

Foundation Center

Funding Research Opportunities

&

Pre-Award & Post-Award Grants Administration

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FOUNDATION
CENTER

Foundation Center Resources

Our Website: www.FoundationCenter.org

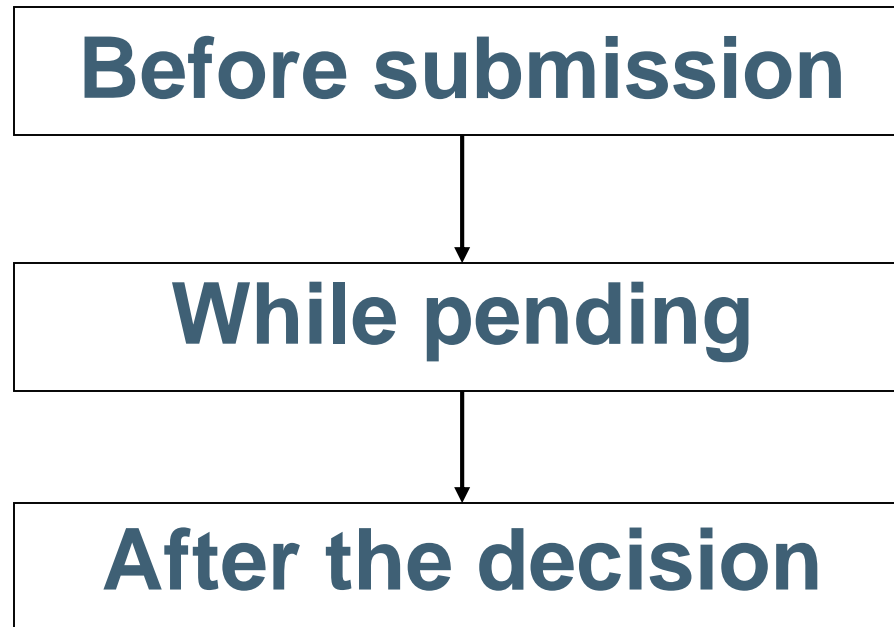
- Foundation Center
- GrantSpace
- Philanthropy News Digest
- Funding Information Network

Foundation Center Resources

Our Databases and Research Archives

- Foundation Directory Online
- Foundation Maps
- Grants to Individuals Online
- Knowledge Services
- Issue Lab

Key Stages in the Grants Management Process



The goal is to initiate and build relationships with the grantmaker: (foundations, corporations, gov't agencies)

Before You Approach a Foundation

Prepare your prospect list

- Look for a connection to the funder's philanthropic interests
- Look for someone who can make an introduction
- Collect information on prior contacts with your organization

Try to Make an Introductory Phone Call

Prepare “talking points”

- Introduce Your Organization & Project
- Highlight the Anticipated Outcomes
- Have a Strong Case for the Need
- Make a Connection
- Request a Meeting
- Offer an Open Invitation

While Your Proposal is Pending

The Follow-Up Phone Call

- Make sure they received your proposal
- Check on the foundation's review process
- Offer to answer questions
- Request a meeting
- Meet the Administrative Staff

While Your Proposal is Pending

The Purpose of the Meeting or Site Visit

- To build their knowledge of your organization and project
- To see evidence of the strength of your program and effectiveness of your operations
- To become acquainted with your leaders
- To meet your constituency

While Your Proposal is Pending

Tips for the Meeting or Site Visit

- Include a CEO, Board Member & Program Director
- Listen carefully for cues
- Allow ample time for them to ask questions
- Always follow-up all conversations with a thank-you letter

Result: When the Answer is No

- Express appreciation for consideration
- Find out why
- Explore the possibility of future funding
- Keep the funder informed of your work, if appropriate

Result: When the Answer is Yes

- Promptly send a thank-you letter
- Clarify expectations
- Nurture the philanthropic partnership by:
 - Submitting all required reports on time
 - Invite to key events
 - Communicate both good and not-so-good news

Mutually Beneficial Relationships

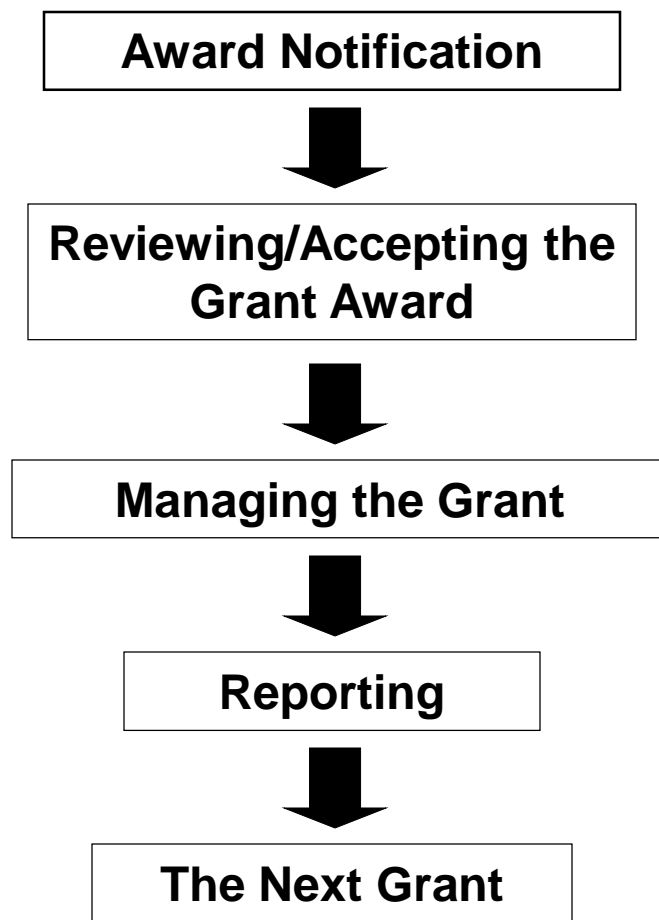
Nonprofits

- Advance the grantmaker's mission
- Provide useful evaluation/benchmarking data for the grantmaker's priorities
- Enhance the grantmaker's networks in the field
- Increase visibility for the grantmaker's mission and values

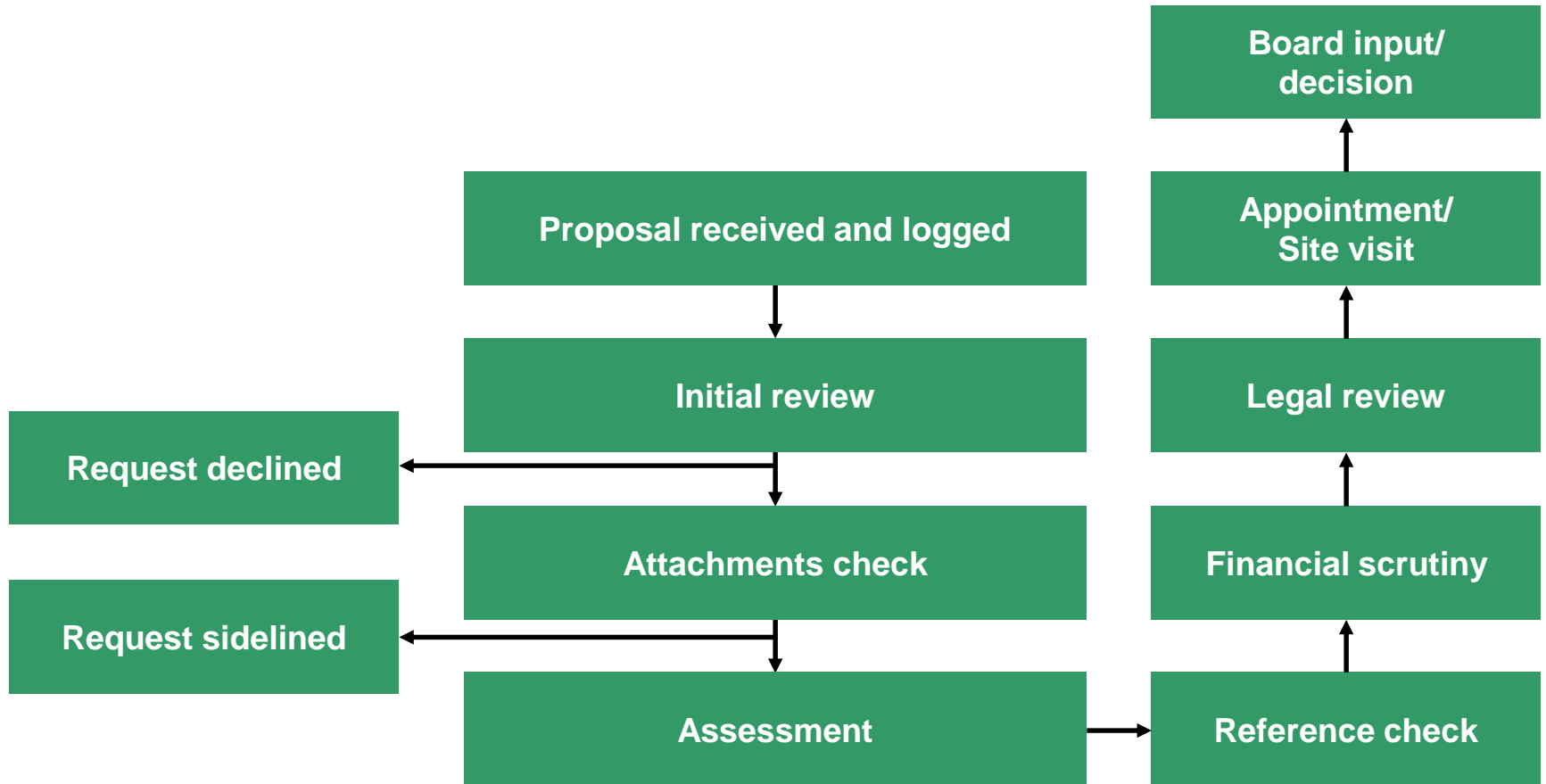
Grantmakers

- Provide funding to support mission-driven activity
- Offer benchmarking advice and perspectives
- Share prestige/good housekeeping seal of approval through involvement with nonprofits
- Can open doors to other grantmakers

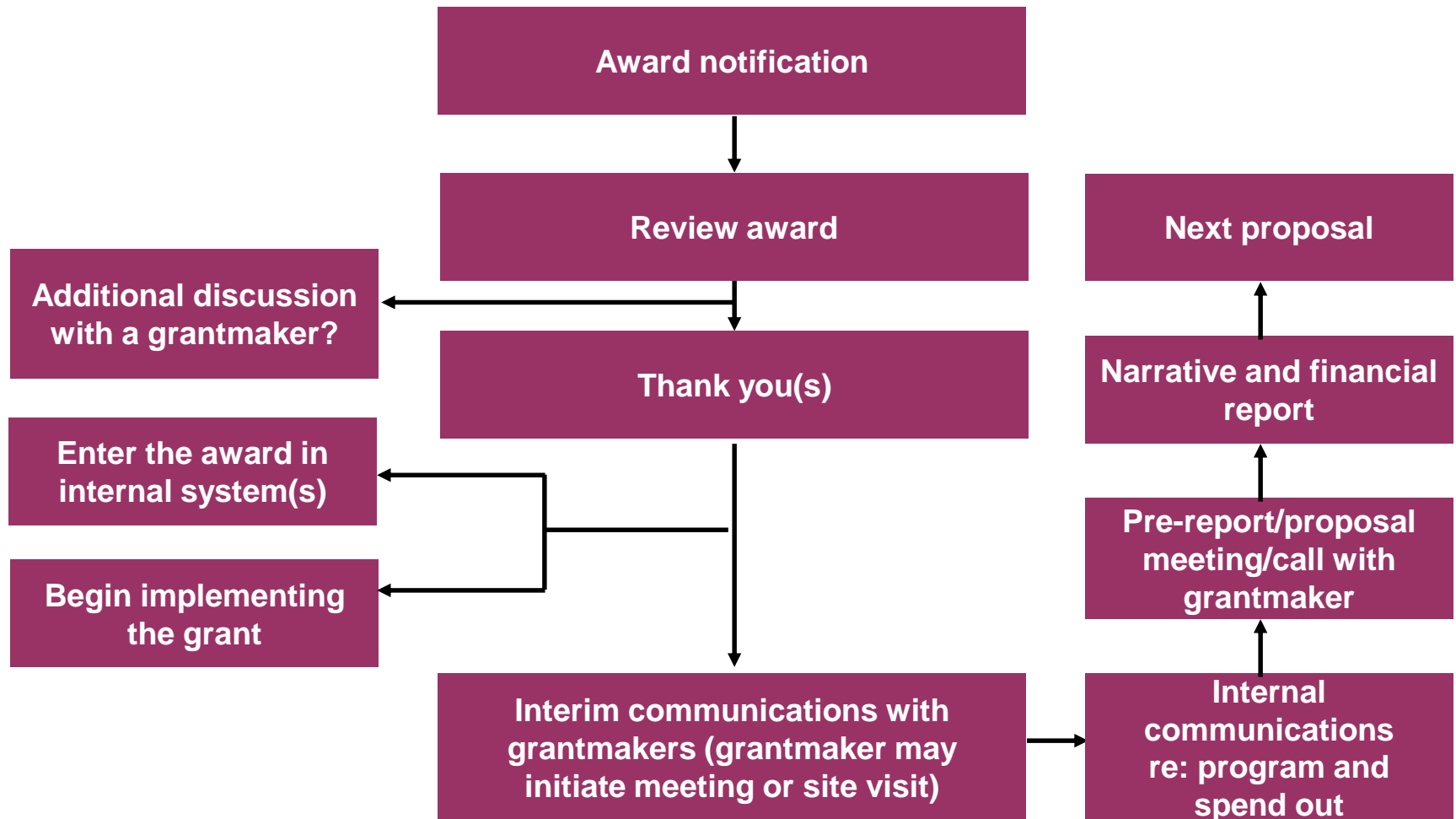
Stages of Grant Stewardship



Grantmaker Reviews the Proposal



Nonprofit Manages the Grant Award



Reviewing the Grant Award

1. Read the award letter and grant agreement carefully
2. Share the letter with your team:
 - Project leadership
 - Finance
 - Development
3. Compare it with the proposal you submitted

Preparing for Grant Management

- Clarify roles and responsibilities of your grant management team
- Create timelines for the grant deliverables
- Schedule periodic team meetings
- Think about the data you need to collect and then set up a tracking system

The Grant Management Team

Development

- Produce organizational policy on crediting funders
- Manage the annual cycle
 Proposal → grant award → report
- Implement the grant

The Grants Management Team

Finance Staff

- Enter the grant award in the finance system
- Deposit the award check
- Provide timely expense reports
- Adhere to expenditure restrictions
- Incur expenditures within the grant duration
- Produce expense transfers if appropriate
- Secure audit as needed

The Grant Management Team

Program Staff

- Implement the grant
 - Spend within restrictions or produce transfers
 - Spend out within the grant period
- Put indicators in place to capture metrics
- Prepare progress reports

The Grants Management Team

Public Relations / Marketing

- Produce promised credit as appropriate
- Assist in outlining the credit component of proposal preparation as appropriate

Unspoken Protocol

- Funders have a vested interest in our success
- They want to be seen as partners
- They have great advice to share
- They need grantee-partners to keep them informed of the field
- They want to hear about challenges
- They can open new doors with other funders

Engaging the Grantmaker



“Be candid. If something changes, let us know. If something doesn’t work, let us know. If something is wonderful, let us know. But always, always be candid.”

Kathy Palumbo,
Community Foundation for Greater Atlanta

Tips on Grantmaker Engagement

- Focus on a few high quality updates
- Offer meetings or site visits for staff and trustees
- Personal interactions yield highest value
- Remember to recognize the funder through events and publicity, if appropriate
- Invite and involve them in activities *beyond* the grant where appropriate

Reporting on the Grant



“...the grant report provides a chance to tell the story to the funder(s) who helped make the work possible. It is also an opportunity to communicate gratitude and enable the funder to better understand the success, and challenges, of the organization and its work.”

Nancy Wiltsek, Consultant and
formerly with Pottruck Family Foundation

How Grantmakers Use Reports

- To document their mission impact and analyze the quality of their investment
- To verify the viability and success of the grantee's approach
- To provide data and cases for their publications
- To consult when they review our next proposal

What Grantmakers Want in Reports

- Report of activity
- Itemized report of how funds were spent
- Did the program unfold as it was designed?
If not, why not?
- Were the intended results achieved?
- Lessons learned
- Future plans for the program

End of Grant Year Discussion

- Seek a meeting or phone conference about 4 – 6 weeks before the grant year ends
- Set expectations prior to the report
- Seek guidance on how to make the next request—content and range of ask
- Follow up with thank-you letter

Summing Up

- The proposal frames our promises
- The award letter frames their expectations
- Put in place a grants management team, procedures, and system
- Communicate both the good and bad news
- Harvest the deepened relationship—
consensus on next ask