FUNDING FOR INTERNATIONAL EDUCATION
A BASIC OVERVIEW OF GRANT PROPOSAL WRITING

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This document is fundamentally about pursuing and winning funding for international higher education initiatives. As the document provides only a basic introduction to grant proposal writing for educational purposes, additional research and preparation may be needed before getting started. Consult the bibliography later in this document for a listing of useful reference guides for writing proposals. It is also important to determine what support and guidelines are in place at one's institution with regard to seeking external funding. As you get started, take a few minutes to consider the following questions:

- Why do I want or need funds?
- Who would be interested in funding my idea?
- Who can provide information and assistance?
- What is my timeline for preparing the proposal?
- How much money do I really need?
- Are there any institutional requirements that I need to consider?

What other questions should be considered as you pursue external funding?

OUTLINE

1. *Funding Sources.* This section provides an at-a-glance listing of funding sources that are potentially relevant to international education funding.

2. *Proposal Development Process.* This section briefly outlines the major phases in the grant proposal development process.

3. *Standard Proposal Components.* This section briefly describes the standard components of most grant proposals.

4. *What It Takes to Win: Top Ten Tips.* This section provides key suggestions for writing grant proposals related to study abroad programming.

5. *Ten Ways to Write a Losing Proposal.* This section offers key strategies and notes potential pitfalls in proposal preparation.

6. *Helpful Resources.* This section provides a limited listing of publications and websites that may be useful in learning more about proposal writing.

7. *Proposal Writing FAQS.* This section provides answers to commonly asked questions regarding grants and proposal writing.

8. *Glossary.* This section seeks to define commonly used terms in proposal writing.

This document is based in part on the 2007 version of the participant manual for NAFSA's Professional Development Workshop, "Funding for Education Abroad", as written at the time by Dr. Anthony C. Ogden.

Extensive resources are available at your fingertips to identify and evaluate funding opportunities. Identifying organizations, sources and programs requires a great deal of homework. Remember to be systematic in your search and look beyond "the old favorites". Most seekers look in a narrow range of potential funds and everyone looks in the same small place. Keep in mind that funders and search engines may not necessarily use the same jargon as the international education profession.

GOVERNMENT SOURCES

What federal programs exist that could potentially fund your idea? What state-related grant programs exist that might fund your idea?

1. Major federal sources include the National Endowment of the Arts (NEA), the National Endowment of the Humanities (NEH), the National Institutes of Health (NIH), the National Science Foundation (NSF), etc. All federal opportunities for grants and contracts must be posted online. [www.grants.gov]

2. The U.S. Small Business Administration (SBA) offers grant programs designed to expand and enhance organizations that provide small business management, technical or financial assistance. These grants generally support non-profit organizations. [www.sba.gov/expanding/grants.html]

3. For example, in Pennsylvania there is the Pennsylvania State Association of Boroughs Grants program. There is also the Grantmakers of Western Pennsylvania. [www.boroughs.org/grants/links/favorites.asp]   [www.gwpa.org]

FOUNDATIONS

What foundations exist that could potentially fund your idea? Are there international foundations that could support your idea?

1. Candid maintains a comprehensive database on U.S. grant makers and their grants. It also operates research, education, and training programs designed to advance philanthropy at every level. [http://foundationcenter.org/]

2. The European Foundation Centre is an international not-for-profit association promoting and supporting the work of active European foundations. [http://www.efc.be/]

3. Community foundations are a good place to start search for grants. There are more than 600 community foundations and community trusts across the United States. For example, if in Pennsylvania, one could consult the Lehigh Valley Community Foundation. [www.lehighvalleyfoundation.org/]

CORPORATE SOURCES
Are there corporate sources that could potentially fund your idea?

1. National Directory of Corporate Giving. New York: Foundation Center, 2006.
   This publication includes detailed descriptions of more than 3,000 corporate foundations and direct giving programs. Many entries also include in-depth program analyses of giving interests.

LOCAL SOURCES

What local organizations exist that might fund your idea?

1. Local chapters of such organizations as the Rotary Foundation and United Way fund community-based projects. [www.rotary.org/] [www.unitedway.org/]

CAMPUS SPECIFIC SOURCES

What campus specific programs exist that might fund your idea? What resources are available to you on campus to assist with finding funds and proposal writing?

1. Most institutions have an office of contracts and grants that will provide resources and assistance. For example, the Office of Sponsored Programs (OSP) at Penn State provides excellent resources for finding opportunities and obtaining information about sponsors, Penn State regulations, and resources. [http://grants.psu.edu]

   The University of Illinois at Chicago has a similar site. [http://tigger.uic.edu/depts/ovcr/research/proposals/]

2. The American Association of State Colleges and Universities' (AASCU) Grants Resource Center (GRC) now offers GrantSearch on-line. The GRC GrantSearch database contains descriptions, deadlines and contact information on nearly 2,000 federal and private funding programs of particular interest to higher education institutions that subscribe to GRC services. [https://www.aascu.org/GRC/]

DISCIPLINE SPECIFC SOURCES

Are there discipline specific funds or resources available that might fund your idea?

1. For example, GrantsNet provides a one-stop resource to find funds for training in the sciences and undergraduate science education. [http://sciencecareers.sciencemag.org/funding]

2. Fundsnet Services links to funders sorted by fields, such as arts, children, education, etc. [www.fundsnetservices.com/]

ASSOCIATION SOURCES

What grant programs are offered by professional and academic associations?

1. The Association for Asian Studies offers numerous fellowships and grant programs. [www.asianstudies.org/]

SEARCHABLE DATABASES

There are numerous databases on funding sources which are searchable by a wide variety of categories. These often require a subscription fee so first check if your organization has an institutional membership. Many allow you to save your criteria and program an automatic update so that you will receive notices when newly added grants meet your criteria.
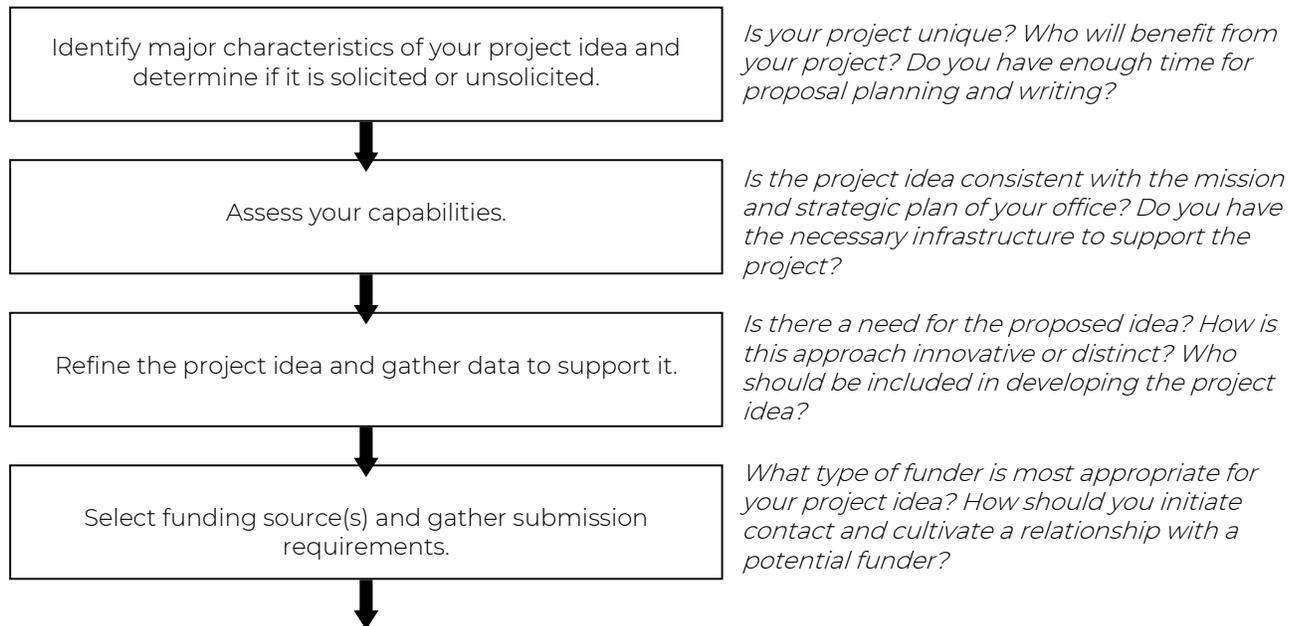
1. *ResearchResearch* is a UK based website lists funding sources throughout the world. [www.researchresearch.com]

2. The Social Science Research Council provides a listing of grants and fellowship opportunities. Also available on the website is a useful article entitled, "The Art of Writing Proposals. [www.ssrc.org/]

3. Membership with GrantStation provides access to funder search engine, weekly bulletin of grant opportunities, government deadline alert, and more. [www.grantstation.com]

4. GrantSelect is a research grants database, run by Oryx Press. [www.grantselect.com]

Please let us know of other funding resources. Please contact Dr. Anthony C. Ogden at aogden@gatewayinternational.org. Thank you.
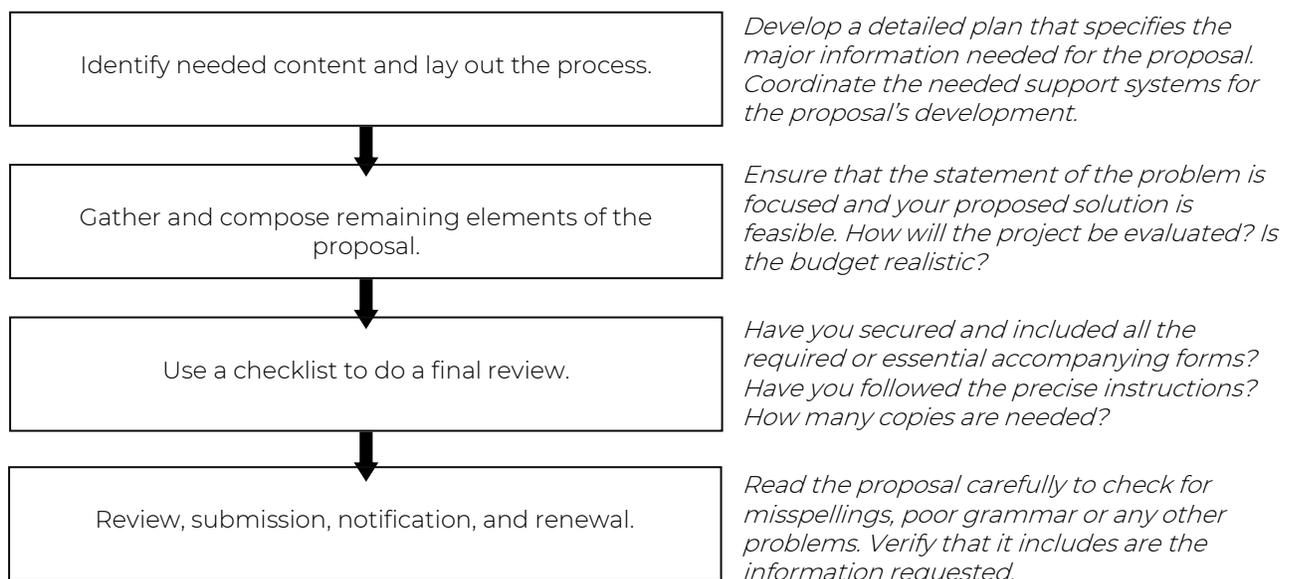
PROPOSAL DEVELOPMENT PROCESS

Anyone with a timely, well-planned idea who has done systematic research on sources of support and is able to communicate this effectively in writing can do a successful job of preparing a proposal. The proposal development process can be divided into two phases, the first involves planning and research and the second involves writing and actually submitting the proposal. M. Hall and S. Howlett carefully outline this process in the 4th edition of "Getting Funded: The Complete Guide to Writing Grant Proposals.

PHASE ONE: Essential Planning Steps

Identify major characteristics of your project idea and determine if it is solicited or unsolicited.	*Is your project unique? Who will benefit from your project? Do you have enough time for proposal planning and writing?*
Assess your capabilities.	*Is the project idea consistent with the mission and strategic plan of your office? Do you have the necessary infrastructure to support the project?*
Refine the project idea and gather data to support it.	*Is there a need for the proposed idea? How is this approach innovative or distinct? Who should be included in developing the project idea?*
Select funding source(s) and gather submission requirements.	*What type of funder is most appropriate for your project idea? How should you initiate contact and cultivate a relationship with a potential funder?*

PHASE TWO: Writing and Submitting the Proposal

Identify needed content and lay out the process.	*Develop a detailed plan that specifies the major information needed for the proposal. Coordinate the needed support systems for the proposal's development.*
Gather and compose remaining elements of the proposal.	*Ensure that the statement of the problem is focused and your proposed solution is feasible. How will the project be evaluated? Is the budget realistic?*
Use a checklist to do a final review.	*Have you secured and included all the required or essential accompanying forms? Have you followed the precise instructions? How many copies are needed?*
Review, submission, notification, and renewal.	*Read the proposal carefully to check for misspellings, poor grammar or any other problems. Verify that it includes are the information requested.*

Primary Source: Getting Funded: The Complete Guide to Writing Grant Proposals, 4th Edition, 2003.

STANDARD PROPOSAL COMPONENTS

Successful proposal writing involves the coordination of several activities, including planning, searching for information and resources, writing and packaging a proposal, submitting a proposal to a funder, and follow-up. Most funding organizations have prescribed formats for proposal preparation. Ensure that you have a clear understanding of the requirements before you begin writing. Solid planning, preparation and research are vital to the writing process. Most grant proposals include the following key components:

-   COVER LETTER. Although the form and content vary by funding source, a cover letter (or transmittal letter) can make an excellent first impression and should be included whenever possible. The cover letter should briefly introduce your institution, provide a statement about the project and its purpose, and express your appreciation for the opportunity to submit the proposal.

-   TABLE OF CONTENTS. Always include a table of contents, especially when the proposal has supplementary information or an appendix. Be sure to include every item requested by the funder in the order in which it was shown in the application guidelines.

-   EXECUTIVE SUMMARY. This executive brief or overview is usually never more than one page. The document should provide at the very least the pertinent contact information, a synopsis of the project, expected results, your investment and a funding request.

-   PROJECT SUMMARY. Most grant makers require a synopsis or abstract. This document is usually the first thing the reviewer reads and is extremely important as it may be used to determine at a glance if you meet the criteria for funding. The summary should creatively mention everything the funder requires and do so within the specified space limitations.

-   PROBLEM STATEMENT. Your project must be a solution to a problem. Also known as *needs assessment*, your statement should closely match the funder's desire to solve a specific problem. The statement should be well thought-out, logical, specific and backed by statistics and citations. After all, the problem is the basis for your project.

-   MISSION, GOALS, & OBJECTIVES. Every funder will require measurable goals and objectives with clear outcomes or results. Your goals and objectives should be detailed to show the funder exactly what you intend to do to accomplish your mission. What will happen? How will it be accomplished? When will it happen? Who will do the work? For how many, or how much? With what result, outcome or benefit?

-   PROJECT DESCRIPTION. Every funder will require a well-thought out description that clearly shows what you intend to do in the project, what resources your institution will contribute, and what role the funder is asked to play. Describe major project events in a concise and logical order. Do not use study abroad jargon as the individual reviewer may not be familiar with the profession.

-   EVALUATION PLAN. This is one of the most important parts of any proposal. Evaluation is proof of success or failure of your project. The evaluation plan should be continuous and linked explicitly to the goals and objectives of your project.

-   CONTINUATION PLAN. Funds do not continue forever. Funders are interested in projects that will continue after their funding has ended. Your proposal should offer a clear plan for the project to continue once funding runs out.

-   KEY PERSONNEL BIOGRAPHIES. Funders want to make sure that the key staff members have the right credentials to successfully implement the grant. This is not typically a resume, but rather a one page document (unless otherwise directed) which contains only the most relevant information.

-   BUDGET SUMMARY. With the budget, you tell the funder specifically what you are requesting, item by item. Cost out your project as it is being developed and be realistic and thorough. If you have questions, it is usually fine to ask that grant maker directly. If the funder provides forms, use

them. [For more information on basic budget building, consult, http://www.umass.edu/research/ogca/proceds/Basic%20Budget%20Building23_files/frame.htm.]

- BUDGET JUSTIFICATION. In addition to the budget summary, many funders want to see how you came up with your budget figures. Thus, the budget justification simply explains the budget. The budget justification should be in the same order as the budget line items.

- APPENDIX. The appendix is the place for letters of support, key personnel biographies and other materials that provide further illustration of important parts of the proposal. Keep appendix materials to a minimum and include only essential material.

All proposals begin with an interesting idea. The key is to mold the idea into a fundable topic which is presented in terms of the sponsor's goals. When preparing your proposal, keep the following questions in mind:

- Who are you and how do you qualify?
- What are you offering and how is it better?
- How are you going to do it? What specific objectives will your accomplish?
- How much will it cost and how does your request comply with the funder's purpose, goals and objectives?
- How will you measure your results?

Although each proposal application is unique in its specifications, there are general rules that apply to most any proposal. What follows is a brief look at some of the most helpful hints in seeking funding.

1. FINDING PARTNERS AND PURSUING COLLABORATION.

   As you begin to formulate your ideas, reach out to others on campus that may share your interests. For example, are there faculty and/or staff members on campus that have pursued similar projects? What offices on campus or in the local community could collaborate or be supportive in the development of the proposal? An advisory team of outside experts can provide additional levels of expertise and experience. It may be helpful to include evidence of such collaborations in your proposal.

2. DEVELOP WELL ARTICULATED GOALS AND SPECIFIC OBJECTIVES.

   Clarify the purpose of your project, what you plan to do with the money, and why you are a good fit with the funder's priorities. Determine the broad project goals and specific objectives that define how you will focus the work to accomplish those goals. The expected project outcomes should be in specific measurable terms. Provide an explanation on how you will know whether or not each objective was achieved.

3. SET A REALISTIC TIMELINE.

   Be realistic about the time this will take. Draft a timeline that includes the planning phase, the period of searching for funds, proposal writing, and the intended project start date. Periodically update the timeline as you learn more about submission deadlines, award timetables, etc. Plan to submit your proposal on or preferably before the deadline but leave plenty of time for revising and editing. Find out how the funder will notify you about the receipt and status of your proposal.

4. ENSURE FUNDING REQUEST MATCHES PROJECT SCOPE.

   Carefully consider your funding needs. Provide a clear rationale for how funding will be maximized and how the benefits will be sustainable. All too often, budgets include arbitrary requests that are seen by reviewers as attempts toward budget inflation. Keep in mind that reviewers will judge your competence, in part, by how well your funding request matches the scope of the project.

CREATING S.M.A.R.T. GOALS

SPECIFIC. A specific goal has a greater chance of being accomplished than a general goal. To set a specific goal ensure that you know who is involved, what you want to accomplish, your time frame, any requirements or constraints, and specific reasons for accomplishing the goal.

MEASURABLE. Establish clear criteria for measuring your progress toward the attainment of each goal. How will you know when each goal is accomplished?

ATTAINABLE. Identify the goals that are most important to you. Establish clear steps you will follow and set a time frame that allows you to carry out those steps.

REALISTIC. Each goal must represent a realistic objective toward which you are both willing and able to work.

TIMELY. Each goal must be grounded within a time frame. When each goal is tangible you have a better chance of making it specific and measurable and thus attainable.

5. ENSURE A GOOD MATCH WITH THE POT ENTIAL FUNDER.

   Look for a match between your project and the grants you seek by looking for consistency between the purpose and goals of your project and the funder. Pinpoint specific funding priorities and preferences. What projects have been previously funded? What has been the average size and funding range of awards? Are these funding levels appropriate for your project? Before writing your proposal, contact the sponsor, to be sure you clearly understand the guidelines and eligibility criteria. Do not limit your funding search to one source.

6. CHOOSE A TIMELY TOPIC.

   Have a good idea! Funders are looking for creativity and innovation. Choose a topic that is timely. Discuss the idea with colleagues and administrators at your institution to see if they are willing to provide support for further planning and development of the proposal. Discus the idea with potential participants. Gather data and information to provide a realistic assessment of the importance and need that drives your proposal.

7. FOLLOW THE INSTRUCTIONS.

   Acquire proposal guidelines and read them carefully. The guidelines will usually tell you about the submission deadlines, eligibility, proposal format, award levels, review timetable, budgets, funding goals and priorities, award levels, the evaluation process and criteria, whom to contact and so forth. If outlines or a series of questions are provided, for example, be sure to follow the indicated order, answer each section, and avoid evasive language. Although it can be difficult for study abroad professionals, do not to use jargon or acronyms. Instead, use the funder's language!

8. APPOINT A REVIEW TEAM.

   Ask different people to edit and comment on the proposal at different points in the process. Put together a final review team with three key perspectives. First, appoint someone to read the proposal from a technical standpoint to ensure that it complies with specified requirements and clearly sells your approach. Second, appoint someone to read the proposal from a non-technical standpoint. This person, preferably not a study abroad professional, should review the proposal for readability, check for misspellings, poor grammar or any other problems, etc. Finally, the review team needs to include someone to review the proposal with the express purpose to find reasons to throw it out.

9. SEEK TO BUILD A LONG-TERM RELATIONSHIP WITH THE FUNDER.

   Think of the funder as a resource. Identify a project officer who will answer your questions and establish rapport with that person. Doing so may make it easier to follow up about the status and evaluation of your proposal after it is has been submitted as well as to learn more about the funder's evaluation of the proposal's strengths and weaknesses. If funded, sending regular updates about the project's accomplishments can lend well to funder cultivation. If not funded, send a thank you note to express your appreciation. These contacts may prove invaluable later on.

10. DON'T PROMISE MORE THAN YOU CAN DELIVER.

    Deliver what your promise. This is not only important as a key measure of success but it is also relevant for the review of renewal applications where you will be held accountable for what you did or did not accomplish during the previous period of support. Take stock of your own office and what you realistically will be able to manage.

NOTE:

These helpful hints were gathered from a number of professional grant proposal writing resources, including the following:

http://www.grantproposal.com/
http://www.cpb.org/grants/grantwriting.html

TEN WAYS TO WRITE A LOSING PROPOSAL

When deciding whether to submit a grant proposal, there are many questions that you must ask yourself. Is the proposal consistent with your mission and strategic plan? Who else at your institution or community is doing similar work? Have you developed the appropriate and necessary partnerships? Do you have or can you get the right staff for the project? Do you have the appropriate infrastructure to support the project and spend the funds within the required time frame? What will the impact of the project be on your office? Do you have the permission of your institution to pursue this grant and what support mechanisms are in place to you?

What follows is a list of some of the major problems that can prevent you from being successful with your proposal.

1. NOT MAKING A GOOD FIRST IMPRESSION.

    Attention to the organization and aesthetics of the proposal will be appreciated. Avoid such common mistakes as having long paragraphs that contain too many ideas. Do not use a small font or minimize the size of figures and tables to save space. Refrain from using study abroad jargon and acronyms. Ensure that each section is distinct and that the structure is easy to follow. Follow directions closely, proofread carefully and submit the proposal on time.

2. OVERUSING APPENDICES.

    The application should stand alone with the appendices being available as supporting documentation. The appendix should not convey crucial information that is essential to the project or be used to fill in major gaps in the application. Anything included in the appendix should, however, be relevant and support your overall application.

3. RESUBMITTING YOUR APPLICATION UNCHANGED.

    As the majority of grant applications are not funded, it is common to resubmit the application again in the future. Before doing so, closely analyze the feedback you have been given and revise your proposal accordingly. Not taking the advice of reviewers literally or misinterpreting the critiques can cause you to lose the proposal yet again. If resubmitting the application to the same funder, be aware that the proposal criteria and format may have changed. Keep in mind that your institution may have a strong enough commitment to the project to provide funding. What other funders might be interested?

4. NOT UNDERSTANDING THE FUNDER'S REQUIREMENTS.

    Understanding the customer's requirements involves careful preparation, flexibility, patience, persistence and follow-through. The proposal must concisely and compelling convey what you want to do, why it is important, how it relates to the interests of the funder and why you are the most qualified person to carry it out. This is especially critical in the abstract or executive summary.

5. PROPOSAL IS UNSOUND.

    Enlist the support of others to ensure that your logic is sound and adequately conveyed in the proposal. Unrealistic plans can be a quick way to kill your proposal. Invite someone outside of international education to read and comment on the proposal. Also, make sure that you have top management commitment to the proposal and that this support is clearly conveyed in the proposal.

6. PROPOSAL HAS AN INTERNAL FOCUS.

    You must demonstrate that the project has not been designed in isolation from those it is to serve or from those organizations whose cooperation is essential for long term success. A potential funder is not likely to be interested in knowing how an award will help your organization. Involve someone from the target group during all phases of the process. Many funders look for evidence of input from these people.

7. BUDGET PROBLEMS.

   Many reviewers look at the budget first as a way to decide whether the proposal is realistic and not overambitious. Be realistic when preparing your budget and refrain from including arbitrary requests, which could be seen as incompetence. Consult a good reference guide on preparing budgets such as, <u>Grant Seeker's Budget Toolkit</u>, by James Aaron Quick & Cheryl Carter New (see Bibliography).

8. POOR EVALUATION PLAN.

   A well thought out evaluation component is essential to a successful proposal. When designing your evaluation plan determine what information is needed and how it will be collected. Decided how you will analyze and report the data. A good resource is the *W.K. Kellogg Foundation Evaluation Handbook*, available for free at <u>www.wkkf.org</u>.

9. A STANDARD OFF-THE-SHELF APPROACH.

   Your project should be innovative within its context yet closely match the goals of the funder. It should not be designed merely to bring your office up to the level of other similar institutions. How is what you are offering creative and fresh?

10. ONE PERSON WRITES THE PROPOSAL.

    Although there is value in having one person write the final proposal to assure consistency, the overall preparation process will require the involvement of a working team. Together, the team should schedule proposal writing and information gathering activities over a reasonable time. Get advice from people who have been successful with grants, particularly those who have secured funding from your targeted funder.

TEN USEFUL PUBLICATIONS ON PROPOSAL WRITING

1. <u>Grant Seeker's Budget Toolkit</u>, James Aaron Quick & Cheryl Carter New, 2001.
   A key aspect of any successful grant application initiative is budgeting and financial planning. This book covers the entire grant budgeting process, providing tips, guidelines and rules of thumb. The book includes a complete, step-by-step budgeting system, with each step fully documented and accompanied with helpful suggestions. It also includes a helpful CD-ROM with forms, spreadsheets and checklists to assist with the budgeting process.

2. <u>Demystifying Grant Seeking</u>, Larissa Golden Brown & Martin John Brown, 2001.
   Written for nonprofit professionals and fundraisers, this hands-on resource outlines a five-step program that will enhance grant-seeking efforts by dispelling the myths and fears that get in the way of effective grant seeking.

3. <u>How to Write a Grant Proposal</u>, Cheryl Carter New & James Aaron Quick, 2003.
   Effective grant proposals are not so much written as they are extensively researched, developed and positioned. This book takes grant seekers step-by-step through the entire development and drafting process. A companion CD-ROM contains guide sheets and templates that can easily be downloaded, customized and printed.

4. <u>Grant Seeker's Toolkit: A Comprehensive Guide to Finding Funding</u>, Cheryl Carter New & James Aaron Quick, 1998.
   This guide, developed out of a series of seminars, helps grant seekers develop a strategic plan for finding funds for their programs. It outlines how to develop a program that will receive funding and provides the best methods for writing a grant proposal. A companion floppy disk contains forms and exercises to develop skills needed to design grant proposals customized to fit an organization's needs and potential funder's requirements.

5. <u>The Only Grant-Writing Book You'll Ever Need</u>, Ellen Karsh & Arlen Sue Fox, 2003.
   This book provides a comprehensive, step-by-step guide for grant writers, demystifying the process while offering indispensable advice from funders and grant recipients. It includes the following guidance on developing a realistic, cost-effective, collaborative program and offers concrete suggestions (with practice exercises and examples) for approaching each section of a grant so that the proposal is absolutely clear to the funder.

6. <u>Grant Writing for Dummies</u>, Bev Browning (Leading Grants Consultant), 2001.
   This easy-to-use guide shows how to research funding options, deal with application forms, give prospective funders the specifics they're looking for, etc.

7. <u>Guide to Effective Grant Writing: How to Write an Effective NIH Grant Application</u>, Otto O. Yang, 2005.
   This book is geared for post-graduate students and professionals who need to write effective proposals for grants. Covering all aspects of the proposal process, from the most basic questions about form and style to the task of seeking funding, this book offers clear advice backed up with examples. Included are a number of specimen proposals to help shed light on the important issues surrounding the writing of proposals.

8. <u>Getting Funded: The Complete Guide to Writing Grant Proposals</u>, 4th Edition, Mary Hall & Susan Howlett, 2003.
   The book offers a wealth of information for both novices and seasoned grant writers, program administrators, teachers, and students. It covers many types of funding organizations from the private and public sectors and explains the best way to approach each type. It describes the basics of planning, preparing, and submitting a proposal, breaking down each component of the process into manageable segments and illustrating them with clear examples. It includes a

section of Web resources, numerous helpful checklists, and more guidance and examples for small organizations.

9. <u>Winning Grants: Step by Step</u>, Mim Carlson, 2002.
    This book leads one through creating a proposal--from start to finish--that fulfills the three most important criteria grant makers demand from a competitive proposal: a clearly stated purpose describing what your organization is trying to achieve, compelling evidence that demonstrates the importance of this goal, and a well-reasoned plan that outlines how your organization will meet the goal in a cost-effective manner. It includes examples and sample budgets that reflect the reality of today's nonprofit funding environment. It also offers guidance on using the Internet to research funders, current information on preparing and submitting proposals, and advice on building relationships with funders. The companion CD-ROM contains sample proposals from real organizations as well as blank worksheets that guide one though the proposal-writing process.

10. <u>The First-Time Grantwriter's Guide to Success</u>, Cynthia Knowles, 2002.
    From finding appropriate sources for grants, to submitting an effective proposal, this guide provides a roadmap for easy navigation through the entire grant writing process. Every facet of grant writing is covered, including an in-depth review of the application package, writing tips, specific techniques for an efficient plan of operation, and practical advice on budget development.

TEN USEFUL WEBSITES ON PROPOSAL WRITING:

1. *Proposal Writing: Selected Websites*
    [https://www.osp.pitt.edu/selected-proposal-writing-resources]

2. *Writing A Successful Grant Proposal*
    [http://www.mcf.org/mcf/grant/writing.htm]

3. *Grant Proposal.com: Aesthetics and Technicalities for Grant Writers*
    [http://www.grantproposal.com/]

4. *Guide for Writing a Funding Proposal*
    [http://learnerassociates.net/proposal/]

5. *Proposal Writing Short Course*
    [https://learning.candid.org/training/introduction-to-proposal-writing/]

6. *National Science Foundation: A Guide for Proposal Writing*
    [http://www.nsf.gov/pubs/1998/nsf9891/nsf9891.htm]

7. *Writing Winning Grants*
    [http://www.grantcentral.com/regionalseminar.html]

8. *Corporation for Public Broadcasting: Grant Proposal Writing Tips*
    [http://www.cpb.org/grants/grantwriting.html]

9. *The Grantsmanship Center*
    [www.tgci.com]

10. *National Network of Grantmakers*
    [www.nng.org]

Please let us know of other resources. Please contact Dr. Anthony C. Ogden at aogden@gatewayinternational.org.   Thank you.

PROPOSAL WRITING FREQUENTLY ASKED QUESTIONS

1. *Who should I contact on my campus?*

   Almost every college or university campus has an office that can support and guide you in the proposal process. These offices will also be able to inform you of institution-specific requirements and policies. For example, these offices will be able to tell you what that fringe benefits and F&A (Facilities and Administration) rates are at your institution. These offices are commonly known as the Office of Sponsored Programs or the Office of Research.

2. *How are proposals really evaluated?*

   In order to win, one must write very clear proposals that educate as well as persuade evaluators. The proposal evaluation process must follow a structured approach and be based on what is written, not what the evaluators might know. Proposals may be disqualified if instructions are not followed. In limited time, evaluators must assess how the proposal fulfills the grant criteria. Remember, the best proposal wins, not necessary the best idea.

3. *Who actually reviews my proposal?*

   A grant reviewer, or proposal evaluator, will do so. Keep in mind that evaluators are not necessarily international education experts and may not be familiar with education abroad jargon. Because proposal evaluators have many proposals to evaluate in little time, they look for ways to disqualify proposals and highly value proposals that are very easy to read.

4. *How much should I ask for?*

   The application package will contain information on how much money has been set aside for this program, how many awards they anticipate making, and will even recommend a range or ceiling for you. Stay within these recommendations.

5. *What is an indirect cost rate?*

   A percentage of the direct cost items. Most schools have an established indirect cost rate. Check with you business office or financial officer.

6. *What are the most common grant proposal writing mistakes?*

   Failure to develop a solid evaluation plan, which is often the result of writing immeasurable objects, and not connecting the project to the authorizing statute.

7. *Should I solicit letters of endorsement from prominent individuals or have someone call someone on the funding source's board?*

   The culture of each foundation, corporation, and government organization is different. Some are really irritated if such contacts are made, while others just consider it part of the game. This is a very important decision, and you should know in advance whether such testimonials will help or hinder your application Some funders directly state their views on the website or in their guidelines. Seek advice from program officers or others who have received support from this source.

8. *Do all proposals require an evaluation component?*

   While the majority of funding sources do require some type of evaluation, for some types of projects (such as buildings, equipment or even general operating support) a report showing that the money was spent correctly is all the funder needs or expects.

9. *How should I pace myself?*

   Be realistic about the time this will take. If you have six months to submit the proposal, draft a timeline that allows one-third of the time on analysis and design, one-third on writing, and one-third on reviewing, revising, and submitting. Plan to submit your proposal on or preferably before the deadline.

1. 501(c)(3). "501(c) is the section of the Internal Revenue Code that authorizes and defines most tax-exempt organizations, which must be organized and operated for a public purpose. The 501(c)(3) is the most common type of not-for-profit designation. Contributions to a 501(c) organization are tax deductible." [The Only Grant-Writing Book You'll Ever Need, 2003]

2. CHALLENGE GRANT. "A grant offered by a funder to encourage other grantmakers or individuals to support a particular program or organization. Payable only if other funds are obtained in an amount specified by the donor." [The Only Grant-Writing Book You'll Ever Need, 2003]

3. COMPETITIVE GRANT. "A grant awarded by a government or private funder through a competitive screening process such as a request for proposals or notice of funding availability, after proposals have been scored by independent reviewers." [The Only Grant-Writing Book You'll Ever Need, 2003]

4. DIRECT COSTS. "All budget items that directly support a program, including the salaries of staff and other-than-personnel costs like materials, supplies, travel and equipment." [The Only Grant-Writing Book You'll Ever Need, 2003]

5. FORMULA GRANT. "Federal government funding to states and major localities is based on *formulas* that account for the number of individuals who are entitled to that funding. They may be based strictly on total population, or they may be based on the number of individuals in specific categories: elderly, youth, people with disabilities, etc. This kind of funding also is known as *entitlements*." [The Only Grant-Writing Book You'll Ever Need, 2003]

6. GRANT PROJECT BUDGET. "A grant project budget is the project plan from a financial view. It contains detailed itemized estimates of all expenditures and contributions from all sources, project revenue, subtotals and totals, and the amount and distribution of funds needed to perform the project activities over their allotted time spans." [Grant Seeker's Budget Toolkit, 2001]

7. GRANT PROPOSAL. "The completed grant application. A written request for funding that includes an outline of needs, project plan, personnel, budget and evaluation plan. It is called a proposal before it has been approved for funding." [The First-time Grantwriter's Guide to Success, 2002]

8. INDIRECT COSTS. "Those costs that are incurred for common or joint objectives and therefore cannot be identified readily and specifically with a particular sponsored project, program, or activity but are nevertheless necessary to the operations of the organization. For example, the costs of operating and maintaining facilities, depreciation, and administrative salaries are general treated as indirect costs." [Grant Seeker's Budget Toolkit, 2001]

9. INDIRECT COST RATE. "The ratio, expressed as a percentage, of an organization's total indirect costs to its direct cost base." [Grant Seeker's Budget Toolkit, 2001]

10. IN-KIND CONTRIBUTION. "In-kind is the fair market value of personnel, goods and services contributed to the operation of a project." [Grant Seeker's Budget Toolkit, 2001]

11. MATCHING GRANT. "An amount or percentage of the total budget that a funder may require an applicant to commit to a program if it is funded. The match can be an in-kind contribution of goods and services, cash, or a combination of both. The funder makes the determination of what is acceptable." [The Only Grant-Writing Book You'll Ever Need, 2003]

12. REQUEST FOR PROPOSAL. "The published announcement that funding is available for a specific type of programming." [The First-time Grantwriter's Guide to Success, 2002]

13. REVIEWER. "The grant reader. Selected based on general and specialized experience and expertise in the program area. These readers review the applications based on rigid selection criteria. They are the primary source of objective assessment and accurate scoring of applications." [The First-time Grantwriter's Guide to Success, 2002]

14. SOLICITED PROJECT. "A solicited project idea is one that has been suggested in at least general terms by the funding source itself, either as a specific initiative or as a general subject area in which it is interested. This is the most common type of project supported by both governmental and private sources." [Getting Funded: The Complete Guide to Writing Grant Proposals, 2003]

15. UNSOLICITED PROJECT. "An unsolicited project idea is one that is created by the person or organization seeking funds. From the viewpoint of the applicant, these are frequently the most interesting and important projects. However, they are often the most difficult to fund." [Getting Funded: The Complete Guide to Writing Grant Proposals, 2003]

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