

The Funding Landscape: Federal, Foundation, and Corporate Grantmaking

Prepared for Temple University

Grantwriting Workshop



WHO MAKES GRANTS AND WHY?

What is a Grant?

Grants are (generally) non-repayable funds or products disbursed by one party, often a governmental agency, corporation, or foundation/trust, to a recipient, often a nonprofit entity, educational institution, business or (rarely) an individual.

- Grants vs. Gifts and Donations

For Discussion: Are grants ever repayable?



Who Makes Grants?

- Federal agencies
- State and local government agencies
- National, regional, local, family, community, and corporate foundations
- Public charities
- Professional or industry associations
- Businesses and companies

[Philanthropy Network of Greater Philadelphia – by Member Type](#)

What's in a Name? Example: [Emergency Aid of Pennsylvania Foundation](#)

WHY DO THEY MAKE GRANTS?

- Local / Regional / National / Global Need
- Promote Change & Improvement
- Philanthropic Investment
- Preferred Tax Status
- Public Recognition

TIP: In summary, grantmakers are attempting to address priorities they have identified or address their own goals and interests. ***Grantmakers may intend to influence, advance, or change an issue of national, regional or local importance.***

Solid grantsmanship requires that you respond to these priorities, goals, and interests to be most competitive. ***To effectively respond to a funder's priorities, you must first understand their agenda.***

KNOW YOUR FUNDER: FOUNDATIONS

What Does a Foundation Fund?

Foundations typically fund:

- Projects and programs
- Research
- General operating support

Foundations typically provide one-year vs. multi-year funding, although there are exceptions. Be sure to understand the terms and duration of the foundation's grant cycle.

What Does a Foundation Look for When Grantmaking?

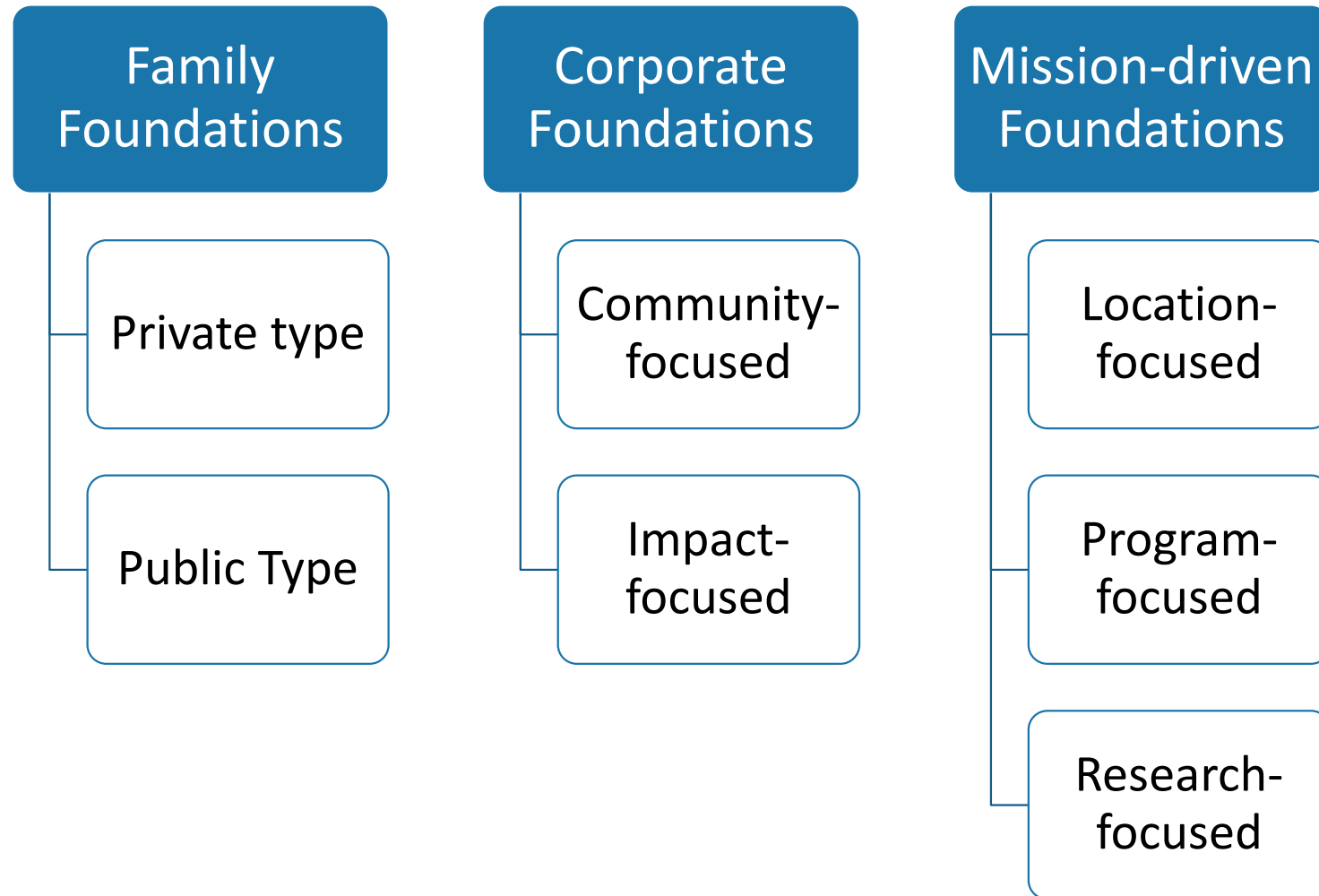
- Alignment with eligibility criteria and funding priorities
- Reputable organization
- History of carefully stewarding funds and reporting on outcomes
- Clear and realistic project/program plan
- Ability to have an impact with relatively small investments
 - Meeting a local need (community foundations)
 - Adapting an innovative model at the regional level (regional/state level foundations)
 - Innovating and testing a new, replicable service model (national foundations)
- Recognition opportunity

Understand the Funding Timeline

Foundation grantseeking requires a balance of formal grantseeking and traditional fundraising approaches.

- 6-12 months from initial contact to award
- Not a “quick solution” for funding needs, but an important part of a diversified fundraising strategy
- Requires a strategic and proactive, rather than reactive, approach (Stewardship is part of the grantseeking process for foundations. You should work with the CFR office regarding stewardship initiatives.)

Foundation Style will Influence Project Elements



Family Foundations

The purpose of family foundations is to advance the founder's and/or family's charitable interests.

- Many family foundations are managed by a group of family members, which may include the original donors and/or their descendants. Others are managed by a non-family board or trustee (such as a bank).
- Family foundations may or may not have a well-defined focus or mission.
- Giving may be varied, inconsistent, or change over time, depending on the interests of family members involved.

Example of family foundation: [William Penn Foundation](#)

Connections are essential for family foundation grantseeking at any level. Family interests are important to consider in project design.

Family Foundations: Public Type

“Public type” family foundations support organizations and causes they believe will have an important impact on their field of interest.

How to identify them: They are extroverts—active in their community or field.

What they want: To be leaders in their community or field.

How to cultivate them: Work with Foundation Relations staff.

Key tips:

- Emphasize connections to other important work known to the funder. Name drop.
- Make them feel important. Show that you understand and respect their leadership role. Tell them how working with you would enhance their leadership role.
- Develop projects and programs that advance their agenda.

Example: [Kresge Foundation](#)

Family Foundations: Private Type

“Private type” family foundations support organizations and causes that are well known to family members.

How to identify them: They are introverted—they say very little about themselves publicly, and they do not seek attention.

What they want: To support their friends.

How to cultivate them: Get to know them—become friends.

Key tips:

- Be very careful about approaching a private-type family foundation “cold.”
- If you must send a note without a prior relationship or introduction, make it a soft opening, without a specific ask. For example: “I thought you might be interested in this work, may I tell you about it?”

Example of private, family foundation: [The Horner Foundation](#)

Corporate Foundations

Corporate foundations are founded and managed by a business, to advance the business's charitable interests.

- Corporate foundations always have a focus on advancing the business's reputation, whether or not that motivation is prominent.
- Corporate foundations may focus on communities in which they work, or give nationally (or internationally) according to select priorities.
- Corporations may make direct donations to charitable causes as well as making formal grants through associated foundations.
- Corporate Foundations may be community-focused or impact-focused.

Example of corporate foundation: [Comcast Foundation](#)

Publicity opportunities are an essential element of any corporate grant.

Corporate Foundations: Community Focused

Community-focused corporate foundations support organizations and causes in the communities in which they work.

How to identify them: Stated focus on specific geographies near operations.

What they want: Strong reputations in their local communities.

Key tips:

- Show your impact on the community.
- Show that your work is of value to employees and their families.
- Offer opportunities for the corporation's contribution to be publicly recognized in the community.

Example: [Alston-Beech Foundation](#)

Corporate Foundations: Impact-Focused

Impact-focused corporate foundations support work that advances a specific selected agenda.

How to identify them: Stated focus on specific agenda, regardless of location.

What they want: To build their brand by advancing a specific agenda.

Key tips:

- Show impact in the short and long term. Innovation and replicability are key: how will your work have an impact beyond the immediate project?
- Present a clear and effective evaluation and dissemination plan.
- Present appropriate opportunities for branding and publicity.

Example: [AmeriHealth Caritas](#)

Mission-Driven Foundations

Mission-driven foundations are independent organizations charged with distributing funding to support specific kinds of work.

- As independent organizations, mission-driven foundations have prescribed structures within which staff and trustees work to advance the mission.
- Mission-driven foundations may focus on specific locations, specific fields, specific kinds of organizations, or specific kinds of projects.
- Mission driven foundations are more professional and staff-driven than other types of foundations.
- Mission driven foundations may be location-focused, program-focused, or research-focused.

Mission-driven foundations want to fund the best work in the field.

Example: [Robert Wood Johnson Foundation](#)

Example: [Emergency Aid of Pennsylvania Foundation](#)

Mission Driven Foundations: Location-Focused

Location-focused foundations, including community foundations, support work in a specific location or community.

How to identify them: The location is usually prominent in the name, their mission statement, or in their specified funding guidelines

What they want: To solve problems and build institutions in a specific place.

Key tips:

- Show your impact on the people and institutions in the target community.
- Many community foundations manage donor-advised funds and family foundations. Building connections with community foundations can lead to other relationships as well.

Example: [Philadelphia Foundation \(public charity\)](#)

Mission-Driven Foundations: Program Focused

Program-focused foundations work to advance a specific societal mission by funding programs or services.

How to identify them: The mission, or social benefit, is front and center.

What they want: To solve a specific problem or accomplish a specific goal.

Key tips:

- Be an expert or leader in your field, with experience implementing projects on the proposed scale.
- Be innovative and propose replicable programs with far-reaching impact.
- Provide strong evidence that your project will have the intended effect.

Example: [Lumina Foundation](#)

Mission-Driven Foundations: Research Focused

Research-focused foundations work to advance knowledge or solve problems by funding research work.

How to identify them: They specify research as a central focus.

What they want: To solve a specific problem or advance a specific field.

Key tips:

- Clearly show the impact of your work on the field and/or specific problem.
- Give clear justification for project structure, including preliminary data if possible.
- Show that you have the necessary skill and experience to carry out the project.

Example: [Spencer Foundation](#)

KNOW YOUR FUNDER: FEDERAL GRANTMAKING AGENCIES

What Does the Federal Government Fund?

Government agencies and organization fund a variety of projects, programs, research, and product development.

Each agency exists to advance a specific agenda. This agenda is typically outlined in a public document called a [strategic plan](#).

Demonstration: Navigating [Grants.gov](#)

Key Federal Grant-making Agencies

- Department of Education
- National Science Foundation
- Department of Labor
- Department of Health and Human Services
- Department of Commerce
- Department of Agriculture
- Department of Defense
- Department of Energy
- National Endowment for the Arts
- National Endowment for the Humanities
- Small Business Administration
- Environmental Protection Agency

[Link to comprehensive list of all federal grant-making agencies](#)

What Does the Government Look for When Grant-making?

Each federal grant-making agency will define its [rating criteria](#) in the Program Solicitation (RFP, RFR, etc) or in public documents made available on the agency's website.

Understanding the rating criteria and/or [scoring formula, system and procedures](#), and drafting a narrative that aligns with it is key to winning a federal grant award.

Technical compliance with required specifications for application format and structure, and submission of grant applications that are inclusive of all required documents and attachments is also imperative to success.

Demonstration: [U.S. Department of Health and Human Services](#)

HHS: [Application review information \(example\)](#)

Understanding the Funding Timeline

The federal grant review timeline is often described in the Program Solicitation. In the absence of clear guidance for timeline, you may reach out to the respective Program Officer to inquire.

Generally speaking, the federal grant review process typically takes 3-9 months depending upon the funding agency and program to which you are applying.

KNOW YOUR FUNDER: PUBLIC CHARITIES

Public Charities vs. Private Foundations

Public charities generally derive their funding or support primarily from the general public, receiving grants from individuals, government, and private foundations.

Although some public charities engage in grantmaking activities, most conduct direct service or other tax-exempt activities.

A private foundation, on the other hand, usually derives its principal fund from a single source, such as an individual, family, or corporation, and more often than not is a grantmaker. A private foundation does not solicit funds from the public.

Why is it important to differentiate between the two?

- Examining a funder's giving history is an important part of researching foundation prospects. Past grants can reveal the funder's preferred subjects, organization types, and ranges of grant amounts.
- This data is easier to get from a private foundation, which must disclose all grantees and grant amounts in its IRS Form 990-PF. However, a grantmaking public charity isn't subject to this disclosure requirement, so access to its grants data will depend on how much the funder is willing to share with the public, via its Form 990, website, or other communication channels.
- If a grantmaking public charity doesn't provide a grants list in its Form 990, explore its website or search the Internet for the funder's name to find any related news or press releases, some of which may be about grants that it made.

Speaking of Researching Prospects...



In Module #2 we will discuss prospecting.

Any Questions?

Jacklyn Sutcivni

Grants Consultant



Jackie's career as a grant writer spans a broad range of disciplines. Since 2000, she has helped institutions of higher education, healthcare agencies, not-for-profit organizations, and governmental entities obtain more than \$50 million in grant funding. A former research assistant, healthcare professional, public administrator, staff grant writer for higher education, and small business owner, Jackie brings a range of skills and experience to every engagement. Specializing in federal grant submissions, her expertise in federal grant program design, implementation, and management are immediately evident. She is especially skilled in advancing initiatives through the development of multi-partner and consortium grant proposals and balancing faculty and administrative perspectives.



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