

THE UNIVERSITY OF TEXAS AT AUSTIN

STEVE HICKS SCHOOL OF SOCIAL WORK

Course Number:	SW 393T30	Instructor:	John Feather, PhD, CFRE
Unique Number:	61825	Email:	jfeather@utexas.edu
Semester:	Fall 2021	Office:	By appointment
Meeting Time/Place:	Wednesdays 5:30pm – 8:30pm SSW 2.118	Office Phone:	202-725-6731
		Office Hours:	By appointment

GRANT WRITING AND RESOURCE DEVELOPMENT

I. STANDARDIZED COURSE DESCRIPTION

This course examines the context of how mission-based human service organizations engage funding institutions and philanthropic donors to invest financial and technical resources into their community initiatives. The course explores the processes and frameworks of cultivating critical resources –through development of compelling grant proposals, donor-engagement programs, and collaborative resource development networks –amidst a competitive external environment and seemingly scarce resources. Within the context of organizational and administrative social work practice, there will be continuous focus in the course on the strategies for funding the basic needs and priorities of populations at-risk and diverse populations.

II. COURSE OBJECTIVES

Upon completion of the course the student should be able to:

1. Apply the principles, knowledge, skills, values, and ethics of social work in the planning and implementation of resource development initiatives as strategies for advocacy, self-sufficiency, and empowerment on behalf of at-risk and affected populations.
2. Demonstrate understanding of federal (IRS) and state-based laws authorizing the mission, structure, governance, operations, and financing of 501(c)(3) tax exempt not-for-profit organizations, relating to philanthropic fund raising, grant writing, stewardship of donor gifts and grants, and engagement of financial resources that generate organizational sustainability.
3. Demonstrate the ability to construct a mission-based and evidence-based case for giving, drawing on research principles in the gathering of constituent data, needs assessments, and within the projection of specific, measurable, constituent outcome objectives, for which funding is sought.

4. Demonstrate an understanding of the identities and funding criteria of key institutional funders: government grant funders, private foundations, community foundations, family foundations, operating foundations, corporations, corporate foundations, and individual donors.
5. Demonstrate an understanding of the core processes of grant writing –funder research, program development, organizational development, network-building, community relationship-development, program development, and financial management; and, demonstrate the ability to construct the core components of a grant proposal.
6. Demonstrate an understanding of the core processes of fund development –annual giving programs, campaigns, special events, direct solicitation, direct marketing programs –as well as emerging strategies such as social entrepreneurship, web-based donor cultivation, and social accounting principles such as social return on (philanthropic) investment and social cost-benefit analysis.

III. TEACHING METHODS

This course will take place entirely on the UT campus at the Steve Hicks School of Social Work in Room 2.118.

This course is designed to provide you with a meaningful learning environment through use of multiple methods of instruction (e.g., discussion, lecture, and group exercises). Experiential learning will be emphasized. You are expected to complete assigned readings prior to each class period and are expected to participate in all class activities as an active participant. Class attendance and participation are required and essential for successful completion of this course. The UT Canvas system will be used for communication between students and the instructor, and announcements will be provided with more specific information on class activities each week. Assignments will also be posted through the Canvas system.

IV. REQUIRED TEXTS AND MATERIALS

Michael J. Worth. (2016). *Fundraising: Principles and Practice*. Los Angeles: SAGE Publications, Inc.

The textbook has been ordered through the Coop but is also available from Amazon and other distributors.

Additional required readings are noted in the schedule and are listed by date in Section X: Bibliography below. Other material may be added throughout the semester. They are all be available online.

V. COURSE REQUIREMENTS

ASSIGNMENTS

Grant Proposal and Special Event Plan

The major project of the term, worth 80% of the final grade, is to develop a funding proposal for a specific human services organization of your choosing. Through a series of sequential steps, students will choose a non-profit organization, write a case statement and 'elevator speech' for this organization, research funding opportunities, develop a plan for a special event, and write a proposal for funding to an outside funder. The segments of the project are:

Part 1: Choose a non-profit. Students need to carefully select a human service organization to use in their project, since this will be the basis for your funder research, your funding proposal, and your special event plan. This can be a local, regional, national, or international agency, and can include one in which you have worked or interned. It will be important for the student to be able to access programmatic information from this agency (brochures, annual reports, websites, etc.) as well as financial information such as the IRS 990. It is not necessary for students to contact the agencies, but it is allowable. Note that the case for support and grant proposal must be the original work of the student, and not drawn from actual grant proposals or case statements from the agency. Certain information (outputs and outcomes, need, mission, history, short quotes) may be drawn on, but it is expected that the final proposal is a new product developed by the student.

- *Output* – one-page description of non-profit agency with: Name of agency; Mission; particular program for which you are seeking support (if you are not fund raising for the entire organization); Population served; and 2-3 programs of the agency that serve community needs
- *Due Date* – September 8
- *Points* – 5% of final grade

Part 2: Case Statement and Elevator Speech. Students will develop a one to two-page case statement **and** an 'elevator speech' about your organization. Note that there are **two different written outputs for this assignment**. Both are brief, coherent, and complete statements about the organization and its work, and the need for additional funding, but the case statement is a more formal document that would be presented in writing and the elevator speech is the script for an oral presentation. Additional material for this segment is found under the readings for this date.

- *Output* – a one to two-page case statement; **and** an elevator speech that can be used orally of no more than 2 minutes
- *Due Date* – September 15
- *Points* – 10% of final grade

Part 3: Funder Research. Students will research potential funders (foundation, government, corporate, individual) to which they will submit their grant proposal. Students will turn in a list of at least three potential funders with an explanation on the process utilized to identify them and the reasoning for the choices. If you are fund raising for a particular program rather than the entire organization, make sure the funders are applicable to that program.

- *Output* – Funder research description with at least 3 potential funders, descriptions of process and reasoning, and copies of secondary sources used (i.e., researching non-profit websites to see who funds this area of work and then looking up those funders).

- *Due Date* – September 29
- *Points* – 15% of final grade

Part 4: *Special Event Plan.* Students will plan a special event for their selected organization. You will plan an event that the organization does not currently do. It can range from innovative (Hack-A-Thon) to well-tested (Fun Run; gala banquet event). The following guiding questions can help you with your planning. Use these as a “jumping-off point”, not as a list of questions to answer.

What – type of event, logistics (be specific on how it will work)
 When – day, time, reasoning behind choices, what else is going on at that time
 Where – be specific (not just ‘hotel’ but which hotel)
 Who – who plans, who staffs event, who are your volunteers?
 Why – raise money (how much?), raise awareness (to what end?)
 And... how will you market this? How will you gauge effectiveness?

This assignment should be presented as a paper or plan but can include PowerPoint or Prezi presentations; web site for the event; mock event materials; or some combination of these things and/or other creative ways to showcase the event. For electronic elements, please provide a digital copy. Include timelines, budgets, and other charts, lists, and attachments you need to showcase your planned event. Students should be prepared to answer questions about their event. There will not be a formal presentation.

Output – Special Events Plan (paper/plan approximately 3-4 pages plus attachments as needed)
Due date – November 10
Points – 20% of final grade

Part 5: *Grant Proposal.* Students will write a grant proposal to one of the selected potential funders to fund an aspect of the services/programs provided by their agency. The grant proposal will be 6-10 pages in length and will have all of the following elements:

- Summary
- Introduction
- Problem Statement / Needs Assessment
- Objectives
- Methods
- Evaluation
- Future Funding
- Budget and Budget Explanation
- Conclusion

Output: complete grant proposal
Due date: December 1
Points – 30% of final grade

Four Class Exercises

Students will do four short exercises to allow you to prepare for specific classes and the learn more about resources and tools available to learn about different aspects of fund raising. For each exercise, you will be asked to read specific material and answer several short questions. There is no need for in depth analysis: the questions are designed to get you thinking so that you can better participate in the class discussion.

The important thing is to make sure you turn in the assignment on the date it is due, since it is tied to a specific class. There will be no late assignments accepted. The four exercises are worth 20% of the final grade altogether (3% each or 12% overall of the final grade).

Exercise 1: *Finding and Mobilizing Donors of Color*

Due September 8

The Donors of Color Network (<http://www.donorsofcolor.org> (Links to an external site.)) is the only national project that is researching, engaging and networking high net worth donors of color across race and experience.

Read the Donors of Color website, as well as their special report: Urvashi Vaid and Ashindi Maxton (2017). *The Apparitional Donor: Understanding and Engaging High Net Worth Donors of Color*

- Executive Summary: <http://www.donorsofcolor.org/wp-content/uploads/2019/01/FinalExSumm4.17.pdf> (Links to an external site.)
- Full report: <http://www.donorsofcolor.org/wp-content/uploads/2019/01/FinalAppDonreport4.17.pdf> (Links to an external site.)

Answer these questions:

- Why do the authors call these clients ‘apparitional donors?’ What do they mean by the term?
- What is the most important conclusion of the report for you?
- Develop one question for that intrigues you about this work for our class discussion.

Exercise 2: *Fundraising for Difficult Social Issues*

Due September 22

Our guest will be Charlie Rounds, founder and Board member of Mossier, an organization that assists in the economic development of some of the most marginalized LGBT populations in the world. He was a pioneering leader in developing the LGBT-specific travel industry and has now used his international connections to work around the world with those most in need.

Read the website for Mossier (<https://www.mossier.org> (Links to an external site.)). Look at the projects described under their international activities (<https://www.mossier.org/global> (Links to an external site.)).

- Choose the one project that is most of interest to you. Why? Would you give to this effort personally?
- What do you think the fundraising challenges would be for this type of work?
- Develop one question for Mr. Rounds that intrigues you about this work.

Exercise 3: *Managing Multiple National Initiatives*

Due: October 13

Our guest will be Sandy Markwood, MPA, Chief Executive Officer of the National Association of Area Agencies on Aging (n4a). Read the n4a website ([s://www.n4a.org](http://www.n4a.org) ([Links to an external site.](#))), especially the section on 'n4a Initiatives' and answer these questions:

- Which of these initiatives is of most interest to you? Why?
- Do you personally see yourself in the role of CEO of a not-for-profit organization? Would you want to be in charge of fundraising for that agency?
- Develop a question for Ms. Markwood about her career as a CEO and chief fundraiser for a large national association.

Exercise 4: *Working in a University Setting*

Due: November 24

Our guest will be Yvonne Taylor, Director of External Relations at the University of Texas College of Education. Read through the UT College of Education website (<https://education.utexas.edu> ([Links to an external site.](#))) and answer these questions:

- What programs that the College supports are of particular interest to you? Why?
- What would be an approach to finding additional resources for this program that you would recommend if you were a fundraising consult?
- Develop a question about the work of development in a university setting for Ms. Taylor.

VI. GRADES

94.0 and Above	A
90.0 to 93.999	A-
87.0 to 89.999	B+
84.0 to 86.999	B
80.0 to 83.999	B-
77.0 to 79.999	C+
74.0 to 76.999	C
70.0 to 73.999	C-
67.0 to 69.999	D+
64.0 to 66.999	D
60.0 to 63.999	D-

Below 60.0

F

VII. ASSIGNMENTS & POINTS

Selecting an Agency	100	5%	Sept 8
Case/Elevator Statement	100	10%	Sept 15
Funder Research	100	15%	Sept 29
Special Event Plan	100	20%	Nov 10
Final Grant Proposal	100	30%	Dec 1
Four Exercises	100	12% total	four times during term
Attendance/Participation	100	8%	each class
Total		100%	

Grading of all written assignments will take into account the quality of the writing as well as the content. Since these are specific fundraising outputs, it is not necessary to utilize the American Psychological Association (APA) citation method as you would on a research assignment. Written material should be carefully proofread and errors (punctuation, typographical, spelling) corrected. Good writing requires an iterative process that must be followed if quality is to improve. I strongly encourage you to read your paper several times and, if possible, have someone else proofread it.

VIII. CLASS POLICIES

- Students are expected to attend class sessions regularly and to participate in an interactive framework between collegiate students and professor. Students are expected to complete the readings prior to class and should be well prepared to participate in discussions and experiential learning assignments. Failure to regularly attend the class and demonstrate through discussions that one has comprehended the readings will be part of assigning the final grade. The instructor appreciates advance notice that classes will be missed. Students are responsible for any material missed due to absences.
- Except in the case of emergencies, and then only with the permission of the professor, late assignments will not be accepted without penalty. Students are expected to turn in all required assignments on the agreed-upon due dates. If the due date is a problem, then the student should contact the professor and negotiate another due date well in advance.
- Student feedback is welcome. Students are also encouraged to provide feedback during by phone, by e-mail, and by appointment if they desire.

IX. UNIVERSITY POLICIES

COVID-19 RELATED INFORMATION. The University's policies and practices related to the pandemic may be accessed at: <https://protect.utexas.edu/>

THE UNIVERSITY OF TEXAS HONOR CODE. The core values of The University of Texas at Austin are learning, discovery, freedom, leadership, individual opportunity, and responsibility. Each member of the university is expected to uphold these values through integrity, honesty, trust, fairness, and respect toward peers and community.

DOCUMENTED DISABILITY STATEMENT. Any student who requires special accommodations must obtain a letter that documents the disability from the Services for Students with Disabilities area of the Division of Diversity and Community Engagement (471- 6259 voice or 471-4641 TTY for users who are deaf or hard of hearing). A student should present the letter to the professor at the beginning of the semester so that needed accommodations can be discussed and followed. The student should remind the professor of any testing accommodations no later than five business days before an exam. For more information, visit: <http://diversity.utexas.edu/disability/>.

PROFESSIONAL CONDUCT AND CIVILITY IN THE CLASSROOM. The professor expects students to act as professionals in class. This means students should arrive on time for class, be prepared to participate in the class discussion, and show respect for one another's opinions. A course brings together a group of diverse individuals with various backgrounds. Students are influenced and shaped by such factors as race, ethnicity, gender, sex, physical abilities, religious and political beliefs, national origins, and sexual orientations, among others. We expect to learn from each other in an atmosphere of positive engagement and mutual respect. This atmosphere includes working intentionally to recognize and dismantle racism, sexism, heterosexism, and ableism in the classroom. Social Work also deals with complex and controversial issues. These issues may be challenging and uncomfortable, and it would be impossible to offer a substantive classroom experience that did not include potentially difficult conversations relating to challenging issues. In this environment, we will be exposed to diverse ideas and opinions, and sometimes we will not agree with the ideas expressed by others. Nevertheless, the professor requires that students engage one another with civility, respect, and professionalism.

UNANTICIPATED DISTRESS. Students may experience unexpected and/or distressing reactions to course readings, videos, conversations, and assignments. If so, students are encouraged to inform the professor. The professor can be responsive and supportive regarding students' participation in course assignments and activities, but students are responsible for communicating clearly what kind of support is desired. If counseling is needed, students may contact a service provider of their choosing, including the UT Counseling Center at 512-471-3515 or online at <https://cmhc.utexas.edu/>.

POLICY ON SOCIAL MEDIA AND PROFESSIONAL COMMUNICATION. Public social networks are not private. Even when open only to approved or invited members, users cannot be certain that privacy will exist among the general membership of sites. If social work students choose to participate in such forums, please assume that anything posted can be seen, read, and

critiqued. What is said, posted, linked to, commented on, uploaded, subscribed to, etc., can be accessed and archived, posing potential harm to professional reputations and prospective careers.

Social work students who use social media (e.g. Facebook, Twitter, Instagram) and other forms of electronic communication (e.g. blogs) must be mindful of how their communication may be perceived by clients, colleagues, faculty, and others. Social work students are expected to make every effort to minimize material which could be considered inappropriate for a professional social worker in training. Because of this, social work students are advised to manage security settings at their most private levels and avoid posting information/photos or using any language that could jeopardize their professional image.

Students are asked to consider the amount of personal information posted on these sites and are obliged to block any client access to involvement in the students' social networks. Client material should not be referred to in any form of electronic media, including *any* information that might lead to the identification of a client or compromise client confidentiality in *any* way. Additionally, students must critically evaluate any material that is posted regarding community agencies and professional relationships, as certain material could violate the standards set by the School of Social Work, the Texas Code of Conduct for Social Workers, and/or the NASW Code of Ethics.

Social work students should consider that they will be representing professional social work practice as well as The University of Texas at Austin School of Social Work program while in the classroom, the university community, and the broader area communities.

POLICY ON SCHOLASTIC DISHONESTY. Students who violate University rules on scholastic dishonesty are subject to disciplinary penalties, including the possibility of failure in the course and/or dismissal from the University. Since such dishonesty harms the individual, all students, and the integrity of the University, policies on scholastic dishonesty will be strictly enforced. For further information, the student may refer to the Web Site of the Student Judicial Services, Office of the Dean of Students: <http://deanofstudents.utexas.edu/sjs/>.

USE OF COURSE MATERIALS. The materials used in this course, including, but not limited to exams, quizzes, and homework assignments, are copyright protected works. Any unauthorized duplication of the course materials is a violation of federal law and may result in disciplinary action being taken against the student. Additionally, the sharing of course materials without the specific, express approval of the professor may be a violation of the University's Student Honor Code and an act of academic dishonesty, which could result in further disciplinary action. This sharing includes, among other things, uploading class materials to websites for the purpose of distributing those materials to other current or future students.

CLASSROOM CONFIDENTIALITY. Information shared in class about agencies, clients, and personal matters is considered confidential per the NASW Code of Ethics on educational supervision and is protected by regulations of the Family Educational Rights and Privacy Act (FERPA) as well. As such, sharing this information with individuals outside of the educational context is not permitted. Violations of confidentiality could result in actions taken according to

the policies and procedure for review of academic performance located in sections 3.0, 3.1, and 3.2 of the Standards for Social Work Education.

USE OF E-MAIL FOR OFFICIAL CORRESPONDENCE TO STUDENTS. Email is recognized as an official mode of university correspondence; therefore, students are responsible for reading their email for university and course-related information and announcements. Students are responsible for keeping the university informed about a change of e-mail address. Students should check their e-mail regularly and frequently—daily, but at minimum twice a week—to stay current with university-related communications, some of which may be time-sensitive. Students can find UT Austin’s policies and instructions for updating their e-mail address at <http://www.utexas.edu/its/policies/emailnotify.php>.

RELIGIOUS HOLIDAYS. By UT Austin policy, students must notify the professor of a pending absence at least fourteen days prior to the date of observance of a religious holy day. If the student must miss a class, examination, work assignment, or project in order to observe a religious holy day, the professor will give the student an opportunity to complete the missed work within a reasonable time after the absence.

TITLE IX REPORTING. In accordance with Title IX of the Education Amendments of 1972, the University of Texas at Austin is committed to maintaining a learning environment that is free from discriminatory conduct on the basis of sex <https://titleix.utexas.edu/>. Faculty, field instructors, staff, and/or teaching assistants in their supervisory roles are mandated reporters of incidents of sex discrimination, sexual harassment, sexual violence, stalking, dating violence, or any other forms of sexual misconduct. Students who report such incidents will be informed of University resources. Incidents will be reported to the University’s Title IX Coordinator. Further information, including student resources related to Title IX, may also be found at <https://titleix.utexas.edu/>.

CAMPUS CARRY POLICY. The University’s policy on campus carry may be found here: <https://campuscarry.utexas.edu>.

SAFETY. As part of professional social work education, students may have assignments that involve working in agency settings and/or the community. As such, these assignments may present some risks. Sound choices and caution may lower risks inherent to the profession. It is the student's responsibility to be aware of and adhere to policies and practices related to agency and/or community safety. Students should notify the professor regarding any safety concerns.

BEHAVIOR CONCERNS and COVID-19 ADVICE LINE (BCCAL). If students have concerns about their behavioral health, or if they are concerned about the behavioral health of someone else, students may use the Behavior Concerns and COVID-19 Advice Line to discuss by phone their concerns. This service is provided through a partnership between the Office of the Dean of Students, the Counseling and Mental Health Center (CMHC), the Employee Assistance Program (EAP), and The University of Texas Police Department (UTPD). Call 512-232-5050 or visit <https://safety.utexas.edu/behavior-concerns-advice-line>. The Behavior Concerns and COVID-19 Advice Line has been expanded to support The University of Texas at Austin

community during the COVID-19 pandemic. By calling 512-232-5050 - Option 2 for COVID-19, students, faculty and staff can be assisted in English and Spanish with COVID-19 support.

EMERGENCY EVACUATION POLICY. Occupants of buildings on the UT Austin campus are required to evacuate and assemble outside when a fire alarm is activated or an announcement is made. Please be aware of the following policies regarding evacuation:

- Familiarize yourself with all exit doors in the classroom and the building. Remember that the nearest exit door may not be the one you used when entering the building.
- If you require assistance to evacuate, inform the professor in writing during the first week of class.
- In the event of an evacuation, follow the professor's instructions.
- Do not re-enter a building unless you are given instructions by the Austin Fire Department, the UT Austin Police Department, or the Fire Prevention Services office.

X. COURSE SCHEDULE

[Note: "Worth" refers to the main textbook, *Fundraising: Principles and Practice*. **All readings marked as 'online' are listed in detail under Section X Bibliography below.**]

Date	Topics	Assignment Due	Readings
8/25	Class Overview and Introductions Review of Syllabus and Projects Overview of Projects		Worth, Chapters 1, 2 Funder Research
9/1	Fundraising Basics Annual Giving		Worth, Chapters 4, 6 See online reading, Section X
9/8	Understanding Donors Finding Donors of Color	Selection of a nonprofit agency Exercise 1	Worth, Chapter 3 See online readings, Section X
9/15	Building the Case for Support Preparing for Successful Fundraising	Case statement and elevator speech	Worth, Chapter 5 See online readings, Section X
9/22	Fundraising Communications		Worth, Chapter 6
	Fundraising for Social Justice	Exercise 2	

9/29	Guest Speaker: Charlie Rounds	Funder Research	See online reading, Section X
10/6	Foundations and Corporations		Worth, Chapter 9, 10
10/13	Managing Multiple Initiatives Understanding the IRS 990	Exercise 3	Worth, Chapter 12 See online readings, Section X
10/20	Special Events Preparing a Budget		See online readings, Section X
10/27	Government Grants Budgeting		See online readings, Section X
11/3	Planned Giving		Worth, Chapter 8
11/10	Who Does the Work? Grant Proposal Feedback	Exercise 4 Special Events Plan	Worth, Chapters 11-13
11/17	Capital Campaigns Legal and Ethical Issues		Worth, Chapters 11, 14
11/24	NO CLASS		
12/1	Grant Writing Reflections: What Did We Learn?	Final Grant Proposal	

XI. BIBLIOGRAPHY

Textbook

Michael J. Worth. *Fundraising: Principles and Practice*. Los Angeles: SAGE Publications, Inc., 2016. [This text is listed as 'Worth' in the Course Schedule required readings above.]

Required Online Resources: Additional readings are required throughout the class as given below. Additional reading may be added during the course. These are all online and free of charge.

September 1

Davis, B. (2005). *Writing a successful grant proposal*. Available at <https://mcf.org/writing-successful-grant-proposal> (Links to an external site.).

September 8

- Asian Women's Giving Circle (<http://asianwomengivingcircle.org> (Links to an external site.))
- The Apparitional Donor (<https://www.donorsofcolor.org/wp-content/uploads/2019/01/FinalExSumm4.17.pdf> (Links to an external site.))
- Davis, B. (2005). *Writing a successful grant proposal*. Available at <https://mcf.org/writing-successful-grant-proposal> (Links to an external site.).

September 15

- *Case Statement: Making a Case for Support in a Way that Connects*. Available at <https://www.causevox.com/blog/case-statement/> (Links to an external site.)
- *How to Nail your Nonprofit's Elevator Speech*. Available at <https://www.classy.org/blog/elevator-pitch-for-nonprofits/> (Links to an external site.)

September 29

- Employment Equity for LGBTQ: <https://www.mossier.org> (Links to an external site.) (Links to an external site.)
- Organization for Refugees, Asylum, and Migration: <https://oramrefugee.org> (Links to an external site.) (Links to an external site.)
- Center for Victims of Torture: <https://www.cvt.org> (Links to an external site.) (Links to an external site.)
- Alturi: Elevating the LGBTI Community Globally: <https://alturi.org> (Links to an external site.)

October 6

- Feather: Seeking Foundation and Corporate Support
- https://www.giaging.org/documents/170323_For_Grantseekers_Feather_PPT_Corp_and_Foundation_Funding_with_notes.pdf (Links to an external site.) (Links to an external site.)
- HEB: *Helping Here: Giving Back to Our Communities*. Available at <https://www.heb.com/static-page/Community-Involvement> (Links to an external site.)
- *HEB donation Guidelines*. Available at <https://www.heb.com/static-page/article-template/H-E-B-Donation-Policy-and-Guidelines> (Links to an external site.)

October 13

- National Association of Area Agencies on Aging. Available at <https://www.n4a.org> (Links to an external site.)
- Candid Learning: *Highlights of IRS Form 990*. <https://learn.guidestar.org/hubfs/CANDID/Illustrations/Highlights%20of%20IRS%20Form%20990.pdf?hsCtaTracking=8b9baa62-4901-4c92-a3f6-c43bd7941fbd%7Ceaf9ce4c-6f42-4fd1-90fd-7583cfbd857a>

October 20

Special Event Fundraising. Available at <https://www.learningtogive.org/resources/special-event-fundraising> (Links to an external site.)

CNN: *Dan Pallotta's bike-tour and walkathon business raised more than \$200 million for AIDS research. So why do so many people hate him so much?* Available

at https://money.cnn.com/magazines/fsb/fsb_archive/2002/03/01/319484/index.htm (Links to an external site.)

[Line Hotel Menu.pdf](#) download

October 27

- Federal grants portal (<https://www.grants.gov> (Links to an external site.) (Links to an external site.)). Read the material under the tab ‘Learn Grants,’ subheading ‘Grants 101.’
- <https://grantsgovprod.wordpress.com/category/learngrants/grant-writing-basics/> (Links to an external site.) (Links to an external site.) Please read this general guide to grant writing for federal proposals.
- How to Prepare a Grant Proposal Budget for a Nonprofit: The Basics. Available online at <https://www.thebalancesmb.com/the-basics-of-preparing-a-budget-for-a-grant-proposal-2501952> (Links to an external site.).
- Sample Program Budget Chart. Available online at http://afterschoolalliance.org/documents/AimHigh_SampleBudgetChart_2-YearGrants.pdf (Links to an external site.)
- Candid Learning: *Introduction to Project Budgets*. <https://learning.candid.org/training/introduction-to-project-budgets/>
- [RWJ International Grant Budget.pdf](#)
- [Conference Grant Budget.pdf](#)