

## **Grant Writing and Grant Management**

Course Number 26:834:575

Course Credits (3)

Fall 2000

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Office Hours by Arrangement

### Course Description and Objectives:

In this course students will learn to:

- write grant proposals
- identify potential funding sources
- develop promotional and support materials
- develop a grants management system
- develop a program evaluation plan

Students enrolled in this course are expected to work directly with a non-profit agency in Newark to write a proposal, identify potential funding sources and design a grants management system for that agency. I have identified agencies that are interested in working with us and have compiled a "red book" with descriptions of these agencies and the programs they would like to see funded. You will receive this book the first day of class and you are expected to select an agency you would like to work with by the second week of class. Please include a first and second choice. Students are expected to spend between 6 and 8 hours with the designated representative of the agency over the course of the semester. During the second week of the semester I expect you to contact the agency you will be working with, introduce yourself and arrange an initial meeting. At this meeting you should develop a better understanding of the agency, their goals and objectives, and institutional capacity. At this initial meeting you should also obtain copies of relevant promotional and support materials, including annual reports, brochures, press releases, etc. Throughout the semester I expect students to maintain contact with the agency representative to obtain feedback on the proposal you are developing and to inform them of your progress.

At the end of the semester agency representatives will receive an evaluation form to complete assessing the students' performance. A copy of this form is attached to the syllabus so that students know what is expected of them. The agency evaluation counts as 15% of your grade.

#### Course Expectations:

Attend all class sessions and show up on time.  
Complete all readings prior to class.  
Actively participate in class discussions.  
Develop a proposal and grants management system for a non-profit agency in Newark.  
Identify potential sources of funding including government, foundation and corporate.  
Design/improve existing promotional and public information materials to support the grant proposal you develop.  
Provide evidence of your mastery of the material in all written assignments and class discussions.

Your grade will be based on:

Class participation	15%
Agency assessment of you	15%
Management and evaluation plan	30%
Proposal	40%

#### Texts:

Carlson, Mim (1995) Winning Grants Step by Step, Jossey-Bass.

Golden, Susan (1997) Secrets of Successful Grantsmanship: A Guerrilla Guide to Raising Money, Jossey-Bass.

Quick, James and New, Cheryl (2000) Grant Writer's Toolkit. Project Management and Evaluation, John Wiley and Sons.

#### Class Schedule and Assignments:

What appears in bold-face type is what you are expected to submit and read for that evening.

Class 1: 9/5                    Introduction Overview of class Working with a non-profit agency-  
"Red Book" selection process

Class 2: 9/12                    Overview of the proposal writing  
process Developing the proposal  
idea  
Getting organized

Select a non-profit agency -1<sup>st</sup> and 2<sup>nd</sup> choice

Be prepared to explain why you chose them and the proposal you plan to develop.

Students will be assigned to an agency at this class session and are expected to contact the agency representative before next week's class.

Class 3: 9/19

Identifying potential sources of funding Making the contacts, establishing relationships Choosing the right board members Using the Internet to enhance your search

Guest: Adrienne Walker, Associate Director, Office of Research and Sponsored Programs, Rutgers-Newark

Read: Ch. 1-6, Golden

Class 4: 9/26

Proposal audit. Evaluating honest-to-goodness proposals, some funded, others not, through the eyes of a funder. (Appendix C in Carlson) Developing a realistic and fundable project. DOs and DON'TS

Outlining and organizing your project.

Read: Ch 1-4, Quick and New

Submit list of funding sources you plan to approach - corporate, foundations and government sources. Provide full contact information.

- Class 5: 10/3      Writing a compelling need statement  
 Defining goals and objectives  
 Read: Ch. 5, Quick and New  
 Step 2 and 3, Carlson (we will complete worksheet/activity in class)  
 Submit project organization and outline
- Class 6: 10/10      Methods and strategies  
 Project implementation  
 Agency's capacity  
 How is the agency going to run the project and what makes you think the agency can successfully do this?  
 Read: Step 4, Carlson  
 Submit needs statement and goals and objectives
- Class 7: 10/17      Designing the evaluation component  
 Developing the program budget  
 Read: Ch. 11-13, Quick and New  
 Step 5 and 7, Carlson  
 Submit methods, strategies, and implementation plan. Describe agency's capacity to deliver.
- Class 8: 10/24      Putting it all together: writing the catchy cover letter, designing the best promotional pieces, identifying appropriate support material  
 Guest: Helen Paxton, Director, Campus Communications, Rutgers Newark  
 Read: Step 10, Carlson  
 Appendix B, Carlson  
 Submit program budget and justification, program evaluation plan
- Class 9: 10/31      Writing the introduction and summary. Always save this for last.  
 Read: Step 8 and 9, Carlson  
 Submit copies of promotional and support materials
- Class 10: 11/7      Following up with funders  
 Read: Ch. 8, 9 and conclusion, Golden  
 Step 11, Carlson  
 Submit complete draft of your proposal along with 3-5 different versions of your proposal with appropriate cover letters (depending on the number of potential funding sources identified) and appropriate promotional pieces.

- Class 11: 11/14      Managing a funded project  
Keeping records, complying with regulations, managing personnel  
and finances, preparing reports  
Read: Ch. 6-10, Quick and New  
Submit a suggested follow-up strategy with time-line
- Class 12: 11/21      More managing funded projects  
Federal and State grants
- Class 13: 11/28      Evaluating the project  
Creating an evaluation plan, collecting and analyzing performance  
data,  
preparing reports  
Read: Ch. 14-15, Quick and New  
Submit project management plan
- Class 13: 12/5      Dissemination and continuation. Marketing your agency and agency  
accomplishments.  
Read: Ch. 16-17, Quick and New  
Submit project evaluation plan  
Be sure to provide copies of everything -- the proposal, support  
materials, project management and project evaluation plan -- to the  
agency you worked with.