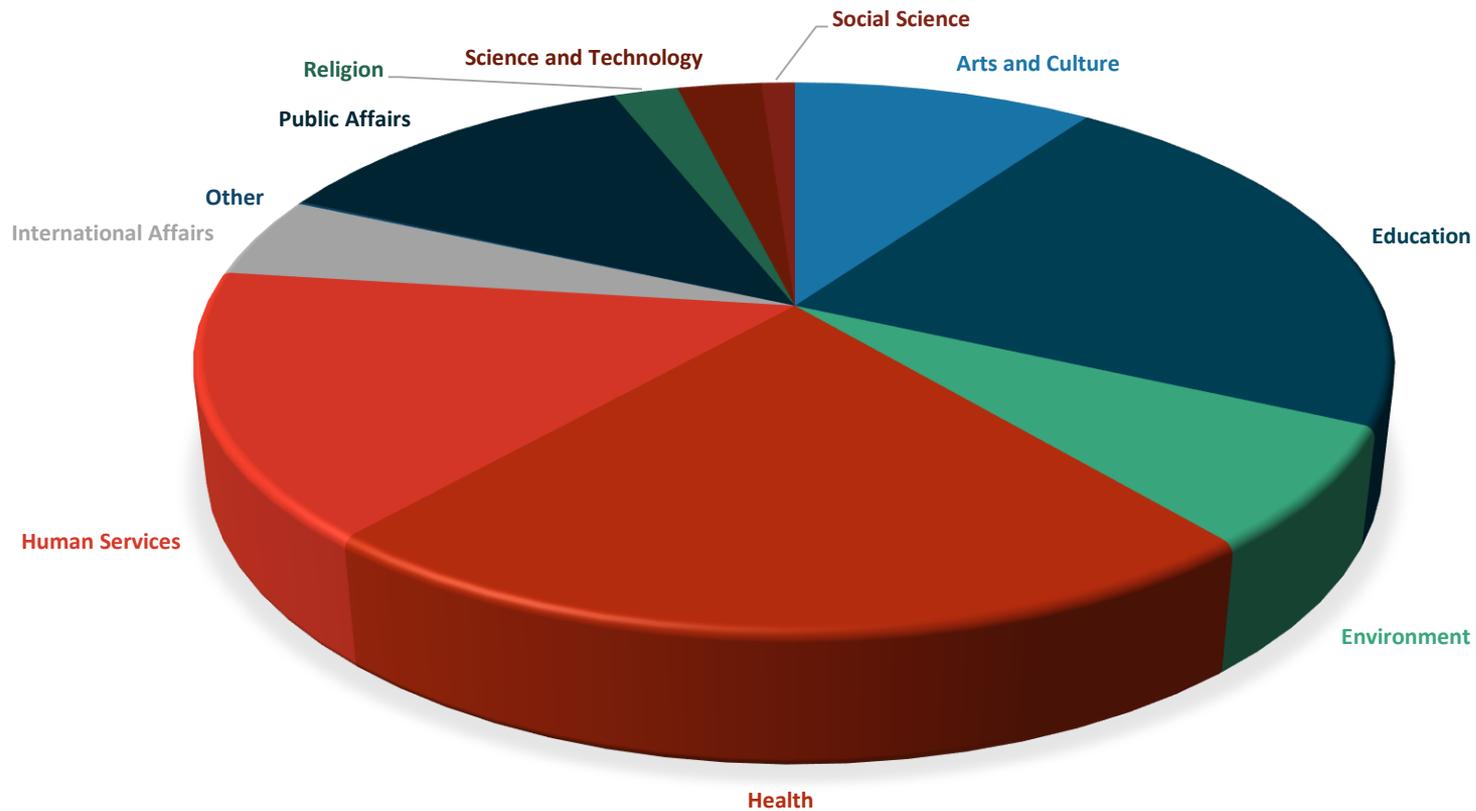
Foundation Funding in the United States

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Key Foundation Types

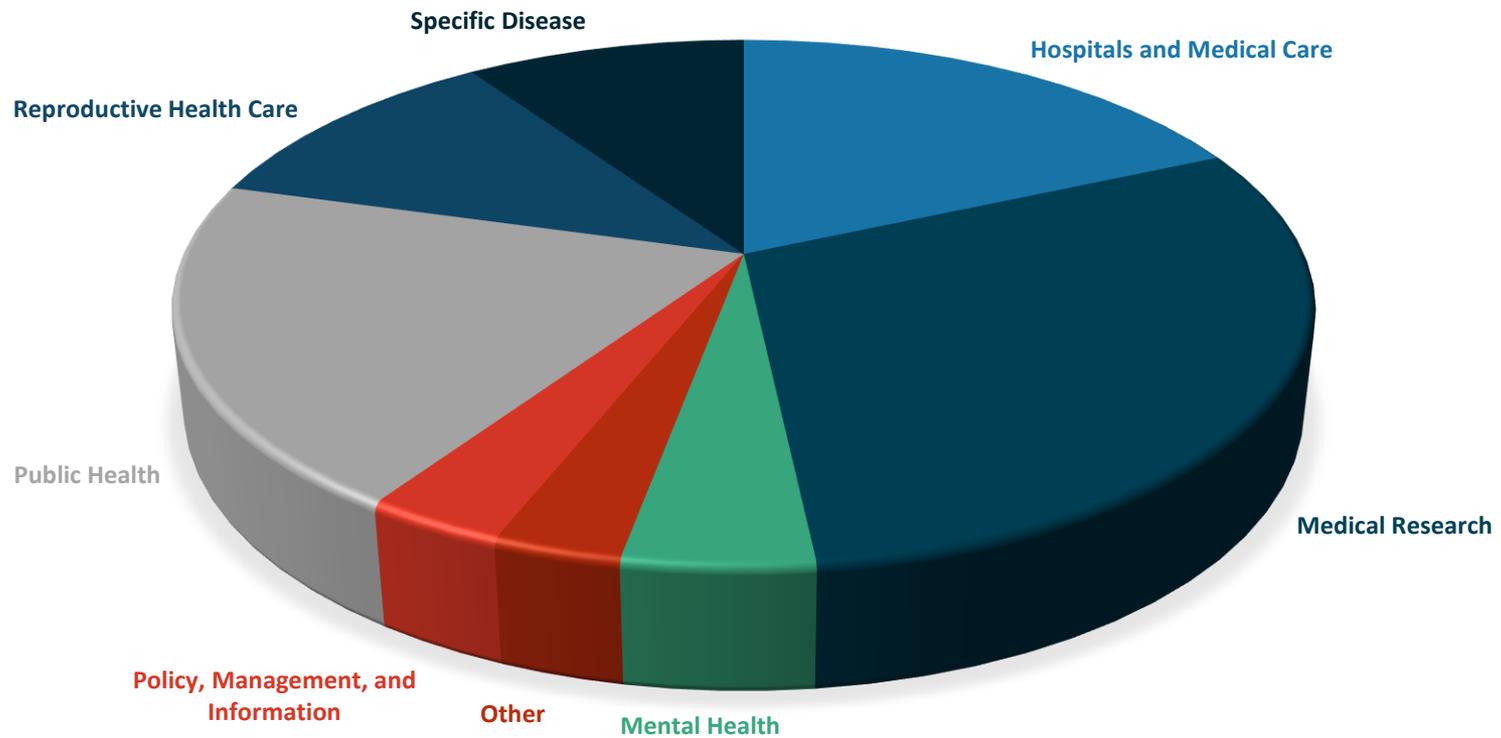
Foundation Funding: The National “Pie”

FUNDING BY AREA



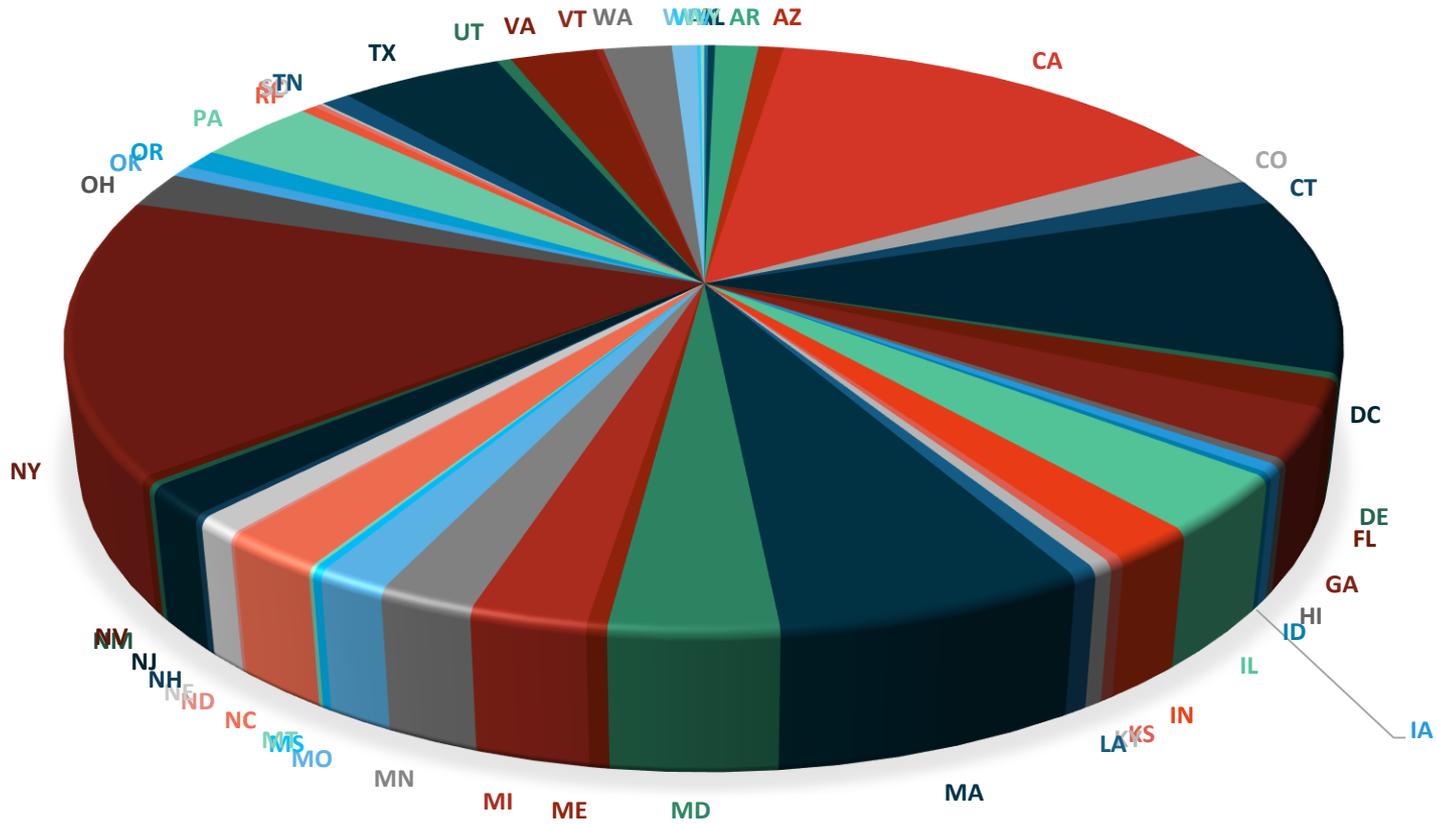
Foundation Funding: The National Health “Pie”

HEALTH FUNDING BY AREA

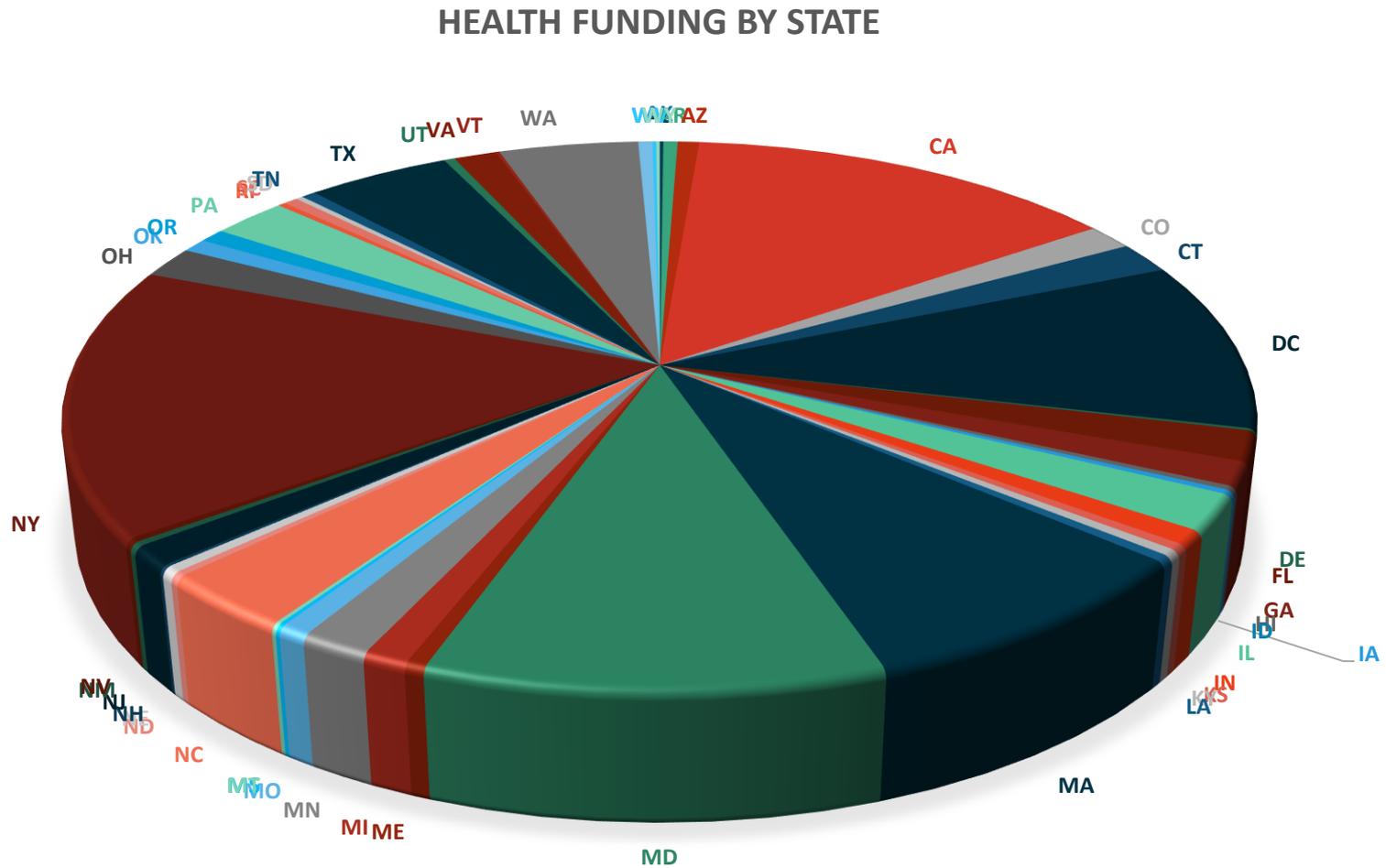


Foundation Funding: The National "Pie" by State

SHARE OF FUNDING BY STATE

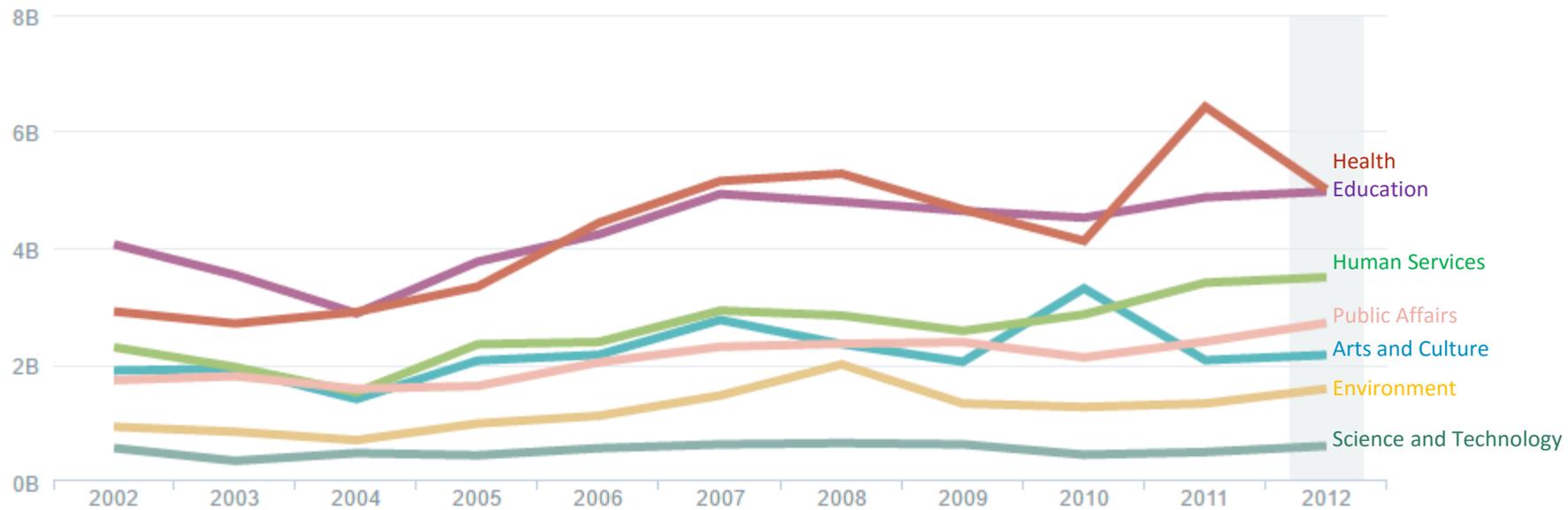


Foundation Funding: The Health “Pie” by State



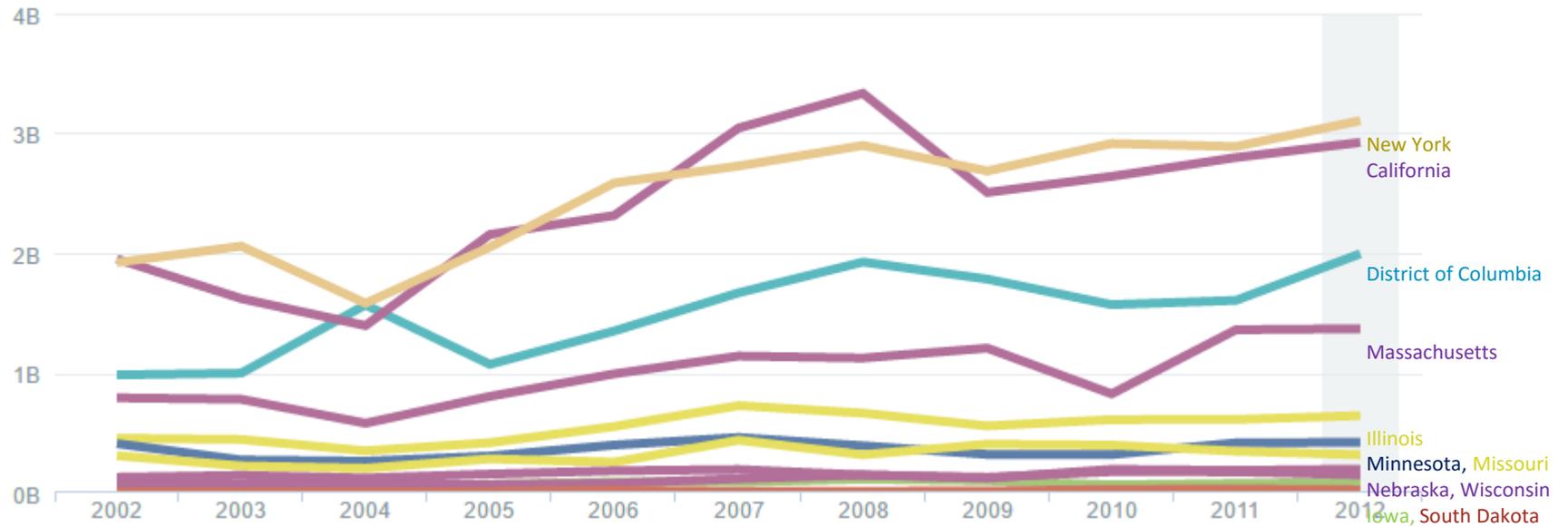
Foundation Funding: National Funding Area Trends

Distribution of Grants from FC 1000 Foundations by Subject Area, from 2002 to 2012



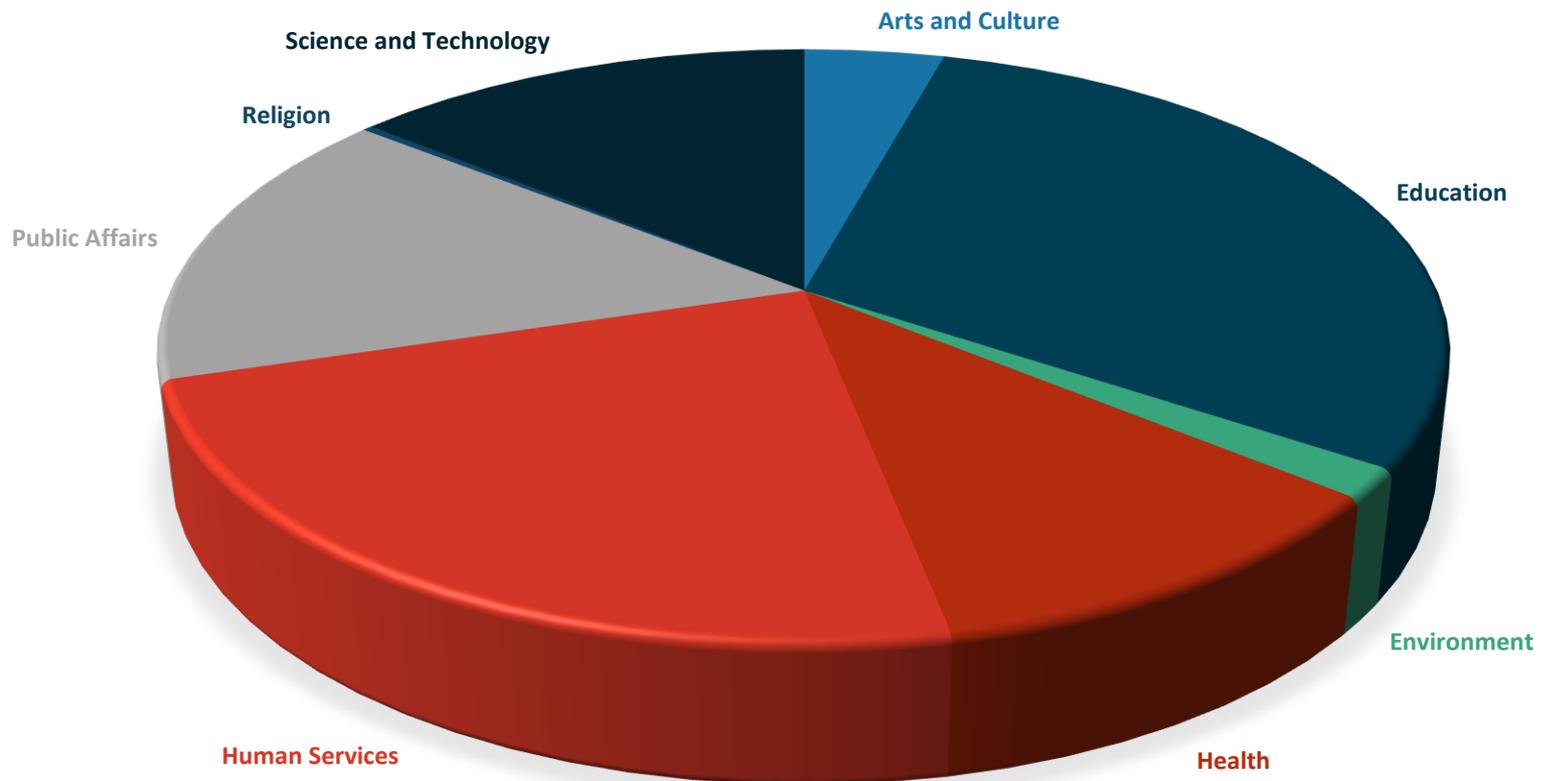
Foundation Funding: Geographic Trends

Distribution of Grants from FC 1000 Foundations by Recipient Location, from 2002 to 2012



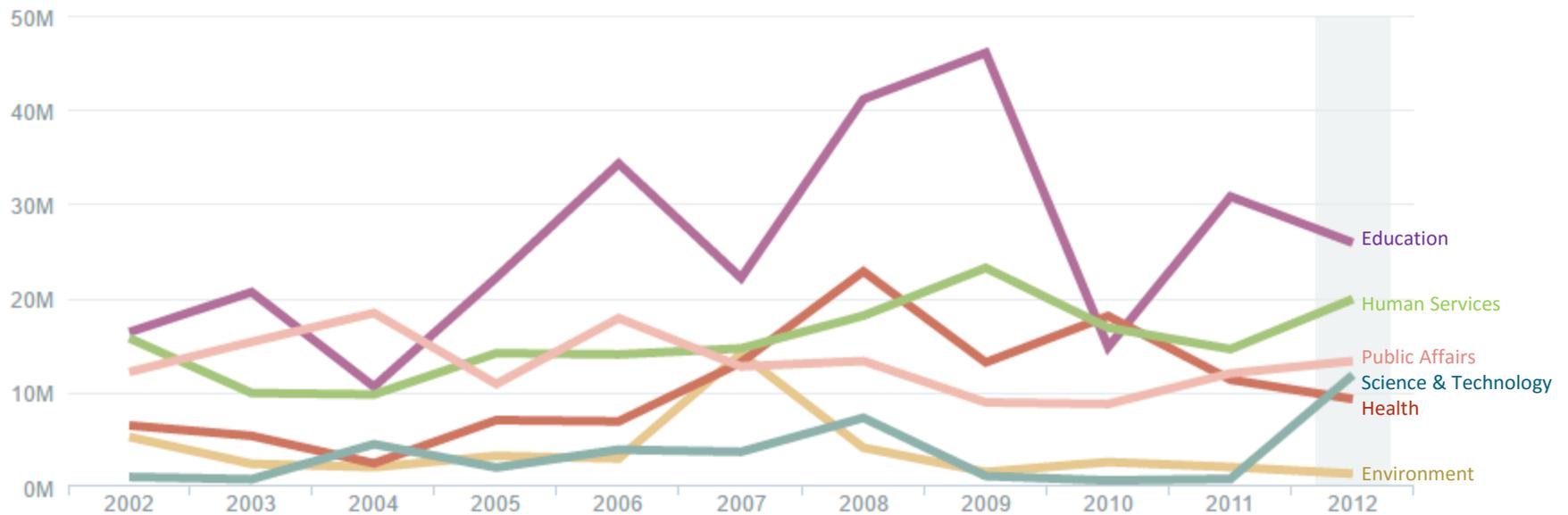
Foundation Funding: The Iowa “Pie”

IOWA FUNDING BY AREA



Foundation Funding: Iowa Funding Area Trends

Distribution of Grants from FC 1000 Foundations to Recipients in Iowa, by Subject Area, from 2002 to 2012



The Foundation Landscape

Grants Basics

Foundation Funding in the United States

How Foundations Work

Key Foundation Types

Foundations vs. Public Grantmakers

Foundations are **not like public grantmakers**.

Public Grantmakers

- Get their funding from **taxpayers**
- Are responsible to **legislators** and administrations
- Are required to be **transparent** in their activities
- Follow **clearly defined criteria** and processes

Foundation Grantmakers

- Get their funding from **donors**
- Are responsible to **trustees**
- Are **not required to explain** their decisions to the public
- Often **lack clear definition** for their criteria and processes, or **choose not to follow** those they adopt

Foundation Diversity

Foundations are **not like each other.**

What do foundations have in common?

- They have money.
- They are required to give some away.

What do foundations not have in common?

- How much money they have
- How much they give
- To whom they give
- How they decide to give

Foundation Commonality

Foundations are **like people**... and therefore must be cultivated like people.

People and Foundations

- Have personalities and quirks
- Have preferences and opinions
- May not be logical
- May say one thing and do another
- Are liable to change without warning
- **Are more likely to give money to people and organizations they know**

*No matter what they say about their processes, many foundations make grant decisions based on relationships. A successful foundation grantseeker **connects** with foundations and **builds** the relationships they need for grant **success**.*

Foundation Funding Process: Striking a Balance

Effective Foundation grantseeking requires:

- *Good relationships*
- *Strong Programs*
- *Impeccable proposals*

A balance of traditional fundraising and formal grantseeking strategies enables a grantseeker to build fruitful long-term relationships with foundations — relationships that **keep paying off** for many years.

With the right relationships in place, a simple phone call can deliver more funding than the most complicated grant proposal.

The Foundation Landscape

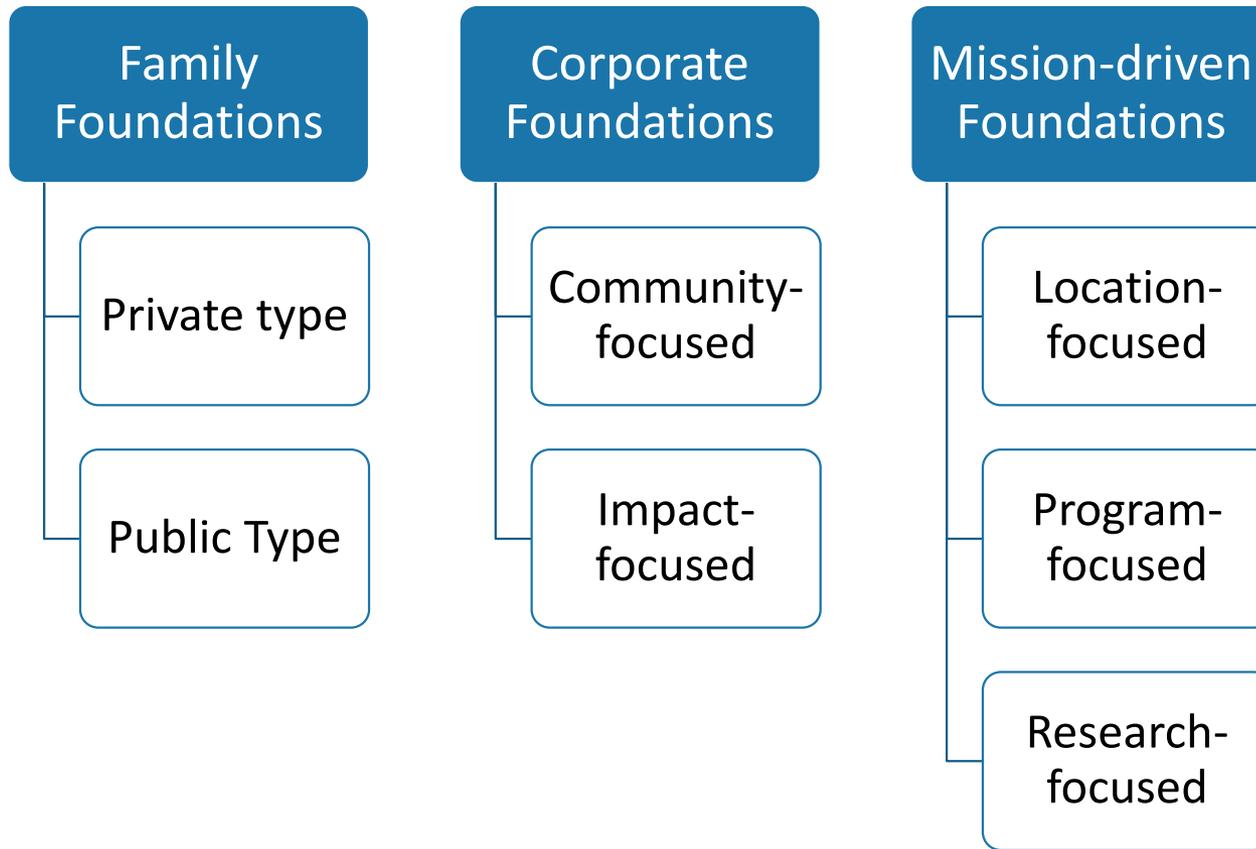
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Foundation Types



Family Foundations

Family foundations are founded and managed by a family, to advance the family's charitable interests.

- Most family foundations are managed by a group of family members, which may include the original donors and/or their descendants.
- Family foundations may or may not have a well-defined focus or mission.
- Giving may be varied, inconsistent, or change over time, depending on the interests of family members involved.

Connections are essential for family foundation grantseeking at any level.

Family Foundations: Private Type

“Private type” family foundations support organizations and causes that are well known to family members.

How to identify them: They are introverted—they say very little about themselves publicly, and they do not seek attention.

What they want: To support their friends.

How to cultivate them: Get to know them—become friends.

Key tips:

- Be very careful about approaching a private-type family foundation “cold.”
- If you must send a note without a prior relationship or introduction, make it a soft opening, without a specific ask. For example: “I thought you might be interested in this work, may I tell you about it?”

Family Foundations: Public Type

“Public type” family foundations support organizations and causes they believe will have an important impact on their field of interest.

How to identify them: They are extraverts—active in their community or field.

What they want: To be leaders in their community or field.

How to cultivate them: Get introduced through mutual connections or current grantees. Involve them in your work: **“If you want money, ask for advice; if you want advice, ask for money.”**

Key tips:

- Emphasize connections to other important work known to the funder. Name drop.
- Make them feel important. Show that you understand and respect their leadership role. Tell them how working with you would enhance their leadership role.

Corporate Foundations

Corporate foundations are founded and managed by a business, to advance the business's charitable interests.

- Corporate foundations always have a focus on advancing the business's reputation, whether or not that motivation is prominent.
- Corporate foundations may focus on communities in which they work, or give nationally (or internationally) according to select priorities.
- Corporations may make direct donations to charitable causes as well as making formal grants through associated foundations.

Publicity opportunities are an essential element of any corporate grant.

Corporate Foundations: Community-Focused

Community-focused corporate foundations support organizations and causes in the communities in which they work.

How to identify them: Stated focus on specific geographies near operations.

What they want: Strong reputations in their local communities.

How to cultivate them: Get to know the local office or branch. Get introduced through an employee or business associate.

Key tips:

- Show your impact on the community.
- Show that your work is of value to employees and their families.
- Offer opportunities for the corporation's contribution to be publicly recognized in the community.

Corporate Foundations: Impact-Focused

Impact-focused corporate foundations support work that advances a specific selected agenda.

How to identify them: Stated focus on specific agenda, regardless of location.

What they want: To build their brand by advancing a specific agenda.

How to cultivate them: Slowly and patiently. Get to know staff if possible. Use the application process.

Key tips:

- Show impact in the short and long term. Innovation and replicability are key: how will your work have an impact beyond the immediate project?
- Present a clear and effective evaluation and dissemination plan.
- Present appropriate opportunities for branding and publicity.

Mission-Driven Foundations

Mission-driven foundations are independent organizations charged with distributing funding to support specific kinds of work.

- As independent organizations, mission-driven foundations have prescribed structures within which staff and trustees work to advance the mission.
- Mission-driven foundations may focus on specific locations, specific fields, specific kinds of organizations, or specific kinds of projects.
- Mission driven foundations are more professional and staff-driven than other types of foundations.

Mission-driven foundations want to fund the best work in the field.

Mission-Driven Foundations: Location-Focused

Location-focused foundations, usually called community foundations, support work in a specific location or community.

How to identify them: The location is usually prominent in the name.

What they want: To solve problems and build institutions in a specific place.

How to cultivate them: Meet staff members in person. Attend their events, invite them to your events, and create opportunities for site visits.

Key tips:

- Show your impact on the people and institutions in the target community.
- Many community foundations manage donor-advised funds, which are very small family foundations. Building connections with community foundations can lead to other relationships as well.

Mission-Driven Foundations: Program-Focused

Program-focused foundations work to advance a specific societal mission by funding programs or services.

How to identify them: The mission, or social benefit, is front and center.

What they want: To solve a specific problem or accomplish a specific goal.

How to cultivate them: Get to know leaders in the field. Publicize your work. Attend national conferences. Network on social media.

Key tips:

- Be an expert or leader in your field, with experience implementing projects on the proposed scale.
- Be innovative and propose replicable programs with far-reaching impact.
- Provide strong evidence that your project will have the intended effect.

Mission-Driven Foundations: Research-Focused

Research-focused foundations work to advance knowledge or solve problems by funding research work.

How to identify them: They specify research as a central focus.

What they want: To solve a specific problem or advance a specific field.

How to cultivate them: Get to know leaders in the field. Publicize your work. Use the application process.

Key tips:

- Clearly show the impact of your work on the field and/or specific problem.
- Give clear justification for project structure, including preliminary data if possible.
- Show that you have the necessary skill and experience to carry out the project.

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The Foundation Grant Process

Process Overview

Preparation: Goals

Preparation: Prospects

Development: Connect, Cultivate, Ask, Steward

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The Foundation Funding Process: Striking a Balance

A successful foundation grantseeker **plays a “long game,”** strategically moving each prospect from initial identification to long-term partnership over time.

Foundation grantseeking is a cyclical process:

- Make **connections** and build **relationships** to set the stage for a formal grant development process
- Design **strong programs** that are responsive to grantmakers’ needs
- Develop and submit **clear and persuasive grant proposals**
- Cultivate and **steward key relationships** while completing formal reporting and evaluation processes, positioning you for the next “ask”

Evaluating Foundation Relationships

Hanover Research measures relationships with foundations along a continuum of stages.

Stage 0: No connection currently exists between grantmaker and grantseeker.

Stage 1: Grantmaker and grantseeker are aware of each other's work.

Stage 2: Grantmaker and grantseeker exchange information directly.

Stage 3: Grantmaker and grantseeker are actively engaged in work or discussion.

Stage 4: Grantmaker and grantseeker work in partnership to accomplish their missions.

Stage 4, the **true partnership** is the ideal foundation-grantseeker relationship, not just because it makes you more likely to get a grant (it is possible to get a grant as early as Stage 1), but because it positions you as an **important part of the foundation's network**: it enables you to develop key connections that lead to additional partnerships and funding opportunities, and it puts you in ***the right place at the right time***.

Foundation Funding: The Long Game

To achieve significant foundation funding, a Stage 4 relationship is essential.

Remember this commonly-acknowledged but little-discussed fact of life in the foundation world:

A foundation's largest, longest-term, and most significant grants tend not to go to organizations that submit applications in response to open solicitations. Instead, these flagship grants are often awarded outside the formal application and grantmaking process, to organizations that have become long-term partners of the foundation.

An established partnership allows the foundation to contact you directly to discuss a potential grant initiative, *without the need for a formal solicitation or application.*

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Preparation: Goals

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Concept Development: What do you want to do?

Grants are discrete projects, judged on their structure and coherence.

If you clearly define your project's parameters before beginning the grant development process, you increase your chances of grant success.

With a clearly defined project, you are more likely to:

- Find and pursue appropriate funding opportunities
- Develop strong and competitive grant proposals
- Implement an effective grant-funded project

Taking the time to think through your project at the outset can save you significant time in the long term.

Concept Development: Identify Funding Needs

Start at the beginning: What do you want to accomplish?

Write a “mission statement” for your work.

- Articulate your desired impact on the world.
- What will change as a result of your work?
- What does success look like to you?
- Keep it simple.

Example: My mission is to help students from rural, disadvantaged communities succeed in STEM careers.

Use your mission statement to guide and anchor the grantseeking process.

Concept Development: Identify Funding Needs

Now think about the money: What do you need to accomplish your mission?

Make a “wish list” of concrete funding needs.

- Imagine pie in the sky: What would you do if funding were not a barrier?
- Look for pain points: Where is your work hampered by lack of funding?

Study your wish list.

- Capture ideas: What themes emerge?
- Identify SMART projects: Specific, Measurable, Attainable, Relevant, Time-bound.



Concept Development: Evaluate Project Ideas

Which of your project ideas will be most interesting to funders?

Ask yourself:

- Does the project help accomplish your mission?
- Can you demonstrate the need for the project?
- Is the need timely? Is it likely to be on funders' minds?
- Do you have evidence that the project will have the intended impact?
- Will you be able to measure the impact?
- Do you have experience and expertise with this work?
- Will you collaborate with others and/or build on previous work?
- Is the project innovative?
- Is the project's intended impact a priority for funders?

The strongest projects will allow you to answer “yes” to each question.

Concept Development: Structure the Idea

How does your idea work? Good structure makes a project competitive.

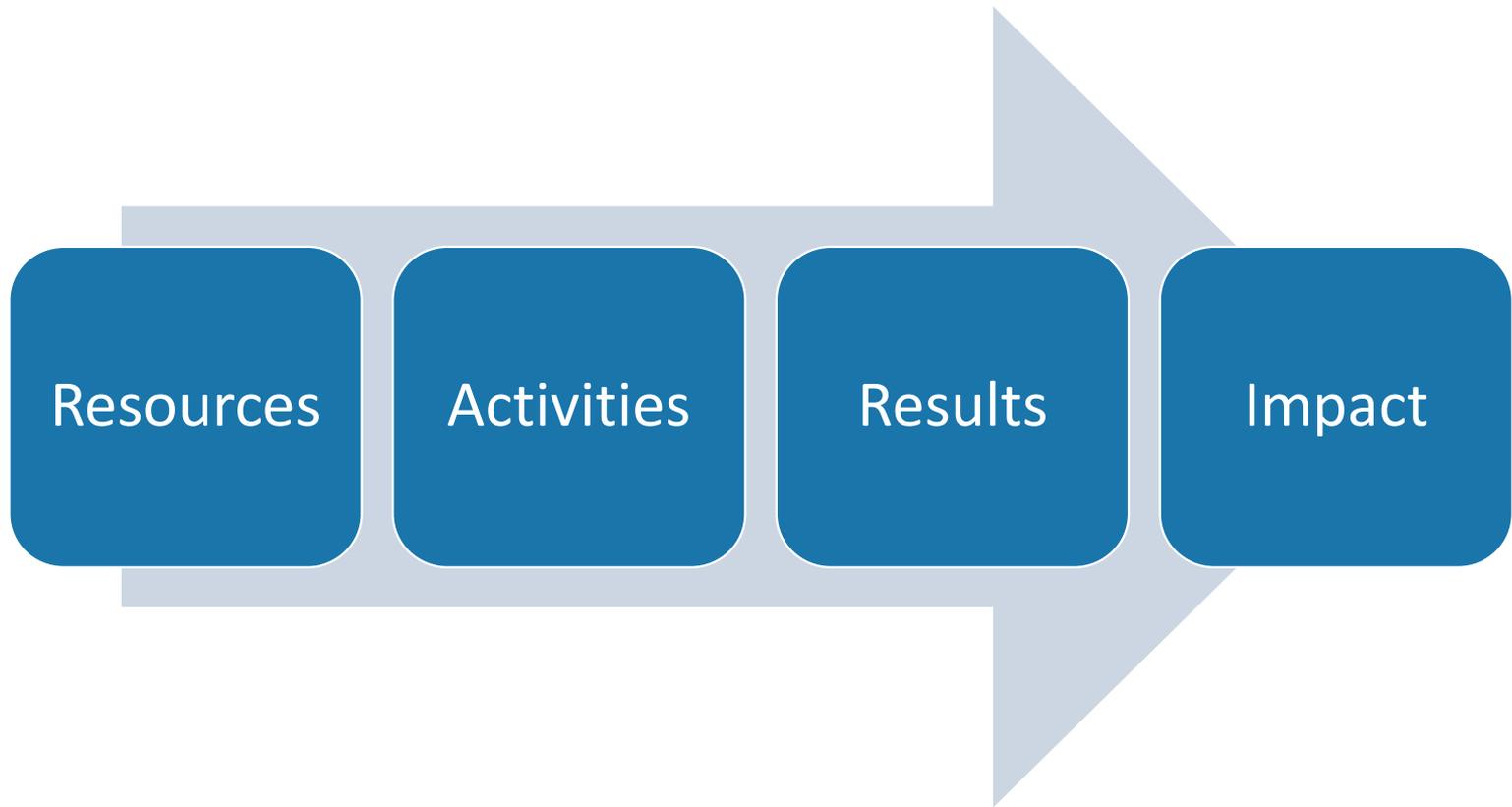
Answer the following questions, in general terms:

- What will you need to accomplish the project?
- Who will work on the project?
- What will you do?
- What results do you expect?
- What impact do you hope to have?

Put the answers in a table or chart to show how the project logically flows.

Concept Development: Structure the Idea

A logic model is a visual demonstration of project structure.



Concept Development: Describe the Idea

To sell your project to funders, develop a short concept paper.

A concept paper is a flexible document (1-3 pages) that may include:

- Summary (1-2 sentences)
- Needs (1-2 paragraphs)
- Goals and Objectives (list)
- Activities (1-2 paragraphs)
- Impact (1-2 paragraphs)
- Qualifications (1 short paragraph)

The concept paper can be used as the basis for a Letter of Inquiry (LOI) or as a starting point for conversation with foundation staff.

Concept Development: Describe the Idea

A concept paper is an “elevator speech”—pique the funder’s interest!

Tips for a successful concept paper:

- Highlight key areas that are likely to capture a funder’s attention.
- Focus on need and impact.
- Include just enough detail that the funder knows you are serious.
- Balance selling and telling: the ratio of selling to telling will be higher in a concept paper than in a final grant proposal.
- Use emphasis (**bold**, underline, *italic*) judiciously to bring the reader’s attention to key elements—funders often scan concept papers and letters of inquiry quickly!

A good concept paper makes the reader think “Let’s make this happen!”

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Prospecting: Who will fund your work?

Prospecting is the art of matching projects with likely funders.

Good prospective funders have:

- A mission that aligns with your mission
- A history of funding similar or related projects
- Stated priorities that encompass your project area
- No restrictions that would preclude funding your project

However, note that:

- Funding history is not always a good predictor of future funding.
- Stated priorities are not always current.

To find good prospects, learn to read between the lines.

Prospecting: Who is funding similar work?

To identify prospective funders, find out who has funded similar projects.

Start by finding out who is doing similar work:

- Use industry/discipline publications, as well as online searches.
- Find similar or thematically aligned projects.
- Include projects in your local area and around the country, as appropriate.

Find out who is funding the identified projects.

- Look for acknowledgements and statements of thanks.
- Contact project staff if appropriate.

Identify promising prospects—or types of prospect—for your work.

Prospecting: Which funders prioritize this work?

Funders' stated priorities provide a means for identifying prospects.

Use databases and search engines to find funders with relevant priorities:

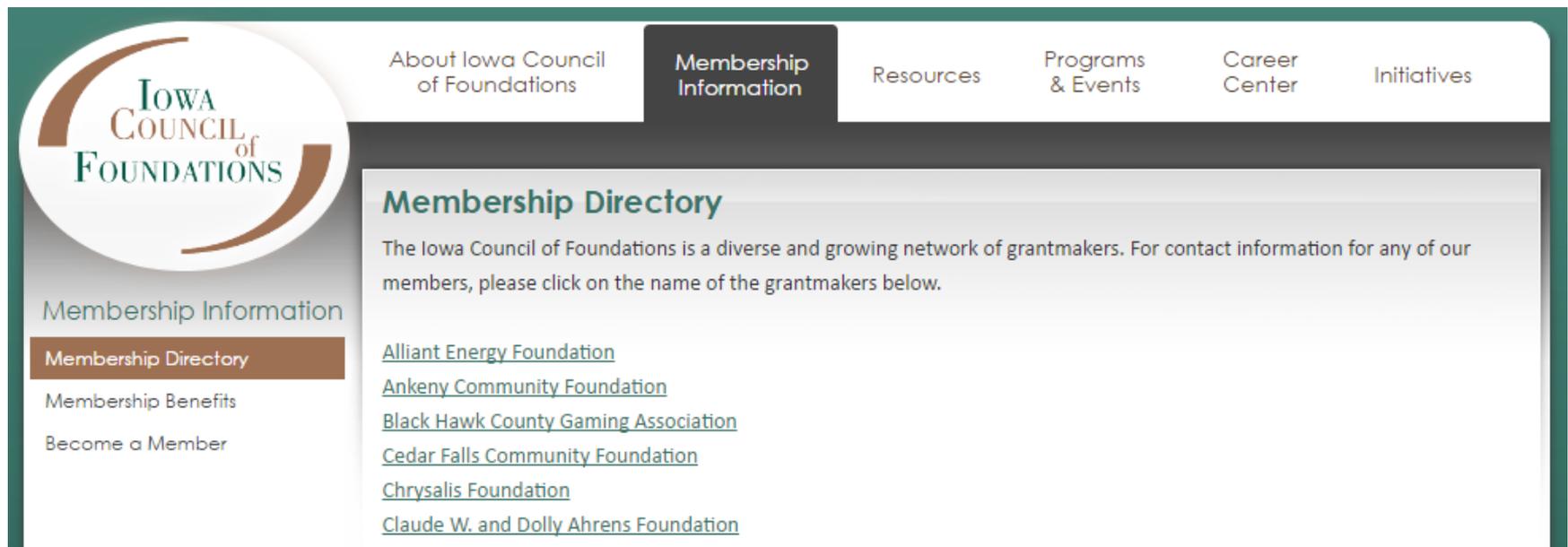
- Use multiple databases and search tools.
 - Start with [SPIN/SMARTS](#), which can be accessed through the Grants Office.
- Search for keywords that relate to your mission and project.
- Search by funder type, funding type, and funding region.
- Note funding restrictions.
- Note typical funding amounts.
- Note key deadlines and other timing constraints.

Keep a list, spreadsheet, or database of promising opportunities.

Iowa Prospecting Resources

Iowa Council of Foundations

- A membership organization of state grantmakers
- Provides a Member Directory with links to foundation websites and information



The screenshot displays the Iowa Council of Foundations website. The header includes navigation links: "About Iowa Council of Foundations", "Membership Information" (highlighted), "Resources", "Programs & Events", "Career Center", and "Initiatives". The main content area is titled "Membership Directory" and contains the text: "The Iowa Council of Foundations is a diverse and growing network of grantmakers. For contact information for any of our members, please click on the name of the grantmakers below." Below this text is a list of foundation names with underlined links: "Alliant Energy Foundation", "Ankeny Community Foundation", "Black Hawk County Gaming Association", "Cedar Falls Community Foundation", "Chrysalis Foundation", and "Claude W. and Dolly Ahrens Foundation". A sidebar on the left contains "Membership Information" and "Membership Directory" (highlighted), along with "Membership Benefits" and "Become a Member".

Prospecting Resources: Foundation Directory Online

[Foundation Directory Online](#) provides:

- Directory of U.S. Foundations
- Directory of corporate contribution programs
- Resources for grantseeking

**FOUNDATION
DIRECTORY**
O N L I N E
Professional

A service of the
FOUNDATION CENTER

Power Search

Search
Grantmakers

Search
Companies

Search
Grants

Search
990s

Enter keywords - use quotes for exact phrases

SEARCH »

[Select your databases](#)

- | | | | | |
|---|--|--|--|--|
| <input checked="" type="checkbox"/> Grantmakers | <input checked="" type="checkbox"/> Grants | <input checked="" type="checkbox"/> 990s | <input checked="" type="checkbox"/> Companies | <input checked="" type="checkbox"/> IssueLab reports |
| <input checked="" type="checkbox"/> News | <input checked="" type="checkbox"/> RFPs | <input checked="" type="checkbox"/> Jobs | <input checked="" type="checkbox"/> Nonprofit Literature | (Check All Clear) |

Prospecting Resources: Foundation Directory Online

Foundation Directory Online has a flexible and powerful search interface.



A service of the
FOUNDATION CENTER

Power Search Search Grantmakers Search Companies Search Grants Search 990s

Fields of Interest

Type here to filter the list

ABCDEFGHIJKLMN OPQR
STUVWYZ

- Abuse prevention (866)
- Academic libraries (40)
- Academics (33562)
- Activists (31)
- Adaptive sports (103)
- Addiction services (798)
- Adolescent parenting (50)
- Adolescent parents (7)
- Adolescents (5365)
- Adoption (253)
- Adult and child mentoring (290)
- Adult day care (80)
- Adult education (487)
- Adult literacy (149)
- Adult numeracy (4)
- Adults (3276)

Search Grantmakers

Saved Searches Last Search

Grantmaker Name
view index

EIN

Grantmaker Location
More location options

Fields of Interest
view index

Support Strategy
view index

Transaction Type
view index

Geographic Focus
view index

Prospecting Resources: Search Engines

Don't forget to use search engines to explore other opportunities.

For example, at right are Google search results for the following query:
STEM education funding

[STEM Funding - Afterschool Alliance](#)

www.afterschoolalliance.org/STEMfunding.cfm ▾ Afterschool Alliance ▾

Below, is a short list of funding opportunities specifically for STEM education. This is not a comprehensive list of available funding sources, but rather some of the ...

[Eight Ways to Land K-12 STEM Funding - Inside Philanthropy - Inside ...](#)

www.insidephilanthropy.com/home/.../5/.../eight-ways-to-land-k-12-stem-funding.ht... ▾

May 14, 2014 - Funding for science, technology, engineering and mathematics education (STEM) is one of the most active and growing fields of philanthropy.

[About the STEM Funders Network - STEM Ecosystems](#)

stemecosystem.org/about-the-stem-funders-network/ ▾

The STEM Funders Network (SFN) is comprised of a diverse mix of more than 20 education-focused private and corporate foundations who are working together ...

[Funding | The Power of Discovery](#)

powerofdiscovery.org/funding ▾

There are several online databases that have current funding opportunities for expanded learning programs, particularly around STEM education.

[National STEM Education Distributed Learning | NSF - National ...](#)

https://www.nsf.gov/funding/pgm_summ.jsp?pims_id... ▾ National Science Foundation ▾

National STEM Education Distributed Learning (NSDL) ... To inquire about possible funding opportunities not directly from NSF, please look at the active awards ...

[STEM Education · Lockheed Martin](#)

www.lockheedmartin.com/us/who-we-are/.../education.html ▾ Lockheed Martin ▾

To help address these challenges and strengthen the workforce pipeline, Lockheed Martin provides generous funding to STEM education outreach activities for ...

Alignment: Which opportunities should you pursue?

To prioritize your funding prospects, gather key information on each one.

Carefully review funder materials and record:

- Foundation type and mission
- Relevant grantmaking history
- Staff and trustee names and profiles
- Funding process (e.g., eligibility, timing, amounts, requirements)
- Indicators of competitiveness
- Opportunities for connection and communication

Keep notes in a list, spreadsheet, or database for further analysis.

Alignment: Funder Analysis

Funder website: The American Heart Association



The screenshot displays the top navigation bar of the American Heart Association website. On the left is the logo with the tagline "life is why™". To the right are links for LOCAL INFO, LANGUAGES, CAREERS, VOLUNTEER, and a prominent red DONATE button. Below these are social media icons for Facebook, Twitter, YouTube, and Google+, followed by a search bar. A secondary navigation bar includes links for HEALTHY LIVING, CONDITIONS, CAREGIVER, PROFESSIONAL, RESEARCH, EDUCATOR, CPR & ECC, SHOP, CAUSES, ADVOCATE, GIVING, and MEDIA.

The main content area features a large article titled "Remote Heart Monitoring" with a sub-headline: "Monitoring implantable devices remotely doesn't appear to help heart failure patients, but it could reduce healthcare costs, new research suggests." To the right of the article is a "News" section with a "VIEW ALL" button and a list of news items:

- It might be time to skip that evening snack
- Alcohol plus rhythm disorder ups stroke risk
- How a nurse's phone could prevent stroke
- North Carolina insurers revise ACA plan
- Georgia companies looking to expand Medicaid
- Younger heart attack survivors at more risk

Alignment: Funder Analysis

Gather information on funder type, mission, and personnel.

OUR MISSION

To build healthier lives, free of cardiovascular diseases and stroke.
That single purpose drives all we do.
The need for our work is beyond question.



A MESSAGE FROM CEO NANCY BROWN 

Meet the team

About the American Heart Association

The American Heart Association is the nation's oldest and largest voluntary organization dedicated to fighting heart disease and stroke. Founded by six cardiologists in 1924, our organization now includes more than 22.5 million volunteers and supporters. We fund innovative research, fight for stronger public health policies, and provide critical tools and information to save and improve lives. Our nationwide organization includes 156 local offices and more than 3,000 employees. We moved our national headquarters from New York to Dallas in 1975 to be more centrally located. The American Stroke Association was created as a division in 1997 to bring together the organization's stroke-related activities.

What We Do: To improve the lives of all Americans, we provide public health education in a variety of ways. We're the nation's leader in CPR education training. We help people understand the importance of healthy lifestyle choices. We provide science-based treatment guidelines to healthcare professionals to help them provide quality care to their patients. We educate lawmakers, policymakers and the public as we advocate for changes to protect and improve the health of our communities.



Dr. Steven Houser
President



Alvin Royse
Chairman



James Postl
Chairman-Elect



Dr. John Warner
President-Elect

Alignment: Funder Analysis

Gather information on funder type, mission, and personnel.

AHA Mission, Vision, and the 12 Essential Elements that Guide the AHA Research Program

Mission

Building healthier lives, free of cardiovascular diseases and stroke.

The 2020 Goal

The AHA is working to improve the cardiovascular health of all Americans by 20 percent, and reduce deaths from cardiovascular diseases and stroke by 20 percent, by the year 2020.

Twelve Essential Elements

View the latest Research Facts:

[2014-2015 Research Facts \(PDF\)](#)

[2014-2015 Pediatric Research Facts \(PDF\)](#)

Alignment: Funder Analysis

Gather information on funder type, mission, and personnel.

The AHA Research Program is guided by 12 Essential Elements developed by a broad group of key stakeholders including science volunteers.

1. Develop **innovative research models** that integrate AHA research values.
2. Fund both investigator-initiated and strategically-focused research.
3. Support research in all areas of cardiovascular and stroke science that drive to AHA's 2020 goals and overall Mission.
4. Identify key questions that if answered could provide **extraordinary impact** in science and toward Mission.
5. Ensure funding mechanisms for investigators at all career stages and across disciplines.
6. Provide programs which in addition to supporting the pursuit of research in question, also facilitate **expansion of investigator skills.**
7. Focus peer review on **funding outstanding individuals, in addition to excellent science.**
8. Clearly define and report research outcomes to all stakeholders.
9. Ensure that best practices are used for all governance and operational practices.
10. Ensure that all stakeholders - researchers, donors and other volunteers - are involved as appropriate in research activities.
11. Fund research that could provide a **return on investment** to be funneled back to fund more future research.
12. Expand **collaboration** to leverage research dollars and outcomes.

Alignment: Funder Analysis

Gather information on grants history, priorities, and requirements.

Application Information

Navigation

[Application Information](#)



[Affiliate List by States](#)



[Application Deadlines](#)



[Supporting Documents](#)



[Research Partnership Programs](#)



AHA offers research funding programs to eligible investigators and institutions across the U.S.

The AHA generally has two funding cycles per year – always check application deadlines. Not all programs are offered in each cycle. Only those listed on this page are available at this time. Carefully review the program descriptions below for eligibility criteria and restrictions.

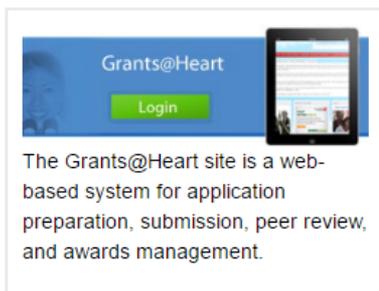
Applications are created, submitted, and reviewed through our [Grants@Heart](#) electronic system.

American Heart Association research awards are limited to non-profit institutions, including medical, osteopathic and dental schools, veterinary schools, schools of public health, pharmacy schools, nursing schools, universities and colleges, public and voluntary hospitals and others that can demonstrate the ability to conduct the proposed research. Applications will not be accepted for work with funding to be administered through any federal institution or work to be performed by a federal employee with the exception of (1) applications specifically related to the AHA's Institute for Precision Cardiovascular Medicine, and (2) the Veterans Administration employees. Funding is prohibited for awards at non-U.S. institutions.

Alignment: Funder Analysis

Gather information on grants history, priorities, and requirements.

Innovative Research Grant



Some AHA application forms and instructions have been updated for the summer 2016 deadlines. Check the **Supporting Documents** for the program to be sure you have the most up to date information.

Application Deadline: July 26, 2016

Award Activation: Jan. 1, 2017

*The application must be submitted by 5:00 p.m. Central Time in **Grants@Heart** on the deadline date. The application will be submitted to the designated grant officer, who will submit it to the American Heart Association (AHA).*

When completing an application for funding, the Applicant(PI) is required to submit certain documents. In addition, other individuals (referred to as Third Parties) associated with the application

Program Description and Eligibility

Success Rates

Alignment: Funder Analysis

Funder website: The Verizon Foundation.



[Our Company](#) [Responsibility](#) [News](#) [Investors](#) [Careers](#)

Search



[Home](#) > [The Verizon Foundation](#)

The Verizon Foundation

The Verizon Foundation is the philanthropic arm of Verizon. We're dedicated to solving critical social issues in the areas of education, healthcare and energy management, particularly in underserved communities.



Alignment: Funder Analysis

Gather information on funder communication opportunities.

Grant applications are by invitation only. Contact your Community Relations Manager to see if you are eligible to apply.

Find Your Local Community Relations Manager

Contact your Verizon Relations Manager to learn how you can get involved in your community.

Search Managers >

Alignment: Funder Analysis

Gather information on funder requirements.

Guidelines

Even if you are eligible to apply, your grant application to the Verizon Foundation for consideration should abide by the following guidelines:

- Grant funds may not be used for real property or plant capital purchases.
- At least 85% of the total grant funds must be comprised of direct costs (costs that are directly attributable to the project.)
 - Accordingly, indirect costs must be no more than 10-15% of the total grant funds.
- IT-infrastructure related purchases, such as computer hardware, software, data or networks, should total no more than 20 percent of the grant's total direct costs.

For education grants, Verizon Foundation funding is intended to support, among other things, projects that promote Science, Technology, Engineering and Math ("STEM"), including, for example, summer or after school programs, teacher training, and research on improving learning in STEM areas through use of technology. However, public, charter, and private K-12 schools, as well as libraries, may not use Foundation grant funding to purchase technology hardware (computers, netbooks, laptops, routers), devices (tablets, phones), data or Internet service and access.

Any applications that do not meet these guidelines will require detailed justification and involve an exception approval to be considered.

Alignment: Funder Analysis

Gather information on funder history.

Form **990-PF** **Return of Private Foundation** or Section 4947(a)(1) Trust Treated as Private Foundation

Department of the Treasury Internal Revenue Service

OMB No. 1545-0052

2014

Open to Public Inspection

Do not enter social security numbers on this form as it may be made public.
Information about Form 990-PF and its separate instructions is at www.irs.gov/form990pf.

For calendar year 2014 or tax year beginning , and ending

Name of foundation
VERIZON FOUNDATION

Number and street (or P.O. box number if mail is not delivered to street address) Room/suite
ONE VERIZON WAY

City or town State ZIP code
BASKING RIDGE NJ 07920

Foreign country name Foreign province/state/country Foreign postal code

A Employer identification number
13-3319048

B Telephone number (see instructions)
(908) 559-8272

C If exemption application is pending, check here

D 1. Foreign organizations, check here
2. Foreign organizations meeting the 85% test, check here and attach computation

G Check all that apply: Initial return Initial return of a former public charity
 Final return Amended return
 Address change Name change

| NAME | CITY | STATE | ZIP | AMOUNT |
|--|--------------|-------|------------|-------------|
| CULVER ACADEMIES | CULVER | IN | 46511 1234 | \$750.00 |
| CULVER EDUCATION FOUNDATION | CULVER | IN | 46511-1234 | \$250.00 |
| CULVER-STOCKTON COLLEGE | CANTON | MO | 63435-1257 | \$75.00 |
| CUMBERLAND CAPE ATLANTIC Y M C A OF NEW JERSEY | VINELAND | NJ | 08360-4220 | \$750.00 |
| CUMBERLAND COUNTY SCHOOLS | FAYETTEVILLE | NC | 28302 2357 | \$25.00 |
| CUMMING COMMUNITY CENTER | CUMMING | GA | 30040-1586 | \$4,000.00 |
| CUMMING COMMUNITY CENTER | CUMMING | GA | 30040-1586 | \$4,500.00 |
| CUMMING FIRST UNITED METHODIST CHURCH, INC. | CUMMING | GA | 30040 | \$750.00 |
| CURATORS OF THE UNIVERSITY OF MISSOURI SPECIAL TRUST | COLUMBIA | MO | 65211 | \$10,000.00 |
| CURE BREAST CANCER FOUNDATION INC | CLIFTON | NJ | 07013-3622 | \$250.00 |

Alignment: Evaluate Opportunities

Evaluate prospects' mission alignment, potential benefit, and ease of cultivation.

Answer key questions:

- Are your mission and the funder's mission well aligned?
 - Is alignment full or partial?
 - If partial, what are the differences and how might they affect the relationship?
- What is the long-term potential of the relationship?
 - What is the funder's grantmaking capacity?
 - How does the funder prefer to work?
 - What is the funder's role in the field?
- How challenging will it be to develop a relationship with the funder?
 - How open is the funder to communication?
 - How competitive is this funder? What is your place in the applicant field?

Alignment: Evaluate Opportunities

Prioritize prospects based on mission alignment, potential benefit, and ease of cultivation.

Prioritize prospects with:

- Good mission alignment
- Good potential ROI: relationship development will be worth the effort.
 - Low-medium potential? Development should not be challenging.
 - Challenging development? Potential should be high.

Do not pursue prospects if:

- Mission alignment is not good: Don't force it!
- ROI is not good: too much effort is required for too little potential return.

The Foundation Grant Process

Process Overview

Preparation: Goals

Preparation: Prospects

Development: Connect, Cultivate, Ask, Steward

Foundation Development

Starting with carefully targeted prospects, Hanover recommends a four-step model of foundation grant development to help you solicit grants in the context of a long-term relationship-building strategy.

Connect

- Assess internal connections
- Leverage connections

Cultivate

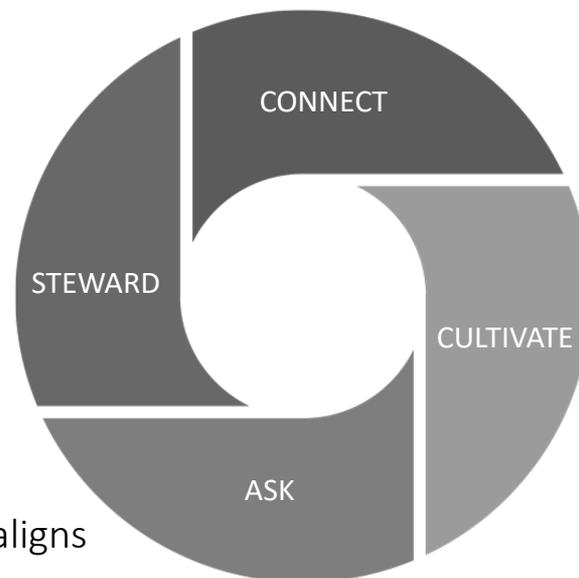
- Use a careful, targeted communication strategy
- Include publicity, social media outreach, and direct communication

Ask

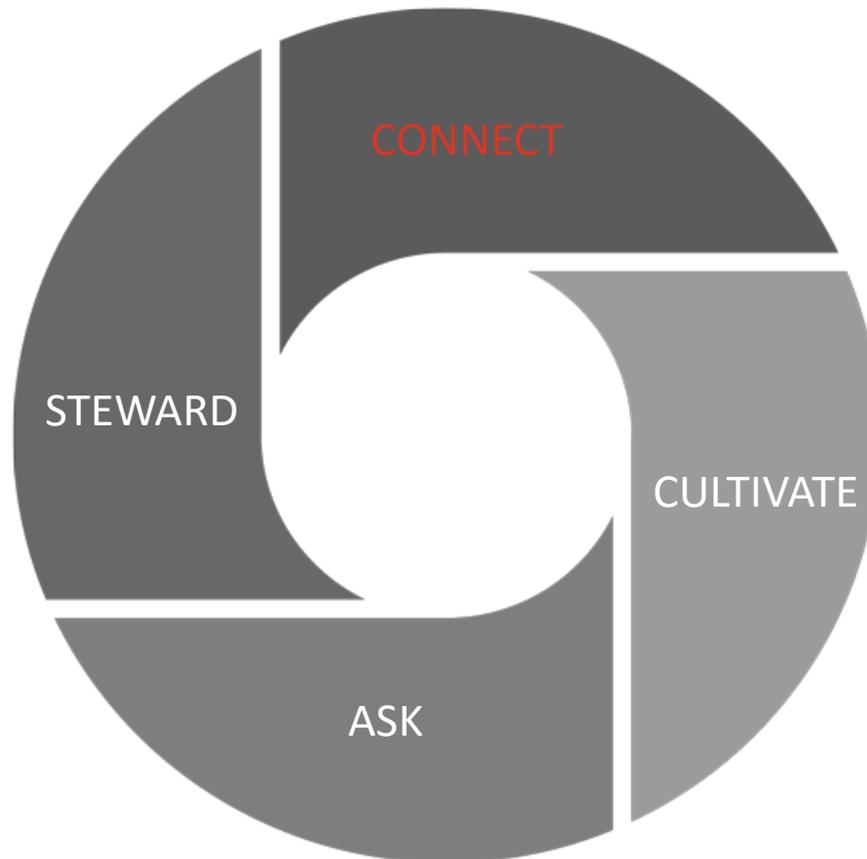
- Read between the lines to develop a proposal that aligns with grantmaker priorities, *stated and unstated*

Steward

- Continue careful cultivation whether or not you receive an award



Foundation Development: Connect

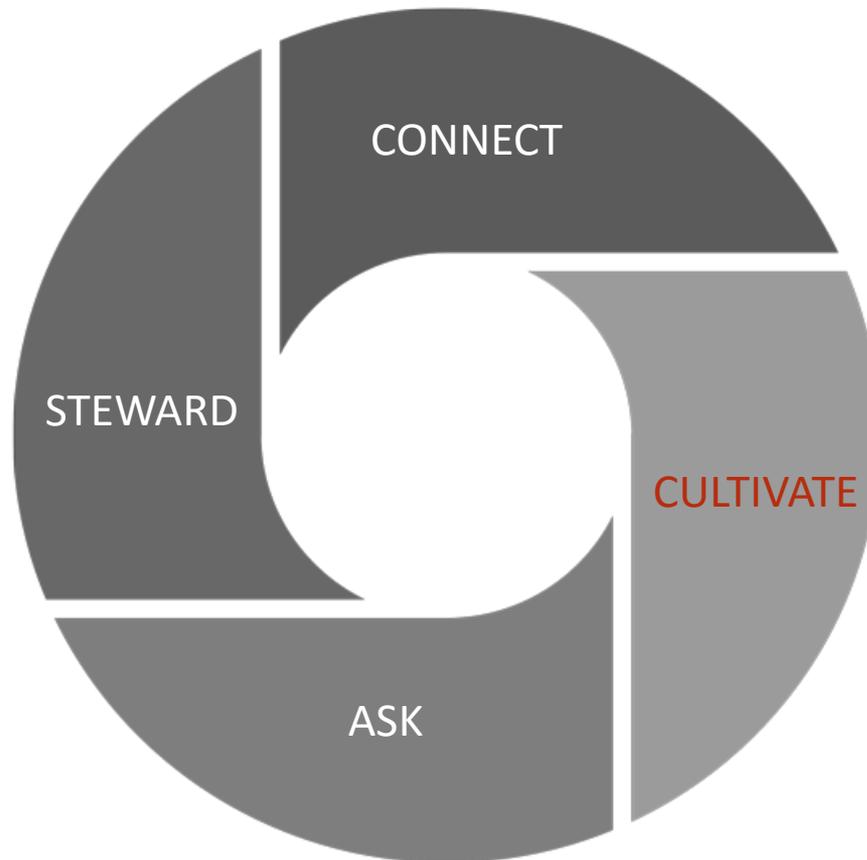


Foundation Development: Connect

To prepare for funder cultivation, assess and analyze your connections and potential connections to the target foundation and its personnel, as well as opportunities for building additional connections.

- Research organization and PI history with the funder.
- Identify organization or PI connections to the funder, funder personnel, or people and organizations connected to the funder.
- Gather intelligence and/or request introductions from connections.
- Identify online and in-person connection opportunities.
- Analyze connection opportunities: What is the best way to build a relationship with this foundation?

Foundation Development: Cultivate



Foundation Development: Cultivate

Develop and implement a cultivation strategy tailored to the funder, based on information uncovered in the research and analysis of the *Connect* stage.

The goal of the cultivation process is to build the relationship from Stage 0 (mutual ignorance) through Stage 1 (mutual awareness), and, preferably, Stage 2 (conversation) before proceeding to a grant request.

- Reach out to the funder.
- Introduce yourself and your work.
- Gather information on funder priorities and preferences.
- Ask how you might work together.
- Continue the conversation.

Note that for funders with heavy communication barriers, it may be necessary to proceed to a “cold” LOI as a first step in the relationship development process. In these cases, the LOI is intended to open the conversation with the funder. It will likely be declined, but this decline provides an opportunity for communication (e.g., a phone call to ask for feedback on the reasons for the decline), and gets the relationship to Stage 1 (awareness).

Foundation Development: Cultivate

A straightforward cultivation process:

1. A colleague provides an introduction to a foundation staff member via email: “Hello, I’d like to introduce you to Dr. Applicant, who is doing some really interesting work that advances your foundation’s mission.”
2. The PI follows up on the introduction with an email to the foundation staff member, including a summary of her goals, information on alignment with the funder’s mission, and a request for a phone conversation.
3. The staff member agrees to a quick chat, during which the PI presents an overview of her work and funding needs, and the foundation officer provides information about the foundation’s current interests. The officer advises the PI to wait to apply for funding until reaching a different stage in her work.
4. The PI keeps in touch, and reaches out again when she reaches the desired stage in her work, to ask about a potential funding application. The foundation officer provides guidance on application strategy and timing.

Foundation Development: Cultivate

A less straightforward cultivation process:

1. A PI has no existing connections to the target foundation. He sends a “cold” email to the appropriate staff member, introducing himself and his work, and requesting an opportunity to speak on the phone.
2. The PI receives no response to the email, so he follows up with a phone call, leaving a short voicemail message for the foundation officer. He receives no response, so he calls a few days later, but does not leave a voicemail.
3. Given the fact that the foundation is an important long-term target for him, the PI decides to submit a “cold” LOI.
4. The foundation declines the LOI, and the PI follows up to request information on the reasons for the decline.
5. The foundation provides information and guidance that inform the PI’s project development, leading to the submission of a second LOI, which is accepted.

Foundation Development: Cultivate

An even less straightforward cultivation process:

1. A PI has no existing connections to the target foundation, and the foundation does not accept unsolicited inquiries or communication.
2. The PI identifies an opportunity to cultivate the foundation at a national conference.
3. At the conference, the PI engages a representative of the foundation in conversation about her work. The foundation representative shows interest, and they have an engaging conversation about the state of the field. The PI and the foundation representative exchange cards and agree to continue the conversation at a later date.
4. The PI follows up with an email referring to the conversation at the conference, providing more information about her work, and asking whether there might be an opportunity to partner with the foundation on this work in the future.
5. The representative responds with some information about current priorities, which do not perfectly align with the PI's current work.
6. The PI stays in contact with the foundation representative on social media and via email, and when her work shifts in a new direction, she again asks about the foundation's interest. This time there is more interest, and she is invited to apply.

The Art of Funder Conversation

A one-sided “pitch” is boring and uncomfortable for both parties. An engaging conversation is much more likely to help you connect.

In a [recent piece](#) in the Stanford Social Innovation Review, Kevin Starr, Director of the Mulago Foundation, gave insights on cultivating foundation personnel in conversation.

- Three questions to “hit out of the park”:
 - *What do you do?*
 - *How does that work?*
 - *But doesn't that...*
- Key tips:
 - Listen
 - Nail your metaphor
 - Have a few key facts that will stick
 - Be an equal
 - Be patient

The Art of Funder Conversation

Find a partner for the following exercise:

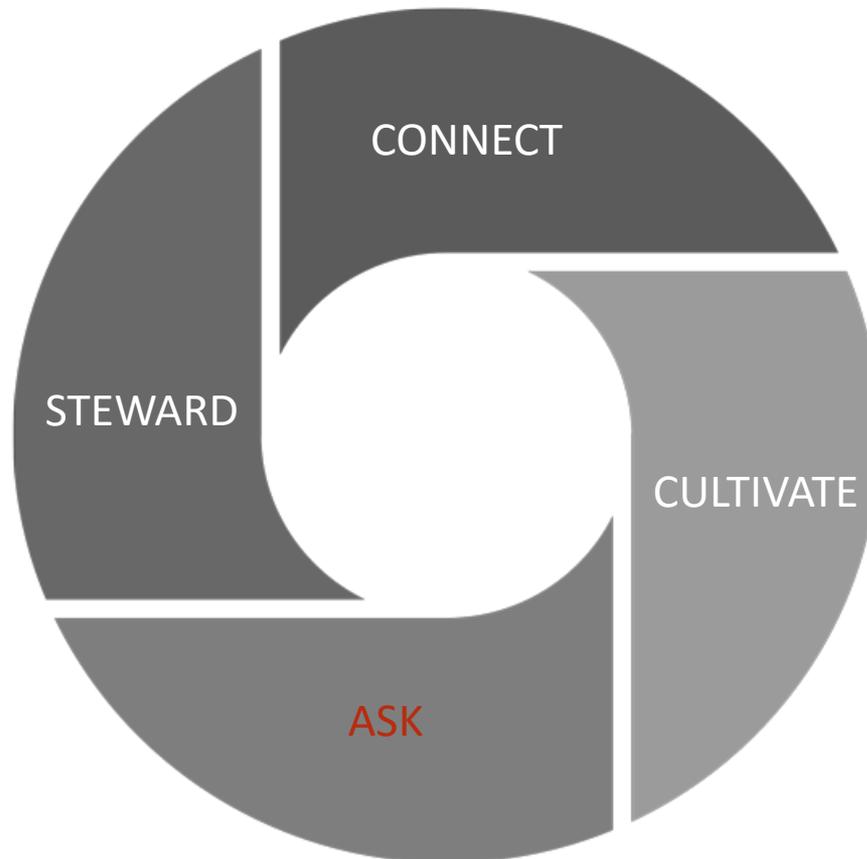
- Read [The Pitch is Dead. Long Live the Conversation.](#)
- Role play funder conversation in pairs
 - Take turns playing the roles of PI and Foundation Officer
 - As PI, introduce yourself and your work to the Foundation Officer and engage in conversation.
- What did you learn?
- Did you identify any good conversation “hooks” while talking about your work?

Foundation Development: Cultivate

During the cultivation process, periodically regroup to assess progress, evaluate the relationship, and determine next steps.

- Based on information gathered so far, is this still a good prospect?
 - With new information, re-evaluate alignment, potential, ease of cultivation.
- What is the current relationship stage?
 - The funder is still not aware of you: Stage 0.
 - The funder is aware of you and your work: Stage 1.
 - You have had at least one conversation with the funder: Stage 2.
 - The funder is eager to get started working with you: Stage 3.
- Is the prospect ready for an “ask”?
 - Is the relationship Stage 2+?
 - Have they invited you to apply, formally or informally?
 - Does an ask need to be the next step in cultivation?

Foundation Development: Ask



Foundation Development: Ask

Moving from *Cultivation* to *Ask* means moving from general to specific.

- Based on conversations with funder, identify specific project(s) for funding.
 - Return to your SMART project ideas from the concept development stage.
 - Tailor them to the funder.
- Confirm project scope and fit with the funder, if possible.
 - Run the overall project by your contact at the foundation.
 - Ask for feedback.
 - How much of the project might they prefer to fund?
 - Over what time period?
- After confirming fit, begin project design in earnest.

Project Design: Understand Funder Requirements

Sketch out funder design requirements before you begin.

- What does the funder require?
 - Structure: How must the project be organized?
 - Products: What must the project produce?
 - Evaluation: How must you determine project success?
 - Timeline: When must the project be implemented and completed?
- What does the funder provide?
 - Funding: When and how will grantees receive funding?
 - Technical Assistance: How involved will the funder be in project implementation?
- Identify and resolve potential issues
 - Is anything unclear?
 - Will it be difficult to meet any of the requirements?

Resolve any questions in communication with the funder as early as possible.

Project Design: Use Logic Models to Drive Design

If you have a concept logic model, start by fleshing it out with details.

- Resources
 - What specific resources will support the project?
 - Examples: Funding, personnel, facilities, established programs, partnerships
- Activities
 - What specific activities will the project involve? (What will you do with the resources?)
 - Examples: experiments to be undertaken, services to be provided
- Results (also called Outputs)
 - What will the activities produce? (These should be measurable.)
 - Examples: people served, curriculum modules developed, publications produced
- Impact (also called Outcomes)
 - What will change as a result of the project?
 - Examples: new knowledge created, participants' changes in knowledge or behavior

Project Design: Use Outcomes to Drive Design

It can be helpful to begin at the “end,” starting your logic model with Impact.

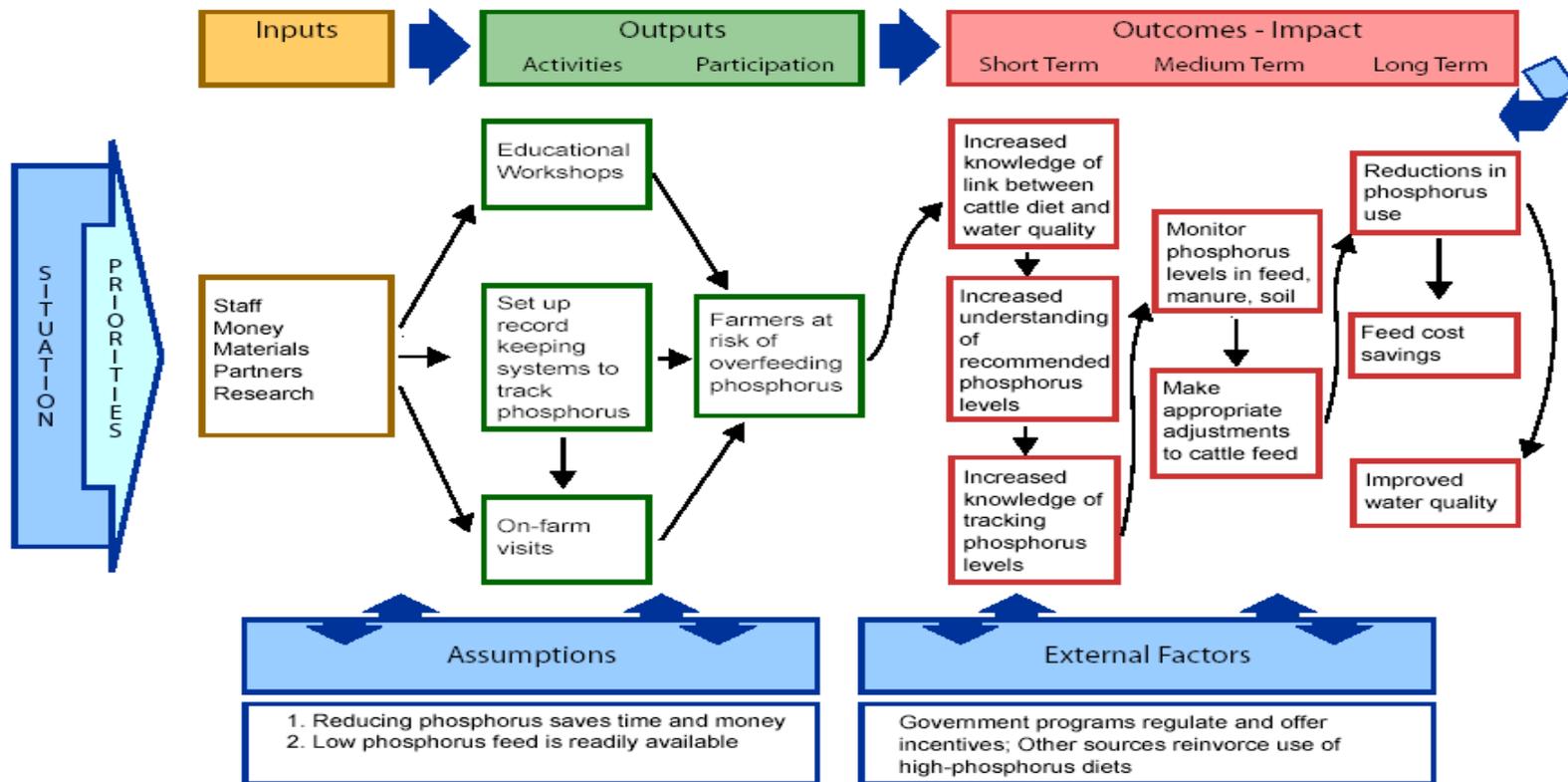
- What impact do you want your project to have?
- Given the impact you want to have, what results will you need?
- What activities will create those results?
- What resources will you need to conduct those activities?



| Resources | Activities | Results | Impact |
|-----------|------------|---------|--------|
| | | | |
| | | | |

Project Design: Sample Logic Model

This logic model from the [University of Wisconsin](http://www.wisconsin.edu) depicts a water quality improvement project.



Project Design: Set SMART Targets

Using the logic model, articulate the specific objectives of the project.

Objectives should be SMART targets.

SMART objective:

By project month 12, provide 10 hours of training in lab techniques to 50 undergraduate students.

Not-so-SMART objective:

Train students in lab techniques.



Project Design: Use Budgets to Drive Realistic Design

To ensure project design is realistic, draft a budget early in the process.

- Begin by determining the total funding available from all sources.
 - Grant funds
 - Matching funds
 - In-kind resource contributions
- Next, identify budget restrictions and requirements.
 - Items and categories the funder will not fund
 - Limitations on certain items or categories
 - Matching requirements
- Use totals and restrictions to draft a basic line item budget.
 - A simple excel spreadsheet using internal categories is usually easiest.
- Map the budget onto the logic model and objectives.
 - Will you have the funding to accomplish the project?
- Adjust project design and budget as necessary.

Project Design: Evaluation

Before the project design is final, design the evaluation.

Evaluation is how you—and your funder—know whether you’ve succeeded.

- Most program grants, and some research grants, require independent evaluation.
- An independent evaluator should be independent of the project, and may also need to be independent of your institution, depending on funder requirements.
- The independent evaluator should be **involved in the development of the evaluation plan at the design stage.**

A thorough evaluation should include:

- **Summative evaluation:** What did you accomplish?
- **Formative evaluation:** How did the process go?
- **Feedback mechanisms** that allow you to make course corrections based on mid-project evaluation results.

Evaluation plans should reflect activities, outputs, and outcomes in the logic model.

Project Design: Evaluation

Start evaluation design by noting the funder's goals and requirements.

- Why does the funder want you to conduct the evaluation?
 - To determine success
 - To identify effective programs
 - To collect certain data
- What will the funder do with the results?
 - Determine future funding
 - Measure funder effectiveness
 - Replicate effective programs
- What kind of evaluator does the funder require or prefer?
 - Project staff
 - Independent of project
 - Independent of project institution
- What specific evaluation techniques does the funder require or prefer?

Proposal Development: Know the Rules

Start proposal development by confirming the funder's specific requirements.

Review:

- General grantmaker guidance
- Specific solicitation, if applicable
- Notes from communication with funder

Note:

- Timing: deadlines, milestones
- Content: narrative structure, attachments
- Formatting: page limits, fonts, margins
- Submission process: online systems, registrations

Resolve any questions with the funder as soon as possible.

Proposal Development: Letter of Inquiry (LOI)

Some proposal development processes begin with a Letter of Inquiry/Interest, usually abbreviated LOI.

- Even if you have had extensive conversations with a funder, you may still be asked to submit an LOI rather than a full proposal.
- LOI format and requirements vary by funder, but an LOI is usually 1-3 pages and includes:
 - Need for project / statement of problem
 - Summary of project goals and activities
 - Summary of PI/institution qualifications to implement project
- If you developed a concept paper during the concept development stage, use it as the basis for the LOI.
- An LOI should always connect the proposed project to the funder's mission and goals.

Proposal Development: Make a Plan

Map out your strategy to develop and submit the proposal on time.

Create:

- **Checklist** of all required proposal elements
- **Timeline** for proposal development, including key dates
 - Note deadline for Letter of Intent or pre-proposal, as well as proposal deadline.
 - Allow time to get internal approval before submission.
- **Narrative Outline** based on the scoring rubric or key section headings
 - Note character-, word-, and page-limits, as well as formatting requirements.

Always allow time for derailments: plan to submit well before the deadline.

Proposal Development: Outline the Narrative

Strong narratives have similar core elements:

- Statement of the Problem
- Literature Review
- Conceptual Framework
- Hypotheses or Research Questions
- Methodology/Strategy
- Scope of Work
- Management Plan
- Staff and Institutional Qualifications

Note that each solicitation will require information to be presented in specific ways.

Proposal Development: Write the Narrative

What makes a compelling narrative?

Good proposals come from good concepts.

Strong narratives answer core questions clearly and succinctly:

- What do you want to do, how much will it cost, and how much time will it take?
- How does the proposed project relate to the funder's interests?
- What difference will the project make to your institution, your students, your discipline, the state, the nation, and other stakeholders?
- What has already been done, and how will your project advance that work?
- How do you plan to implement and accomplish project goals and outcomes?
- How will the results be evaluated?
- Why should you, rather than someone else, be selected to do this project?

The best proposals make the reviewers say “I wish I had thought of that!”

Proposal Development: Write the Narrative

Statement of the Problem

Include a clear and concise statement of the purpose of the project.

For research grants, provide:

- Specific question(s) to be answered
- Brief explanation of the need for or significance of the study
- Explanation of how the results will contribute to the existing body of knowledge and the expected results

For program grants, provide:

- Statement of need, including statistics and qualitative data.
* ***Do not simply restate or paraphrase the solicitation***

Literature Review

Convey your understanding of relevant literature and how the proposed project fits in context.

- Make it comprehensive but concise.
- Trace the central themes in the literature, highlight major areas of disagreement, and reflect a critical stance toward the materials reviewed.

Proposal Development: Write the Narrative

Conceptual Framework

Identify theories or concepts that will guide the project.

- Show understanding of the theoretical perspective and relevance.
- Describe how these theories or concepts guide the project design.
- Connect your conceptual framework to your logic model, if applicable.

Hypotheses or Research Questions (research grants)

Provide clear statement(s) regarding the research hypotheses (formal or informal) and key questions/expectations.

- Explain why testing the hypotheses or answering key questions is appropriate for elucidating the research problems.
- Be absolutely sure that your “hypotheses” are actual hypotheses—they must be fully testable and falsifiable.

Proposal Development: Write the Narrative

Methodology/Strategy

Describe implementation methods.

- The description of the proposed methodology should contain enough detail to indicate that the applicant knows what s/he is doing and allow reviewers to assess both feasibility and appropriateness.
- Include details for all procedures, work, and implementation protocols.

Scope of Work

Indicate exactly what will be done, including the sequence of the proposed activities and the anticipated outcomes and/or deliverables.

- Specify the tasks, outcomes/deliverables, and schedule in sufficient detail.
- Include all activities necessary for completing the project.
- Provide a viable schedule for carrying out the tasks (work plan).

Proposal Development: Write the Narrative

Management Plan

Explain how you will manage the project.

- Indicate who will be responsible for each work component
- Describe how each element of the project will be coordinated.

Staff and Institutional Qualifications

Explain why your staff and institution are qualified to implement the project.

- Include discussion of the qualifications and experience of the proposed staff (be brief but comprehensive), including how they are qualified to conduct the project.
- List capabilities of the institution (applicant and/or partners).
- Where applicable, include information on facilities and equipment.

Proposal Development: Write the Narrative

Evaluation Plan

Explain how you will evaluate the project's success.

- Include formative (process) and summative (results) evaluation plans.
- Describe how you will use formative evaluation data to refine the project design.
- Describe the qualifications of evaluators.
- Describe any instruments that will be used to collect data, explain why are they appropriate, and provide evidence of the instruments' reliability and validity.
- Provide detailed data analysis procedures.

Proposal Development: Refine the Narrative

Your narrative should communicate your project clearly and appropriately.

Tips for narrative development:

- Know your audience
 - Peers vs. lay readers
- Write clearly and in an appropriate style
 - Avoid jargon and unnecessarily complex words and sentence structure
 - Match style to audience
- Present information in tables and figures where appropriate
 - Make sure tables and figures highlight information, rather than burying it
- Use skillful repetition
- Seek feedback from peers and grant professionals
- Refine and edit

Proposal Development: Budget

Typical budget lines include:

- Personnel
- Fringe Benefits (standard rates)
- Travel
- Equipment (durable, long-lasting, costs more than \$5,000 each)
- Supplies (expendable, short-term)
- Contractual
- Construction
- Indirect Costs (note limitations)
- Other

It is often helpful to develop the budget in a separate spreadsheet using categories that make sense internally, and only “translate” to the grantmaker’s required form after the budget is final.

Proposal Development: Budget Narrative

The budget narrative must be consistent with the project narrative.

Tips for budget narrative development:

- Show a clear method of calculation for each item.
- Link each item back to grant activities and grantmaker goals.
- Use the same terminology that you used in the project narrative.
- A table can make the information easier to digest, even in the budget narrative.

Be specific!

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. This cost is estimated at \$100/hour and includes 200 hours of work plus \$5,000 in travel costs associated with two site visits during the grant term. Total: \$25,000.

Proposal Development: Forms and Attachments

Assemble all required and permitted proposal attachments and forms.

Common attachments and forms include:

- Online forms
- Abstract / Project Summary (*Write it last!*)
- Biosketches / CVs
- Quotations or documentation for specific budget items
- Detailed project timelines
- Letters of commitment or Memoranda of Understanding
- Letters of Support (ensure they are permitted)

Keep careful track of all your attachments!

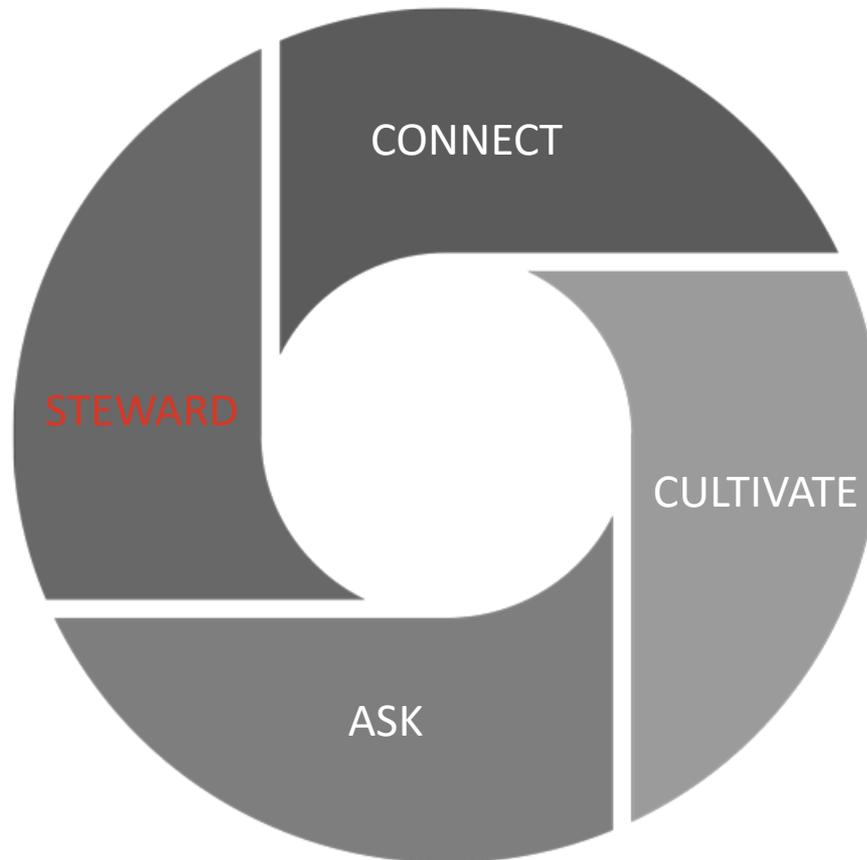
Proposal Submission

After each element of the proposal is complete, assemble the final package.

- Review the package as a whole:
 - Is it internally consistent?
 - Does it follow all funder guidelines?
 - Will a reviewer be able to find what s/he needs in the package?
- Double check to make sure the package is complete.
- Submit the package to the DMU Grants Office via Cayuse 7-10 days before the deadline.



Foundation Development: Steward



Steward a Grant Decline

If you receive a grant decline, regroup, assess the relationship, and determine next steps.

- Read between the lines: Why was the grant declined?
 - Remember the three-legged stool of competitive foundation grants
 - Good relationships
 - Strong programs
 - Impeccable proposals
 - Did the funder provide feedback?
 - If not, ask for feedback, if possible.
- Is this funder still a good prospect?
 - If so, use the decline as a cultivation tool: Return to Step 2: *Cultivate*.

Steward a Grant Award

If you receive a grant, keep in mind that this grant is just **one step in the process of developing a partnership** (Stage 4 relationship) with this funder.

Key tips:

- Implement the grant as specified in the proposal.
- Keep communication lines open with the funder.
- Communicate early in case of challenges.
- Continue cultivation throughout the project.

Steward: Management Systems

Set up all necessary systems before beginning project implementation.

Set up:

- Accounting systems
- Personnel management systems
- Activity management systems
- Tracking and information systems
- Evaluation systems
- Reporting systems

Make sure all necessary parties are involved in management systems.

Steward: Grant Implementation

As you create your implementation systems, be careful to **set yourself up to do what you said you would do.**

- Map out all intended activities over the grant period.
- Carefully track progress toward objectives.
- Keep communication lines open with funder, evaluator, and DMU Grants Office.
- Complete all reporting requirements.
- Always communicate early in case of challenges.

Remember: a grant is a contract.

Steward toward Future Funding

Reporting is not enough: Stewardship of foundations should be a careful cultivation process.

- Send regular updates on project progress outside the formal reporting process.
 - Send copies of new articles or other publications, photos, or other updates.
- Find ways to involve the funder in project work.
 - Depending on funder desires, find ways to connect. Can they participate in events? Make connections for you?
 - Help the funder “own” the project.
- Invite the funder for a site visit if possible.

Steward toward Future Funding

For foundations and other private funders, **thanking is a key cultivation strategy.**

- Find many ways to say “thank you” before you ask for funding again.
- Consider naming opportunities.
- Publicly thank the funder, according to their desires.
 - Use their name in publications.
 - Use their name on websites.
 - Announce your thanks at events.
 - Be sure to respect the funder’s wishes: some funders prefer to be low key!
- Fundraisers often say that you should thank a donor seven times before you ask again.

Steward toward Future Funding

To set yourself up for future funding success, think long term.

- During the grant period, strategize about future funding.
- If possible, discuss future funding possibilities with the grantmaker.
- As you develop new project ideas, discuss them with funders whenever possible.
- Share exciting preliminary results with a soft ask: “Wouldn’t it be great if we could...”
- Always be open to new funding possibilities. (Don’t forget to ask your funder for leads on other potential funders.)

Know Your Funder: Private Foundations

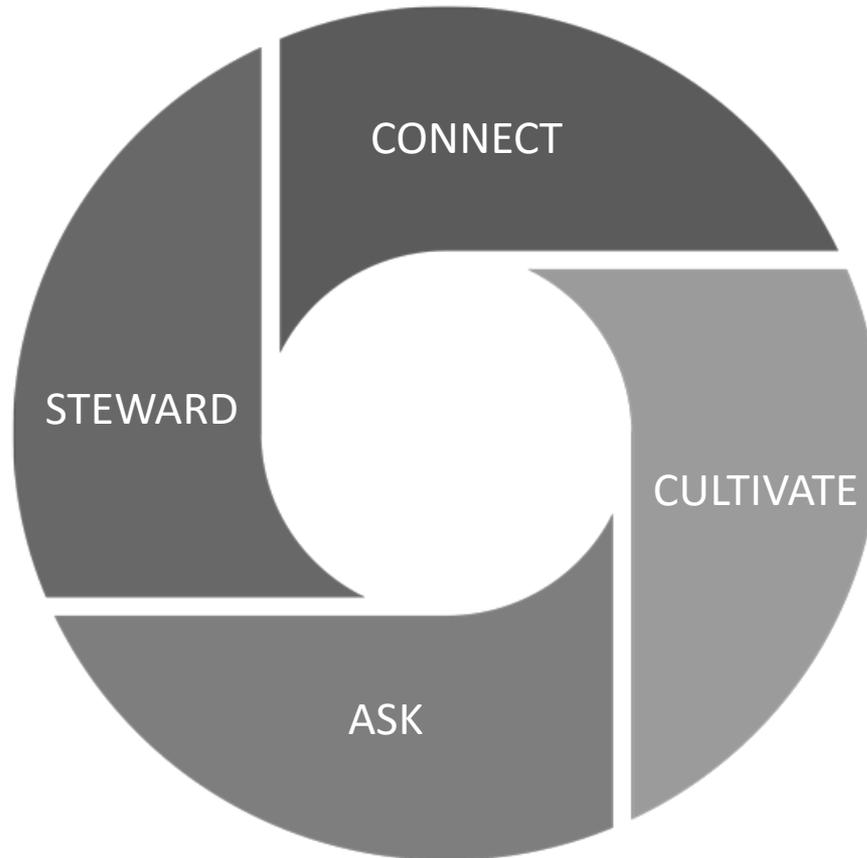
The Foundation Landscape

The Foundation Grant Process: from Potential to Partnership

The Hanover Research Foundation Development System

Questions and Discussion

Hanover's Foundation Grantseeking System



Hanover's Foundation Grantseeking System

CONNECT

Hanover can help you assess your organization's potential connections to the target foundation and its personnel, and help you design and implement a strategy for leveraging these connections or developing a relationship with the foundation from the ground up.

To help you connect with foundations, Hanover provides:

- Research on target foundation personnel and their connections
- Research pinpointing the most promising contact at the target foundation
- Research on online and in-person connection opportunities

Hanover's Foundation Grantseeking System

CULTIVATE

To cultivate a strong relationship with a foundation, careful, targeted communication is essential. Hanover can help you develop, script, and implement a plan that includes a strategic mix of approaches, including targeted publicity, social media outreach, and direct communication with foundation officers that puts you in the right position to build the relationships you need.

To support your cultivation efforts, Hanover provides:

- Strategic cultivation plans for the target foundation
- Scripting for communications with the target foundation
- Consulting on when to proceed to the next step: *Ask*

Hanover's Foundation Grantseeking System

ASK

To position your grant proposal for success, you need to be responsive to the foundation's needs, "reading between the lines" to know what is important to them at the moment of the proposal. Hanover can help you gather information and design your program and proposal to align with grantmaker priorities, stated and unstated.

To support your ask, Hanover provides:

- Program design consulting
- Scripting for communication with foundation staff
- Grant proposal and/or LOI production (writing and editing)

Hanover's Foundation Grantseeking System

STEWARD

To build your relationship toward Stage 4, true partnership, you need to carefully steward the foundation whether or not you receive an award in a particular grant cycle. Hanover can help you assess the relationship and develop and implement a stewardship plan, with an eye toward long term relationship building and grant success.

To support foundation stewardship, Hanover provides:

- Scripting for communication with the funder
- Strategic stewardship planning
- Consulting on your current relationship stage and future cultivation

Resources: Hanover Support

Hanover Research supports DMU faculty and staff members through the grant development process. We work on one project at a time, with the following core capabilities:

Proposal Revision

We lead the proposal revision process by reshaping a previous submission to incorporate new project elements, responding to reviewer comments and heightening the proposal's responsiveness to the solicitation.

Timeline: 8 weeks

Proposal Support

We supplement the work of project teams by providing partial proposal writing support and consultative grant narrative editing and review. These services vary based on client needs and submission deadlines.

Timeline: 6 weeks

Proposal Review

We provide a strong review, edit, and critique of client-drafted narrative materials, helping the project team ensure compliance with submission guidelines to heighten the competitiveness of their proposal.

Timeline: 3 weeks

Contact the Grants Office to request Hanover support.

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QUESTIONS?



Rebecca Huenink

Grants Consultant



Rebecca joined Hanover as a Grants Consultant in 2013. She has more than a dozen years of experience developing winning programs and proposals for educational institutions, community organizations, providers of health and human services, and local governments. Rebecca specializes in managing team-based development of complex proposals, synthesizing information from many sources to craft unified, compelling narratives. She has particular expertise in health and social services delivery, scientific research, medical education, youth development, food and nutrition programs, and program implementation in rural areas.



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