

SUBJECT: Grants at a GLANCE – Volume 2, Issue 9

GRANTS AT A GLANCE

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Grants at a GLANCE is a publication of the University of Wisconsin-Whitewater Office of Research and Sponsored Programs. To search or browse the newsletter on the Web, visit www.uwworsp.org.

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Welcome to the Office of Research and Sponsored Programs [ORSP] Grant Listserv for Awards, Notices, COGs, and Events [GLANCE]. The mission of ORSP is to facilitate the procurement of external support through research grants, contracts, and technical assistance agreements; to administer internal support for research; and to document and publicize the scholarly achievements of members of the University of Wisconsin-Whitewater community. Below is a list of upcoming grant opportunities, events, recent awards, and news.

Please contact Denise Ehlen, Director of Research and Sponsored Programs (ehlend@uww.edu, x5212), if you are interested in submitting an application to any of these programs.

INTRAMURAL GRANT OPPORTUNITIES (Organized by Deadline)

1. UW-Milwaukee Center for 21st Century Studies Program: 11 February 2010
2. UW System Solid Waste Research Program: 12 February 2010
3. UW-Madison Institute for Research in the Humanities Fellowships: 15 February 2010
4. UW System Supporting the Growth Agenda Action Steps Grant Program: 15 February 2010
5. Wisconsin Space Grant Consortium Programs: 16 February 2010
6. UW System Learning Technology Development Council Curricular Redesign Grant Program: 22 February 2010
7. UW-Whitewater Faculty Development Grant Program: 22 February 2010
8. UW-Madison Center for International Business Education and Research Applied Funds: 24 February 2010
9. WiSys Technology Foundation Prototype Development Fund: 24 February 2010
10. UW-Extension Diversity Program Development Initiative: 26 February 2010
11. UW System Committee on Baccalaureate Expansion Grants: 3 March 2010
12. UW-Madison Center for International Business Education and Research Global Research and Curriculum Development Fund: 25 March 2010
13. UW System Closing the Achievement Gap Program: 26 March 2010
14. UW System Office of Professional and Instructional Development Conference Development Grants for Fall 2010: 29 March 2010
15. UW System Institute on Race and Ethnicity Support Grants: 1 April 2010
16. UW System Learning Technology Development Council Emerging Technology Pilot Grant Program: OPEN
17. UW System/WiSys Reassignment Time Grant Program: OPEN
18. UW-Whitewater Academic Staff Development Grant: OPEN
19. UW-Whitewater Faculty/Staff Publication Award: OPEN
20. WiSys Technology Advancement Grant: OPEN

EXTRAMURAL GRANT OPPORTUNITIES (Organized by Deadline)

21. United States Environmental Protection Agency/National Fish and Wildlife Foundation Five Star Restoration Program: 11 February 2010

22. National Aeronautics and Space Administration/The Space Telescope Institute Hubble Space Telescope: 26 February 2010
23. The French-American Fund for Contemporary Music Project Grants: 1 March 2010
24. National Endowment for the Humanities Summer Seminars and Institutes Program: 2 March 2010
25. National Endowment for the Arts Access to Artistic Excellence Program: 11 March 2010
26. National Science Foundation Water Sustainability and Climate Program: 15 March 2010 [Pre-Proposals]; 15 April 2010 [Full Proposals]
27. United States Department of Education Foreign Language and Area Studies Fellowships Program: 23 March 2010
28. United States Department of Agriculture Scientific Cooperation Exchange Program: 26 March 2010
29. Environmental Protection Agency Environmental Literacy Grants for Informal/Nonformal Science Education: 6 April 2010
30. United States Department of Education Fund for the Improvement of Postsecondary Education Special Focus Competition: European Union-United States Atlantis Program: 8 April 2010
31. National Science Foundation Advancing Theory in Biology Program: 13 April 2010
32. National Endowment for the Humanities Fellowships: 4 May 2010
33. National Endowment for the Humanities Fellowships for Advanced Social Science Research on Japan: 4 May 2010
34. National Collegiate Inventors and Innovators Alliance Advanced E-Team Grants: 7 May 2010
35. National Collegiate Inventors and Innovators Alliance Course and Program Grants: 7 May 2010
36. National Institutes of Health Academic Career Award: 7 May 2010
37. National Science Foundation Education and Interdisciplinary Research Program: 29 September 2010
38. National Science Foundation Environment, Society, and the Economy Program: VARIES

FACULTY/STAFF HONORS

39. Dr. Kris Curran, National Science Foundation, \$208,650
40. Young Auditorium Selected as a New Kennedy Center Partner in Education

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41. Notes from a Federal Grant Reviewer – Part II: The Objective (Peer) Review by Sandra Jewell
42. Understanding Private Foundations, Research Associates Grants News and Views, January 2010

INTRAMURAL GRANT OPPORTUNITIES

1. [UW-MILWAUKEE CENTER FOR 21ST CENTURY STUDIES PROGRAM](#)

The Center for 21st Century Studies seeks proposals to support research and encourage dialogues across disciplinary boundaries on topics of compelling concern to the humanities, arts, and social sciences broadly constructed.

URL: <http://www.uwworsp.org/media/21stcentury.htm>

DEADLINE: 11 February 2010

2. [UW SYSTEM SOLID WASTE RESEARCH PROGRAM](#)

Proposals are sought for research into alternative methods of solid waste disposal, including the reduction of the amount of solid waste generated, the reuse and recycling of materials, composting, source separation, and the disposal of household hazardous waste.

URL: <http://www.uwworsp.org/media/swrp.htm>

DEADLINE: 12 February 2010

3. UW-MADISON INSTITUTE FOR RESEARCH IN THE HUMANITIES FELLOWSHIPS

The UW-Madison Institute for Research in the Humanities seeks applications for research fellowship appointments. Fellowships are awarded across the spectrum of subjects and disciplines in the humanities on the basis of the significance of the proposed research and the promise of the applicant.

URL: <http://www.uwworsp.org/media/Humanities.htm>

DEADLINE: 15 February 2010

4. UW SYSTEM SUPPORTING THE GROWTH AGENDA ACTION STEPS GRANT PROGRAM

UW System seeks proposals to support and advance the Growth Agenda Action Steps. The 2010-2011 academic year funds will support the following project activities: strategies that improve retention and increase degree attainment at the undergraduate level; collaboration with the PK-12 community to enrich college preparation in the area of mathematics; development of a Student Engagement Portfolio; and focus on Inclusive Excellence through expansion of High Impact Practices.

URL: <http://www.uwworsp.org/media/growth.htm>

DEADLINE: 15 February 2010

5. WISCONSIN SPACE GRANT CONSORTIUM [WSGC] PROGRAMS

WSGC seeks proposals for a variety of grant opportunities including the Aerospace Outreach Program, Higher Education Incentives Program, Research Infrastructure Program, and Special Initiatives Program.

URL: <http://www.uwworsp.org/media/Space.htm>

DEADLINE: 16 February 2010

6. UW SYSTEM LEARNING TECHNOLOGY DEVELOPMENT COUNCIL CURRICULAR REDESIGN GRANT PROGRAM

UW System seeks proposals to support curriculum redesign and related faculty and staff development in the effective use of technology in teaching and learning.

URL: <http://www.uwworsp.org/media/crgp.htm>

DEADLINE: 22 February 2010

7. UW-WHITEWATER FACULTY DEVELOPMENT GRANT PROGRAM

The University of Wisconsin-Whitewater seeks proposals which expand scholarly resources in faculty fields of study; continue development of the expertise of faculty; develop new instructional and/or evaluation materials; and/or improve teaching skills, including management of new systems of instruction.

URL: <http://www.uwworsp.org/media/facdev.htm>

DEADLINE: 22 February 2010

8. UW-MADISON CENTER FOR INTERNATIONAL BUSINESS EDUCATION AND RESEARCH [CIBER] APPLIED FUNDS

The UW-Madison CIBER seeks proposals to support defraying part of the cost of travel and conference attendance. Proposals must be connected to the CIBER mission in order to be considered.

URL: <http://www.uwworsp.org/media/ciberAF.htm>

DEADLINE: 24 February 2010

9. WISYS TECHNOLOGY FOUNDATION PROTOTYPE DEVELOPMENT FUND

UW System and the WiSys Technology Foundation offer funds to support prototype development to advance the commercial potential of technologies developed on System campuses.

URL: www.uwworsp.org/media/WiSys_PDF.htm

DEADLINE: 24 February 2010

10. UW-EXTENSION DIVERSITY PROGRAM DEVELOPMENT INITIATIVE

UW-Extension seeks proposals to provide start-up support for new ventures that are consistent with Extension goals and initiatives. Funds are intended to assist University of Wisconsin institutions in developing and implementing pilot programs that advance diversity and inclusivity.

URL: <http://www.uwworsp.org/media/dpdi.htm>

DEADLINE: 26 February 2010

11. UW SYSTEM COMMITTEE ON BACCALAUREATE EXPANSION GRANTS

UW System seeks proposals to support the development and implementation of new programs or projects to implement one or more of the baccalaureate expansion strategies outlined by the Committee on Baccalaureate Expansion.

URL: <http://www.uwworsp.org/media/cobe.htm>

DEADLINE: 3 March 2010

12. UW-MADISON CENTER FOR INTERNATIONAL BUSINESS EDUCATION AND RESEARCH [CIBER] GLOBAL RESEARCH AND CURRICULUM DEVELOPMENT FUND

The UW-Madison CIBER seeks proposals to expand the base of international research, teaching, and outreach programs for the School of Business, the campus, the State of Wisconsin, and the upper Midwest region of the United States.

URL: <http://www.uwworsp.org/media/ciberRCD.htm>

DEADLINE: 25 March 2010

13. UW SYSTEM CLOSING THE ACHIEVEMENT GAP PROGRAM

This grant program supports practical and innovative programs that are effective in redressing the gaps in access, learning, and academic achievement that currently exist among students from historically underrepresented populations. Through these grant funds, the UW System seeks to advance greater equality, inclusion, and excellence across its institutions.

URL: <http://www.uwworsp.org/media/gap.htm>

DEADLINE: 26 March 2010

14. UW SYSTEM OFFICE OF PROFESSIONAL AND INSTRUCTIONAL DEVELOPMENT [OPID] CONFERENCE DEVELOPMENT GRANTS FOR FALL 2010

OPID seeks proposals to support programs that promote cooperation and exchange among System faculty and are focused on the enhancement of undergraduate teaching and learning. Programs are typically workshops, presentations, or mini-conferences on teaching-related subjects.

URL: <http://www.uwworsp.org/media/opidf.htm>

DEADLINE: 29 March 2010

15. UW SYSTEM INSTITUTE ON RACE AND ETHNICITY SUPPORT GRANTS

IRE Support Grants provide funding in four project areas: Category A, which support scholarly research on race, diversity, ethnicity, inclusivity, and/or equity; Category B, which support the development and teaching of new courses pertaining to race, ethnicity, diversity, inclusivity, and/or equity; Category C, which support campus activities, guest lectures, fine art performances, curricular infusion and instructional innovations, and/or other events; and Faculty Diversity Research Awards, which provide release time and research support of individuals who are tenure-track faculty members.

URL: <http://www.uwworsp.org/media/ire.htm>

DEADLINE: 1 April 2010

16. UW SYSTEM LEARNING TECHNOLOGY DEVELOPMENT COUNCIL EMERGING TECHNOLOGY PILOT GRANT PROGRAM

The UWS LTDC seek proposals that will advance innovative uses of technology for teaching/learning, and/or projects related to faculty and instructional development in effective use of technology in teaching/learning. Institutional or collaborative multi-institutional projects will be accepted. UW-Whitewater applicants must work closely with David Delgado (delgagod@uww.edu, x3243), Interim Coordinator of the Learning Technology Center, in proposal development and submission.

URL: <http://www.uwworsp.org/media/910etpg.htm>

DEADLINE: OPEN

17. UW SYSTEM/WISYS REASSIGNMENT TIME GRANT PROGRAM

The UW System Administration and the WiSys Technology Foundation, Inc. offer limited funds to support faculty/staff reassigned time to write extramural grant applications. Preference will be given to science, technology, engineering, and/or American Recovery and Reinvestment Act applications. The maximum award is \$3,500 for stipend or replacement costs.

URL: <http://www.uwworsp.org/media/RTG.htm>

DEADLINE: OPEN

18. UW-WHITewater ACADEMIC STAFF DEVELOPMENT GRANT

UW-Whitewater seeks proposals for individual professional development/training opportunities that contribute to the needs of the institution. Such opportunities enable staff to increase their effectiveness by expanding knowledge in their areas of expertise, developing skills, and enhancing morale. Applications may be submitted anytime.

Applications must be submitted by the 1st of each month for review at the next meeting of the Academic Staff Professional Development Committee. If the 1st falls on a weekend, proposals must be submitted by the following Monday. The Committee will meet monthly November 2009 through April 2010. Applicants will receive award notifications by the 1st of the following month (at the latest). [For example, you submit

a proposal on April 1st; formal notification of the status of your proposal will be provided by May 1st.] All award funds must be used by 1 June 2010.

URL: <http://www.uwworsp.org/media/asdg.htm>

DEADLINE: OPEN

19. UW-WHITewater FACULTY/STAFF PUBLICATION AWARD

UW-Whitewater seeks applications for Publication Awards to fund publication costs (i.e. "page charges") or partial subsidies related to the cost of publishing scholarly books or research monographs. A 1:1 match is required.

URL: <http://www.uwworsp.org/media/publication.htm>

DEADLINE: OPEN

20. WISYS TECHNOLOGY ADVANCEMENT GRANT

WiSys seeks pre-proposals for projects aimed at stimulating inventions by faculty at System campuses. This supports data collection for federal grant applications, post-doctoral fellows and research assistants, and other research/development expenses. Pre-proposals may be submitted at any time.

URL: <http://www.uwworsp.org/media/witag.htm>

DEADLINE: OPEN

EXTRAMURAL GRANT OPPORTUNITIES

21. UNITED STATES ENVIRONMENTAL PROTECTION AGENCY/NATIONAL FISH AND WILDLIFE FOUNDATION FIVE STAR RESTORATION PROGRAM

The Five Star Restoration Program seeks to develop community capacity to sustain local natural resources for future generations by providing modest financial assistance to diverse local partnerships for wetland, riparian, and coastal habitat restoration.

URL:

http://www.nfwf.org/AM/Template.cfm?Section=Charter_Programs_List&Template=/TaggedPage/TaggedPageDisplay.cfm&TPLID=30&ContentID=14560

DEADLINE: 11 February 2010

22. NATIONAL AERONAUTICS AND SPACE ADMINISTRATION [NASA]/THE SPACE TELESCOPE SCIENCE INSTITUTE [STScI] HUBBLE SPACE TELESCOPE

NASA and the STScI solicit proposals to utilize the Hubble Space Telescope for research purposes. Applicants may apply to reserve a certain number of the telescope's orbits to observe a specific body or location in space.

URL: <http://www.stsci.edu/hst/proposing/docs/cycle18announce>

DEADLINE: 26 February 2010

23. THE FRENCH-AMERICAN FUND FOR CONTEMPORARY MUSIC PROJECT GRANTS

Project Grants support contemporary music projects such as commissions, residencies, performances, tours, and master classes that foster cultural exchange between France and the United States. Projects must involve works by living composers or works composed during the last 50 years.

URL: <http://www.facecouncil.org/music/guidelines.html>

DEADLINE: 1 March 2010

24. NATIONAL ENDOWMENT FOR THE HUMANITIES SUMMER SEMINARS AND INSTITUTES PROGRAM

The Summer Seminars and Institutes Program support faculty development programs in the humanities for school teachers and for college and university teachers.

URL: <http://www.neh.gov/grants/guidelines/seminars.html>

DEADLINE: 2 March 2010

25. NATIONAL ENDOWMENT FOR THE ARTS ACCESS TO ARTISTIC EXCELLENCE PROGRAM

The Access to Artistic Excellence Program encourages and supports artistic creativity, preserves our diverse national heritage, and makes the arts more widely available in communities throughout the country.

URL:

<http://www.grants.gov/search/search.do;jsessionid=gytgLTZB5npfDpLK5Z12dfrFBRPh2nlbjp3hICWFX96pn7L64hH!-1179711943?oppld=51055&mode=VIEW>

DEADLINE: 11 March 2010

26. NATIONAL SCIENCE FOUNDATION WATER SUSTAINABILITY AND CLIMATE [WSC] PROGRAM

The goal of the WSC Program is to understand and predict the interactions between the water system and climate change, land use, the built environment, and ecosystem function and services through place-based research and integrative models.

URL: http://www.nsf.gov/funding/pgm_summ.jsp?pims_id=503452

DEADLINE: 15 March 2010 [Pre-Proposals]; 15 April 2010 [Full Proposals]

27. UNITED STATES DEPARTMENT OF EDUCATION FOREIGN LANGUAGE AND AREA STUDIES [FLAS] FELLOWSHIPS PROGRAM

The FLAS Fellowships Program provides allocations of academic year and summer fellowships to institutions of higher education or consortia of institutions of higher education to assist meritorious undergraduate students and graduate students undergoing training in modern foreign languages and related area or international studies.

URL: <http://www2.ed.gov/programs/iegpsflasf/index.html>

DEADLINE: 23 March 2010

28. UNITED STATES DEPARTMENT OF AGRICULTURE SCIENTIFIC COOPERATION EXCHANGE PROGRAM

The Scientific Cooperation Exchange Program with the People's Republic of China supports international exchanges that promote agricultural development and economic growth, and mitigate animal and plant health issues that impede trade.

URL: <http://www.fas.usda.gov/icd/grants/scep/scep.asp>

DEADLINE: 26 March 2010

29. ENVIRONMENTAL PROTECTION AGENCY [EPA] ENVIRONMENTAL LITERACY GRANTS FOR INFORMAL/NONFORMAL SCIENCE EDUCATION

The EPA solicits applications to support projects that engage the public in educational activities that utilizing emerging and/or advanced technologies and leverage the sponsor's assets to improve understanding and stewardship of the local and global environment.

URL: http://www.oesd.noaa.gov/funding_opps.html

DEADLINE: 6 April 2010

30. UNITED STATES DEPARTMENT OF EDUCATION FUND FOR THE IMPROVEMENT OF POSTSECONDARY EDUCATION SPECIAL FOCUS COMPETITION: EUROPEAN UNION-UNITED STATES ATLANTIS PROGRAM

This program supports the formation of educational consortia between European Union Member States and U.S. institutions to coordinate curricula, promote the exchange of students, and open educational opportunities.

URL: <http://www.ed.gov/programs/fipseec/index.html>

DEADLINE: 8 April 2010

31. NATIONAL SCIENCE FOUNDATION ADVANCING THEORY IN BIOLOGY [ATB] PROGRAM

The ATB Program supports the development of new theoretical approaches that will improve the understanding of general biological principles that account for phenomena that occur independently across levels of biological organization.

URL: http://www.nsf.gov/funding/pgm_summ.jsp?pims_id=501066&org=NSF&sel_org=NSF&from=fund

DEADLINE: 13 April 2010

32. NATIONAL ENDOWMENT FOR THE HUMANITIES FELLOWSHIPS

Fellowships support individuals pursuing advanced research that is of value to humanities scholars, general audiences, or both. Recipients typically produce articles, monographs, books, digital materials, archaeological site reports, translations, editions, or other scholarly resources.

URL: <http://www.neh.gov/grants/guidelines/fellowships.html>

DEADLINE: 4 May 2010

33. NATIONAL ENDOWMENT FOR THE HUMANITIES FELLOWSHIPS FOR ADVANCED SOCIAL SCIENCE RESEARCH ON JAPAN

This program supports research on modern Japanese society and political economy, Japan's international relations, and U.S.-Japan relations.

URL: <http://www.neh.gov/grants/guidelines/fellowships-japan.html>

DEADLINE: 4 May 2010

34. NATIONAL COLLEGIATE INVENTORS AND INNOVATORS ALLIANCE ADVANCED E-TEAM GRANTS

Advanced E-Team grants support commercial outcomes by moving innovative products from the idea stage to prototype and eventually to market.

URL: <http://nciia.org/grants/eteam>

DEADLINE: 7 May 2010

35. NATIONAL COLLEGIATE INVENTORS AND INNOVATORS ALLIANCE COURSE AND PROGRAM GRANTS

Course and Program grants are awarded to colleges and universities to improve existing programs or build new programs in invention, innovation, and entrepreneurship.

URL: <http://nciia.org/grants/courseandprogram>

DEADLINE: 7 May 2010

36. NATIONAL INSTITUTES OF HEALTH ACADEMIC CAREER AWARD

The purpose of Academic Career Awards are to increase the pool of individuals with academic and research expertise in a specific area of biomedical research and to enhance the educational or research capacity at the grantee institution.

URL: <http://grants1.nih.gov/grants/guide/pa-files/PA-10-058.html>

DEADLINE: 7 May 2010

37. NATIONAL SCIENCE FOUNDATION EDUCATION AND INTERDISCIPLINARY RESEARCH [EIR] PROGRAM

The EIR Program supports activities in the Division of Physics in conjunction with other NSF-wide programs such as the Faculty Early Career Development, Research Experiences for Undergraduates, and other programs aimed at women, minorities, and persons with disabilities. EIR also supports activities that seek to improve the education and training of physics students, research at the interface between physics and other disciplines, and other activities not specifically included in programs at NSF.

URL: http://www.nsf.gov/funding/pgm_summ.jsp?pims_id=5610

DEADLINE: 29 September 2010

38. NATIONAL SCIENCE FOUNDATION ENVIRONMENT, SOCIETY, AND THE ECONOMY [ESE] PROGRAM

The ESE Program supports productive interdisciplinary collaborations between the geosciences and the social, behavioral, and economic sciences by augmenting funding for interdisciplinary research related to the environment, society, and the economy. Proposals must be submitted for joint review to one existing Directorate for Social, Behavioral, and Economic Sciences Program and one existing Directorate for Geosciences Program.

URL: http://www.nsf.gov/funding/pgm_summ.jsp?pims_id=503387

DEADLINE: VARIES

HONORS

39. Dr. Kris Curran, Assistant Professor of Biological Sciences, was recently awarded a National Science Foundation Developmental Systems Research in Undergraduate Institutions [RUI] grant in the amount of \$208,650. Her project, titled *RUI: Ontogeny of circadian rhythm in organs and pleiotropic effects of circadian genes*, focuses on how individual organs, each with their own circadian oscillator, become part of the overall synchronized circadian system during development. Additional information about this award may be obtained from Dr. Curran (currank@uww.edu, x5144).

40. The Young Auditorium and Janesville School District was selected as one of 14 teams of arts organizations and school systems to participate in the Kennedy Center Partners in Education Institute. The Institute, funded by the U.S. Department of Education, the National Committee for the Performing Arts, and the Kennedy Center Corporate Fund, promotes partnerships in communities across the country between arts organizations and local school districts, focusing on the development of arts education program for teachers. These new teams will join the existing 90 teams from 44 states and the District of Columbia currently participating in the Partners in Education Program. For additional information about this accomplishment, please contact **Ben Strand**, Young Auditorium Development Director (strandb@uww.edu, x6224).

NEWS

41. NOTES FROM A FEDERAL GRANT REVIEWER – PART II: THE OBJECTIVE (PEER) REVIEW

By Sandra Jewell, as excerpted from the Dance Journal, 21 November 2009

The central procedure in the federal funding cycle is the objective, or peer, review, which is carefully, legally, designed to maintain the integrity of the decision making process.

Before the peer review panel meets, a non-voting (technical) reviewer from the branch sponsoring the Request for Applications [RFA] vets each application to ensure its compliance with the goals of the branch.

Because objective review is so crucial to the ethical strength of the process, the peer reviewers who score the application are never from the branch soliciting the proposal because the likely applicants are generally constituents of that branch, sometimes known personally to branch staff.

The grant writer would do well to remember that funding decisions rest largely in the hands of reviewers who almost certainly have no direct experience with the subject area.

There are other important issues to remember when replying to an RFA:

First, no one is ever hired by an agency specifically to review grant applications. Reviewers take time away from their day jobs, usually in other parts of the agency, to do this as a service to the soliciting branch. They also know that their branch will need reviewers for their own RFAs.

The reviewer is often given three to five applications to evaluate within a brief time frame. Before the review panel meets, s/he first must invest the considerable effort needed to get up to speed with a new subject area and with the needs of the funding branch as documented in the RFA and any supporting materials. The next step is to read and score the applications, each of which can easily require a full day, and then to spend one or more days participating on the panel.

The entire review process is a massive investment of time and emotional energy and can leave reviewers bleary eyed.

It's been estimated that half of all grant applications are poorly written, which may be an underestimate. And to be honest, almost all applications make for tedious reading for reviewers who, as mentioned earlier, are rarely more than temporarily and peripherally involved in the subject.

There are several strategies to consider when developing a response to an RFA that will reinvigorate a reviewer:

First, to help ensure that a proposal ends up in the fundable range, which will generally be well above 90 points on a scale to 100, present a great, new, idea. Reviewers love to have the possibility of helping along a creative and significant initiative.

Although grant writers may have little control over the proposed project, they have considerable control over something equally essential: its presentation. If a grant writer can create an application that is professional, well written, and responsive without being terminally colorless, reviewers will be grateful. More important, they'll pay attention.

Here are a few more suggestions:

Many requirements are included in an RFA but one of the most crucial is unwritten: Responders must convince the reviewer that the proposal is important. Every word in the application should be strictly, concisely, targeted to that goal. That means that the writer should diligently avoid unexplained assumptions and field-specific jargon.

Conversely, there is no point in over explaining anything that is common knowledge. Reviewers may regard too much irrelevant verbiage as a loss of focus within the proposal and, worse, have their own attentiveness derailed by insignificant details.

No matter how good the idea, it's not going to sell itself. So, right up front in the beginning paragraphs of the narrative, tell the reader why this proposal is worth doing. Never assume that the reviewer knows or will spend extra time filling in gaps that should be part of the presentation. If applicable, spell out what is known, what is unknown, and where the proposed activities fit. Bring the reviewer up to speed at the start or risk the possibility of permanently losing traction.

Don't underestimate the potential for confounding the reviewer in the dozens of pages of detail that comprise the usual application. Eliminate cross references that require diversions to another part of the proposal and, where feasible, include an abstract summary of each section.

Applications that do well are concise and clear. They flow. They have none of the confusing juxtapositions and inconsistencies that so often baffle and frustrate reviewers. They tell why the project activities are needed, what the applicant expects to achieve, and the methods that will be used. They explain how their progress will be assessed and what happens if and when federal funding ends. Depending on the RFA and agency goals, reviewers often expect funded proposals to be eventually self sustaining.

The application should be internally consistent. Nothing is quite as unmistakable, or as jarring, as an application put together by a number of writers with different writing styles. To get the money in cases like this, someone must do the editing.

In terms of style, another extreme is the application transparently created by a coolly disinterested, professional grant writer. Occasionally an application is so slick it reads as though it was untouched by human hands, sort of like a house decorated by Holiday Inn. Proposals that sound as though humans are only an afterthought rarely do well in the review process.

42. UNDERSTANDING PRIVATE FOUNDATIONS

As excerpted from Research Associates Grant News and Views, Volume 14, Issue 1, January 2010

Many people have a limited understanding of what foundations are and how they operate. While many people understand that they are in the business of providing funding, few people understand the differences in the types of foundation or how they operate. Taking the time to learn these differences will help you identify those entities most likely to fund your program and ultimately, improve your ability to win grants.

Private Foundations vs. Public Charities

First, let's explore the difference between private foundations and public charities. Foundations are endowed with *private* funds but created to provide a *public* function, mainly, making grants to unrelated organizations, institutions, or to individuals for scientific, educational, cultural, or other charitable purposes. Public charities, however, must prove that at least one-third of their income comes from public sources in any given four-year period per the U.S. Internal Revenue Code. While many foundations are established to shelter wealth from taxes, donations to public charities come primarily from public sources and donations to those public charities are tax-deductible if an organization has a 501(c)(3) status. Private charitable foundations are also classified as nonprofit 501(c)(3) organizations by the Internal Revenue Code, but fall under section 509(a). This means they do not have to prove one-third of their income comes from public sources, but they do have to meet certain requirements by law including a five percent annual payout requirement of their total investment assets. This means if a foundation's assets for one year total \$5 million, it would have to give out a minimum of \$250,000 in grants. Foundations are also required to pay an annual two-percent excise tax on investment assets. This tax is counted as credit towards the five-percent payout requirement, thereby reducing the amount per year a foundation is required to give away.

Types of Foundations

Just because an organization has the word foundation in its name does not mean you can apply for a grant. Let's explore some of the different types of foundations as defined by the Foundation Center and the Council on Foundations.

Independent Foundations: Independent foundations are the most common type of private foundation. These foundations are typically endowed with gifts from an individual, family, or charitable endowment. Since their funding comes from endowments, their focus is on grant making rather than raising funds or seeking public support. Typically they have specific focus or interest area such as the arts or youth, as specified by the original benefactor. One example is The Robert Wood Johnson Foundation, with an estimated \$8 billion in assets endowed by Robert Wood Johnson with assets derived from the Johnson & Johnson Corporation. Today the Foundation's focus is on improving health and healthcare.

Family Foundations: Family foundations are considered a subset of independent foundations. The major difference is that the benefactor or the benefactor's family is still actively involved in the foundation's policies and grants. The Waitt Family Foundation, based in California and with estimated assets of more than \$100 million, is one example of a family foundation. Founder Ted Waitt, co-founder of Gateway computers, provides leadership for the foundation and the funding priorities reflect his philanthropic interests which include scientific research, exploration, and conservation.

Corporate Foundations: Assets of private corporate foundations come from a company rather than an individual benefactor or family. Although corporate foundations are linked to their parent companies, they are classified as separate legal entities, subject to the same IRS codes. Most also have grant making focus areas, but tend to concentrate on benefiting employees and gaining positive exposure for the company. The MetLife Foundation, with an estimated \$143 million in assets, is one example. Their goals, connected to the MetLife Insurance Corporation, are to strengthen communities, promote good health, and improve education.

Operating Foundations: Similar to private independent foundations, operating foundations possess assets that generally come from an individual benefactor or small group of donors and do not raise funds

publicly. These organizations rarely make grants to outside organizations with most operating their own charitable programs instead of making grants.

Public Foundations: Categorized as public charities by the IRS, public foundation assets generally come from contributions by corporations, individuals, government, and private foundations. The two primary differences between a public foundation and a nonprofit organization are that a public foundation concentrates more on making grants than on providing direct charitable services, and generally focuses on a specific area of interest. Examples include The Arthritis Foundation and the World Wildlife Fund.

Community Foundations: Although the IRS usually classifies community foundations as public charities, they are sometimes categorized as private foundations. Assets generally come from many individual donors and are placed in an endowment. The money or interest earned on the endowment is used to award grants. Community foundation grants typically focus on a wide range of public needs in a specific geographic area. The Community Foundation for Greater Atlanta for example, focuses on 22 counties in the Atlanta metropolitan area, and makes arts and culture, civic affairs, education, health, religion, social services, and community development grants.

As you can see, foundations come in many forms! Understanding some of the differences will save you time and effort when deciding which foundations to target.

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