



Funding Fla\$h

April 3, 2006

**Resource
Information for
Community
College Grant
Seekers**

Upcoming Grants

In addition to the Robert Wood Johnson Foundation grant released earlier this week as a CCHAP *Funding Alert*, those of you in rural areas might be interested in preparing for the upcoming HRSA **TELEHEALTH NETWORK GRANT PROGRAM**, due to be released in about a month. Look over the following description and see if a project you are working to develop with your partners may be a match.

The primary objective of the TNGP is to help communities build the human, technical, and financial capacity to develop sustainable telehealth programs and networks. TNGP grants are awarded to eligible entities to develop telehealth network projects in rural areas, in medically underserved areas, in frontier communities, and for medically underserved populations, to (a) expand access to, coordinate, and improve the quality of health care services; (b) improve and expand the training of health care providers; and (c) expand and improve the quality of health information available to health care providers, and patients and their families.

ROADMAP REVISITED...

The Project Description: Goals, Objectives, and Methods

In this month's *Funding Flash*, we're continuing to expand on the information first presented in CCHAP's *Funding Roadmap** to help you develop strong proposals. In the previous newsletter, we discussed how to develop a compelling Needs Statement for your grant proposal. The next section, the Project Description, is your opportunity to provide a detailed look at how your project will address this need. In this section of the proposal, your job is to directly make the connections between the causes of the problem and your project's objectives and methods.

Program Goals: The Big Picture

For beginning grant writers in particular, goals and objectives can all start to blend together if you're not careful. Just remember that your goals are the visionary statements that are usually long-term and not necessarily measurable. The objectives, on the other hand, are your measurable outcomes. The methods are your means to get there. Goals convey the ideal condition that might exist if your project is successful. For goals that are long-term, you may want to have interim objectives to show you're making progress.

Program Objectives: S.M.A.R.T.

To begin developing your objectives, look back to your Needs Statement and outline objectives directly related to each of the problems you've stated in specific and measurable terms. Because the program objectives are measurable, they

Community College
Healthcare Action Plan

www.cchap.info

cchap@ohcc.org



provide evidence for the effectiveness of your project and should be specific, measurable, achievable, realistic, and time-limited (S.M.A.R.T.) Here is one example from The Grantsmanship Center of a well-defined objective that tells *who*, will be doing *what*, *when* they will be doing it, *how much* change will result, and how it will be measured:

At the conclusion of the five-day workshop, at least 20 to 25 participants will demonstrate a pre/post test gain of at least 25 percent on the Evaluator's Competency Test, covering the areas of (1) introductory statistical terminology, (2) measurable objectives, and (3) educational program evaluation concepts.

Additional detail, such as how the information gathered in this example might be used, could be included in a separate objective.

As you develop objectives with your grant planning group, an early focus on clarity and closely matching your objectives to the goals of the project will help get you on your way to developing your evaluation plan, which we'll be discussing in the next **Funding Flash**.

Objectives can be a bit confusing at first glance because they tend to morph into methods or goals. So, look back to your Needs Statement to make certain you have an objective to address each cause you highlighted there and then ask yourself how you would determine whether you had accomplished each stated objective. If you are unable to clearly provide the measurement of an objective, it probably does not address a cause of the problem. Instead, it may be a more general goal-type of statement or may be related more to a method than an objective. Generally speaking, objectives address *increases*, *decreases*, or *reductions* of something. Methods generally use words such as, *will provide*, *establish*, or *create*.

Checklist for the Objectives Section

1. Are the objectives directly related to the causes described in your Needs Statement?
2. Do the objectives describe your target population?
3. Have you stated when the objectives will be met?
4. Have you provided numbers, when appropriate, and has someone with knowledge of statistics checked your figures?

A Word About Process Objectives

All the objectives discussed above refer to the results (or outcomes) of your project. *Process Objectives* are activities that you will complete over the course of your project or the life of the grant. They answer *what and how*, can demonstrate the scope of the project, and do not necessarily confer benefits on your target population. Outcome Objectives, on the other hand, *do* confer benefits on your project participants.

Example of a Process Objective: The program will complete 12 training sessions for 100 new teachers by the end of the grant period.

Community College
Healthcare Action Plan

www.cchap.info

cchap@ohcc.org



Process Objectives discuss what your organization will do, including the numbers of people served or hours of service provided. These objectives belong in your methodology section.

Project Methods: Details!

The Methods Section will likely be the longest and most detailed part of your proposal, but probably the easiest to write. This section is your opportunity to paint a clear picture of your project with as much detail as possible about what your program will accomplish.

To begin outlining this section, look back to your objectives. Again, starting with the Needs Statement, do you have an objective that addresses each cause you've highlighted? Now, you need methods to accomplish each of your objectives. The Methods Section will include the following components:

- Overview that summarizes your methods and the rationale for each approach. Why do you think these methods will work?
- A description of the target population and community.
- A definition and description of your steps to implementation.
- Roles and responsibilities of partners, including which *causes* of the problem they will address.
- Staff qualifications, selection, and training methods; don't forget to include volunteers.
- A description of where you will operate the program and detail regarding any equipment that may be required.
- A detailed timeline.
- And remember those Process Objectives? They go here.

A Methods Section that is rich in detail, well thought out, and that shows an orderly and logical progression of your project will tell funders that you have planned well. This planning will also be helpful later on in developing both your evaluation plan and your budget.

Checklist for the Methods Section

1. Are there one or more methods for each objective and do the methods relate to the causes you outlined in the Needs Statement?
2. Does this section clearly, in detail and in sequence, describe your program activities?
3. Have you provided a rationale for your methods?
4. Have you adequately described program staff?
5. Are your methods for identifying and selecting clients outlined?
6. Is the scope of the project realistic and achievable?

Conclusion

The Project Description section of your proposal is your opportunity to provide funders with a very clear idea of the details of your project. This section also defines how you will accomplish your objectives to meet a pressing need in your community. Your Needs Statement provided the basis for building this next

Community College
Healthcare Action Plan

www.cchap.info

cchap@ohcc.org



section of your proposal. Measurable and specific objectives, methods that directly relate to those objectives, and rich detail will provide funders with the clear picture they need to consider funding your project.

Sources: Grantsmanship Center “Program Planning & Proposal Writing” by Norton J. Kirit.

***Download a free copy of CCHAP’s *Funding Roadmap* at: <http://www.cchap.info>. (Hot Tip! Print out the Roadmap and place it in a three-ring binder to make it convenient for you to review.)**

NETWORKING AND TRAINING

Those of you living in the Willamette Valley region may be interested in the upcoming Willamette Valley Development Officers Conference, scheduled for May 18-19 in Portland. The conference will cover emerging trends in Resource Development. You can see the entire conference schedule at http://www.wvdo-or.org/index.php/crystal/conference_schedule. For those of you who cannot attend, we will include an update of hot tips from the conference in an upcoming *Funding Flash*.

April’s HOT TIPS!

Building Relationships with Funders

It’s always a good idea to build a relationship with a potential funder and to expand your relationship with a funder who is contributing to your project. Keep the following points in mind to help guide your interaction:

- In any conversation you have with funders, listen carefully to any information you receive, particularly if they are providing you with guidance about future applications or discouraging you from applying.
- If you are funded, make the funder a partner. Keep them informed of the project’s progress along the way, especially if you have to make any “course corrections.”
- Keep funders informed about positive developments throughout the course of the grant, not just at reporting time.
- Report back to funders after the grant period, too. In this way, you’re communicating with them even when you aren’t asking for money. They will appreciate it!
- If you haven’t already, start collecting letters and other materials that show support for your project. For example, you may have a letter from a successful student showing how grant funds achieved a particular result. Share this information with funders.
- Give the funder recognition through your newsletter or the media.
- Learn how to handle rejection and still keep a positive relationship with funders.

Community College
Healthcare Action Plan

www.cchap.info

cchap@ohcc.org



LET US HEAR FROM YOU!

We would like to hear from you about your grants training experiences or training opportunities you may know about and would like to share. Please contact Sheri Campbell at CCHAP (503-380-5303) and tell us what you know.

DID YOU KNOW...?

Foundation Networking

The Willamette Valley Development Officers' (WVDO) association, located in Portland, is a low-cost way to pick up some great information about the world of foundations. Those located in other parts of the state may find their links to information on grant writing useful. See their website for more information: <http://www.wvdo-or.org/index.php>. The WVDO regularly holds luncheons that include presentations by individuals representing foundations and corporate funders. Past WVDO programs offered information on identifying targeted data and positioning your organization to offer solutions addressing identified community needs.

HRSA's "New" Website

The Health Resources and Services Administration (HRSA) recently revamped its website. The new site has a clean look with immediate access to their grants page. If you're anticipating submitting grants to HRSA in the future, it's never too early to start becoming familiar with their electronic submission procedures, which can be found on the right side of their grants page, including their "Electronic Submission User Guide." Review their website now at: <http://www.hrsa.gov>.

HRSA ALERT!

The Health Resources and Services Administration (HRSA) recently posted their "Preview of FY 2006 Grant Opportunities" on their website. A number of grant competitions for 2006 have been cancelled. See their Preview at <http://www.hrsa.gov/grants/preview> for more information.

CCHAP's *Funding Flash* is distributed electronically on the last Friday of each month. Previous issues of the *Funding Flash* can be viewed on CCHAP's website at www.cchap.info

Community College
Healthcare Action Plan

www.cchap.info

cchap@ohcc.org

