



Literature Review ©

Major Trends and Current Concepts

prepared for

Grant Professionals Certification Institute (GPCI)

2017

by

Michael Wells, GPC-retired, CFRE, MA

Edited by Bonnie Houk, GPC and Lisa Jackson, GPC

In Memoriam: As Bonnie Houk, President of GPCI and Lisa Jackson, Interim Secretary of GPCI were finishing up our edits to return our comments to Michael who had been on vacation, the news came that Michael had passed away while living life to the fullest. It is with shock and disbelief, we absorbed the news and in honor of Michael's devotion and service to this board and specifically to this document, we have finalized the third GPCI literature review. Michael was a founding member of this board and served as a director and the president during our formative years. Please join us in celebrating his memory, his talent, and his passion for this profession. Michael, you will be missed!

Grant Professionals Certification Institute (GPCI)
Literature Review for Grant Professionals
by Michael Wells, GPC-retired, CFRE, MA

Note on new version: This document is an update of a 2006 literature review which was created as part of developing standards and identifying “core competencies” in developing the original GPCI examination and the 2011 literature review. While this version may be used for updating the exam, its purpose has broadened. The literature review has become a reading list for people studying for the GPCI exam as well as a resource for other grant professionals.

Purpose of review: This review identifies books and literature pertaining to the competencies and skills grant professionals consider important and/or standard for practice at the level of expertise of the GPCI test.

Historical and current status of recognizing grantwriting as a distinct field and profession¹: When fundraising began being identified as a distinct field in the 1960’s, grantwriting wasn’t 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 grantwriting began appearing. They generally discussed the mechanics of developing a grant proposal, which has been the standard approach of most grantwriting books to this day. Some like *Program Planning and Proposal Writing* (Kiritz) and *Developing Skills in Proposal Writing* (Hall-Howlett) have stood the test of time -- the former in its original form, the latter now in its Sixth 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. AAGP became the Grant Professionals Association (GPA) in 2010.

2003 - Grant Professionals Certification Institute (GPCI) established as an AAGP (GPA)-affiliated certifying organization.

¹ Note on terminology: This review will use the term grantwriting to describe the field. Many professionals justifiably argue that proposals are written to obtain grants, and that there is much more to the craft of proposal development than writing. Nevertheless, the terms grantwriting and grantwriter have entered the language and are widely used and recognized, while substitutes such as grant developer are clumsy and require explanation.

Since 2000, several newer books on grants have been published that began to go beyond the simple mechanics of proposal development. These books began looking at the process of grant seeking or grantsmanship including developing and maintaining relationships with funders, working within grantseeking 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.

At the same time, different publications began focusing on grant related subjects.

- The *Journal of the American Association of Grant Professionals* contains both academic and practice related material. <http://www.grantprofessionals.org/journal>
- The *Grantsmanship Center Magazine*, established in the 1980's, includes articles on every aspect of grantwriting. Publication has ceased, but back articles are now available on the Grantsmanship Center Website www.tgci.com/archive
- The online Charity Channel *Grants and Foundation Review* was launched in 2002. Again, the review stopped publishing, but you can find back articles at <https://charitychannel.com/topics/fundraising/grantsmanship>

Recognition of the field:

The self-recognition of working with grants as a distinct profession that led to the formation of GPA and GPCI is also shared by an important stakeholder group -- employers of grantwriters. Nonprofit organizations are hiring grantwriters and grant managers, separately from development directors. In many larger social service organizations the grantwriter(s) for government grants are entirely separate from the development departments. Local governments including school districts have long hired grantwriters 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 grantwriting services to nonprofits, local governments, school districts, Indian tribes, hospitals and others.

In addition, colleges and universities are offering graduate and undergraduate classes in grantwriting. At Portland State University for example, there are at least seven instructors in four departments teaching grantwriting, 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 grantwriting and consider it a subset of fundraising.

General content areas:

As an emerging profession, or perhaps a profession with emerging recognition, grantwriting 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 grantwriting. Following are some of the most covered subjects:

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

After the long process of developing the GPCI exam, the following areas were identified as the core competencies of a grant professional and are the areas tested. They overlap with the previous list, showing that the books' authors have covered the field accurately. The exceptions are ethics and raising professionalism, largely because the books focus on the practice rather than the profession.

- Knowledge of how to craft, construct and submit an effective grant application.
- Knowledge of strategies for effective program and project design and development.
- Knowledge of how to research, identify and match funding resources to meet specific needs.
- Knowledge of organizational development as it pertains to grant seeking.
- Knowledge of nationally recognized standards of ethical practice by grant developers.
- Knowledge of methods and strategies that cultivate and maintain relationships between fund-seeking and recipient organizations and funders.
- Knowledge of post-award grant management practices sufficient to inform effective grant design and development.
- Knowledge of practices and services that raise the level of professionalism of grant developers.

The books listed below are my recommendations, the ones I think give the best overall complete coverage of the subject. There are dozens, perhaps hundreds of books on the subject of grantwriting. The large majority are basic "How to write a grant" manuals and cover the same basic subjects, so I didn't feel the need to include them. If your favorite isn't listed, it's probably because I thought it repeated the information in the first few below.

General Grantwriting Books: These are the best in the field in my opinion.

Getting Funded: The Complete Guide to Writing Grant Proposals (6th ed.) by Susan Howlett & Renee Bourque. Word & Raby (2016)—The classic in the field and the one used as a text for many college Grantwriting classes. Howlett & Bourque lead you step by step through each section of a major proposal.

Grantsmanship for the Genius by Goodwin Deacon and Ken Ristine, Charity Channel Press (2016) Another complete grants book, more folksy than *Getting Funded* and an excellent different approach.

Winning Grants Step by Step (4th ed.) by Tori O'Neal McElrath. Jossey Bass (2013)—O'Neal-McElrath 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. Also often used as a textbook.

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.

The Only Grant-Writing Book You'll Ever Need (4th edition) by Ellen Karsh and Arlen Sue Fox. Basic Books (2014) — Of course it's not the only book you'll ever need, but is a good introduction for the novice with some hints for those with experience. Complete and folksy, it covers readiness as well as writing, tips for cultivating foundations, and interviews with funders. Also a Kindle edition.

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. Also a Kindle edition.

Grantseeker's Guide to Winning Proposals. Judith Margolin, editor. The Foundation Center (2008) — 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. There have been a few editions, the older ones were called *The Foundation Center's Guide to Winning Proposals*—all with different sample proposals.

Strategic Grantsmanship by Michael Wells. Charity Channel Press (2015) — Written for experienced grant professionals, 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. (An update of *Proven Strategies Professionals Use to Make Their Proposals Work* by a different publisher.)

Confessions of a Successful Grants Writer by Joanne Oppelt, Charity Channel Press (2011)—An engaging insiders look at grantwriting, with details missed in other books.

Writing to Win Federal Grants (and a separate *Workbook*) by Cheryl Kester and Karen Cassidy. Charity Channel Press (2015) — The best books I've seen on federal grants and I'm putting them here for people who don't go beyond this first page.

The Grant Professional Certified (GPC) Exam

If you're using this list to study for the GPC written exam, there are three excellent and complimentary study guides. The authors recommend using them together.

Prepare for the GPC Exam by Pauline Annarino, Danny Blich, Kimberly Hays de Muga and Leslie Mitchell. Charity Channel Press (2016) — The authors, all GPC's, are experienced professionals and very involved in GPA and GPCI. An excellent book on how to be a grant professional, as well as a comprehensive study guide.

Study Guide & Annotated Bibliography: Support for the Grant Professional Certification Examination (2nd edition) by Christine Heft, Shelia McCann, Jodi Pearl, Susan Webster and Amy Whitlock. Grant Professionals Association, Broward County Florida Chapter (2011) — Created as an internal study

guide for chapter members, then published as a resource, available for download on the GPCI website: <http://www.grantcredential.org/the-exam/preparation/>

Grant Collaborative of Tampa Bay Study Guide by Nancy Robbins-Lackey, GPC, Clare Gorman, GPC, Lynne Mullen, GPC, Diane Sunden, GPC (Grant Collaborative of Tampa Bay Website Pages 2010—<http://www.grantscollaborative.org/powercms/files/Article%201%20-%20GPCI%20Competency%201%20-%20204.pdf>
<http://www.grantscollaborative.org/powercms/files/Article%202%20-%20GPCI%20Competencies%205%20-%20209.pdf>)

The Grant Collaborative Study Buddies published their study guide to help others who would be taking the exam. It is available for download from the Collaborative website (a link to this site can be found on the GPCI website under the exam/preparation tab).

Writing Style

GRANT RELATED

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.

How to Write Knockout Proposals: What you must know (and say) to win funding every time by Joseph Barbato. Emerson & Church (2004) — Grantwriting, the digest version. 53 quick tips on style, content and relationships that every grant professional should know. A much quicker read than Barbato's *Writing for a Good Cause*, with much of the same content. Assumes a paper application and loose guidelines, so some of the approaches won't work with restrictive online applications.

Storytelling for Grantseekers by Cheryl A. Clarke. Jossey Bass (2001) — Like *Writing for a Good Cause*, this is about writing, but focuses on developing a story narrative rather than on writing style.

Grant Proposal Makeover by Cheryl A. Clarke and Susan P. Fox. Wiley/Jossey Bass (2008) — Clarke & Fox take apart a disorganized proposal, reformat & rewrite it and explain why they took each step.

NON-GRANT RELATED

Writing Tools: 55 essential strategies for every writer by Roy Peter Clark. Little, Brown (2016) — For fiction, nonfiction, grants, whatever. Excellent advice on writing in short segments.

The Elements of Style by William Strunk and E.B. White. Pearson / WLC Books (2009 but all editions are based on the 1959 classic) — The basics of form and usage, probably never improved on (upon.)

Specialized Grant Areas

How to Evaluate and Improve Your Grants Effort (2nd 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.

RESEARCH

Research grants are different 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 Office of Sponsored Projects.

Applying for Research Funding: Getting started and getting funded by Joanne B. Ries and Carl G. Leukefeld (1995) — Sage Publications.

How to Write a Successful Research Grant Application Editors: Pequegnat, Stover, Boyce. National Institutes of Health (2011) — Written by federal grant reviewers.

Federal Grants

Since grants.gov was launched in 2003 the federal grants field has been in constant movement. From the disaster of the PureEdge program, through CCR becoming SAM and now Workspace, no book can stay current. Check grants.gov under Applicants for tutorials and FAQ's to stay current.

Writing to Win Federal Grants (and a separate *Workbook*) by Cheryl Kester and Karen Cassidy. Charity Channel Press (2015) — The best book(s) I've seen on federal grants.

Grantwriting: Strategies for Developing Winning Government Proposals by Patrick W. Miller. Patrick W. Miller and Associates, Munster, IN. (2009) — Excellent book on the basics of developing federal proposals, but outdated for online submission. It has review questions for every chapter and a self test with answers at the back.

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.

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.

Grants Management

AFTER THE GRANT: The Nonprofit's Guide to Good Stewardship, Judith Margolin, editor. The Foundation Center (2010) — A good overview for working with foundations and private funders. The book covers grant award letters, grant reports and basic grants management. It's also strong on building relationships, meetings with foundation program officers and communications with funders.

Federal Grants Management Handbook (2 volumes) Thompson Publishing Group (2010 and regularly updated) — Recommended by both the Grant Professionals Association and National Grants Management Association, these loose bound binders are invaluable to anyone involved in the labyrinth of federal grant management. Purchasers also get a subscription to a searchable online edition.

Managing Federal Grants and Cooperative Agreements for Recipients, Management Concepts, Vienna, Virginia (2005) — The course materials for Management Concepts three-day course, this includes much of the same information as Thompson's *Federal Grants Management Handbook*. 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.

Arts Funding

Both of these books focus on the specialized area of grant funding for individual artists. Both are complete and readable. Rosenberg is a little more informal and Liberatori more structured. A grantwriter could read either one, I'd recommend an artist read both.

The Artist's Guide to Grant Writing by Gigi Rosenberg. Watson-Guptill (2010)

Guide to Getting Arts Grants by Ellen Liberatori. Allworth Press (2006)

Funder Perspectives

These two books by foundation veterans (Orosz at Kellogg, Teitel at Cedar Tree Foundation, CS Fund and The Youth Project) are valuable looks behind the scenes that help the grantwriter understand the funding process and strategize for proposal development.

The Insider's Guide to Grantmaking: How Foundations Find, Fund and Manage Effective Programs by Joel Orosz. Jossey Bass (2000)

"Thank You for Submitting Your Proposal" A Foundation Director Reveals What Happens Next by Martin Teitel (2006)

Funder Research

PRIVATE FOUNDATIONS

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/>

Funder research has been changed completely in the last decade as everything has gone online. The venerable Foundation Directory tome is now Foundation Directory Online. It's by subscription, but available at most of the cooperation collection libraries mentioned above. (The Foundation Directory is

still published in hardback, but the online version is much more comprehensive.)

<https://fconline.foundationcenter.org>

There are also other online resources, which have much of the same information, but differing approaches.

- Grant Station, which lists current opportunities: <https://www.grantstation.com>
- eCivis, which serves local governments of all kinds: <http://www.ecivis.com>
- Foundation Search, which uses a map based search tool. <http://www.foundationsearch.com>
- Guidestar, which isn't a foundation search tool but a database of every 501(c)(3) nonprofit in the US (which includes private foundations). It's basic version is free and you can download PDF 990's for all foundations and nonprofits. <http://www.guidestar.org/Home.aspx>

Directory of Research Grants (2015) — Schoolhouse Partners, West Lafayette, IN. Private sources of funding for research.

Annual Register of Grant Support (2017) — Information Today, Medford, NJ. Several subject areas, including grants for graduate fellowships.

STATE FOUNDATION DIRECTORIES

A 2009 study found foundation directories for 45 states, with some states having more than one. Entering a state name plus “foundation directory” in Google would find most of them.

GOVERNMENT FUNDERS

The federal government has moved virtually all of its grantmaking activity online, with most information at grants.gov but there are several other sources too.

Grants.gov is the central portal for researching and submitting federal grants. It's complex and constantly changing, and registration is required for submission, so get familiar and register early if you anticipate seeking federal grants. <https://www.grants.gov>

Catalog of Federal Domestic Assistance. A complete listing of all federal grants programs, listed by agency number, then program. It can be found online at <https://www.cfda.gov>

The Federal Register, the daily journal of the US Government, publishes administrative rulings and notices of all federal agencies. It has been supplanted as a grant search tool by grants.gov, but is online at <https://www.federalregister.gov>.

Several agencies have established their own complimentary or competing online application websites such as: National Science Foundation *Fastlane*; Department of Education *G5 (formerly e-Grants)*; National Institutes of Health *eRA Commons*; and Office of Justice Programs *Grants Management System*.

Finances

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.

Understanding Nonprofit Finances by Michael Wells. Portland State University Continuing Education Press (2006) — 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. *Second edition soon to be released as a Kindle book.*

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 Not-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 (2nd edition) by Gregory Colvin. Study Center Press, San Francisco (2006) — Fiscal Sponsorship is easy to do wrong, with hurt feelings and potential IRS problems for everyone involved. This book points the ways to do it right.

Evaluation

Successful Program Evaluation by Michael Wells. Portland State University Continuing Education Press (2007) — The third book of the *Grantwriting Beyond the Basics* series. It covers what a grantwriter needs to know in order to develop a good evaluation section for a grant proposal, and in order to talk to a professional evaluator, rather than how to conduct a full scale evaluation.

Benchmarking for Nonprofits: How to Measure, Manage and Improve Performance by Jason Saul, Fieldstone Alliance (2004)

The Manager's Guide to Program Evaluation: Planning, Contracting and Managing for Useful Results. by Paul W. Mattessich, Ph.D.. Fieldstone Alliance (2003)

Handbook of Practical Program Evaluation (2nd ed.) editors Joseph S. Wholey, Harry P. Hatry and Kathryn E. Newcomer. John Wiley & Sons (2004)

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.

Outcomes for Success! by Judith Clegg, MSW, and Jane Reissman, Ph.D. The Evaluation Forum/Organizational Research Services, Inc., Seattle, Washington (1995, 2000). <http://www.organizationalresearch.com> — 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.

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.

Logic Model Development Guide. W.K. Kellogg Foundation (2001)—A complete treatment of the theory and use of logic models, this guide is available free from <http://www.wkkf.org>.

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 and beauty of this book. The authors developed the principles working in third world countries, but realized they apply to many US based nonprofits as well.

For Capital Campaigns

Capital Campaigns: Everything You Need to Know and Are You Ready for a Capital Campaign? Both by Linda Lysakowski Charity Channel Press (2011 & 2013) — Capital campaigns are different from other fundraising. Not only are the dollar amounts higher, but so are funder and community expectations.

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 a capital campaign.

Non-Book Resources

Grant Professionals Association Code of Ethics at <http://www.grantprofessionals.org/ethics>. This is probably the best resource for ethics in grantwriting.

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.

Council on Foundations at <http://www.cof.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 published this quarterly newspaper (since discontinued) and mailed it for free to anyone working in a nonprofit, and it always has three or four excellent articles. You can look at several years’ past articles at <https://www.tgci.com/archive>

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.

Journal of the Grant Professionals Association at <http://www.grantprofessionals.org/journal> —This combination research and practice journal is available to GPA members, but back issues are online. Early editions were uneven, but is now peer-reviewed and the best place to find out what’s happening on the ground in the grants world.

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.

National Grants Management Association (NGMA) <http://ngma.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%).

Canada

Canadian nonprofits operate similarly to those in the United States, but there are some differences in both tax exemption and financial reporting. Budgeting and operations are pretty similar. Canada has a large and active nonprofit sector, accounting for 6.85 of gross domestic product and over 12% of employment. Measured by the percentage of the workforce, it is larger than the U.S. and second only to the Netherlands.

Canada is more of a European-style “Welfare Partnership” state than the U.S., with the government assuming responsibility for health care, and more of housing and social services. On the other hand it is closer to the U.S. than many European countries in using charities to carry out many social service activities. Government accounts for 51% of Canadian nonprofits’ income, with fees bringing in 39% and philanthropy 9% (including volunteers, philanthropy reaches 20%).

The Canadian Nonprofit and Voluntary Sector in Comparative Perspective by Michael H. Hall et al. Imagine Canada (2005) — An overview of Canadian nonprofit sector.

The key organization for researching Canada’s nonprofit sector is Imagine Canada (formerly the Canadian Centre for Philanthropy). <http://www.imaginecanada.ca/>

Trends Literature

In addition to the books in the main literature review, the following sources were used in developing the trends section which follows:

Achieving Excellence in Fund Raising by Hank Russo and Associates, Eugene R. Tempel, editor. Jossey-Bass (2003)

Webster’s New World Grant Writing Handbook by Sara Deming Watson. Wiley Publishing (2004)

Program Related Investment Directory, Jeffrey A. Falkenstein, Editor. The Foundation Center (2003).

International Grantmaking II. An update on US Foundation Trends by Loren Renz, Josephine Samson-Atienza and Steven Lawrence. The Foundation Center and the Council on Foundations (2000).

Foundation Yearbook: Facts and figures on private and community foundations. The Foundation Center (2005)

America’s Nonprofit Sector by Lester Salamon. The Foundation Center (1999)

Nonprofit Finance for Hard Times: Leadership Strategies When Economies Falter by Susan Ueber Raymond, John Wiley & Sons (2010). An excellent overview of how changes in the economy and society are affecting nonprofits, and suggestions for planning ahead.

The Great Reset by Richard Florida, Harper, 2010. A serious look at the new economy. Florida argues that when the economy comes back, it won't be the same one that left.

The For-Profit Grant Writing Guide: The Story of One Company's Transformation Using the Funding Equation, by Micki Vandeloo. A good case study of a company using grants for expansion.

Trends that are Changing Grantwriting

2017 Introduction In the eleven years since the original 2006 version of the literature review, the grants field has changed tremendously. The two major influences were the continual growth and changes of the Internet and World Wide Web, and the financial crisis of 2007-08.

The Internet continues to have a major impact

- Many more foundations not only have websites but Facebook pages and Twitter accounts. There will undoubtedly be new and unforeseen changes in the next five years.
- Many more foundations are requiring online submission of letters of inquiry and full proposals.
- Some foundations are doing background research online using websites like GuideStar. Some are getting tax exempt information from the IRS and not requiring 501(c)(3) letters.

The federal government has taken its application process entirely online. The trouble-plagued Grants.gov system continues to improve, although there are still glitches which vary by agency. And several agencies have established their own complimentary or competing online application websites such as: National Science Foundation *Fastlane*; Department of Education G5, (formerly *e-GRANTS*); National Institutes of Health *eRA Commons*; and Office of Justice Programs *Grants Management System*.

The changing economy and financial crisis

- When the US economy almost crashed in 2007-8 and the stock market lost half its value in late 2008, many foundations portfolios dropped dramatically. Even though the markets are recovering and most foundations are back to their pre-crash levels, many have changed their behavior. After the dot-com crash of 2000 and the recent crisis, many foundations are more cautious and assume they can't predict what the economy will do in the future.
 - When unemployment shot up, many foundations focused on basic needs like food banks.
 - Some foundations have reduced the size of their larger grants.
 - Many foundations have increased due diligence, are looking much more closely at the health of applicant organizations.
 - Some foundations which didn't previously have started considering operating grants.
 - Many foundations are changing priorities or even moving from being general purpose to specific interest areas.
- Some economists such as Richard Florida argue that the crisis wasn't a typical recession, but the start of fundamental changes in the world economy, equivalent to the industrial revolution. They say that when the economy recovers it will be qualitatively different than it was before.

The Grant Profession

Grantwriting has emerging as a separate field from fundraising. There is a growing demand for experienced, successful grantwriters, and the number of grants consultants and grants departments within agencies continues to be increasing.

One indicator of this emergence was the formation of the Grant Professionals Association. This occurred partly because the 40 plus year old Association of Fundraising Professionals (AFP) focuses mostly on those who raise funds from individuals. Because grantwriting spans the private fundraising and government contract worlds, it requires knowledge and skills that are increasingly different from other types of fundraising.

Government grants and contracts are driving changes in the field. More nonprofits and local governments are hiring “grants managers,” who may or may not be doing actual grantwriting.

There are nonprofit institutes and nonprofit management degree programs at dozens of universities, as well as hundreds of grantwriting classes offered by colleges, United Way affiliates, consulting firms, and technical assistance organizations. There are more grant trainers and training organizations, both locally and nationally as well as on the Internet -- some good, some mediocre.

Young people are considering nonprofit work, including grantwriting, as a career and are being trained for it. Increasing numbers are calling themselves grants consultants, many with little actual experience.

Opportunists have emerged on the Scene

Hucksters are making money by selling innocent people worthless books and classes on how to get “free government money.” They appear on late-night TV, in newspaper ads, and on the Internet. Do a Google search for “grants,” and these show up as the paid ads on the right-hand side of the screen. Some of their victims have shelled out anywhere from \$10 for a book to thousands of dollars to become a “conference member,” then often end up calling a legitimate grantwriter looking for help who has to break the bad news to these folks that they’ve been conned.

There’s More Competition for Grants

According to the National Center for Charitable Statistics (NCCS), 1,571,056 tax-exempt organizations are registered in the U.S. These are made up of 1,097,689 public charities, 105,030 private foundations and 368,337 other types of nonprofits organizations.² & ³ In 2010, nonprofits accounted for 9.2% of all wages and salaries paid in the United States. The nonprofit share of GDP was 5.3% in 2014.⁴

Local governments and public schools are increasingly seeking—and obtaining—private funding from sources that include private foundations. Some of them are setting up separate “friends” groups or operating foundations to seek funding for popular programs like schools, parks, and libraries. A growing number of grantmaking foundations that previously had shied away from funding government programs are responding, due to tax and service cuts at the state and local level, especially in education.

² <http://grantspace.org/tools/knowledge-base/Funding-Research/Statistics/number-of-nonprofits-in-the-u.s>

³ <http://nccs.urban.org/data-statistics/quick-facts-about-nonprofits>

⁴ <http://nccs.urban.org/data-statistics/quick-facts-about-nonprofits>

As state and local government funding for social services declines, more nonprofit agencies that previously supported their work through government contracts are seeking private funding, including grants. Also, agencies that were previously locally funded have begun to seek federal grants and contracts.

Funders are Looking for—and Receiving—Better Proposals

Partly as a result of the increased competition and partly because of funder requirements, the quality of grant submissions has improved. This has led to more organizations using professional grantwriters, either on staff or as consultants.

Both public and private funders are looking for measurable results, better client outcomes, lasting change, and organizational sustainability. Government funders are requiring evidence-based “best practices,” literature searches, and logic models for “outcome-based evaluation.” To be competitive, an agency must be current in its field and document its practices. Some private funders are starting to follow the government’s lead.

The Internet has had a Huge Impact on Every Aspect of Grants

People are going online to research funders. One important source of information are online subscription services, including The Foundation Center’s “Foundation Directory Online” at <http://fdncenter.org/> and GrantStation at <http://www.grantstation.com/>. The Foundation Center also provides a basic (incomplete) foundation search engine called “Foundation Finder” for free. However, as of this writing, a good, complete funder search engine that you don’t have to pay for doesn’t exist. The Internet has also replaced the library for other kinds of research—demographics, literature searches, community needs among them.

The federal government has put its grants information online, including RFPs (requests for proposals) and supporting material, and most agency websites are very good. States and local governments are following this trend, albeit with mixed results. Most large foundations have good websites and are posting in PDF format the guidelines, application forms, and annual reports that they used to print.

Grants are written on computers, tablets and other handheld devices and drafts are traded back and forth between grantwriter and program staff as e-mail attachments or uploaded online as a Google document, or uploaded to Google drive or Dropbox. Many grantwriters work almost entirely on-line with clients, whether they’re in another city, only a couple of blocks away or even down the hall.

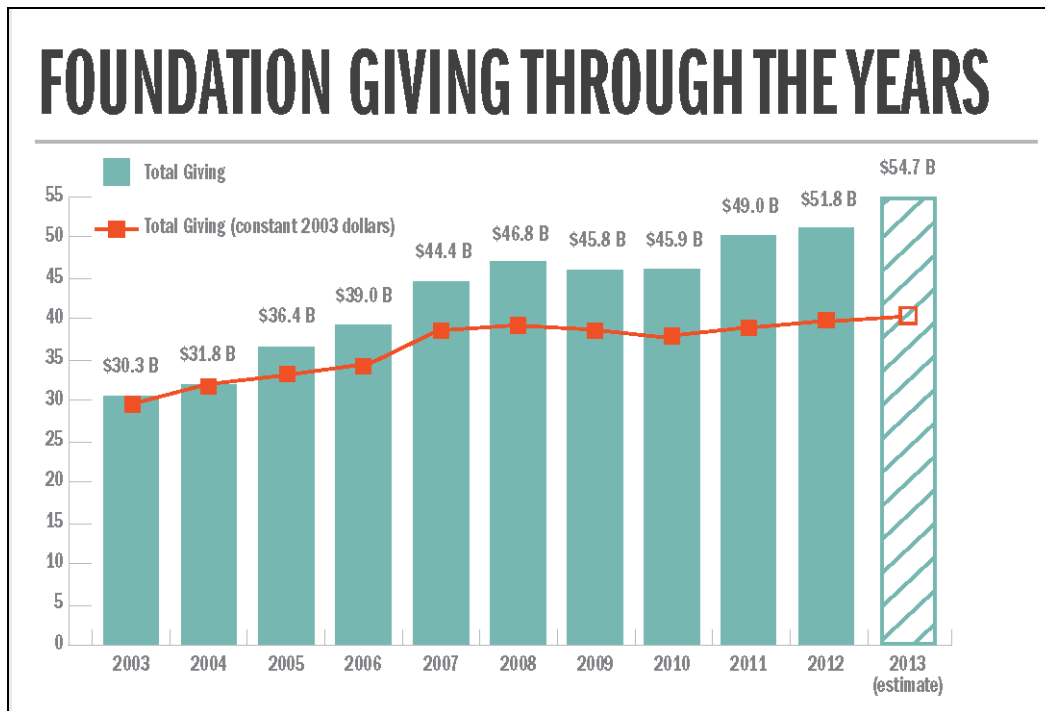
Foundations.

In 2012, the U.S. was home to 86,192 Foundations⁵ with \$175 billion in Assets and \$52 billion in giving. All signs point to continued ambiguity in the U.S. economy for at least another few years. Strong stock market performance has boosted the assets of many foundations and will undoubtedly encourage more individuals to create foundations. But some endowments are still recovering from the Great Recession, and not all foundations have achieved the rates of return suggested by market averages. Nonetheless, overall giving by the nation’s private and community foundations reached \$54.7 billion in 2013, surpassing previous record levels even after adjusting for inflation.⁶

⁵ Figures include all independent and family, corporate, community, and operating foundations that reported giving. Excluded from these figures are approximately 17,000 foundations that did not report giving in their latest fiscal years.

⁶ http://foundationcenter.org/gainknowledge/research/keyfacts2014/pdfs/Key_Facts_on_US_Foundations_2014.pdf

Foundations have the flexibility to determine the what, where, who, and how of their grantmaking activities. They are actively funding in nearly every issue area across the globe, from reforming public education in the United States to securing access to safe drinking water in the developing world. Some foundations see making a small number of very large, targeted grants as being most effective in achieving their goals. Others emphasize providing many smaller, unrestricted grants to a variety of organizations. Similarly, some grantmakers focus their giving on specific populations, such as the economically disadvantaged, LGBT populations, or minority populations, while others believe impact will be achieved by targeting populations generally. This range of priorities and approaches illustrates the role of foundations as a critical source of support for new strategies and opportunities throughout the social sector.⁷



Foundation Giving Through the Years⁸

Government Funders

Many states and local governments have declining revenues due to tax limitation initiatives. The federal government has been cutting back funding to social services, housing, arts and other grant areas since the 1980's. Federal grant programs are being reduced or delayed as Congress struggles annually with appropriations bills and a growing deficit.

Federal agencies are promoting and training “faith-based” organizations to apply for grants. There are faith based and community initiatives in seven cabinet-level agencies (Justice, Agriculture, labor, HHS, HUD, Education and AID) as well as Veterans Affairs, SBA and the Corporation for National and Community Service. Whether many of these “grassroots” organizations will achieve significant funding and be able to manage complex federal programs remains to be seen.

⁷ http://foundationcenter.org/gainknowledge/research/keyfacts2014/pdfs/Key_Facts_on_US_Foundations_2014.pdf

⁸ http://foundationcenter.org/gainknowledge/research/keyfacts2014/pdfs/Key_Facts_on_US_Foundations_2014.pdf

Corporate funders

Consolidation in many industries has resulted in fewer headquarters companies in many states, resulting in fewer large grants and less industry leadership in community affairs.

Many companies are targeting their giving to areas like public education or children's issues, resulting in less general community support.

There is a move towards sponsorships and "cause related marketing", which involves partnership of companies and nonprofits to fund programs while marketing company products or image.

Public Scrutiny

There is more scrutiny of nonprofits and calls for increased oversight and regulation, by Congress, the IRS, state governments and a skeptical public. As I heard one speaker say "The era of assumed virtue is over." Organizations like Independent Sector are urging nonprofit self-regulation. One argument for professional certification such as GPCI's and CFRE is that it will help forestall licensing.

With the requirement to make 990's public in the 1980's, then their being posted on the Internet at Guidestar.com since 1997, nonprofit finances have become very public records. Increasingly, funders and potential donors are looking at these to make funding decisions. Because private foundations more detailed 990-pdf's are also posted, grantseekers are using them to find background on foundations.