# Grant Writing

DUMMIES

#### Learn to:

- Navigate federal grant databases and apply online for e-grants
- Find the most current government and private grant opportunities
- Submit applications that meet funders' expectations



Use forms, templates, and checklists on the CD-ROM to streamline the writing process

Dr. Beverly A. Browning, MPA, DBA

Founder of the Grant Writing Training Foundation and Grant Professionals Association member



# Grant Writing FOR DUMMIES® HTH EDITION

by Dr. Beverly A. Browning

常州大学山书们

John Wiley & Sons, Inc.

Grant Writing For Dummies®, 4th Edition

Published by John Wiley & Sons, Inc. 111 River St. Hoboken, NJ 07030-5774 www.wiley.com

Copyright © 2011 by John Wiley & Sons, Inc., Hoboken, NJ Published simultaneously in Canada

No part of this publication may be reproduced, stored in a retrieval system or transmitted in any form or by any means, electronic, mechanical, photocopying, recording, scanning or otherwise, except as permitted under Sections 107 or 108 of the 1976 United States Copyright Act, without either the prior written permission of the Publisher, or authorization through payment of the appropriate per-copy fee to the Copyright Clearance Center, 222 Rosewood Drive, Danvers, MA 01923, (978) 750-8400, fax (978) 646-8600. Requests to the Publisher for permission should be addressed to the Permissions Department, John Wiley & Sons, Inc., 111 River Street, Hoboken, NJ 07030, (201) 748-6011, fax (201) 748-6008, or online at http://www.wiley.com/go/permissions.

**Trademarks:** Wiley, the Wiley logo, For Dummies, the Dummies Man logo, A Reference for the Rest of Us!, The Dummies Way, Dummies Daily, The Fun and Easy Way, Dummies.com, Making Everything Easier, and related trade dress are trademarks or registered trademarks of John Wiley & Sons, Inc. and/or its affiliates in the United States and other countries, and may not be used without written permission. All other trademarks are the property of their respective owners. John Wiley & Sons, Inc., is not associated with any product or vendor mentioned in this book.

LIMIT OF LIABILITY/DISCLAIMER OF WARRANTY: THE PUBLISHER AND THE AUTHOR MAKE NO REPRESENTATIONS OR WARRANTIES WITH RESPECT TO THE ACCURACY OR COMPLETENESS OF THE CONTENTS OF THIS WORK AND SPECIFICALLY DISCLAIM ALL WARRANTIES, INCLUDING WITH-OUT LIMITATION WARRANTIES OF FITNESS FOR A PARTICULAR PURPOSE. NO WARRANTY MAY BE CREATED OR EXTENDED BY SALES OR PROMOTIONAL MATERIALS. THE ADVICE AND STRATEGIES CONTAINED HEREIN MAY NOT BE SUITABLE FOR EVERY SITUATION. THIS WORK IS SOLD WITH THE UNDERSTANDING THAT THE PUBLISHER IS NOT ENGAGED IN RENDERING LEGAL, ACCOUNTING, OR OTHER PROFESSIONAL SERVICES. IF PROFESSIONAL ASSISTANCE IS REQUIRED, THE SERVICES OF A COMPETENT PROFESSIONAL PERSON SHOULD BE SOUGHT. NEITHER THE PUBLISHER NOR THE AUTHOR SHALL BE LIABLE FOR DAMAGES ARISING HEREFROM. THE FACT THAT AN ORGANIZA-TION OR WEBSITE IS REFERRED TO IN THIS WORK AS A CITATION AND/OR A POTENTIAL SOURCE OF FURTHER INFORMATION DOES NOT MEAN THAT THE AUTHOR OR THE PUBLISHER ENDORSES THE INFORMATION THE ORGANIZATION OR WEBSITE MAY PROVIDE OR RECOMMENDATIONS IT MAY MAKE. FURTHER, READERS SHOULD BE AWARE THAT INTERNET WEBSITES LISTED IN THIS WORK MAY HAVE CHANGED OR DISAPPEARED BETWEEN WHEN THIS WORK WAS WRITTEN AND WHEN IT IS READ.

For general information on our other products and services, please contact our Customer Care Department within the U.S. at 877-762-2974, outside the U.S. at 317-572-3993, or fax 317-572-4002.

For technical support, please visit www.wiley.com/techsupport.

Wiley also publishes its books in a variety of electronic formats and by print-on-demand. Not all content that is available in standard print versions of this book may appear or be packaged in all book formats. If you have purchased a version of this book that did not include media that is referenced by or accompanies a standard print version, you may request this media by visiting http://booksupport.wiley.com. For more information about Wiley products, visit us at www.wiley.com.

Library of Congress Control Number: 2011934642

ISBN 978-1-118-01387-8 (pbk); ISBN 978-1-118-14396-4 (ebk); ISBN 978-1-118-14397-1 (ebk); ISBN 978-1-118-14398-8 (ebk)

Manufactured in the United States of America

10987654321



#### About the Author

**Dr. Beverly Browning** brings four decades of grant expertise that includes grant writing, contract bid responses, and organizational development to her role as a *For Dummies* author. She is the author of dozens of grants-related publications. Dr. Bev (as she's known to her colleagues, students, and *For Dummies* fans,) holds an honorary doctorate in Business Administration, a master's degree in Public Administration, and a bachelor's degree in the Management of Human Resources. She's a member of the Grant Professionals Association and has been a frequent workshop facilitator and keynote speaker at its national conferences as well as for state chapters.

Dr. Bev has won more than \$350 million in grant and contract bid awards. She finds both solace and elation in the hundreds of thousands of *Grant Writing For Dummies* readers who have purchased each new edition of her book. Most recently, Dr. Bev accepted an offer to become the Vice President of Grant Professional Services for eCivis, Inc. With this corporate undertaking, she will launch a new division to serve existing and new clients from all public and private service sectors.

Dr. Bev is also involved in her Grant Writing Training Foundation. She has developed trademarked curricula for several customized Grant Writing Boot Camps and for her Nonprofit Board of Directors Boot Camp. Dr. Bev's foundation work takes her throughout the United States several times monthly, where she facilitates adrenaline-filled training programs. Her personal philosophy is, "If I can touch just one person while passing through life, then my mission will be fulfilled."

Dr. Bev loves to hear from *Grant Writing For Dummies* fans and former students. Contact information is on her website: grantwritingbootcamp.us.

#### Dedication

I dedicate this fourth edition of *Grant Writing For Dummies* to my grand-daughter, Aaliyah Raine Scott (age 3) and my late grandson, Ashton William Scott. Two angels appeared before me; one was earthbound and the other was ascending before my eyes. The joy of being a late-life grandparent was immeasurable and the grief of having to say goodbye so soon to our firstborn grandson was overwhelming. We must live each day not knowing our expiration date. We can choose to dwell on what's next or anchor ourselves into the present and enjoy what we do have and what we can hold close to our hearts. With every chapter that I rewrote for this book, Aaliyah's smile fueled my innovation and energy, and Ashton's sacrifice for his sister fueled my compassion to write the best version of *Grant Writing For Dummies* ever!

### Author's Acknowledgments

This book wouldn't have been possible without the tenacity and ongoing support of my literary agent, Margot Maley Hutchison at Waterside Productions. Margot and her family are my family since we've been together (2001). I am forever grateful for her wisdom, vision, commitment, and the love that she has for her authors.

Next, I'd like to thank the dedicated professionals at John Wiley & Sons, Inc., including my team: Tracy Boggier, acquisitions editor; Vicki Adang, project editor; Megan Knoll, copy editor; Jenny Swisher, assistant product manager for the CD; Doug Kuhn, associate producer for the CD; and everyone in the Composition department who worked on the illustrations and laid out the chapters in this book. I'd also like to thank Daria Zvetina, my technical reviewer. Together, this group guided my revision efforts from a mere table of contents to what I hope will be the most-comprehensive and bestselling grant writing reference book to date.

Special thanks are also in order for my family. To John Browning, my loving husband of nearly 45 years, who continues to be my best friend and willing helper in all that I strive to do. His support is especially appreciated because I tend to be a workaholic, and he arrives just in time for forced breaks (to eat, get up out of my office chair, or just to talk and ease my stresses or concerns!) Additional thanks and gratitude to my daughter, Lara Suzanne Scott, her husband Charles Scott, and my precious granddaughter, Aaliyah Raine Scott. You're always there when I need you, and you, too, help me to remember that family time is important and first!

I'm going to be 63 years old in November, and I've been a grant writer for nearly 40 years. While this economy has challenged even the most seasoned grant writers, I still love what I do. I wake up every morning to greet the tasks of the day. My hope that this book will give you the same enthusiasm and willpower to look for grant-funding opportunities daily and apply for grants on a frequent basis. Let the journey begin!

#### **Publisher's Acknowledgments**

We're proud of this book; please send us your comments at http://dummies.custhelp.com. For other comments, please contact our Customer Care Department within the U.S. at 877-762-2974, outside the U.S. at 317-572-3993, or fax 317-572-4002.

Some of the people who helped bring this book to market include the following:

#### Acquisitions, Editorial, and Media Development

Project Editor: Victoria M. Adang (Previous Edition: Stephen R. Clark)

**Acquisitions Editor:** Tracy Boggier

Copy Editor: Megan Knoll (Previous Edition: Jessica Smith)

**Assistant Editor:** David Lutton

Editorial Program Coordinator: Joe Niesen

Technical Editor: Daria Zvetina

Vertical Websites Specialist: Jenny Swisher

Editorial Manager: Michelle Hacker Editorial Assistants: Rachelle Amick,

Alexa Koschier

Cover Photo: © iStockphoto.com/

Courtney Keating

Cartoons: Rich Tennant (www.the5thwave.com)

#### **Composition Services**

Project Coordinator: Patrick Redmond

**Layout and Graphics:** Lavonne Roberts, Corrie Socolovitch, Laura Westhuis

Proofreader: Tricia Liebig

**Indexer:** BIM Indexing & Proofreading Services

Special Help Doug Kuhn

#### **Publishing and Editorial for Consumer Dummies**

Kathleen Nebenhaus, Vice President and Executive Publisher

**Kristin Ferguson-Wagstaffe,** Product Development Director **Ensley Eikenburg,** Associate Publisher, Travel

Kelly Regan, Editorial Director, Travel

**Publishing for Technology Dummies** 

Andy Cummings, Vice President and Publisher

**Composition Services** 

Debbie Stailey, Director of Composition Services

## **Contents at a Glance**

Introduction	1
Part 1: Starting Line Basics for Grant Seekers	7
Chapter 1: Grasping the Nuts and Bolts of Grant Writing	
Chapter 2: Drawing Up Your Road Map to Getting the Bucks	
Chapter 3: Getting Ready to Write: Knowing What Funders Want	
Part 11: Cultivating Your Grant Prospects	55
Chapter 4: Dipping Your Toes into Government Grants	57
Chapter 5: Wading Through Federal E-Grant Websites	
Chapter 6: Navigating Foundation and Corporate Funding Websites	83
Chapter 7: Searching Out Grants for Individuals and Businesses	95
Chapter 8: Investigating International Funders	103
Part 111: Increasing Your Odds of Winning Grants during Dire Times	109
Chapter 9: Identifying the Best Government Grant Opportunities	
for Your Agency	111
Chapter 10: Playing by the Rules to Win Points	123
Chapter 11: Using Telling and Selling Words to Write a Compelling Application	139
Part IV: Writing Winning Proposals	
Chapter 12: Crafting the Supporting Documents	151
Chapter 13: Conveying Your Capabilities	169
Chapter 14: Stating Your Needs: Relating Your Best Worst	179
Chapter 15: Presenting the Big Picture: Program Design and Accountability	189
Chapter 16: Outlining Your Staff and Resource Availability	209
Chapter 17: Building the Budget for the Program Design	221

Part V: Wrapping Up the Submission and Following Up	. 241
Chapter 18: Finalizing Your Application	243
Chapter 19: Staying Organized in Your Application Follow-Up	255
Chapter 20: Keeping the Ball Rolling, Win or Lose	265
Chapter 21: Reaching Out to Corporations for Cash and Donations	275
Part VI: The Part of Tens	. 283
Chapter 22: Ten Tips for Weathering Hard Times	285
Chapter 23: Ten Tips for Increasing Your Chances of Receiving Funding	291
Appendix A: A Complete Example of a Grant Application Narrative	. 295
Appendix B: About the CD	. 305
Index	. 311

# **Table of Contents**

Introduction	1
About This Book	2
Conventions Used in This Book	
What You're Not to Read	
Foolish Assumptions	
How This Book Is Organized	
Part I: Starting Line Basics for Grant Seekers	3
Part II: Cultivating Your Grant Prospects	
Part III: Increasing Your Odds of Winning Grants during Dire Times	4
Part IV: Writing Winning Proposals	
Part V: Wrapping Up the Submission and Following Up	
Part VI: The Part of Tens	
The CD-ROM	
Icons Used in This Book	.5
Where to Go from Here	.6
Part 1: Starting Line Basics for Grant Seekers	
Getting the Lowdown on Grant Basics	
Grants, grantees, grantors, and more: Defining common terms	
Outlining the pieces of a grant application	
Determining who can apply for a grant	
Knowing Why You Need a Plan	13
Investigating Different Grant Types	13
Connecting to Public Sector Grants	
Federal funding: Tapping into congressionally	
allocated dollars	16
State and local government funding: Seeking public dollars closer to home	
Picking Up On Private Sector Grants	17
Perusing foundations that award grants	17
Scoping out corporations that award grants	18

Understanding What Goes into a Traditional Hard-Copy Submissi	
Looking at the feds' application guidelines	19
Getting your request in the door at foundations	19
Knowing how and when to ask for funds from corporation	s21
Submitting your hard-copy request	21
Checking All Requirements for E-Grant Submission	22
Yes, No, Maybe: Tracking Submissions and Their Statuses	22
Jumping for Joy or Starting All Over?	23
Chapter 2: Drawing Up Your Road Map to Getting the Bucks	25
Creating a Funding Plan to Guide Your Grant-Seeking Process	25
Mapping out a strategy for grant seeking	
Starting the plan development process	
with your stakeholders	27
Structuring your plan to fit immediate and	
long-range funding needs	29
Cruising through the Funding Plan's Development	30
Stating your mission statement	
Assessing all funding needs	
Creating funding-related goals	33
Writing funding objectives	
Fleshing out the action plan	
Determining whether you've met your	
funding plan's objectives	34
Maximizing Your Chances for Success	35
Looking at obvious and not-so-obvious sources	35
Opening the door with a letter of inquiry	
Receiving full grant invites from multiple funders	
Chapter 3: Getting Ready to Write: Knowing What Funders Want	43
Giving Funders the Details They Expect	43
Providing facts about your organization	
Writing about the project in need of funding	
Bringing the facts to life through storytelling	
Submitting Attachments to Your Funding Request	
and 11. Carlein ation . Unan Carant Manager	55
rt II: Cultivating Your Grant Prospects	33
Chapter 4: Dipping Your Toes into Government Grants	57
Finding Money in Your Backyard: Calling State and Local Agenc	ies57
Searching among state agencies	
Looking at local opportunities	

Classifying Types of Federal Grants	60
Considering the pros and cons of direct grants and	
cooperative agreements	60
Addressing the advantages and disadvantages of	
pass-through grants	61
Distinguishing between competitive and formula grants	
Perusing the Catalog of Federal Domestic Assistance	
Knowing what info the CFDA provides	
Knowing what info the CDFA leaves out	
Getting Familiar with Grants.gov	
Getting elected officials on your side	68
Chapter 5: Wading Through Federal E-Grant Websites	71
Navigating the Grants.gov Home Page	
Acclimating yourself to Grants.gov	
Exploring the links	
Registering to Apply for Grants on Grants.gov	74
Registering as an organization	
Downloading and Uploading Applications on Grants.gov	76
Getting Familiar with Federal Grant Application Forms	
Budget information forms: SF-424A	
Assurances form: SF 424B	
Disclosure of lobbying activity form: SF-LLL	81
Chapter 6: Navigating Foundation and	
Corporate Funding Websites	83
Getting in the Door with Private Sector Funders	
Wading Through the Best and the Rest of Private Funders	
Checking out the Foundation Center's funding resources	
Accessing other online funding source databases	
Scanning a Funder's Criteria	
Prioritizing Your Funding Sources	
01 . 70 1: 0.0 . ( 1 !::1 1 1 !! :	05
Chapter 7: Searching Out Grants for Individuals and Businesses	
Knowing Who Awards Grants to Individuals	
Locating Credible Grants for Your Business Start-Up	
Pitting your business plan against others for private funding	ıg 97
Asking Uncle Sam to fund your business	101
Seeking Business Expansion Monies	101
Looking into federal expansion funding Tracking down other business expansion	101
funding opportunities	101
runding opportunities	101

Chapter 8: Investigating International Funders	103
Ensuring You're Eligible for International Grants	103
Identifying International Funders	104
The European Foundation Centre	105
Imagine Canada	105
Other web-based international funding resources	
Playing by International Rules	107
Knowing about submission differences	
Submitting a source-relevant budget	108
Part 111: Increasing Your Odds of Winning	
Grants during Dire Times	109
Chapter 9: Identifying the Best Government	
Grant Opportunities for Your Agency	111
Reviewing a Federal Grant-Funding Announcement	112
Determining your grant applicant eligibility	
Looking for red or green flags to make	
a "go" or "no-go" decision	
Familiarizing yourself with standard terminology	
Examining the Review Criteria Section	
Finding the Right Partners  Seeing the value of working with collaborative partners	
Squaring away your arrangement	
Chapter 10: Playing by the Rules to Win Points	123
Passing the Technical Review	124
Seeing What Goes into a Peer Review	125
Using the points to outline your writing	
Winning extra points by meeting the funding priority	
Writing What Reviewers Want to Read and Fund	
Selling with demographics and case studies	
Using the guidelines to shape your content Showing how you'll measure the program's accountability	
Spotlighting your organization's abilities	
Supporting your budget request	
Researching Your Topic	
Gathering facts and ideas from government	100
and nonprofit agencies	133
Using public access information to your advantage	
Enlisting Third-Party Evaluators	135
Getting the Inside Scoop by Becoming a Peer Reviewer	136

Chapter 11: Using Telling and Selling Words to Write a Compelling Application	139
Infusing Creativity into Your Application	
Step 1: Describe who, what, and where	
Step 2: Explain the problem	
Step 3: Use a thesaurus	
Using Proven Techniques in Your Application	143
Utilizing groups of three	143
Demonstrating soft cash assets	
Making a point with emotion	
Keeping the reader on track	
Winning the Grant-Seeking Game with a Dynamic Program Design	
Start with power-packed words to describe your program Strengthen your case with solid goals and	
measurable objectives	147
Close the deal by focusing on the future	147
Part IV: Writing Winning Proposals	149
Chapter 12: Crafting the Supporting Documents	151
First Things First: Previewing Preliminary Documents	151
Capturing Attention in the Cover Letter	
Filling in Common Application Forms	
Completing the Federal Cover Form (SF-424)	156
Getting to the Point in the Abstract or Executive Summary	163
Developing the Table of Contents	
Chapter 13: Conveying Your Capabilities	169
Reviewing the Funding Source's Writing Instructions	170
Presenting Your Organization's Background and Successes	170
Detailing the basic facts	
Moving on to milestones	
Modifying your approach for government grants	
Describing Your Programs and Activities	
Introducing Your Target Population Using Partners to Boost Your Credibility	
Chapter 14: Stating Your Needs: Relating Your Best Worst	1 / 14
Bringing the Problem to Life with the Statement of Need	180
Bringing the Problem to Life with the Statement of Need	180

Incorporating Visuals into the Statement of Need	184
Edging the competition by adding graphics	185
Making the most of visual elements	186
Chapter 15: Presenting the Big Picture: Program Design	
and Accountability	189
Identifying the Pieces of the Program Design	189
Reminding the Granting Agency Why You Need Its Money	
Crafting Forward-Thinking Goals and Measurable Objectives	
Reviewing the difference between goals and objectives	191
Writing goals that grant makers want to fund	
Familiarizing yourself with the three types of objectives Preparing the Implementation Plan That Spans the	194
Grant-Funding Period	
Using a Logic Model to Tell the Complete Story	
Creating a Program Design-Driven Evaluation Plan	
Writing an award-winning evaluation plan	
Keeping the evaluation process in-house	
Going the third-party evaluation route	
Delivering the evaluation plan to win the funder's trust	207
Chapter 16: Outlining Your Staff and Resource Availability	209
Assigning Project Personnel	209
Writing the Personnel Narrative	211
The basic profile	
The profile with page limitations	213
The profile for personnel that won't be paid by grant funds	213
Acknowledging Accountability and Responsibility	213 215
Acknowledging Accountability and Responsibility	213 215 215
Acknowledging Accountability and Responsibility	213 215 215
Acknowledging Accountability and Responsibility	213 215 215 216
Acknowledging Accountability and Responsibility	213 215 215 216
Acknowledging Accountability and Responsibility	213 215 215 216
Acknowledging Accountability and Responsibility	213 215 215 216 217
Acknowledging Accountability and Responsibility	213215216217219
Acknowledging Accountability and Responsibility Sharing the management plan Owning up to your fiscal responsibility Drawing Attention to Cash and In-Kind Resources for Government Grants Demonstrating Federal Compliance in Personnel Selection  Chapter 17: Building the Budget for the Program Design.	213215216217219221
Acknowledging Accountability and Responsibility	213215216217219221
Acknowledging Accountability and Responsibility	213 215 216 217 219 221 221 223 224
Acknowledging Accountability and Responsibility Sharing the management plan Owning up to your fiscal responsibility Drawing Attention to Cash and In-Kind Resources for Government Grants Demonstrating Federal Compliance in Personnel Selection  Chapter 17: Building the Budget for the Program Design  Examining the Basic Budget Sections Personnel Travel Equipment Supplies	213 215 216 217 219 221 221 223 224 226
Acknowledging Accountability and Responsibility Sharing the management plan Owning up to your fiscal responsibility Drawing Attention to Cash and In-Kind Resources for Government Grants Demonstrating Federal Compliance in Personnel Selection  Chapter 17: Building the Budget for the Program Design  Examining the Basic Budget Sections Personnel Travel Equipment Supplies Contractual	213215216217219221221223224226227228
Acknowledging Accountability and Responsibility Sharing the management plan Owning up to your fiscal responsibility Drawing Attention to Cash and In-Kind Resources for Government Grants Demonstrating Federal Compliance in Personnel Selection  Chapter 17: Building the Budget for the Program Design  Examining the Basic Budget Sections Personnel Travel Equipment Supplies Contractual Construction	213215216217219221223224226227228
Acknowledging Accountability and Responsibility Sharing the management plan Owning up to your fiscal responsibility Drawing Attention to Cash and In-Kind Resources for Government Grants Demonstrating Federal Compliance in Personnel Selection  Chapter 17: Building the Budget for the Program Design  Examining the Basic Budget Sections Personnel Travel Equipment Supplies Contractual Construction Other	213215216217219221223224226227228229
Acknowledging Accountability and Responsibility Sharing the management plan Owning up to your fiscal responsibility Drawing Attention to Cash and In-Kind Resources for Government Grants Demonstrating Federal Compliance in Personnel Selection  Chapter 17: Building the Budget for the Program Design  Examining the Basic Budget Sections Personnel Travel Equipment Supplies Contractual Construction	213215216217219221223224226227228229229

U	ncovering Matching Funds	233
	In-kind (soft cash)	
	Cash match (hard matching funds)	235
C	runching the Numbers Ethically	
	Compiling accurate cost figures	236
	Including all possible program income	237
	Managing expenditures	238
P	rojecting Multiyear Costs	238
В	uilding Credibility When You're a New Nonprofit	239
Part V: U	Vrapping Up the Submission and	
Following	Up	241
Chapte	er 18: Finalizing Your Application	243
N	laking a List and Checking It Twice	243
	Cover materials	
	Organization background and capability	
	Statement of the problem	
	Program design ingredients	
	Evaluation and dissemination	
	Key personnel, resources, and your equity statement	247
	Budget summary and detail	247
A	voiding Easily Fixable Mistakes	248
G	etting Attachments in the Right Order	249
	Grant applicant capability-related documents	
	Financial documents	
	Other supporting documentation	
S	ubmitting Your Application Correctly	252
	Paying attention to submission protocol	
	Mailing applications the right way	
	Pushing Submit without panicking	254
	er 19: Staying Organized in Your Application Follow-Up	
N	laintaining Copies of Electronic Files	255
K	eeping Stakeholders in the Loop	
	Sharing how far you've come and what's next	
	Providing your partners with additional information	
C	hecking on the Status of Your Submitted Application	
	Following through with government grant requests	258
	Tracking the follow-up process for foundation and	
	corporate grant requests	260

Chapter 20: Keeping the Ball Rolling, Win or Lose	265
When You Hit the Jackpot: Dealing with the Post-Award Process.	265
Officially accepting the award	266
Drafting a resolution	267
When You Hit the Jackpot: Dealing with the Post-Award Process Officially accepting the award	267
with financial reporting	268
Reviewing comments when your government application	
Making magic with failed foundation or corporate	
funding requests	273
Chapter 21: Reaching Out to Corporations	
for Cash and Donations	275
Following Up with Potential Corporate Funders	282
Part VI: The Part of Tens	. 283
Chapter 22: Ten Tips for Weathering Hard Times	285
Chapter 22: Ten Tips for Weathering Hard Times  Join Forces to Apply for Grant Funding	2 <b>85</b>
Chapter 22: Ten Tips for Weathering Hard Times  Join Forces to Apply for Grant Funding  Social Networking Is the Key to Survival	285 285
Chapter 22: Ten Tips for Weathering Hard Times  Join Forces to Apply for Grant Funding	285 285 286 287
Chapter 22: Ten Tips for Weathering Hard Times  Join Forces to Apply for Grant Funding	285 285 286 287 288
Chapter 22: Ten Tips for Weathering Hard Times  Join Forces to Apply for Grant Funding Social Networking Is the Key to Survival Connect with Other Grant Professionals Promote Your Organization Avoid Tunnel Vision Stay on Top of Deadlines	285 285 286 287 288 288
Chapter 22: Ten Tips for Weathering Hard Times  Join Forces to Apply for Grant Funding	285 285 286 287 288 288 288
Chapter 22: Ten Tips for Weathering Hard Times  Join Forces to Apply for Grant Funding	285 285 286 287 288 288 288
Chapter 22: Ten Tips for Weathering Hard Times  Join Forces to Apply for Grant Funding	285 285 286 287 288 288 288 289
Chapter 22: Ten Tips for Weathering Hard Times  Join Forces to Apply for Grant Funding	285 285 286 287 288 288 288 289
Chapter 22: Ten Tips for Weathering Hard Times  Join Forces to Apply for Grant Funding	285 285 286 287 288 288 289 289 290
Chapter 22: Ten Tips for Weathering Hard Times  Join Forces to Apply for Grant Funding	285 285 286 287 288 288 289 289 290
Chapter 22: Ten Tips for Weathering Hard Times  Join Forces to Apply for Grant Funding	
Chapter 22: Ten Tips for Weathering Hard Times  Join Forces to Apply for Grant Funding	285285285286287288288289290291291
Chapter 22: Ten Tips for Weathering Hard Times  Join Forces to Apply for Grant Funding	285285285286287288288289290291291291291