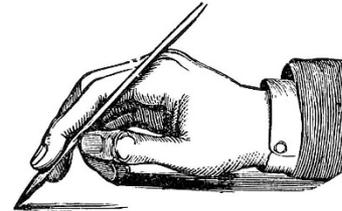


THE ART OF GRANT WRITING



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Course Objectives

- Identify appropriate sources and opportunities for funding;
- Discuss the importance of fully understanding the requirements of the funding opportunity; and
- Discuss how to develop a funding proposal, including letter of intent, narrative, budget, and other possible required documents.

INTRODUCTION

Grant Writing Considerations

- Writing a proposal for funding can be demanding and time consuming
- With the limited resources available, and great competition, writing an outstanding proposal is critical!
- Many types of funding opportunities
 - Grants and cooperative agreements
 - Contracts
 - Agreements
 - Private and public funding
 - Government, not-for-profit, companies and organizations

Funding Sources

- **There are many sources of funding out there**
 - Organizations you can apply to for funding
 - You define the problem and approach funders
 - Funding Opportunity Announcements (AKA FOAs)
 - Defined projects from organizations such as CDC, CSTE, APHL

Successful Grant Writing

- **Requires the coordination of multiple activities:**
 - Planning
 - Gathering data and resources
 - Writing and packaging a proposal/application
 - Submitting the proposal/application to the funder
 - Follow up when award is received

What is the goal?

*To produce a **well-conceived proposal** that **outlines and defines** the strategy to address the issue or problem and how the funding will be used to pay for the activities*

STEPS TO WRITING THE GRANT

Initial Steps

- Understand the requirements and conditions of the funding opportunity!
 - This is the most critical step
 - Have a full understanding of what is required for funding
 - Carefully review the grant instructions
 - This is very important especially if you are new to grant writing
 - Sometimes the grant instructions can be >100 pages
 - Don't skip over any pages
 - Highlight the guidance and use flags to point to important elements
 - Make a "to do" checklist with the important elements
 - The instructions will outline what elements, forms, or other documentation is needed for the application



Initial Steps

- Obtain your organizational approval to apply for the funding and conduct the project
 - Leadership buy-in is important
 - Must weigh benefit of the project to the organization; **and** is the funding available make the project worthwhile
- Assemble a team
 - It is important to identify the partners and stakeholders
 - Anyone interested in or affected by the project
 - Plan a launch meeting
 - The team will assist with development of the application document and supporting elements



Initial Steps

- Establish timelines and deadlines for components to be completed.
 - Is helpful to “back in” to the timeline
 - If due date is July 30th, you back up through dates in July to get the pieces completed.



Timeline Example

Activity/Product	Due Date
FOA released by CDC ELC	March 19, 2018
ELC Application Kick-Off Meeting with PIs	March 23, 2018
ELC Success Stories due	Friday, April 6, 2018 by COB
Project budgets and budget narrative/justifications due	Wednesday, April 11, 2018 by 3:00 PM
Budget Development and Review Meeting with PIs	April 16-20, 2018
Produce draft budgets for PI review	April 24, 2018 by COB
Project templates due	Friday, April 27, 2018 by 3:00 PM
Draft Budgets Reviewed by Programs and approved	Monday, April 30, 2018 by COB
Templates, budgets, narratives, tables, measures, documents reviewed by Cheryl, follow up with programs as necessary	May 1 to May 7, 2018
Final budgets completed in grant mandated format	May 4, 2018
Application package final draft completed and reviewed with leadership	May 11, 2018
Final application package submitted to CDC	Tuesday, May 15, 2018 by COB
Application due to CDC ELC and Office of Grant Services	Friday, May 18, 2018

Initial Steps

- As you review the funding instructions, note questions you have
 - Most grants have a point of contact to ask questions
 - **No questions are stupid!! Please ask!!**
- Does the grant allow for research?
 - Some grants are non-research funds (e.g., ELC)
 - If non-research, watch for “buzz” words that indicate research, some examples
 - “study the impact on....”
 - “comparative analysis of...”
 - “field trial of...”

Next Steps

- Define the project, problem, or situation
 - Craft a clear, concise description of the project
 - Avoid using subjective terms (e.g., horrible)
 - Instead, use current info and data and objectively describe the problem
 - Avoid a lot of technical jargon and terms whenever possible
 - Target language to the audience
 - Include the team in brainstorming
- Define the impact and cause of the project, problem, or situation
 - Use language from the funding instructions to assist in describing the impact and the outcomes of the project

Outputs, Outcomes, and Deliverables

Some important terms to understand

- **Strategy:** a plan of action or policy designed to achieve a major or overall aim
- **Outcome:** The changes that result from the activities, the effects triggered by the project (For example, increased knowledge, changed attitudes or beliefs, reduced morbidity and mortality)
- **Activities:** The actual events or actions that take place as a part of the program
- **Outputs:** Measures of a project's activities, measures of what the program did. Outputs lead to outcomes!
 - Outputs can also be known as milestones, deliverables, performance measures

S.M.A.R.T Outputs

Specific

Measurable w/Measurement

Achievable

Relevant

Time-Oriented

S.M.A.R.T Outputs *

- **Specific**

- Describes the “who” (target population and persons doing the activity) and “what” (action/activity) of the project activities
- Avoid verbs that may have vague meanings to describe intended outcomes (e.g., “understand” or “know”) since it may prove difficult to measure
- Instead, use verbs that document action (e.g., “At the end of the session, the students will list three concerns...”)
- The greater the specificity, the greater the measurability

S.M.A.R.T Outputs *

- **Measurable**

- The focus is on “how much” change is expected
- Outputs should quantify the amount of change expected
- It is impossible to determine whether outputs have been met unless they can be measured
- The output provides a reference point from which a change in the target population can clearly be measured

S.M.A.R.T Outputs *

- **Achievable**

- Outputs should be attainable within a given time frame and with available program resources

- **Realistic**

- Outputs are most useful when they accurately address the scope of the problem and programmatic steps that can be implemented within a specific time frame
- Objectives that do not directly relate to the program goal will not help toward achieving the goal

S.M.A.R.T Outputs *

- **Time-phased**

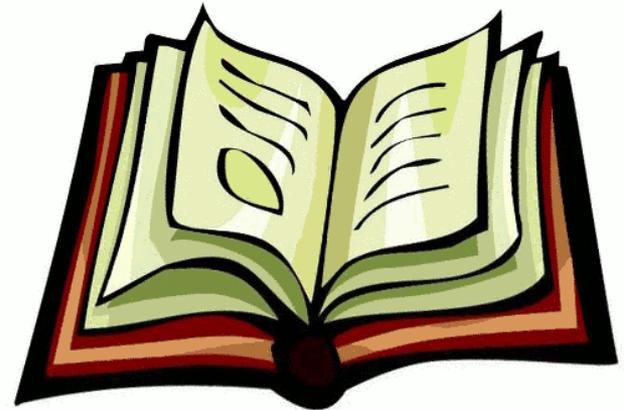
- Outputs should provide a time frame indicating when the output will be measured or a time by which the output will be met
- Including a time frame in the outputs helps in planning and evaluating the program



WRITING THE GRANT APPLICATION: THE PROPOSAL

Writing The Proposal – Format and Logistics

- Study the requirements and criteria for submitting your proposal carefully
- Each funder will describe the **format** to which the proposal must conform, including
 - Font and spacing
 - Style (e.g., narrative, bullet, template)



Writing The Proposal – Format and Logistics

- Pay attention to **page limits** and stick to them!
 - Funder/reviewer may stop reading
 - Following directions is an indicator of how your project will be conducted
 - If you feel you must exceed page limit, get permission from the funder and make a note of this in the proposal
- Use a checklist to ensure all required elements are completed
- Many funders will make prior winning proposals public
 - Study these winning proposals and apply to your application

Writing The Proposal – Format and Logistics

- Application Evaluation Criteria
 - The funder will announce criteria for evaluating the application in the FOA
 - May assign points/scores to sections
 - Good practice to be aware of the evaluation criteria and weighting while writing your application



Evaluation and Scoring

- NIH Examples of Scoring
 - **Significance:** Does the project address an important problem? How will the project impact the field and improve scientific knowledge?
 - **Investigator(s):** Are the investigators qualified/experienced to conduct the project?
 - **Innovation:** Is the project concept novel and original?
 - **Approach:** Are the strategy and study design appropriate to complete the project? Are potential limitations and alternative strategies discussed?
 - **Environment:** Is the institution supportive and are the resources adequate for the project?

Writing the Application

- Terminology
 - Use technical lingo sparingly
 - Use language appropriate for the audience/reviewers
 - Avoid first person language
 - Avoid “I”, “We”, “Us”
 - Instead use the name of the organization, entity, or position title
- Voice
 - With multiple writers contributing to the application, there are different styles and “voices” that can lead to choppy reading
 - Attempt to standardize the “voice”

Writing the Application

- Review of Draft Documents
 - A team should review the draft documents and edit as needed – EDIT CAREFULLY
 - Be clear, concise, and accurate
 - PLEASE USE SPELL CHECK!
 - Avoid jargon, slang
 - Do write with passion!
 - Be sure all elements are addressed
 - Consider review by a “cold reader”
 - A person not involved in the project for objective read
 - Should be a fast read, not intense read (that is how reviewers will do it)
 - Provide the grant guidance and the review criteria

Supporting Documentation

- The funder usually allows for other documentation to be included in the application:
 - CVs
 - Letters of Support
 - Org Charts
 - Publications
- Note: There may be a page maximum for appendices

Finalizing the Application

- Be sure to get leadership approval of the final application, as needed
- Package the application according to funders requirements
- May be electronic or hard copy submission
- Suggestion: **Submit EARLY** – especially if electronic submission is required
 - Systems crash



DEVELOPING A BUDGET

Budgeting for the Project

- Preparing the project budget can be difficult
 - You are trying to project costs to conduct the project
- Funders may provide guidance on what can be funded or a total maximum dollars for the project
- If you have not developed budgets, get assistance from your fiscal/administrative people
- Organize the budget so it is easy to read and understand
- Should be realistic, ask for what you need
- All items will need a justification
 - What the funds will be used for and why it is needed
- For Federal grants, there is a specific guidance for budget development and submission

Budgeting for the Project

- Project budgets can include, as needed by the project:
 - Personnel (salary and fringe/benefits)
 - Supplies (e.g., Office, laboratory supplies, software and computers)
 - Equipment
 - Travel
 - Other (e.g., shipping, training, postage)
 - Contractors/consultants
 - Indirect costs (as applicable)

TIPS ON FINDING FUNDING SOURCES

Funding Resources

- There are many public and private sources for project funding – looking in the right place is important
 - Start with your own organization and people you know
 - Identify past projects and the prior funders
 - Internet searches are becoming widely used
 - Federal Gov site: www.grants.gov
 - State and local websites
 - Foundation Center: <http://foundationcenter.org/>. This site is one of the largest databases of philanthropy in the US, contains information from more than 550 institutions eager to donate their money to creative, technical, medical, scientific, and plenty of other kinds of causes
 - There are many, many more!

SUMMARY

The Art of Grant Writing

- **You can do this!**
- Go step by step, be creative and bold
- If not funded, ask the funder to give you feedback on your application, to improve for future applications
- When funded, celebrate!



Persistence!

it
ALWAYS
SEEMS
IMPOSSIBLE
UNTIL
it is
DONE.



Questions



Thank
You

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