

CALIFORNIA STATE UNIVERSITY, BAKERSFIELD  
Department of Public Policy & Administration

**PPA 520 – FUNDAMENTALS OF GRANTWRITING**

Fall 2009, CRN 80330, Wednesdays at 6PM, Classroom SCI II 343

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Office hours: Tuesdays 3.30 – 5.30 PM, Thursdays 2.30 – 5.30 PM, or by appointment.

Please see my web page for updates

**Course Information**

Catalog description: “This elective seminar is designed to provide individuals with the practical skills to be successful grantwriters. Topics to be covered include: writing successful grant proposals, gathering information about potential funding sources (federal, state, local, foundations), evaluating chances for success, making agency contacts. Also, how to evaluate and develop alternative funding beyond grants, to include planned giving and fundraising strategies.”

Goals: By the end of the course students should be able to:

1. Articulate a nonprofit organization’s grant needs
2. Assess a nonprofit organization’s fundraising capacity
3. Use grant databases
4. Choose a fundraising strategy specific to a nonprofit organization
5. Write effective grant proposals
6. Identify career resources for grantwriters

MPA program goals: The course meets the following of the MPA program’s goals through the listed assignments:

- Goal 1a: Oral communication (case discussions)
- Goal 1b: Writing (grant proposal, memo)
- Goal 3f: Argumentation (case discussions, memo)

## **Readings**

Required text book: Mim Carlson, Winning grants step by step, Jossey-Bass.

Other required readings will be assigned during the term and will be available on WebCT or given as handouts in class.

## **Assignments**

Attendance and participation: The quality of the classroom experience depends upon your active and thoughtful participation. You must complete the assigned readings before start of class. Your final grade will depend upon your attendance and on the quality of your participation in case discussions and in-class exercises.

Format: Written assignments must be double-spaced and in 12-point font.

Assignment submission: Unless otherwise stated below, please submit paper copies of your assignments; do not submit by email. Unless otherwise specified, all written assignments are due at the start of class.

Due dates: See the 'Schedule' section below for due dates.

1. Funding prospects report: This 2-page report will detail research for funding sources for your grant project. You must identify the grant database(s) you used, the key-words you used, and describe the top three funding prospects you chose. You must explain the rationale for the selection and ranking of these three funding prospects.
2. Fundraising strategy memo: You will address this 2-page memo to the board president of the nonprofit organization for which you are developing the grant proposal. You will suggest a primary fundraising strategy for the organization based on the GIVES model. You will provide the rationale for your recommendation and discuss the advantages, risks, and managerial implications of your recommended fundraising strategy.
3. Goals and objectives: This assignment is in two parts. During the in-class exercise students will work in teams to critique and rewrite the goals and objectives of a sample grant. In the take-home exercise students will write goals and objectives for their own grant projects.
4. Methods and evaluation: In this assignment (2 pages maximum) students will explain the methods through which they will accomplish the goals of their grant project and identify the evaluation strategies through which they can demonstrate if the project has been successful.

5. Grant proposal: This is the most important assignment in this course. Students will develop the grant proposal through several revisions. The final proposal will be about 10 to 15 pages long (later, I will give detailed instructions as well as the grading rubric). This assignment has to be of a very high quality; nonprofit organizations will receive student proposals and the quality of the proposals should be so good that they are ready to be sent out to funders.

Late submissions: Two points will be deducted from a student's total score for every day that an assignment is late. Any make up assignments that I may approve must be completed within one week of the original assignment's due date. I will approve make up assignments and deadline extensions only in cases of documented emergencies and at my discretion. Students must request for make up assignments and deadline extensions *before* the due date of the original assignment. Generally, assignments that are over one week late will not be graded and will not receive any credit.

### **Points & Grades**

Funding prospects report – 20 points  
Fundraising strategy memo – 20 points  
Goals & objectives: in-class exercise – 10 points  
Goals & objectives: take-home exercise – 20 points  
Grant proposal – 50 points  
Class participation (including any WebCT exercises) – 20 points  
Attendance – 10 points  
*Maximum possible points – 150*

Letter grade cutoffs: A 135, A- 127.5, B+ 120, B 112.5, B- 105, C 97.5, F 97 or lower.

### **Schedule**

1. Sep. 16 Introduction; syllabus; expectations; preliminary discussion of key concepts; fundraising trends; overview of grant proposals.  
Carlson: Introduction, chapter 1 (Carlson calls them 'steps')
2. Sep. 23 Needs statement; organizational assessment.  
Carlson: chapter 3
3. Sep. 30 Identifying funding sources; goals, objectives, and methods.  
Carlson: chapter 2, chapter 4, chapter 5, 'special resource section A & B'  
Assignment due: Goals and objectives (in-class exercise)

4. Oct. 7 Fundraising strategies.  
Carlson: chapter 7  
Assignment due: Goals and objectives (take-home exercise)
5. Oct. 14 Implementation and evaluation.  
Carlson: chapter 6  
Assignment due: Funding prospects report
6. Oct. 21 Budgets; writing the proposal – 1.  
Carlson: chapter 8  
Assignment due: Fundraising strategy memo
7. Oct. 28 Writing the proposal – 2.  
Carlson: chapter 9, chapter 10, chapter 11, ‘special resources section C & D’  
Assignment due: Methods and evaluation
8. Nov. 4 Ethics and accountability; career resources.  
Carlson: chapter 12
9. Nov. 11 CSUB holiday
- Nov. 6 – Individual consultation regarding grant proposal drafts  
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10. Nov. Assignment due: Grant proposals due at 6 PM (email)  
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### **Other Policies**

Academic honesty and classroom conduct: Students are expected to maintain high standards of academic integrity. Please refer to the CSUB catalog for the official policy in this regard. Severe penalties apply for cheating, plagiarism, submitting someone else’s work as one’s own, and for other kinds of academic dishonesty. Students are also expected to demonstrate professionalism and respect for others so that academic discourse and debate can occur freely. Students should display courtesy and consideration towards each other in the class. Disruptive behavior will prevent a positive learning environment and will result in disciplinary sanctions.

Incompletes: Students are expected to finish the course once past the ‘drop’ date. An ‘incomplete’ may be given at my discretion if there is a documented emergency.

Students with disabilities: In accordance with university policies, special accommodations will be made for students with disabilities. Students needing accommodation must contact CSUB’s Office of Services for Students with Disabilities (SSD) and notify me by the second week of the term. The SSD has stringent deadlines for handling examination materials.

Cell phones: Please turn off cell phones during class session.

Changes to the syllabus: If I need to change items in this syllabus, I will post an addendum on my web site ([www.csub.edu/~ccommuri](http://www.csub.edu/~ccommuri)).

**Grading Rubrics**

Funding prospects report

Are three prospects identified and ranked?	
Is complete contact information provided for all prospects?	
Are the grant database and key words listed?	
Rationale for ranking	
Rationale for the match between the top prospect and the grant project	
Quality of writing	
Format, page limit	
Points	

[A: very good; B: satisfactory to good; C: below expectations]

Fundraising strategy memo

Is the primary GIVES strategy clearly identified?	
Rationale (detail and persuasiveness) for the selection of the primary strategy	
Discussion of the advantages & risks of the recommended strategy	
Discussion of the managerial implications of the recommended strategy	
Quality of writing	
Format (memo), page limit	
Points	

[A: very good; B: satisfactory to good; C: below expectations]

Goals and objectives

Is each goal clear and precise? Goal 1:            Goal 2:            Etc.	
SMART objectives?	
Sufficiency of the goals to accomplish the project's purpose	
Are the objectives clearly linked to the goals?	
Are outcomes objectives used instead of process objectives?	
Quality of writing	
Points	

[A: very good; B: satisfactory to good; C: below expectations]

Methods and evaluation

<i>Methods</i>		<i>Evaluation</i>	
Link to objectives		Types of data & rationale	
Complete description of activities		Evaluation strategies	
Justification of methods		Accountability for evaluation	
Identification of resources needed		Reporting of results	
Identification of clients & rationale		Clear timelines	
Clear timelines		Writing, mechanics	
Accountability for implementation		Points	

[A: very good; B: satisfactory to good; C: below expectations]

The grading rubric for the grant proposal assignment will be given in class.

(Sep. 9, 2009)