George Mason University
Graduate Course Approval/Inventory Form

Please complete this form and attach a copy of the syllabus for new courses. Forward it as an email attachment to the Secretary of the Graduate Council. A printed copy of the form with signatures should be brought to the Graduate Council Meeting. Complete the Coordinator Form on page 2, if changes in this course will affect other units.

Please indicate:  

___ NEW  _____ MODIFY  _____ DELETE

Local Unit:  Master of Arts Management Program
Graduate Council

Approval Date:

Course Abbreviation: MAM  
Course Number:  712

Full Course Title: Grantwriting in the Arts

Abbreviated Course Title (24 characters max.): Grantwriting in the Arts

Credit hours:  3  
Program of Record: Master of Arts Management

Repealble for Credit?  

D=Yes, not within same term  
T=Yes, within the same term  
N=Cannot be repeated for credit

Activity Code (please indicate):  

_x_ Lecture (LEC)  ___ Lab (LAB)  ___
Recitation (RCT)  ___ Studio (STU)  ___ Internship (INT)  ___ Independent Study (IND)

Seminar (SEM)

Catalog Credit Format  3 : 3 : 0

Course Level: GF(500-600)  

Maximum Enrollment:  

For NEW courses, first term to be offered: Spring, 05
Prerequisites or corequisites: Admission to the Master of Arts Management Program or permission of instructor.

Catalog Description (35 words or less)  

Please use catalog format and attach a copy of the syllabus for new courses.

MAM 712: Grantwriting in the Arts (3:3:0)
Prerequisite: Admission to the Master of Arts Management Program or permission of instructor.
This course places the components of the grantwriting process within the broader context of nonprofit management. It will introduce you to the perspectives of both the grant seeker and the grant maker including program officers and selection panels. Students will engage in all aspects of the grantwriting process from research and proposal writing to developing the specific aspects of the grant as well as terminology, oral and written presentation techniques.
Students will also learn about grant seeking resources and compelling writing skills as pertains to proposal writing and letters of intent (LOIs);

For MODIFIED or DELETED courses as appropriate:
Last term offered: Previous Course Abbreviation: Previous number:

Description of modification:

APPROVAL SIGNATURES:
Submitted by: Dr. Meg Brindle email: mbrindle@gmu.edu
Department/Program: Date: 
College Committee: Date: 
Graduate Council Representative: Date: 
GEORGE MASON UNIVERSITY
Course Coordination Form

Approval from other units:

Please list those units outside of your own who may be affected by this new, modified, or deleted course. Each of these units must approve this change prior to its being submitted to the Graduate Council for approval.

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<th>Unit:</th>
<th>Head of Unit’s Signature:</th>
<th>Date:</th>
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Graduate Council approval: ____________________________ Date: ________
Graduate Council representative: __________________________ Date: ________
Provost Office representative: ____________________________ Date: ________
Syllabus
MAM 712 Grant Writing for Nonprofit Organizations

Instructor: Sonja Carlborg
301-879-5173
scarlborg@earthlink.net

Overview
This course strives to imitate professional practice as closely as possible and will introduce you to the perspectives of not only the grant seeker, but the grant maker as well, including program officers and selection panels. All readings, guest speakers, and exercises have been selected to reinforce awareness of all parties involved. The course has been designed to:

- Encourage clear, succinct, and compelling writing skills, particularly as pertains to proposal writing and letters of intent (LOIs);
- Place the grant seeking process within the broader context of nonprofit program design and execution;
- Examine and engender appropriate cultivation practices;
- Introduce the tools of the trade: terminology, oral and written presentation techniques, grant seeking resources, etc.
- Establish a sense of professionalism and standards within the field of fund raising;
- Develop an awareness of the multiple perspectives that influence the grant seeking process, including those of fellow applicants.

Course Requirements
Successful completion of this course will entail the following:

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<th>Project/Activity</th>
<th>% Grade</th>
<th>Due</th>
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<td>Class Participation: Discussion, brief writing assignments and role playing exercises, attendance</td>
<td>20%</td>
<td>On-going in-class</td>
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<tr>
<td>Letter of Intent (LOI), Evaluations of Sample Proposals</td>
<td>20%</td>
<td>LOI</td>
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<tr>
<td>Full Proposal: Cover Letter, Title Page, Table of Contents, Executive Summary, Introduction, Statement of Need, Project Description (including Time Line, Goals and Objectives, Evaluation, Dissemination, Feasibility and/or Sustainability), Budget and Budget Narrative, Appendix and Ancillary Materials</td>
<td>40%</td>
<td>Drafts (see below)</td>
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<td>Prospect List: Five private foundations, two government sources (one federal), and two corporate sources (one foundation and one sponsor)</td>
<td>20%</td>
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In addition to the reading assignments listed below, there may be additional handouts.

A Note on Writing Quality: Good writing skills are essential for creating successful proposals. Poor grammar, misspelled words, and/or sloppy presentation will detract from your proposal’s effectiveness, resulting in a lower grade (and no money if you are writing as a professional). In addition to using spell check, please ask a fellow student to proofread your
work, both for grammar and clarity. If English is not your native language, please select a native English speaker with good writing ability to proof your work and do take advantage of Mason’s writing Center. We will engage in peer review in class of aspects of the grantwriting stages for feedback and to establish the habit of peer review.

**Policies**

In keeping with professional standards of the grant making world, assignments must be submitted on time and in person. Email submission will be accepted only if you cannot be present. There will be no exceptions. Late assignments will not be accepted and the grade for the assignment will be an F. Likewise, consistent tardiness in attendance and unexcused absences will also impact your grade substantially. This is a short course and it is crucial that you attend each class.

This course is an integral part of your graduate education and professional training. As such, it is designed to help you develop tools for a successful, productive career. Setting and maintaining high standards of ethical conduct are as essential to the nonprofit sector as they are to the academic community. All students are expected to abide by the terms of the University’s Academic Integrity Code; violations of academic integrity are treated seriously and may lead to expulsion from the University. Everyone in class is intended to behave in a professional manner towards colleagues, classmates, and guests. Sensitive information shared in class is not to be distributed or discussed elsewhere.

In order to provide an effective educational experience for all students, please let me know early in the term if you have special needs. Confidentiality will be respected. Students requiring special accommodations for physical or learning disabilities are also encouraged to consult with the Offices of Learning Services and Student Services.

**Week 1**

- **Topics:** Introduction: Review of Syllabus
  Grants Overview
  Introduction to Guidestar and Prospect Research
- **Exercise:** Proposal Evaluation
- **Reading:** New and Quick, Chaps.1, 5, 7, 8 (pp. 3-9, 49-55, 69-89)
  Handouts: Two essays by Tony Proscio: *In Other Words* and *Bad Words for Good*
  Grant Writing Tips

**Week 2**

**Topics: Prospect Research, Cont.**

Assignment: Register for Getting Started with FC Search
(https://fdncenter.org/washington/findfc.html)
Prospect List, due June 17
- Visit Web site: Edna McConnell Clark Foundation
  www.emcf.org/pub/jargon/words/index.htm
  Foundation Center www.fdncenter.org
  Guidestar www.guidestar.org
  Chronicle of Philanthropy http://philanthropy.com
Week Three:
  Topic: Visit to Foundation Center
Meet at Foundation Center, 1627 K Street, NW, 3rd Floor, (Metro: Red Line, Farragut North)
  • Topic: Introduction to the Foundation Center and Grant Seeking
  • Reading: New and Quick, Chapters 10,11,12 (pp. 99-161)

Week Four
  Topic: Using Websites for Effective Research
  • Assignment: Five questions for Brooke Kidd, due June 9
                Web site Research Questions, due June 10
  • Visit Web sites: See Web site Research Questions Assignment

Week Five -
  • Topics: Interpreting Requests for Proposals (RFPs)
            Molding a Project to the Elements of a Proposal
  • Video: All About Grants
  • Due: Brooke Kidd Interview Questions
  • Reading: New and Quick, Chapt. 13, 14, 15, 16 (pp. 163-205)

Week Six:
  Topic: Developing the Proposal
  Handouts: Developing the Master Proposal: The Project Description and Sample Proposal,
            from The Foundation Center’s Guide to Proposal Writing
  • Visit Web site: World Arts Focus www.worldartsfocus.org
  • Role Play: Meeting with Funders

Week Seven:
  Topics: A Sample Project from World Arts Focus
          First Steps Toward Funding: LOIs and donor contact
  • Guest Speaker: Brooke Kidd, Executive Director, World Arts Focus/Joe’s Movement Emporium
  • Due: Web site Research Questions
  • Assignment: Letter of Intent (LOI)
                Evaluation of Sample LOIs
  • Reading: New and Quick, Chapt. 2-4 (pp. 11-45)
            Handouts: The Perfect Proposal I and II from Currents Magazine; The Write Stuff from Chronicle of Higher Education

Week Eight
  Topics: Elements of Proposal Writing: Introduction, Statement of Need, Project Description
• Assignment: Full Proposal for World Arts Focus
  Draft Introduction, Statement of Need, Project Description
  Sample Proposal I Evaluation

• Due: Evaluation of Sample LOIs
  Letter of Intent

• Reading: New and Quick, Chaps. 17,18,Appendix (pp. 206-230)
  Handout: What the Funders Have to Say, from the Foundation Center’s Guide to Proposal Writing

• Visit Web sites: Heads Up www.headup-dc.org
  Morris and Gwendolyn Cafritz Foundation www.cafritzfoundation.org

Week Nine: Introduction to Grants and Grantwriting
• Topics: Thinking like a Grantmaker
  Elements of the Proposal: Goals and Objectives
• Guest Speaker: Karen Kinney, Director of Resource Development, Heads Up, former Senior Program Officer with the Gwendolyn and Morris Cafritz Foundation
• Due: Sample Proposal I Evaluation

Week Ten: Evaluating Student Proposals
• Topic: Sample Proposal II Evaluation (Please make 5 copies of your proposal goals and objectives for peer review in groups)
  Draft Goals and Objectives
• Reading: New and Quick, Chaps. 6,9 (pp. 56-68, 90-94)
• Visit Web site: National Endowment for the Arts www.nea.gov
  Catalogue of Federal Domestic Assistance www.grants.gov

Week 11
Topics: Private vs. Public Funding: What’s the Difference?
  Elements of the Proposal: Budgets, Timelines
• Guest Speaker: Patrice Walker Powell, Director of Challenge America/Local Arts Agencies, National Endowment for the Arts
• Due: Draft Introduction, Statement of Need, Project Description
• Assignment: Draft Budget, Budget Narrative, and Timeline (work in groups)

Week Twelve
Topics: Elements of the Proposal: Feasibility, Sustainability, Dissemination, Measurable Outcomes
• Due: Sample Proposal II Evaluation
  Draft Goals and Objectives
  Prospect List
• Assignment: Sample Proposal III Evaluation
  Draft Measurable Outcomes, Feasibility, Dissemination
• Visit Web site: The Society for the Arts in Healthcare www.thesah.org
Week Thirteen

Topics: Elements of the Proposal: Evaluation, Measurable Outcomes, Conclusion, Executive Summary, Cover Letter

• Guest Speaker: Gay Hanna, Executive Director, The Society for the Arts in Healthcare

• Due: Draft Budget, Budget Narrative, and Timeline
  Draft Measurable Outcomes, Feasibility, Dissemination

• Visit Web site: Innovation Network [www.inmonet.org](http://www.inmonet.org)
  Management Assistance Program for Nonprofits [www.mapnp.org/library/evaluatn/fnl_eval.htm](http://www.mapnp.org/library/evaluatn/fnl_eval.htm)

• Handouts: Contacting and Cultivating Potential Funders, from The Foundation Center’s Guide to Proposal Writing, Building Relationships with Applicants from The Insider’s Guide to Grantmaking by Joel J. Orosz, Command Performance from Currents Magazine

Week Fourteen

• Topics: Presentation

  • Topics: Thank yous (TYs) and Donor Acknowledgment
    Follow-Up Reports
    Project Management
    Remaining Questions

  • Due: Final Drafts of Full Proposals (multiple copies, see guidelines)
    Sample Proposal III Evaluation

  • Assignment: Preview proposals and complete evaluation forms

  • Panel Reviews, turn in final evaluation forms

TEXTS:

