

Index

A

- Annual campaigns, as future funding sources, 63
- Appendixes or attachments, purpose and content of, 92-93
- Arts organizations, statement of need for, 30

B

- BIG Online, as for-profit resource on foundations, 108

C

- Capacity building, defined, 4
- Capacity-building grants: and implementation costs, 63; and need statement, 29; as special project funding, 4
- Capital campaigns, 4
- Charitable giving: recent shifts in, 2; 2006 breakdown by source, *3fig1.1*
- Collaboration, extended definition of, 29
- Community foundation, overview of, 105
- Competition for grants, 3; and use of logic modeling, 13
- Continuation grants, as future funding sources, 63
- Cooperating Collections, and funding institution research, 108
- Corporate foundations, overview of, 105
- Corporations: continuation grants from, 63; letter proposals for, 6-7
- Cover letter: purpose and content of, 91; sample of, 92

D

- Data collection, quantitative versus qualitative approaches to, 54-55
- Developing relationships with funders, 17-27; and concrete ways to approach funders, 20-21; as continuous process, 19-20; and determination of funder-grantseeker fit, 18-19, 22; e-mail as tool for, 21; in face-to-face meetings prior to submission, 24; and funder's desire for meaningful and engaged relationships, 20; initial approach in, 18-19; and letter of inquiry request, 22-24; by listening to funder's needs, 21-22; and meetings based on invitation versus obligation, 21; and organization's theory of change, 18-19; and research on grantmakers' previous giving, 18; through telephone contact, 21-22
- Donor-advised fund, overview of, 105-106

E

- Earned income, defined, 4
- Endowment funds, generation of, 4
- Evaluation component: budget for, 53; content of, 53-55; data collection approaches in, 54-55; evaluation design methods in, 55; internal versus external evaluation in, 53; and midcourse correction, 52-53; and organization's definition of success, 53; planning questionnaire for, 57-60; purpose of, 52-53; purposes accomplished through, 53-54; and realized benefits to community

served, 52; and return on investment for funders, 52; review questions for, 61; sample of, 56; specific virtues of, 52–53; as verification and documentation tool, 53

F

Family foundation, defined, 106
 Fees for service, as funding source, 63
 Foundation Center website, 107–108
 Foundation Search America, 108
 Foundations: grants viewed as investments by, 8; types of, 105–106
 Fund development campaigns, types of, 2
 Funded proposals: and continued communication with your program officer, 99–100; and institution anonymity, 100; public recognition of, 100
 Funders: building organization credibility with, 2; websites for initial approach to, 18. *See also* Developing relationships with funders; Sustaining relationships with funders

G

General support funds, definition of, 69
 General support grants, statement of need for, 30
 Goals and objectives component: comparison of goals and objectives, 38–39; defining and preparing goals and objectives for, 38; development of, 37–39; measurement of change projected in, 40; outcome objectives in, 40; phrases to assist framing of, 39; preparing objectives component of, 38; and questions for articulating expected results, 39; questions for reviewing, 43; tied to need statement, 40; tips and process for writing, 40; types of goals in, 37–38; worksheet exercise for defining, 41–42
 Government funds, typical offers of, 2
 Grant approval, meeting requirements and expectations of, 1–2
 Grant cycles, 2
Grant Seeker's Budget Toolkit (Quick and Carter), 68
 Grantmaking, approval rate in, 101

Grantseeking process: assessing readiness for, 1–2; categories of financial need in, 3–4; helpful websites for, 119–122; proposal development in, 5–6

H

Hypothesis, defined, 52

I

Idea development, 11–16; determining fundability in, 11; development of initial program plan for, 12; questions to determine merit of, 16; team approach in, 12; use of logic models in, 13; worksheet for, 13–15
 Independent foundation, defined, 106
 Internal Revenue Service Form 990, 18

L

Letter of intent/inquiry: description of, 6; questions for reviewing, 27; suggested information to include in, 22
 Letter proposal, description of, 6–7
 Leverage, as grantmaking method, 51
 Logic model: applied to goals and objectives, 39; definition and use of, 13; in program design, 13; sample of, 112
Logic Model Development Guide, 13
 Long proposal format, 7

M

Major gift solicitations, 4
 Making the call: asking for financial support in, 114; questions to prepare for, 114; reasons for, 113; thirty-second sales pitch developed for, 113
 Methods component: choice and characteristics of methods in, 44–45; purpose of, 44; questions for developing, 45; review of, 50; sample of, 47; supporting research for, 45–46; timeline in, 45, 46; worksheet for 48–49; writing steps for, 45–47
 Methods, defined, 39

N

Need statement: for arts organizations, 30; basic rules for developing, 28–30; length

of, 30; model or collaborative approach to, 29–30; as proposal framework, 28; questions for reviewing, 36; sample of, 32; tips for writing, 30–31; trap of circular reasoning in, 31; types of data in, 8–9; use of statistics and supporting evidence in, 28, 29, 30; worksheet for preparing, 33–35

O

Online funder research, steps for conducting, 109–110
 Online grant applications, use of, 25
 Operating foundation, defined, 106
 Operating funds: definition of, 69; sources of, 3
 Organization background component: basic content of, 78; for establishing credibility with potential funders, 78–79; exercise for, 81–83; incorporating supporting documents in, 79; as informative and interesting narrative, 79; limits on size of, 77; purpose of, 62, 77; review of, 84; sample of, 80; tips for writing, 79
 Organization mission, and funding opportunity fit, 13

P

Packaging your proposal: avoiding flashy presentation in, 94; crafting of cover letter for, 92; creation of table of contents for, 94; final check of, 94, 95; and guidelines for number of copies to send, 94; necessity of appendixes or attachments in, 92–93; and “no staples” policy, 94
 Philanthropy, definitions of, 110
 Private foundation, defined, 106
 Program assessment, model approach to, 29
 Program budget: and budget period, 70–71; budget template used for, 69; calculation of overhead or administrative costs in, 71–72; estimation of anticipated revenues in, 73; and funders’ expectations of balanced budget, 73; inclusion of in-kind goods and services in, 72; leveraging information reflected in, 73; objective perspective on, 73; preparation of, 68–73; as projection of

anticipated income and expenses, 68; purpose of, 68; questions for reviewing, 76; revenue and expense budget worksheet for, 74–75; submission requirements for, 69; types of, 69–70

Programs: and categories of financial need, 3–4; impacts of premature ending of, 62; importance of planning, 12; logic models for designing, 13, 39; successful, fully developed and articulated plan in, 96
 Proposal summary, 85–90; description and purpose of, 85–86; and potential grantmaker’s priorities, 86; proposal’s key points in, 86; review of, 90; sample of, 87; tips for writing, 86; worksheet for, 88–89; writers’ different approaches to, 86
 Proposals: deadlines and timelines for, 10; development of clear plan for, 5; format for, 12; and full proposal format, 7; funder preference for new and expanding programs, 11; major components of, 5–6; planning sections of, 12; program staff involvement in, 8; relevance and types of data used in, 8–9; review and feedback, 8; tailored for each grantmaker, 9–10; tips and guidelines for preparing, 7–10; types of, 6–7; writing, 8, 9
 Prospective funders: advice and resources for researching, 11, 18, 107–110; creative ways to identify, 110

R

Regional association of grantmakers (RAG), 6
 Return on investment (ROI), defined, 52

S

Sales of items or activities, as revenue-generating ventures, 63
 Site visit: list of preparations for, 98; as part of vetting process, 97; responsibility for, 97–98
 Special equipment grants, 4
 Special projects funding, 3–4
 Statement of need. *See* Need statement
 Strategies, defined, 39

- Sustainability strategies: and component requirements, 64; content and purpose of, 62–64; first grant(s) as leverage for, 62; framework for program continuance in, 63; and funding for capital or equipment proposals, 63; funding questionnaire for, 65–66; and future funding, 63; importance of specificity in, 64; reviewing, 67; sample component of, 64; tips for writing, 64
- Sustaining funder relationships, 97–102; and denial follow-up, 101; and funders identified as program match, 101; by honoring of funder's anonymity, 100; by keeping funder informed, 98; with proposal follow-up, 97; with public recognition of grants, 100; and site visit management, 97–98; when decision is not to fund, 101–102; when decision is to fund, 99–100
- T**
- Targeted funder initiative, as format for funder solicitation, 2
- Theory of change: defined, 19; demonstrated through organization's work, 18; and logic modeling, 13
- U**
- Unrestricted funds, definition of, 69
- W**
- W. K. Kellogg Foundation Evaluation Handbook*, 54