Collaborative Grantseeking: Accumulating Precious "Wins" and Avoiding Painful "Losses"

Jeremy T. Miner WiSys Regional Research Administrator jminer@wisys.org



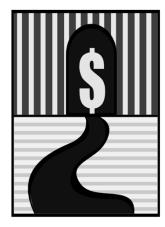
WiSys

© Jeremy T. Miner, 2019

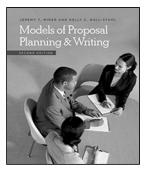
Session Overview

You will learn about:

- Sponsors expectation of collaboration
- Types of collaborations
- Characteristics of grant leaders
- Weaving collaboration themes throughout proposals
- Actual comments from grant reviewers



Grant Writing Resources



Greenwood, 2016



Greenwood, 2013





Greenwood, 2011

WiSys

Baseline Question



I feel this way when invited to participate in a collaborative grant project:

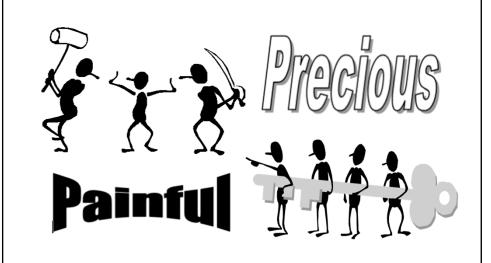
- A. **Excited**: "Yippee! Our most meaningful work has come through collaborations."
- B. **Pleasantly surprised**: "Oh, it's a collaborative project."
- C. Neutral: "Thank you for thinking of us."
- D. **Somewhat disheartened**: "Uh-oh, here we go again. I'm tired already."
- E. Angry: "Why can't we just admit that we operate better on our own than in these forced scenarios?!"

Secret 1: Start with the End in Mind



WiSys

Collaborations



Why/Not Collaborate

Benefits

Bigger and better ideas

Strengthened infrastructure

Larger response capacity

Additional research results

Avoiding duplicated efforts

Barriers

Heavy workloads

 Absence of leadership

Lack of trust

 Unwillingness to change

Few tangible rewards

WiSys

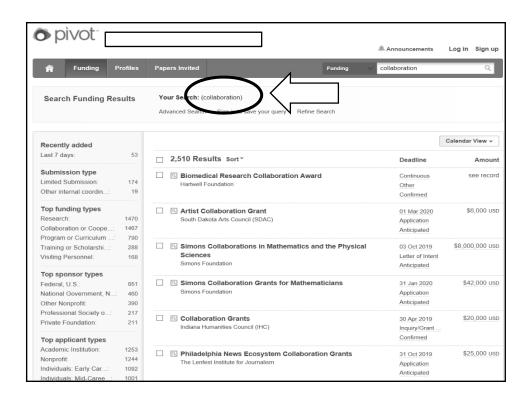
Why/Not Collaborate

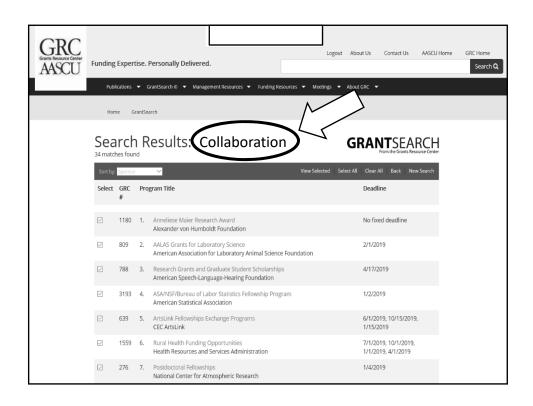
 Sponsors "strongly encourage" or require collaboration

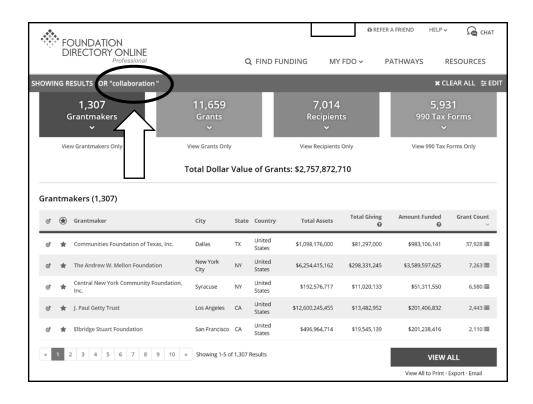


Secret 2: Know Your Audience









Leeway Foundation



Most art and social change work happens through relationships and working with others. A Change Partner is either: 1) a member of the community the project seeks to engage or in which it takes place; or 2) a person, organization, or business that has an interest in or connection to the project in some way.

Your application must include a letter of support from a Change Partner, addressed to the review panel. Think of this letter as a letter of support for your art and social change work, a way of someone vouching for the work you are doing and the impact it has. The CP can talk about the impact of your work and why they want to support/collaborate/work with you.

WiSys

Alaska Community Foundation



Strengthening Organizations grant awards will support professional staff and board of directors in their efforts to access tools, develop practical skills, and cultivate support systems needed to effectively achieve the organization's mission in the following areas: leadership development, organizational development, program development, collaboration and community engagement, and evaluation of effectiveness.

Collaboration and Community Development (examples: establish partnership agreements, create action plan for coordinating/collaborating, create a map/inventory of community assets)

Wellmark Foundation



We seek to go beyond traditional definitions of health to support promising and important policies and programs that can help individuals, families and communities achieve better health. We encourage applicants to take a broader look at how health is impacted by where and how we live our lives. Solutions often become visible when stakeholders come together to improve health status and remove the obstacles that prevent people from making healthy choices. We hope this funding opportunity serves as the basis for a greater collective commitment to health and wellness moving us to collaborative action. Ideally, we want to engage nontraditional collaborators and organizations that can influence health — even those that might not be traditional "health" organizations.

WiSys

Robert Wood Johnson Foundation



Allies Against Asthma is designed to improve efforts to control pediatric asthma. This national program will provide support to community-based coalitions to develop and implement comprehensive asthma management programs that include improved access to and quality of medical services, education, family and community support, and environmental and policy initiatives. The primary aims of the program are to reduce hospital admissions, emergency room visits, and missed school days, to enhance the quality of life of children with asthma and to develop a sustainable strategy for asthma management in the community.

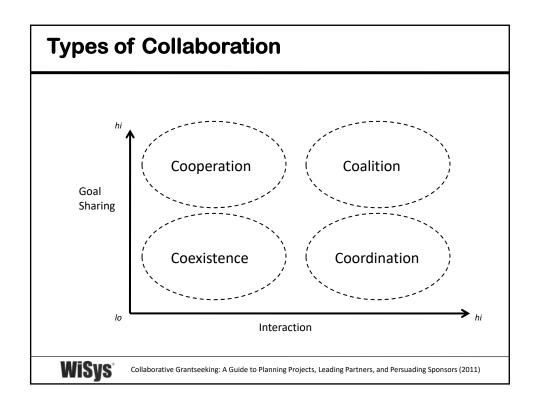
Secret 3: Understand the Game

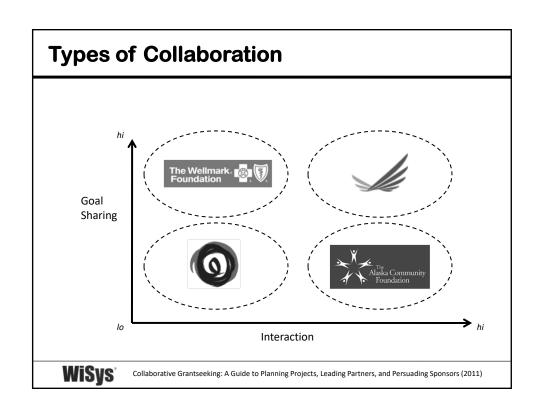


WiSys

Collaboration Defined

An *interaction* between two or more persons or organizations directed toward a *common goal* that is mutually beneficial.





Grantseeking Leadership

Visionaries



Strategists



Team Builders



Motivators



WiSys^{*}

Leadership Defined

The ability to influence, motivate, and enable others to contribute toward the effectiveness and success of the organizations of which they are members.

WiSys

Robert House, Advances in Global Leadership (1999)

Leadership Characteristics

Goal Sharing

- Adaptability, flexibility of approach
- Accept responsibility
- Capacity to manage, decide, set priorities
- Courage, resolution, steadiness
- Intelligence and judgmentin-action
- Need to achieve
- Task competence

Interaction

- Ascendance, dominance, assertiveness
- Capacity to motivate
- Confidence
- Display trust
- Physical vitality and stamina
- · Skill in dealing with people
- Understanding of constituents and their needs



John Gardner, On Leadership (1990)

Application: Coordination Collaboration

Goal Sharing

- Capacity to manage, decide, set priorities
- · Adaptability, flexibility of approach
- · Accept responsibility
- · Intelligence and judgment-in-action
- · Need to achieve
- · Task competence
- · Courage, resolution, steadiness

Interaction

- · Capacity to motivate
- · Skill in dealing with people
- Understanding of constituents and their needs
- Confidence
- Display trust
- · Ascendance, dominance, assertiveness
- · Physical vitality and stamina

Application: Coordination Collaboration

Goal Sharing

- · Capacity to manage, decide, set priorities
- · Adaptability, flexibility of approach
- · Accept responsibility
- · Intelligence and judgment-in-action
- · Need to achieve
- · Task competence
- · Courage, resolution, steadiness

Interaction

- · Capacity to motivate
- · Skill in dealing with people
- Understanding of constituents and their needs
- Confidence
- Display trust
- · Ascendance, dominance, assertiveness
- · Physical vitality and stamina

	Visionary	Strategist	Team Builder	Motivator
Goal Setting	Develop shared values	Keep partnership headed in right direction	Provide opportunity for individuals and groups to make interests known	Keep people involved
Motivation	Employ symbols and celebrations	Use economic incentives	Influence others directly or indirectly	Promote personal growth and self-actualization
Approaching Conflict	Use conflict to negotiate meaning and values	Maintain focus on goals; have authorities resolve conflict	Bargain with or exert power over others	Develop relationships by having individuals confront conflict
Communication	Tell stories	Transmit facts and information	Influence others	Exchange information, needs and feelings

Secret 31/2: Appeal to the Sponsor



Collaboration: A Hot Button Theme

- Problem
- Goals & Objectives
- Methods
- Evaluation
- Dissemination
- Budget/Budget Narrative
- Appendixes



WiSys

Reviewer Comments

 A clear description of the distinct roles and responsibilities of each collaborator is provided. The collaboration plan clearly describes how they will measure both project and collaboration effectiveness.



 There is no history of these partners working together and little evidence exists that they have worked together in the preparation of this grant application.



Collaborative Grantseeking Success

- Value isn't what you think it is. It's what they perceive it to be.
- Successful grant writers understand the sponsor's values and express that view in the proposal.



WiSys

Recap









Your Questions?



WiSys

Grant Professional Development Opportunities

2018-19 GRANT WEBINAR SCHEDULE OCTOBER 11, 2018 1 2:00-2:45PM Funding Opportunities for Your Teaching, Research & Scholarship NOVEMBER 8, 2018 2:00-2:45PM The Sustainability Challenge: Designing Projects for Success Beyond the Grant Period DECEMBER 13, 2018 2:00-2:45PM Substainability Challenge: Designing Projects for Success Beyond the Grant Period DECEMBER 13, 2018 2:00-2:45PM Preproposal Contacts: Who You Need to Talk to & What You Need to Know Before Writing Your Next Grant Proposal FEBRUARY 14, 2019 2:00-2:45PM Building a Believable Budget APRIL 11, 2019 2:00-2:45PM Collaborative Grantseeking: Accumulating Precious "Wins" & Avoiding Painful "Losses"

What topics would be of interest to you for 2019-20?

- ☑ Finding grant funding
- ☑ Planning international projects
- ☑ Conducting preproposal contacts
- $\ensuremath{\square}$ Identifying sponsor hot buttons
- $\ensuremath{\square}$ Engaging in collaborative grantseeking
- $\ensuremath{\square}$ Avoiding common writing mistakes
- $\ensuremath{\square}$ Writing goals, objectives, and outcomes
- ☑ Developing logic models
- ☑ Designing projects to be sustainable
- ☑ Building grant budgets
- ☑ Other:

WiSysLet me know! -- jminer@wisys.org

Go Write Your Best Grant Ever!



Jeremy T. Miner jminer@wisys.org