PADM 4220 Proposal Writing & Grants Administration

Instructor: Laura M. Keyes, Ph.D., AICP

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In your email, please put PACS 4220 as the header of the email or it may take longer for me to reply. You may also call and leave a voicemail for me to call back. Please introduce yourself with your name and the course name or number.

Textbook
Your textbook is available for free online through the UNT Library for current UNT students. See Textbook link inside of the Learn course menu. It is not required to purchase a physical copy of the book, however, if you wish to do so the UNT bookstore has copies.


Course Description and Goal
Basic steps in researching funding ideas, including how to use the Internet as a fundamental tool and the detailed steps required for preparing funding applications.

Goal:
Students will develop and demonstrate the skills to identify unmet needs in an organization, identify potential grant sources to fulfill the need and cultivate the skills to craft a grant proposal.

Learning Objectives:
• Conduct a needs assessment to develop mission driven programs for a nonprofit agency
  o Understand what a non-profit is and how it functions
  o Understand the importance of mission
• Identify potential funding opportunities for a nonprofit agency
• Identify appropriate funding opportunities through Internet research
• Understand the importance of developing relationships with funders after identifying them as a potential match
• Identify adequate allocation of resources to meet nonprofit program needs
  o Develop a budget
• Write a compelling needs statement for a grant proposal
• Demonstrate an understanding the basic concepts of nonprofit finance and grant funding
• Develop clear goals and objectives for a grant proposal
• Produce a program description and/or methods for a grant proposal
• Select and describe evaluation strategies and tools for a grant proposal
• Illustrate the organizational background of a nonprofit agency for a grant proposal
• Craft a proposal summary
• Establish sustainable programs and relationships with funders
• Refine the proposal elements and package the grant application

**Grant writing is about writing and re-writing. It takes time and effort.**

You will navigate through the weekly modules to learn basic skills and complete weekly exercises and/or discussion postings to practice the newly learned skills. You will show mastery of these new skills by drafting proposal sections.

All weekly exercises, discussion postings, and proposal components are individual assignments, but peer review/discussions may occur. The instructor and/or the UNT Writing Lab will provide feedback on all draft proposal components throughout the course. The Writing lab and instructor feedback is expected to be incorporated into the final proposal. *Visiting the UNT Writing Lab for tutoring, either physically or online, is highly recommended, and may be added as a course requirement at the instructor’s discretion.*

This course is made up of the following component: discussions, quizzes, exams, and assignments leading up to a full grant proposal. The course is based on problem-based learning as demonstrated through practicing skills, i.e., working toward mastery.

**How the course is organized**

Each week you will work through a module. Modules will open on Monday and remain open for the entire course. Some modules are 2 weeks’ worth of work (see syllabus). *All discussions, quizzes, exams, and assignments will be due on Sunday at 11:59 pm.* You will access the modules through the Weekly Modules icon on the left tool bar. You will have both textbook readings and read the materials online. Further, there will be videos to watch.

The Course Calendar will tell you what modules to work through for a given week, the module topic, the textbook reading associated with the module and any weekly discussions/assignment/quiz/exam due. The Syllabus with the Course Calendar information can be accessed through Blackboard.

Everyone Wednesday from 10AM-11AM students can access a live [www.gototraining.com](http://www.gototraining.com) link to interact with the instructor live. These sessions are not graded. The instructor will provide some additional discussion on the same concepts covered in the corresponding module for the week and allow students to answer questions and discussion ideas, challenges, and solutions. Each module contains the log-in instructions for the weekly online training opportunity. If students are unable to participate, the discussion board has an active link to post general course or assignment questions for instructor feedback. Students are also welcome to contact the instructor at any time. The final open online discussion will be on Monday 12/11 from 10-11 AM.

**What to Do First?**

Once you have accessed the course and read the syllabus, please read through the materials posted in the first module and post your introduction on the discussion board. You will be the grant writer for a nonprofit and by September 25th you must sign up for the agency of your choice.

<table>
<thead>
<tr>
<th>1 TENTATIVE COURSE OUTLINE</th>
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<tbody>
<tr>
<td><strong>(SUBJECT TO CHANGE AT INSTRUCTOR’S DISCRETION)</strong> Week</td>
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<td>-----------------------------</td>
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2
<table>
<thead>
<tr>
<th>Module</th>
<th>Dates</th>
<th>Description</th>
<th>Discussion</th>
<th>Step</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td>8/28 – 9/3</td>
<td>Module 1: Introduction</td>
<td>1. Introduction Discussion 2. Quiz - Syllabus</td>
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<td>2</td>
<td>9/4 – 9/10</td>
<td>Module 2: Nonprofit Funding and Revenue</td>
<td>1. Discussion: Getting to know your nonprofit agency 2. Email name of agency chosen for grant writing process</td>
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<tr>
<td>4</td>
<td>9-18 – 9/24</td>
<td>Module 3: Funding Opportunities, Need Statement, and Goals &amp; Objectives</td>
<td>1. Discussion posting 2. Assignment 2 2: Statement of Need/Problem</td>
<td></td>
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<tr>
<td>6</td>
<td>10/2 – 10/8</td>
<td>Module 4: Midterm EXAM- Opens Thursday at 8 am and closes on Sunday at 11:59 pm</td>
<td>You have 2 hours to complete the exam once you begin.</td>
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<td>7</td>
<td>10/9 – 10/15</td>
<td>Module 5: Description, Method, and Timeline</td>
<td>Discussion: Participate in the discussion board. Assignment 4: Project Description and Method</td>
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### Assessments & Grading

This course is made up of a series of weekly discussion postings, assignments, quizzes, tests, and a complete grant proposal component. Each module will guide you towards developing your final grant proposal. It is important that you do not miss any of the assignments as they assist you in achieving the course learning objectives/outcomes.

Weekly work will be made available to you by each Monday and be due on the following Sunday. At times, you will be given access to two week’s work at a time, to allow you work at your own pace. **Due dates must, however, be followed. Points will be deducted for late work.** Just like missing a grant proposal deadline is a lost opportunity, submitting late work is as well! For each day an assignment is late, one letter grade will be deducted from your final score on the assignment. After one week, you will receive a zero, but must still turn in the assignment to receive feedback. Receiving and incorporating feedback is essential to writing a successful full proposal.

Proposal writing builds on communicative acts. It is not something you do in isolation. For each larger component assignment you will be asked to visit the **UNT Writing Lab**, either in person or virtually. This fills two larger purposes: 1) You need to talk to people about your ideas to learn how feasible they are. 2) You want others to review your logic, grammar, and spelling when writing grant proposals, further take critique and incorporate feedback to strengthen your product and increase your chances of getting your proposal funded. See the syllabus and resources on page 15 for information about the requirement to visit the UNT Writing Lab, hours of operation, and contact info.

<table>
<thead>
<tr>
<th>Week</th>
<th>Date Range</th>
<th>Module</th>
<th>Assignment</th>
<th>Step</th>
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<tbody>
<tr>
<td>8</td>
<td>10/16 – 10/22</td>
<td>Module 5</td>
<td>Continue 9/d</td>
<td>Step 5</td>
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<tr>
<td>9</td>
<td>10/23 – 10/29</td>
<td>Module 6: Evaluation and Organizational Background</td>
<td>Assignment 6</td>
<td>Step 6 and Step 9</td>
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<td>10</td>
<td>10/30 – 11/5</td>
<td>Module 6 continued</td>
<td>Quiz Assignment 7</td>
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<td>11</td>
<td>11/6 – 11/12</td>
<td>Module 7: Budget</td>
<td>Quiz Assignment 8</td>
<td>Step 8</td>
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<td>12</td>
<td>11/13 – 11/19</td>
<td>Module 8</td>
<td>SPOT Survey Assignment 9</td>
<td>Step 10 and 11</td>
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<tr>
<td>13</td>
<td>11/20 – 11/26</td>
<td>Module 8 continued</td>
<td>Full proposal</td>
<td></td>
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<tr>
<td>14</td>
<td>11/27 – 12/3</td>
<td>Module 9</td>
<td></td>
<td>Step 7 and Step 12</td>
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<tr>
<td>15</td>
<td>12/4-12/10</td>
<td>Module 9 continued</td>
<td>Grant Application</td>
<td></td>
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<tr>
<td>16</td>
<td>12/11</td>
<td>Final Exam</td>
<td>Will open 12/11 at 8:00 AM and close 12/12 at 11:59 PM</td>
<td>You will have 2 hours to complete the exam once you begin.</td>
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Feedback from your instructor will be either rubric based or written feedback. You will receive additional feedback on your major grant proposal parts. Because the feedback will be extensive, it will take me time to thoroughly review everyone’s assignments. I will strive to return grades and feedback weekly. However, I ask for your patience. Some weeks assignments may be returned later than others based on my workload.

Discussion Postings or Exercises

Each week you will work through one to two modules and complete discussion postings and/or exercises. The discussions and exercises are related to the text and module readings, nonprofit agency videos, external resources and activities. Upon completion of the assigned exercises you are expected to engage in ongoing feedback with your peers. You need to read each other’s postings and provide feedback on each discussion posting or exercises. Your contributions to the discussion forums will be graded for quality not quantity, timeliness of your contributions, and a detailed feedback. The discussion boards will open the week the discussion is due and will remain open throughout the semester. If a discussion posting is due you will post a discussion directly into the thread. Please note, no late work is accepted for grades, but you potentially can receive feedback without credit from peers and the instructor on late work.

One major piece of advice for discussions and exercises.... Do not wait until Saturday and Sunday to engage in a discussion – this should be ongoing!!!!

Discussion & Exercise Assessment Method: Rubric or instructor feedback.
Proposal Components: Throughout the semester you will work on specific components of your full grant proposal. You will upload a Word document for each of the assignments, one for each section of the grant, in the drop box. The drop box will open the week the assignment is due.
Proposal Components Assessment Method: Rubric and instructor feedback.

Final Proposal Package

Your full proposal is due Sunday 11/26/17. This will consist of editing and putting together all of the previous proposal components into one document. I strongly suggest you visit(s) the UNT Writing Lab either in person or virtually for support with your grammar and style on your Full Proposal. Specific instructions on the final proposal will be shared in Blackboard.

Grant Application

You will use a funder’s RFP (Request for Full Proposal) or the Common Grant Application (provided) for this assignment. Using the information you gathered in your full proposal, you will fill out the grant application, along with any requested attachments. A copy of the RFP is expected to be submitted as well. If the RFP you find is long and extensive (similar in length to the Final Proposal), you may submit your funder’s grant application for your final proposal assignment instead, and submit the Common Grant Application for this assignment.

Assessment Method: Rubric.

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<tr>
<th>Grading. Grades will be determined as follows:</th>
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<tbody>
<tr>
<td>Discussions</td>
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<tr>
<td>4 @ 20 Points</td>
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<tr>
<td>Assignments</td>
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<tr>
<td>8@ 20</td>
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<tr>
<td>Quizzes</td>
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<td>-------------------------------</td>
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<tr>
<td>Composite Final Grant Proposal (assignment 9)</td>
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<tr>
<td>Grant Application</td>
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<tr>
<td>Midterm and Final</td>
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<td><strong>Total points</strong></td>
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**Late Work and Missed Assignments** Because this course is built around developing sections of a full grant proposal, completing each weekly assignment and receiving feedback to later incorporate is critical. Therefore, points will be deducted from late work. Note due dates in your calendar.

**Class Participation** While this is an online class, the expectation is that you are engaged in the material every week. *If you are taking this class because you want an easy online class that does not require you to be engaged in the material, then you are taking the wrong class.* This class requires the same time investment as any face to face course. However, you have the flexibility to engage with the material during the week in a time-flexible way. However, **you will need to visit the online class every week and do work.** The instructor may use the tracking feature in Blackboard to monitor student activity. You are also required to participate in all class activities such as discussion board.

**Virtual Classroom Citizenship** The same guidelines that apply to traditional classes should be observed in the virtual classroom environment. Please use proper etiquette when interacting with class members and the professor. Please make every effort to respect others. Disagreements are allowed and expected, but the focus should be on ideas rather than on the individual who expresses them. Please consider these thoughts when determining your behavior:

**You are responsible for your own learning:** Asking thoughtful questions and engaging intently can prove invaluable.

**Impressions count:** The impression you make on a professional today may seem insignificant until you want/need a job from that person. This includes interaction with your peers. Remember, they will be working for the same organizations that interest you and may actually be responsible for hiring down the road.

**Syllabus Change Policy** The syllabus for this course is subject to change at any time at the discretion of the instructor. Students will be notified of any and all changes in class and via email.

**Copyright Notice** Some or all of the materials on this course Web site may be protected by copyright. Federal copyright law prohibits the reproduction, distribution, public performance, or public display of copyrighted materials without the express and written permission of the copyright owner, unless fair use or another exemption under copyright law applies. Additional copyright information may be located at: http://copyright.unt.edu/content/unt-copyright-policies.

**Policy on Server Unavailability or Other Technical Difficulties**
The University is committed to providing a reliable online course system to all users. However, in the event of any unexpected server outage or any unusual technical difficulty which prevents students from completing a time sensitive assessment activity, the instructor will extend the time windows and provide an appropriate accommodation based on the situation. Students should immediately report any problems to the instructor and also contact the UNT Student Help Desk: helpdesk@unt.edu or 940.565.2324. The instructor and the UNT Student Help Desk will work with the student to resolve any issues at the earliest possible time.

Course Evaluation

SPOT This course is evaluated using the SPOT System. After logging in to the my.unt.edu portal, you can access the SPOT survey site by clicking on the SPOT icon. A list of currently enrolled courses will appear. You will complete each course evaluation independently. The SPOT is open a few weeks prior to final exams.

Scholarly Expectations All works submitted for credit must be original works created by the scholar uniquely for the class. It is considered inappropriate and unethical to make duplicate submissions of a single work for credit in multiple classes, unless specifically requested by the instructor UNT and the Department of Community & Professional Programs Policies –

COURSE POLICIES AND PROCEDURES

Policies and Procedures

General expectations: I expect students to attend all course sessions: complete required readings prior to class time, participate in class discussions and case studies, and complete the written assignments, mid-term and final examinations.

Attendance: Attending class sessions is an important part of the learning process. Although you will not lose grade points specifically for nonattendance, you will certainly lose opportunities to earn credits for participation in the classroom.

Examinations: Students must take examinations when they are given to the class; makeup exams will be scheduled only for extraordinary circumstances. No one can be excused from an exam without notifying the instructor prior to the scheduled exam. If you miss an exam, I will assume that you have chosen to receive a "0" for your grade on that exam. The final exam is mandatory; no one will receive a passing grade without having taken it. The final exam will not be returned to students but may be reviewed by the student after the instructor has submitted final grades.

Withdrawals: Students have the right to withdraw from courses. I urge you to maintain your commitment to this course, however, if you decide to withdraw, please see the instructor and review the academic calendar to observe UNT’s withdraw dates.

Disability Accommodation

The Department of Public Administration, in cooperation with the Office of Disability Accommodations (ODA), complies with the Americans with Disabilities Act in making reasonable accommodations for qualified students with disabilities. Please present your written accommodation request to the instructor within the first two weeks of the semester. Students registered with the ODA may present the Special Accommodation Request from that office in lieu of a written statement.

Cheating and Plagiarism

Definitions. The UNT Code of Student Conduct and Discipline defines cheating and plagiarism “as the use of unauthorized books, notes, or otherwise securing help in a test; copying others’ tests, assignments, reports, or term papers; representing the work of another as one’s own; collaborating without authority with another student during an examination or in preparing academic work; or otherwise practicing scholastic dishonesty.”

Penalties. Normally, the minimum penalty for cheating or plagiarism is a grade of “F” in the course. In the case of graduate department exams, the minimum penalty shall be failure of all fields of the exam. Determination
of cheating or plagiarism shall be made by the instructor in the course, or by the department faculty in the case of departmental exams. Cases of cheating or plagiarism on graduate departmental exams, problem papers, theses, or dissertations shall automatically be referred to the departmental Curriculum and Degree Program[s] Committee.

Cases of cheating of plagiarism in ordinary course work may, at the discretion of the instructor, be referred to the Curriculum and Degree Program[s] Committee in the case of either graduate or undergraduate students. This committee, acting as an agent of the Department, shall impose further penalties, or recommend further penalties to the Dean of Students, if they determine that the case warrants it. In all cases, the Dean of Students shall be informed in writing of the case.

**Appeals.** Students may appeal any decision under this policy by following the procedures laid down in the UNT Code of Student Conduct and Discipline.

**POLICY ON STUDENT BEHAVIOR IN THE CLASSROOM**

Student behavior that interferes with an instructor’s ability to conduct a class or other students’ opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Center for Student Rights and Responsibilities to consider whether the student’s conduct violated the Code of Student Conduct. The university’s expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at [https://policy.unt.edu/policy/07-012](https://policy.unt.edu/policy/07-012).

**Acceptable Student Behavior:**

Student behavior that interferes with an instructor’s ability to conduct a class or other students’ opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Dean of Students to consider whether the student’s conduct violated the Code of Student Conduct. The university’s expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at [www.deanofstudents.unt.edu](http://www.deanofstudents.unt.edu)

**SEXUAL DISCRIMINATION, HARRASSMENT, & ASSAULT**

UNT is committed to providing an environment free of all forms of discrimination and sexual harassment, including sexual assault, domestic violence, dating violence, and stalking. If you (or someone you know) has experienced or experiences any of these acts of aggression, please know that you are not alone. The federal Title IX law makes it clear that violence and harassment based on sex and gender are Civil Rights offenses. UNT has staff members trained to support you in navigating campus life, accessing health and counseling services, providing academic and housing accommodations, helping with legal protective orders, and more.

UNT’s Dean of Students’ website offers a range of on-campus and off-campus resources to help support survivors, depending on their unique needs: [http://deanofstudents.unt.edu/resources_0](http://deanofstudents.unt.edu/resources_0). Renee LeClaire McNamara is UNT’s Student Advocate and she can be reached through e-mail at SurvivorAdvocate@unt.edu or by calling the Dean of Students’ office at 940-565-2648. You are not alone. We are here to help.

**PLAGIARISM**

Professors in the Department of Public Administration will not tolerate any form of academic dishonesty among students in the major. According to the 2005-06 UNT Undergraduate Catalogue (p. 107): “The term
‘plagiarism’ includes, but is not limited to: a. the knowing or negligent use by paraphrase or direct quotation of the published or unpublished work of another person without full and clear acknowledgement; and b. the knowing or negligent unacknowledged use of material prepared by another person or agency engaged in the selling of term papers or other academic materials."

**Examples of plagiarism include:**

- purchasing term papers from Internet sources and turning them in to meet assignment requirements
- downloading or copying material from the Internet and presenting it as your own work
- using sentences, quotes, statistics or other information from books or journals without citing the source(s) in papers
- incorporating novel ideas, concepts or phrases into papers without giving credit to the original author
- having someone else write a paper for you

Failure to comply with this policy on plagiarism may result in a failing grade on the assignment or paper, a failing grade in the class, dismissal from the program, and expulsion from the university.

When in doubt about what constitutes plagiarism, contact your professor or provide citations!

**LAPTOPS AND CELL PHONES IN THE CLASSROOM:**

The classroom setting at an institution of higher learning is intended to serve as a venue that permits the transfer of knowledge and facilitates the sharing of ideas. As such, it is imperative that any distractions from these stated objectives be avoided and kept to a minimum. Potential disruptions include modern electronic devices such as laptop computers and cell phones.

Students are allowed to take notes on personal laptop computers to enhance the learning process, but they should not activate their internet browsers during class or use computers for non-academic purposes (as this diverts attention from the lecture/discussion for both the student using it and others nearby).

Students should also avoid using cell phones to search the Internet or text while class is in session. Exceptions to this policy will be at the discretion of the faculty only and may occur if searching the Internet is necessary to find additional information or facts related to the subject being covered on that particular day.

**CAMPUS CARRY & CONCEALED HANDGUNS**

In accordance with state law and UNT policy, students who are licensed may carry a concealed handgun on campus premises except in locations and at any function, event, and program prohibited by law or by this policy. Students may learn more about UNT’s concealed handgun policy at https://campuscarry.unt.edu.

**Important Dates**

- Classes Begin: **Aug 28**
- Labor Day (no classes; university closed): **Sept 4**
- Census: **Sept 11**
- Beginning this date a student who wishes to drop a course must first receive written consent of the instructor: **Sept 12**
- Last day for student to receive automatic grade of W for nonattendance: **Sept 12**
- Last day for change in pass/no pass status: **Oct 6**
Last day to drop a course or withdraw from the semester with a grade of W for courses that the student is not passing. After this date, a grade of WF may be recorded.

Beginning this date instructors may drop students with a grade of WF for nonattendance. Oct 7

Last day to drop with either W or WF.

Last day for a student to drop a course with consent of the instructor. Nov 6

Beginning this date, a student who qualifies may request an Incomplete, with a grade of I. Nov 13

Last day for an instructor to drop a student with a grade of WF for nonattendance.

Last day to withdraw (drop all classes). Nov 22

Thanksgiving Break (no classes, university closed). Nov 23-26

Last Regular Class Meeting. Dec 7

Reading Day (no classes). Dec 8

Final Exams. Dec 9-15

End of term. Dec 15