

# Grant Writing: The Nuts and Bolts

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# Introduction

- Teach
  - Public Policy Leadership
  - Economic Development
  - Food Policy
  - Nonprofit Management & Grant writing
- Research
  - Local Food Systems
  - Leadership Development
- Favorite City: Charleston, S.C.
- Favorite Team: Ole Miss
- Hobbies: Running, Traveling, and Work really is a hobby!



Recommended Reading:  
The Nuts & Bolts of Grant  
Writing  
Author: Cynthia Carr

# Overview

- Introduction to Grant Seeking
- Funders
- Searching for Grants
- Project Design
- Budget
- The Proposal



# Introduction to Grant Seeking

- Roles in a Grant Team:
  - Principal investigators (PIs), postdoctoral workers, grant administrators, grant accountants, department personnel, foundation and corporate officers, and graduate students
- What is a grant?
  - Grant proposal: document composed to describe a project and ask for funding to implement the project.
  - Funder: The organization that awards the resources.
  - Fellowship: Special type of grant that may go directly to the PI and tends to support their time and personal research expenses.

# Proposal Development: More than just writing

- Grant seekers learn to evaluate project ideas in terms of their appeal to outside audiences.
- Grant seekers learn to work in teams.
- Grant seekers learn to explain administrative matters clearly.
- Grant seekers begin to think in terms of what is possible to accomplish and how it translates into a budget.



# Parts of a Grant

- Request for Proposal (RFP): A complete set of guidelines for submission to a competition and a convenient way for an organization to offer grants in addition to other activities.
  - (Program Officers)
- 1. Fundable Ideas
  - Often practical and will accomplish something useful
  - May help solve known problems
  - Can be described in detail
  - Successful ideas are usually measurable
  - Are generally the next logical step
- 2. Narrative
  - Background
  - Need for Project
  - Project Description
  - Methodology
  - Sustainability
- 3. Budget
  - List of items on a spreadsheet with the cost in a separate column
  - Budget narrative or justification
- 4. Sundry Documentation
  - Organization mission
  - Biographical sketch
  - College, department or office budget
  - Letters of Support



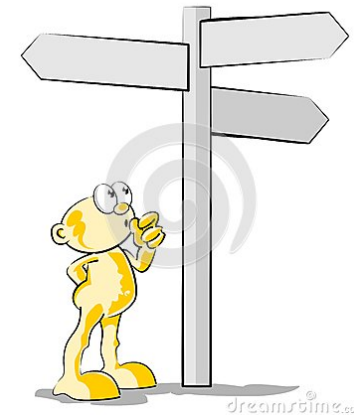
# Additional Information

- A grant is like a contract.
- Conflict of Interest
- Grant Life Cycle
- 1. Preparing the Proposal
  - 1. Great idea and search for a funder
  - 2. Research question and/or project goals
  - 3. Logic Model
  - 4. Budget Development
  - 5. Narrative
  - 6. Feedback
  - 7. Submission
  - 8. Decline/Award
  - 9. Project Implementation
  - 10. Closeout and Reapplication



# Funders

- **Foundations:** Nonprofit entities created by an individual, family, group of individuals, or corporation to distribute resources for specific charitable purposes.
  - **Private foundations:** Often created by an individual or family with wealth generated from their businesses, and/or from initial public offerings when a company becomes a corporation.
  - **Public foundations:** Derive funding from an array of sources, including other foundations, donors, and even government agencies.
    - Community Foundations
  - **Government Funders**
    - Federal Awards
    - State Awards
    - County
    - City Grants
- **Multiple Funders**
- **Building a Relationship with a Foundation**
  - Check to be sure your project has not already been funded.

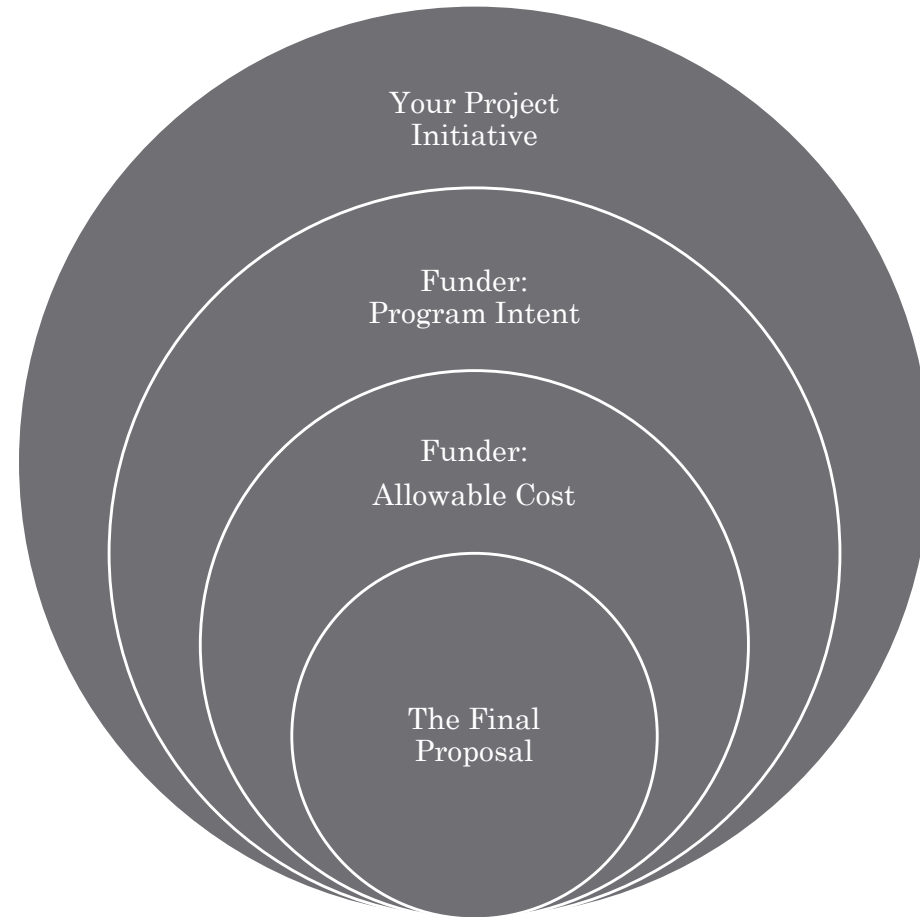




# Funders

- Finding a good fit
  - Websites
  - Databases
  - Writing to (or Calling) a foundation
  - 990s- IRS for that summarizes financial activities
  - Facebook and Twitter
- Project Intent vs. Funder Guidelines
  - Proposing a project that does not fit funder guidelines is a waste of your time.
  - Guidelines are generally firm. The project must fit the guidelines.
  - Best information on fit may be found in previously funded grants.
- Allowable Cost
  - Things the funder will allow to be purchased with an award.
    - Students, travel, indirect costs?

# Funders



# Searching for Grants

- Professional organizations
- Large cities offer access to grant databases
- Local foundation libraries
- Free database: Guidestar
- Googling funders
- Crowdsourcing
- Grants.gov
- University development offices
- University's Division of Research



# Searching for Grants

- Mission of Foundation
  - Making your project fit
- Reading the RFP
  - Geography
  - Status of Grantee
  - Read entire document
  - Matching funds (Cost Share) necessary
  - Indirect cost
  - Mark up the RFP

# Project Design

- Successful grants require clear communication
- Important Questions
  - Who?
    - Who will work on the project? Alone? Collaborators? Will other people be hired?
  - What?
    - What is the purpose of the project? What will it accomplish?
  - How?
    - How will the project accomplish its purpose? What is the work process you will use to accomplish project goals?
  - Where?
    - Where will the project take place? Do you need physical space? Whose approval do you need for the space?
  - When?
    - What is your proposed start date? What is the timeline for the project?
- Always remember, FOLLOW DIRECTIONS!!!
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# Project Design

- **Goals**
  - Overarching, long-term, hoped-for accomplishments.
    - Ex. Enhance the economic development and social capital through local food systems
- **Objectives**
  - Organized structures that accomplish the goals
    - Ex. Develop an annual Food Summit
- **Activities**
  - Carried out to accomplish the objectives
    - Ex. Execute Programing
      - Create program
      - Invite participants
      - Invite speakers
      - Food?
      - Etc.



# Project Design



# Project Design Logic Model

Research Questions/Goals	Intervention/ Objectives	Activities	Resources
1. Provide credit counseling to help at-risk families avoid major financial disruptions.	A. Recruit at-risk families	i. Define what we mean by at-risk and create minimum levels of risk to receive services.	TBD
		ii. Create a greeting process where participants will be welcomed and oriented to the study.	TBD
	B. Provide credit counseling to participating families.	i. Who will be the credit counselors? ii. Acquire space at a downtown university campus to provide services.	How many will be needed? How much will they make per year? Who do we ask about this?
	C. Gather data on project efficacy and/or evaluation	i. Seek an external evaluator ii. Create a data gathering plan iii. Determine who will be responsible for data gathering and input.	How much will the evaluator charge? TBD Do we have to hire a new person or add this to the grad RA duties?



# Project Design

## Logic Model as an Outline for Narrative

- 1. Provide credit counseling to help at-risk families avoid major financial disruptions.
  - A. Recruit at-risk families
    - i. Define what we mean by at-risk and create minimum levels of risk to receive services.
    - ii. Create a greeting process where participants will be welcome and oriented to the study.
  - B. Provide credit counseling to participant families.
    - i. Who will be the credit counselors?
    - ii. Acquire space at a downtown university campus to provide services.

# Project Design

## Logic Model as an Outline for Budget

Research Questions/Goals (Column A)	Intervention/ Objectives (Column B)	Activities (Column C)	Resources (Column D)	Budget Line Items (Column E)
1. Provide credit counseling to help at-risk families avoid major financial disruptions.	A. Recruit at-risk families	i. Define what we mean by at-risk and create minimum levels of risk to receive services.	TBD	TBD
		ii. Create a greeting process where participants will be welcome and oriented to the study.	TBD	TBD
	B. Provide credit counseling to participant families.	i. Who will be the credit counselors?	How many will be needed?	2 Credit Counselors X
		ii. Acquire space at a downtown university campus to provide services.	How much will they make per year? Who do we ask about this?	\$45,000x2 years. Add fringe benefits  \$500 monthly rent for space
	C. Gather data on project efficacy and/or evaluation	i. Seek an external evaluator	How much will the evaluator charge?	\$5,000 X
		ii. Create a data gathering plan	TBD	2years
		iii. Determine who will be responsible for data gathering and input.	Do we have to hire a new person or add this to the grad RA duties	Extra RA @ \$12,500 + Tuition X 2 years

# Budget

Section	Typical Lines
1. Personnel	Salaries and wages, including graduate or undergraduate student pay.
2. Fringe Benefits	A percentage of salary added on to pay for health coverage, life insurance, etc.
3. Equipment	Federal definition: Nonconsumable items over \$5,000
4. Travel and Hospitality	Domestic and international travel, including airfare, accommodations, meals, ground travel, meeting space, etc.
5. Material and Supplies	Books, instructional supplies, small electronics equipment (cameras, recording devices, etc.)
6. Subcontracts	The cost associated with collaborators at other institutions.
7. Consultants	The evaluator, statistician, and other role providing well-defined services for the grant.
8. Other	Items that do not fit into the other sections.
9. Subtotal	All direct expenses
10. Indirect costs	Indirects as a percentage of the subtotal. This is a negotiated percentage for federal grants. For foundations, there may be no indirects or they may be set at 10%, 12%, etc.
11. Total Request	Subtotal + indirects.

# Budget Example

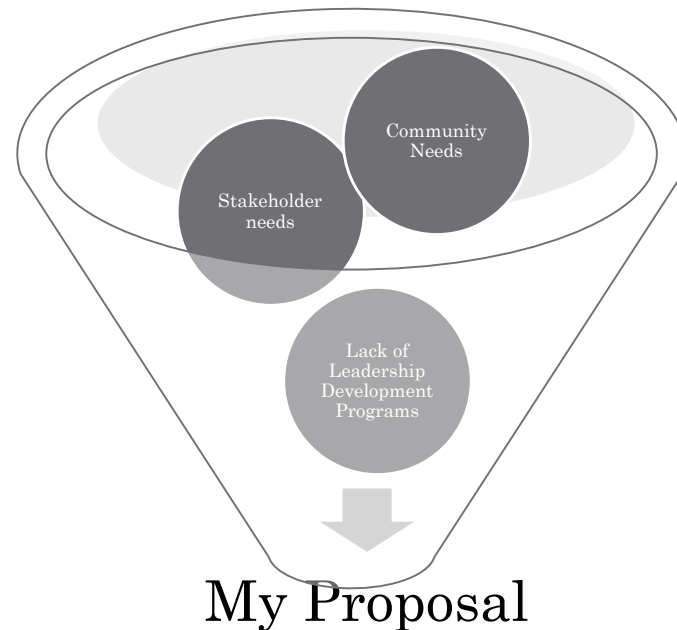
1		Working (internal budget)					
2		Jody Holland, Public Policy					
3		Deadline: June 15					
4							
5							
6							
7		Item			06/01/2015- 05/31/2016	06/01/2016- 05/31/2017	Total
8	1. Senior Personnel (All salaries are subject to 3% raise per year)						
9		A. Jody Holland	\$90,000	2 Months	\$15,000	\$15,450	\$30,450
10	2. Other Personnel						
11		B. GRA, 20 Hours X 36 Weeks X\$18		18	1	\$12,960	\$13,349 \$26,309
12	3. Fringe Benefits						
13		A. Fringe charge to employees (32.3%)			\$4,845	\$4,990	\$9,835
14	4. Equipment (None)						
15	5. Travel						
16		A. PI to Washington for Meeting					
17		i. Round trip airfare	\$600.00		1	\$600.00	\$600.00 \$1,200.00
18	6. Total Direct Cost						
19	7. Facilities and Administration (F&A) 41%						
20	8. Total Request						
					\$47,101.05	\$48,489	\$95,590

# Budget Justification

- 1. Senior Personnel
  - A. Jody Holland, PhD, PI: 2 Months annual summer effort
    - Dr. Holland will lead the project, design the interventions, supervise all personnel and research efforts at all levels. He will lead training personnel on data gathering and input. Lastly, he will write up the results for publication
      - Y1 \$15,000+Y2 \$15,450= \$30,450.00
- 2. Other personnel
  - B. A graduate student will be hire to assist the data analyst process. He/she will be trained to code and interpret data.
    - Y1 \$12,960+Y2 \$13,349=\$26,309.00
- 3. Fringe Benefits
  - C. Fringe is charged at 32.3% for all full-time employees
    - Y1 \$4,845 + Y2 4,990 = \$9,835.00
- 4. Equipment
  - None
- 5. Travel
  - A. Trip to Washington DC for annual meeting
    - i. \$600 will be used to purchase a round-trip ticket to Washington DC from Memphis TN. The will occur both years during grant implementation
      - Y1 \$600+ Y2\$600=\$1200

# The Proposal

- The Hook: Is a writing device designed to get the reader's attention quickly and impel him or her to continue reading. It puts the most important aspect of the case up front and center, and it often has an emotional appeal.



# The Proposal

- Standard Proposal Structure

1. Abstract/ Executive Summary	What is the project basically about?
2. Literature Review/Background/Case	Why is it important?
3. Project Description	What will actually happen?
4. Methodology	How will knowledge be produced from it?
5. Evaluation	How will it be evaluated?
6. Budget	How can we help?
7. Conclusion	Why should we fund this project?

# The Proposal Rubric Conversion Table

Item	Points	Percentage	Pages
1. Meets the purpose of the program	20	20%	5
2. Need for project	15	15%	3.75
3. Significance	10	10%	2.5
4. Quality of Project Design	10	10%	2.5
5. Quality of Project Services	10	10%	2.5
6. Quality of Project Personnel	10	10%	2.5
7. Adequacy of resources (The is not included in the page limit, so consider these pages free)	10	10%	2.5
8. Quality of the Project Evaluation	15	15%	3.75
<b>Totals</b>	<b>100</b>	<b>100%</b>	<b>25</b>



# Conclusion

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# Questions

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