



**A LITERATURE SEARCH FOR THE PURPOSE OF  
THE GRANT PROFESSIONAL CERTIFICATION**

Prepared for  
Grant Professionals Certification Institute (GPCI)  
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University of South Florida

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## A LITERATURE SEARCH FOR THE PURPOSE OF THE GRANT PROFESSIONAL CERTIFICATION

*This Literature Search was developed as a part of the “identifying skills and competencies” component of the grant professional certification process being developed by the American Association of Grant Professionals (AAGP) and the Grant Professionals Certification Institute (GPCI), with consulting assistance from the Institute for Instructional Research and Practice at the University of South Florida. For this review, the author chose favorite books, searched the Multnomah County Library and the Internet, and got recommendations from other experienced grant professionals. It is not a complete listing of all grants books (Books in Print lists over 70 titles for nonprofit proposal development and there are many more self-published) but it is a comprehensive overview and includes all of the information necessary for the task of identifying skills and competencies.*

This review identifies and compiles references pertaining to the competencies and skills that grant professionals consider important. This review also reviews books that can be used to help establish standards for practice at the level of expertise the GPCI examination will test.

### *Historical and Current Status of Recognizing Grant Development as a Distinct Field and Profession*

Fundraising began as a distinct field in the 1960's. At that time, grant development was not considered a separate skill and was not addressed. Books such as *The Raising of Money* (Lord) and *The Grassroots Fundraising Book* (Flanagan) barely mentioned grant preparation. At the same time, books on grants began appearing. They generally discussed the mechanics of developing a grant proposal, which has been the standard approach of most grant writing books to this day. Some like *Program Planning and Proposal Writing* (Kiritz) and *Developing Skills in Proposal Writing* (Hall) have stood the test of time -- the former in its original form, the latter now in its fourth edition as *Getting Funded*. Others such as *The Bread Game* (Allen et. al) and *The Quick Proposal Workbook* (Conrad) have long been out of print.

The progress of fundraising as a profession and of grants as a separate but related field can be traced by looking at the development of the major professional organizations in the United States.

1960 - National Society of Fundraising Executives (NSFRE) founded. NSFRE became the Association of Fundraising Professionals (AFP) in 2001.

- 1981- NSFRE develops the Certified Fund Raising Executive (CFRE) designation.
- 1997 - CFRE International becomes a separate certifying organization.
- 1997 - American Association of Grant Professionals (AAGP) founded.
- 2003 - Grant Professionals Certification Institute (GPCI) established as an AAGP-affiliated certifying organization.

Since 2000, several books on grants have been published that began to go beyond the simple mechanics of proposal development. They began looking at the process of grant seeking or grantsmanship including developing and maintaining relationships with funders, working within grant seeking organizations, researching funding sources and other issues. For example:

- In *Grassroots Grants*, Robinson focuses heavily on working within an organization to develop programs for grant funding, then building peer-to-peer relationships with funders.
- In *Demystifying Grant Seeking*, Brown focuses on the principles behind successful grantseeking, and describes building and operating a year-round grant seeking operation.
- In the *Grantwriting Beyond the Basics* series, Wells takes in depth looks at different areas of knowledge important to grant professionals.

During the same time frame professional publications began focusing on grant related subjects.

- *The American Association of Grant Professionals Journal* contains both academic and practice related material.
- The *Grantsmanship Center Magazine*, established in the 1980's, includes articles on every aspect of grant writing. Back articles are now available on the Grantsmanship Center Website [www.tgci.com](http://www.tgci.com).
- The online *Grants and Foundation Review* with weekly grant related articles was launched in 2002 by Charity Channel <http://charitychannel.com/enewsletters/gfr/>.

### Recognition of the Field

The self-recognition of working with grants as a distinct profession that led to the formation of AAGP and GPCI is also shared by an important stakeholder group -- employers of grant professionals. Nonprofit organizations are hiring grant writers and grant managers, separately from development directors. In many larger social service organizations the grant writer(s) for government grants are entirely separate from the development departments. Local governments including school districts have long hired grant writers to seek state and federal funds, and are starting to seek foundation funding. Research universities have "offices of sponsored research" to assist faculty in seeking research grant funding. A growing number of independent consultants provide grant development services to nonprofits, local governments, school districts, Indian tribes and others.

In addition, colleges and universities are offering graduate and undergraduate classes in grant writing. At Portland State University for example, there are at least seven instructors in four departments teaching grant writing, in addition to the Office of Sponsored Research serving faculty and graduate researchers. However outside the grants field, fundraising organizations such as the Association of Fundraising Professionals (AFP) and CFRE International pay little attention to grant development and consider it a subset of fundraising.

### General Content Areas

As an emerging profession, or perhaps a profession with emerging recognition, grant writing does not have established historical textbooks for use in academic settings. The books below are written to be instructive, helping the reader through the process of developing successful grant proposals. While they take different approaches, they cover many of the same subject areas. These are helpful in identifying knowledge the authors consider important for successful grant writing. Following are some of the most covered subjects:

- Planning the project: *Hall, Clarke, Carlson.*
- Assessing and describing the applicant organization: *Hall, Brown, Carlson, Robinson, Wells.*
- Identifying and describing the need for the project: *Hall, Clarke, Carlson, Robinson.*
- Researching and identifying funding sources: *Hall, Brown, Carlson, Robinson.*
- Developing narrative: *Hall, Clarke, Carlson, Barbato.*
- Designing goals and objectives: *Hall, Clarke, Carlson.*
- Developing an evaluation plan: *Hall, Clarke, Carlson, Wells.*
- Writing a letter of intent: *Hall, Carlson.*
- Developing a budget: *Hall, Clarke, Carlson, Wells.*
- Establishing and maintaining relationships with funders: *Clarke, Brown, Robinson.*

### General Grant Writing Books

- *Demystifying Grant Seeking* by Larissa and Martin Brown. Jossey Bass (2001)—The Browns don't rehash the basic "how to write grants" book. Rather, they tell us what we need to do to seek and manage grants. Intended for the small shop or one-person office, *Demystifying Grant Seeking* talks about how to set up an office to keep track of deadlines, building and maintaining relationships with funders, and what to do after submitting a proposal.
- *Foundation Center's Guide to Winning Proposals*. Sarah Collins, Editor. The Foundation Center (2003)—With forty examples of successful proposals from a variety of organizations, this guide gives readers a good look beyond theory to see what's actually worked.
- *Getting Funded: The Complete Guide to Writing Grant Proposals* (4th ed.) by Mary Hall & Susan Howlett. Portland State University Continuing Education Press (2003)—A

classic in the field and the one used as a text for many college grant writing classes. Hall and Howlett lead you step by step through each section of a major proposal. The new edition includes a suggested syllabus and assignments for classroom teaching.

- *Grassroots Grants: An Activist's Guide to Grantseeking* (2nd ed.) by Andy Robinson. Jossey Bass/Chardon Press (2004)—As the title suggests, this is oriented for community organizers. However, its straightforward approach explains how the process works, from fundraising planning to talking with foundation staff. It also includes annotated examples of funded grants.
- *Proposal Planning and Writing* by Lynn and Jeremy Miner. Greenwood Press (2003)—This how-to book has a detailed section about using the Catalog of Federal Domestic Assistance, the Federal Register, and government Web pages. It also includes a good discussion on pre-proposal contacts.
- *Proven Strategies Professionals Use to Make Their Proposals Work* by Michael Wells. Portland State University Continuing Education Press (2005) This first book of the *Grantwriting Beyond the Basics* series is intended for experienced grant professionals and provides a strategic approach to grant writing, with several examples in areas such as research, using logic models, matching evaluation to your project, using the budget to tell your story and a simple grant tracking system.
- *Winning Grants Step by Step* by Mim Carlson. Jossey Bass/Support Centers of America (1995)—Carlson takes a workbook approach, with “fill in the blanks” forms for each component of your proposal. Really a planning tool, this book helps organize your work so you're ready to write effectively.

#### Writing Style

- *The Pocket Proposal Style Manual* by Ross Pipes and Associates. Tekne Press, Chapel Hill, N.C. (1989) This small (3.5” x 6.5”, 66 page) handbook is the most concise treatment of good writing advice I've ever seen, for grants or anything else. (out of print).
- *Storytelling for Grantseekers* by Cheryl A. Clarke. Jossey Bass (2001) Like *Writing for a Good Cause*, this focuses on developing a story narrative rather than on writing style.
- *Writing for a Good Cause* by Joseph Barbato and Danielle S. Furlich. Fireside (2000)—Unlike fiction, grantwriting isn't all about the writing. Nevertheless, good writing is important. These authors give probably the best treatment of how to use language in your proposal, with advice on strategy mixed in.

#### Specialized Grant Areas

- *Applying for Research Funding: Getting started and getting funded* by Joanne B. Ries and Carl G. Leukefeld (1995) Sage Publications, Thousand Oaks, CA. This book gives a strong overview of research funding and is written for the beginning principal investigator. Research grants differ from the program grants sought by nonprofit organizations and local governments. They are designed to further knowledge in a specific field through posing and answering questions, and are often highly technical. Research grants are generally sought by universities or independent research institutes and focus on the work of individual researchers called principal investigators (PI's). The

principal investigators will usually write the grant proposal, sometimes with help from a university staff person from Office of Sponsored Projects.

- *How to Evaluate and Improve Your Grants Effort (2<sup>nd</sup> ed.)* by David G. Bauer (2001) American Council on Education and The Oryx Press. This well written and organized book does for university grants offices what the Brown's *Demystifying Grant Seeking* does for small nonprofits -- it describes how to organize and run an effective grants office. However, this book goes further in exploring how to evaluate an existing operation and improve it, with checklists and forms.
- *Program Related Investments: A guide to funders and trends* by Loren Renz, Cynthia W. Massarsky, Riikard R. Treiber and Steven Lawrence (1995) The Foundation Center, New York. Private funders such as foundations and corporations generally fund projects through grants, but some take a different approach of making loans or even equity investments in projects related to their interest areas. These program related investments are done to preserve the capital of the funder, to facilitate major construction such as low income housing, to promote economic development or to assist very low income individuals to become self sufficient.

#### Federal Grants

- *Applying for Federal Grants and Cooperative Agreements, Management Concepts, Vienna, Virginia (2005)* The course materials for Management Concepts two-day course, this 2" thick workbook is incredibly complete. The approach is straightforward, if a little formal and linear. It covers in detail how to research opportunities on the web, understand legislative history and other background. It has very important sections on assessing opportunities ("Is this a good match?") and evaluating impact ("Is this a good idea?") which many grants books don't cover. The majority of pages are appendixes, giving full texts of legislation, administrative requirements and cost principles.
- *Grant Writing: Strategies for Developing Winning Proposals (2<sup>nd</sup> Edition)* Patrick Miller. Patrick W. Miller and Associates (2002). This book about developing federal proposals describes the differences between grants, cooperative agreements, and procurement contracts. The book includes guidelines for writing proposals, a glossary of grant terms, and examples for proposal development.
- *Managing Federal Grants and Cooperative Agreements for Recipients, Management Concepts, Vienna, Virginia (2005)* The course materials for Management Concepts three-day course, this is just as complete as the Applying workbook. It provides guidance for agencies which have received federal grants, with an emphasis on nonprofits. Again, it includes an extensive set of full text appendixes. Recommended by the National Grants Management Association.
- *Winning Federal Dollars: The essential skills of federal grantsmanship* by Maryn Boess, GrantsUSA, Glendale, AZ. (2004) This workbook presentation is designed to lead the participant through the federal grants process, including the internal workings of the government and the formal application process.

## Funder Research

No literature review of the grants world would be complete without covering the many sources of information about funders. This section will mention the major ones and refer the reader to a local Foundation Center cooperating collection library, a list of which can be found at: <http://fdncenter.org/collections/>

- The Foundation Center is the major publisher of funding directories and publications on the field. In addition to the Directory, the Foundation Center publishes many books by subject area, all of which start with “National Guide To...” (Arts and Culture, Environment, etc.). The Center also publishes annual reports on the foundations, some of which are listed in the Trends section.
- *The Foundation Directory, 2005 Edition* David J. Jacobs, Senior Editor (2005), The Foundation Center, New York. The Directory lists the 10,000 largest U.S. Foundations, arranged alphabetically within each state.
- *The Foundation Directory, Part 2* (2005), The Foundation Center, New York. The Directory lists the next 10,000 largest U.S. Foundations, arranged alphabetically within each state.

The Taft Group publishes a series of competing directories, although since being acquired by Thomson/Gale they seem to have cut back to two major books.

- *Corporate Giving Directory: Comprehensive Profiles of America's Major Corporate Foundations & Corporate Giving Programs* Taft Group, Farmington Hills, MI. Gives more detail than the Foundation Center Corporate Directory on the nation's 1,000 largest corporate giving programs.
- *The Foundation Reporter: Comprehensive Profiles & Giving Analysis of America's Major Private Foundations*, Taft Group, Farmington Hills, MI. Gives more detail than the Foundation Directory, including biographical details of trustees of the nation's 1,000 largest foundations.
- *Annual Register of Grant Support* (2004) Information Today, Medford, NJ. Several subject areas, including grants for graduate fellowships.
- *Catalog of Federal Domestic Assistance*. A complete listing of all federal grants programs, listed by agency number, then program. It's also available online (see below under non-book resources).
- *Directory of Research Grants* (2005) Onyx Press, Westport, Connecticut. Private sources of funding for research.

## For Capital Campaigns

- *Capital Campaigns: Strategies that Work* by Andrea Kihlstedt and Catherine Schwartz. Aspen Publishers (1997)—Although this book doesn't say much about grants, it will give you a good idea of what you're getting into and the questions you need to be thinking about if you're contemplating grants for a capital campaign.

## Finances

- *Essentials of Accounting for Governmental and Not-for-Profit Organizations* by John H. Engstrom and Paul A. Copley. McGraw-Hill/Irwin, New York (2004) -- A good basic introduction to government accounting, written as a textbook. Despite the title, it is weak on nonprofits.
- *Financial and Accounting Guide for Non-For-Profit Organizations* by Malvern Gross, John McCarthy, and Nancy Shelmon. John Wiley & Sons, Hoboken, New Jersey (2005) - - This is *the* textbook for nonprofit accounting. A little detailed and dry, but it includes everything.
- *Fiscal Sponsorship: 6 Ways To Do It Right* by Gregory Colvin. Study Center Press, San Francisco (2000) -- Fiscal Sponsorship is easy to do wrong, with hurt feelings and potential IRS problems for everyone involved. This book points the way to do it right.
- *Understanding Nonprofit Finances* by Michael Wells. Portland State University Continuing Education Press (2006 - in press) -- The second book of the *Grantwriting Beyond the Basics* series discusses and explains what a grant professional needs to know about financial statements, budgeting, tax exemption and related subjects.
- *Streetsmart Financial Basics for Nonprofit Managers* by Thomas A. McLaughlin. John Wiley & Sons, New York (2002) -- Nitty gritty, hands-on finances. A good resource for the grant professional because it explains how things work in the real world, not just the theory.

#### Evaluation

- *Benchmarking for Nonprofits: How to Measure, Manage and Improve Performance* by Jason Saul. Fieldstone Alliance (2004)
- *Grantseeker's Guide to Project Evaluation (Second Edition)*, Jacqueline Ferguson, Editor Aspen Publishers (1999). This is a basic introduction to program evaluation, with a heavy education emphasis and a beginner's guide to statistics. Includes a listing of funders for evaluation.
- *Grant Winner's Toolkit: Project Management and Evaluation*, James A. Quick and Cheryl C. New, John Wiley & Sons, New York (2000)—A good how-to overview, with lots of charts and forms for data collection.
- *Handbook of Practical Program Evaluation* (2<sup>nd</sup> ed.) editors Joseph S. Wholey, Harry P. Hatry and Kathryn E. Newcomer. John Wiley & Sons (2004)
- *Logic Model Development Guide*. W.K. Kellogg Foundation (2001)—A complete treatment of the theory and use of logic models. This guide is available from <http://www.wkkf.org>.
- *Manager's Guide to Program Evaluation: Planning, Contracting and Managing for Useful Results*. by Paul W. Mattessich, Ph.D.. Fieldstone Alliance (2003)
- *Outcomes for Success!* by Judith Clegg, MSW, and Jane Reissman, Ph.D. The Evaluation Forum/Organizational Research Services, Inc., Seattle, Washington (1995, 2000). —This book explains how to develop your own outcome-based program evaluation, including

use of a logic model. I like the 1995 edition for its logic model formats, but the 2005 edition has more in-depth discussion of evaluation.

- *Practical Grant Writing & Program Evaluation*, by Francis K.O. Yuen and Kenneth L. Terao. Brooks/Cole (2003). A more comprehensive grantwriter's guide to evaluation. It is a little academic and features some of the authors favorite models like "empowerment evaluation", but probably the best grants-oriented book available today.
- *Real World Evaluation*. Michael Bamberger, Jim Rugh and Linda Mabry. Sage Publications, Thousand Oaks, CA (2006) The subtitle "Working under budget, time, data and political constraints" is the premise of this book. The authors developed the principles working in third world countries, but they apply to many US nonprofits.
- *W.K. Kellogg Evaluation Handbook* at <http://www.wkkf.org/> —Available free for downloading as an Adobe Acrobat file or for ordering as a paper copy, this 117-page volume from one of America's largest and most evaluation-oriented foundations discusses both the theory and practice of evaluation.

#### Non-Book Resources

- American Evaluation Association (AEA) at <http://www.eval.org> —This national trade group of professional evaluators is a good place to start looking for an outside evaluator. Its Web page includes links for state and local affiliate organizations and for evaluation firms and individuals.
- *The Chronicle of Philanthropy* at <http://philanthropy.com/> —This periodical is the *New York Times* and *Wall Street Journal* of the nonprofit world. It contains lots of good information on trends and what the big national nonprofits and foundations are doing. *Form 990: A Detailed Examination* by Peter Swords. Nonprofit Coordinating Committee of New York, New York (2003) Available for download as a Word document at [www.npccny.org](http://www.npccny.org)
- *Foundation News & Commentary* at <http://www.foundationnews.org/> —Looking at the grants world from the foundation funder's point of view. *Grantsmanship Center Magazine* at <http://www.tgci.com> —The Grantsmanship Center publishes this quarterly newspaper and sends it for free to anyone working in a nonprofit. About half of it is devoted to selling their trainings, but it always has three or four excellent articles. You can look at several years' past articles at [www.tgci.com/magazine/archives.asp](http://www.tgci.com/magazine/archives.asp)
- *Grassroots Fundraising Journal* at <http://www.grassrootsfundraising.org/>—At the opposite end of the spectrum from the *Chronicle*, the *Journal* says they provide "practical tips and tools to help you raise money for your organization." An excellent how-to resource for the small agency or beginning fundraiser.
- *The Journal of the American Association of Grant Professionals* —This combination research and practice journal is available to AAGP members only. It's the best place to find out what's happening on the ground in the grants world. (<http://www.grantprofessionals.org> ).
- National Grants Management Association (NMGA) <http://www.ngma-grants.org/> This nonprofit membership organization includes people who manage federal grants and work for Federal (36%), State (7%) and Local (13%) governments, Non-profits (20%),

Universities (6%) and Accountants, Grants Consultants and Attorneys (16%). Web Center for Social Research Methods at <http://www.socialresearchmethods.net/> This website is for people involved in applied social research and evaluation, with resources and links to other locations on the Web that deal in applied social research methods.

#### Online Resources For Foundation Research

- The Foundation Center at <http://fdncenter.org/> —In addition to the list of cooperating collections, The Foundation Center provides lots of background information on private foundations, a search engine for the IRS Form 990PFs for all U.S. foundations, and a very basic search engine for foundation Web sites. You can also pay to subscribe to their Foundation Directory Online.
- Another online resource is GuideStar at <http://www.guidestar.org/> —GuideStar has a free search engine for the IRS Form 990PFs of all U.S. foundations and the Form 990s of all nonprofit organizations.

#### Online Resources for Government Research

- Catalog of Federal Domestic Assistance at <http://12.46.245.173/cfda/cfda.html> —The Catalog contains all federal grants programs, listed by agency number, then program. It's a little obscure, but if you find a federal program that doesn't have a current RFP, this is the place to look. The printed volume is about six inches thick and probably available at your library (the GPO recently announced that the paper version will be discontinued and the Catalog will only be online).
- Dun & Bradstreet (DUNS) Number at <http://www.dnb.com/ccr/register.html> —Federal agencies are now requiring every organization applying for federal grants to get a DUNS number and use it on all applications. The number can be applied for free from this site.
- The Federal Register at <http://www.gpoaccess.gov/fr/index.html> —This daily journal publishes the official daily activities of federal agencies, including rules, proposed rules, and notices of agencies and organizations, and RFP's. It is often the first public notice of new grant programs. It is available in print form and at your library two or three days later. Each day's Federal Register grant listings are available on <http://www.tgci.com>.
- Grants.gov at <http://www.grants.gov/> —The central source for federal government grant information. You can locate current RFP's and sign up for e-mail notification.

#### Older Fundraising Books Mentioned in the Summary:

- *The Grassroots Fundraising Book* by Joan Flanagan. Contemporary Books (1982)
- *The Raising of Money* by James Gregory Lord. Third Sector Press (1983)
- *Survey Course for CFRE Exam*, National Society of Fundraising Executives (1996)

#### Older Grant Writing Books Mentioned in the Summary

- *The Bread Game: The Realities of Foundation Fundraising* by Allen, Buckdruker, Fuller, Silverstein and Silk. Glide Publications (1973) Out of print.
- *Developing Skills in Proposal Writing* by Mary Hall. Portland State University Continuing Education Press (1971) The predecessor to *Getting Funded*.
- *Program Planning and Proposal Writing* by Norton Kiritz and Jerry Mundel. The Grantsmanship Center (1980) Still a good study and a classic in the field.
- *The Quick Proposal Workbook* by Daniel Lynn Conrad. Public Management Institute (1980) Out of print.