

# Collaborative Grantseeking: Accumulating Precious “Wins” and Avoiding Painful “Losses”

Jeremy T. Miner  
Director of Grants and Contracts  
minerjt@uwec.edu



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## Session Overview

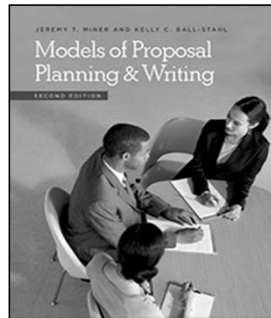
- Sponsors' expectation of collaboration
- Types of collaborations
- Characteristics of grant leaders
- Weaving collaboration themes throughout proposals



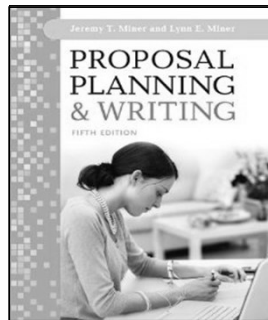
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## Grant Writing Resources



Greenwood, 2016



Greenwood, 2013

 ABC-CLIO  
GREENWOOD™  
[www.greenwood.com](http://www.greenwood.com)



Greenwood, 2011

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## Baseline Question



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

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## Secret 1: Start with the End in Mind



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## Collaborations



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<b>Why/Not Collaborate</b>	
<p><i>Benefits</i></p> <ul style="list-style-type: none"> <li>• Bigger and better ideas</li> <li>• Strengthened infrastructure</li> <li>• Larger response capacity</li> <li>• Additional research results</li> <li>• Avoiding duplicated efforts</li> </ul>	<p><i>Barriers</i></p> <ul style="list-style-type: none"> <li>• Heavy workloads</li> <li>• Absence of leadership</li> <li>• Lack of trust</li> <li>• Unwillingness to change</li> <li>• Few tangible rewards</li> </ul>
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<b>Why/Not Collaborate</b>
<ul style="list-style-type: none"> <li>• Sponsors “strongly encourage” or require collaboration</li> </ul> <div data-bbox="480 1310 1081 1665" data-label="Image"> </div> <p><b>Please note:</b> Eligible proposals must include a collaboration between 2+ UW Universities with 1+ of those being comprehensive. We also highly encourage collaborations with industry, policy makers, NGOs, and/or community</p>
<p><b>WiSys</b></p> <p style="text-align: right;"><a href="https://freshwater.wisconsin.edu/">https://freshwater.wisconsin.edu/</a></p>

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## Secret 2: Know Your Audience



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The screenshot shows the ExLibris Pivot-RP search results page. At the top, there are navigation tabs for Funding, Profiles, Conferences, and Awarded Grants. A search bar contains the text "Your Search: (collaboration)". Below the search bar, there are filters for "Recently added", "Submission type", "Deadline Certainty", "Funding types", and "Funder types". The main results table shows 1,979 results. The table has columns for "Deadline" and "Amount".

	Deadline	Amount
<input type="checkbox"/> Henrietta Lacks Memorial Award Johns Hopkins Urban Health Institute (JHI) Johns Hopkins University (JHU)	03 Aug 2021 Self-Nominatio... Anticipated	\$15,000 USD
<input type="checkbox"/> First Into Research Fellowships Research Capacity Building Collaboration Wales - RCBC Wales	14 Oct 2021 Pre-Application Anticipated	£10,744 GBP
<input type="checkbox"/> SARC Sarcoma SPORE Career Development Program Sarcoma Alliance for Research Through Collaboration (SARC)	Date Unknown Letter of Intent Anticipated	\$100,000 USD
<input type="checkbox"/> EnsemblePlaywright Collaboration Grant Network of Ensemble Theaters (NET) Doris Duke Charitable Foundation (DDCF)	11 Mar 2021 Expression of ... Confirmed	\$4,000 USD
<input type="checkbox"/> Collaboration Grants Indiana Humanities Council (IHC)	30 Apr 2021 Initial Inquiry Confirmed	\$20,000 USD
<input type="checkbox"/> Artificial Intelligence for Multiple Long-Term Conditions (AIM) - Clusters Call National Institute for Health Research (NIHR) Department of Health and Social Care (DHSC) - United Kingdom United Kingdom Government	29 Sep 2021 Stage 1 Applic... Anticipated	£5,000,000 GBP

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The screenshot shows the GRC website interface. At the top, there is a navigation bar with links for 'Logout', 'About Us', 'Contact Us', 'AASCU Home', and 'GRC Home'. Below this is a search bar with a magnifying glass icon. The main content area features a 'Search Results' section with the text '490 matches found'. A search filter 'Collaborative Activities' is highlighted with a red circle and an arrow. Below the filter, there is a table with columns for 'Select', 'GRC #', 'Program Title', and 'Deadline'. The table lists six search results, each with a checked checkbox in the 'Select' column.

Select	GRC #	Program Title	Deadline
<input checked="" type="checkbox"/>	784	1. Nutrition Research Grants Program A.S.P.E.N. Rhoads Research Foundation	6/17/2020
<input checked="" type="checkbox"/>	2707	2. Street Outreach Program Administration for Children and Families	6/29/2020
<input checked="" type="checkbox"/>	3112	3. AHRQ Small Research Grant Program (R03) Agency for Healthcare Research and Quality	6/16/2021, 10/16/2020, 2/16/2021
<input checked="" type="checkbox"/>	1792	4. Health Services Research Projects (R01) Agency for Healthcare Research and Quality	6/5/2021, 10/5/2020, 2/5/2021
<input checked="" type="checkbox"/>	1749	5. German Chancellor Fellowship Program for Prospective Leaders Alexander von Humboldt Foundation	9/15/2020
<input checked="" type="checkbox"/>	1180	6. Humboldt Research Fellowships Alexander von Humboldt Foundation	4/1/2021, 10/1/2021 (Target date)

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The screenshot shows the Foundation Directory Online website. At the top, there is a navigation bar with links for 'REFER A FRIEND', 'HELP', and 'CHAT'. Below this is a search bar with a magnifying glass icon. The main content area features a 'Find Funding' section with the text 'SHOWING RESULTS FOR "collaboration", Years from 2011 to 2021'. Below this, there are four summary cards: '1,516 Grantmakers', '11,385 Grants', '6,688 Recipients', and '99 990 Tax Forms'. Below these cards, there is a 'Total Dollar Value of Grants: \$2,764,237,039'. Below this, there is a table with columns for 'Grantmaker', 'City', 'State', 'Country', 'Total Assets', 'Total Giving', 'Amount Funded', 'Grant Count', and 'RFPs'. The table lists five grantmakers.

Grantmaker	City	State	Country	Total Assets	Total Giving	Amount Funded	Grant Count	RFPs
Communities Foundation of Texas, Inc.	Dallas	TX	United States	\$685,116,880	\$113,092,024	\$608,018,355	34,974	
Central New York Community Foundation, Inc.	Syracuse	NY	United States	\$279,278,951	\$12,411,364	\$82,881,904	6,552	
Whatcom Community Foundation	Bellingham	WA	United States	\$40,942,777	\$3,964,506	\$29,192,413	3,109	
Essex County Community Foundation, Inc.	Danvers	MA	United States	\$91,073,475	\$20,374,427	\$48,157,325	2,086	
Greater Cleveland United Way	Cleveland	OH	United States	\$33,334,039	\$22,337,291	\$113,665,877	1,662	

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## 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.

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## 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)

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## 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.

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## 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.

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### Secret 3: Understand the Game



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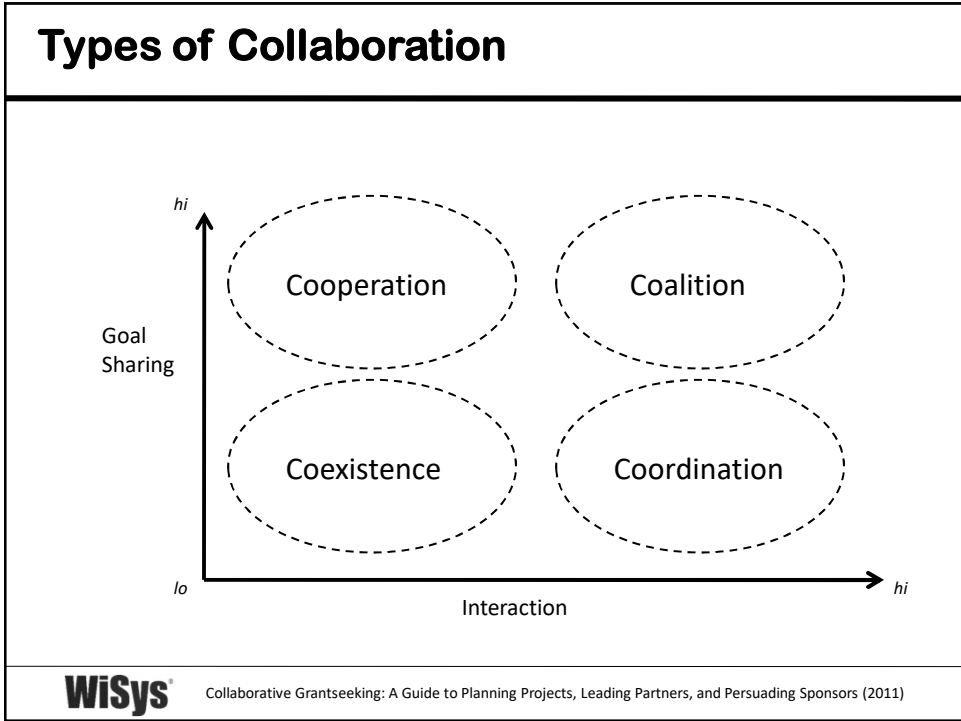
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### Collaboration Defined

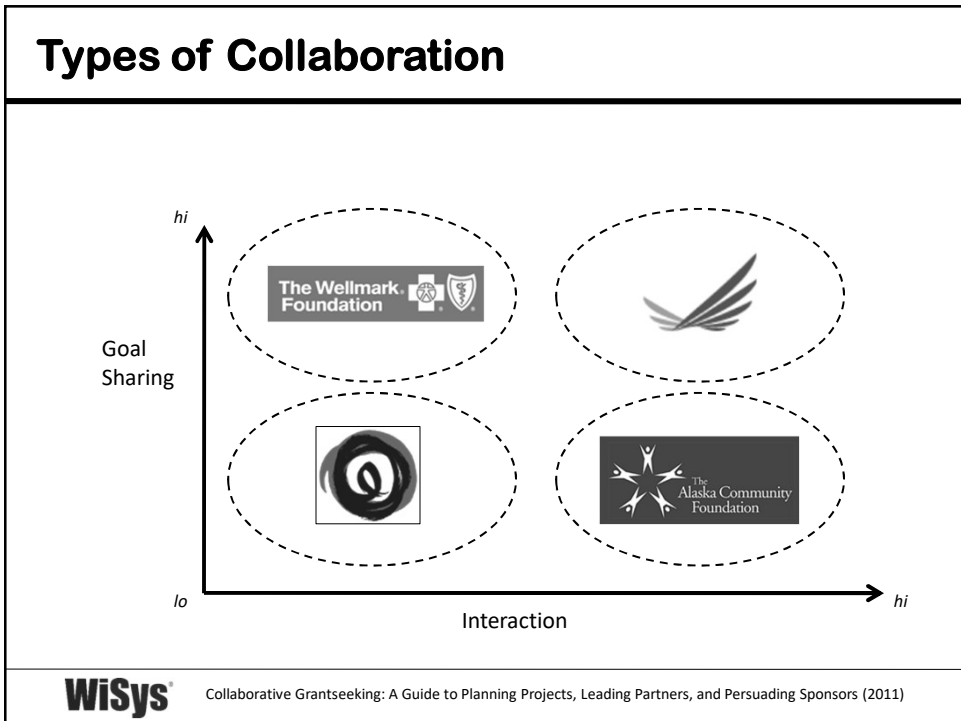
*An interaction between two or more persons or organizations directed toward a common goal that is mutually beneficial.*

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## Grantseeking Leadership

- Visionaries 
- Strategists 
- Team Builders 
- Motivators 

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## 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)

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## Leadership Characteristics

### Goal Sharing

- Adaptability, flexibility of approach
- Accept responsibility
- Capacity to manage, decide, set priorities
- Courage, resolution, steadiness
- Intelligence and judgment-in-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

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John Gardner, On Leadership (1990)

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## 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

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<b>Application: Coordination Collaboration</b>				
<b>Goal Sharing</b> <ul style="list-style-type: none"> <li>• Capacity to manage, decide, set priorities</li> <li>• Adaptability, flexibility of approach</li> <li>• Accept responsibility</li> <li>• Intelligence and judgment-in-action</li> <li>• Need to achieve</li> <li>• Task competence</li> <li>• Courage, resolution, steadiness</li> </ul>		<b>Interaction</b> <ul style="list-style-type: none"> <li>• Capacity to motivate</li> <li>• Skill in dealing with people</li> <li>• Understanding of constituents and their needs</li> <li>• Confidence</li> <li>• Display trust</li> <li>• Ascendance, dominance, assertiveness</li> <li>• Physical vitality and stamina</li> </ul>		
	<b>Visionary</b>	<b>Strategist</b>	<b>Team Builder</b>	<b>Motivator</b>
<b>Goal Setting</b>	Develop shared values	Keep partnership headed in right direction	Provide opportunity for individuals and groups to make interests known	Keep people involved
<b>Motivation</b>	Employ symbols and celebrations	Use economic incentives	Influence others directly or indirectly	Promote personal growth and self-actualization
<b>Approaching Conflict</b>	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
<b>Communication</b>	Tell stories	Transmit facts and information	Influence others	Exchange information, needs and feelings

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<b>Secret 3½: Appeal to the Sponsor</b>



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## Collaboration: A Hot Button Theme

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



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## 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.



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## 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.



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## Recap and Q&A

Secret 1: Start with the End in Mind



Secret 2: Know Your Audience



Secret 3: Understand the Game



Secret 3½: Appeal to the Sponsor




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## Grant Professional Development Opportunities

**WEBINARS  
FOR YOUR  
GRANT  
WRITING  
BRAIN**



**REJECTED!—Time to Reconsider or to Revise and Resubmit?**

April 1, 2021 | 2:2:45 p.m.  
 Receiving a rejection letter from a sponsor can be heartbreaking. While billions of dollars are available in grant funding, competition is intense and success rates can be disappointingly low. And nothing is more frustrating than when reviews for a rejected proposal come back as "excellent" and "fair." In this session, you will explore strategies for unpacking reviewer comments, distinguishing between critiques to take seriously and remarks to ignore and for strategizing a pathway forward.

[REGISTER](#)


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**Finding Funding: Spotlight on National Endowment for the Humanities (NEH) Summer Stipends**

April 7, 2021 | 12:12:45 p.m.  
 Are you looking for some summertime support to jumpstart your humanities-related scholarly research? Or, maybe you have a book contract and need the summer away from teaching to dedicate time to the writing process? Then consider checking out the NEH Summer Stipend program, which supports continuous full-time work on a humanities project for a period of two consecutive months. In this session, learn more about the program and its requirements, the application process and strategies for submitting your best proposal.

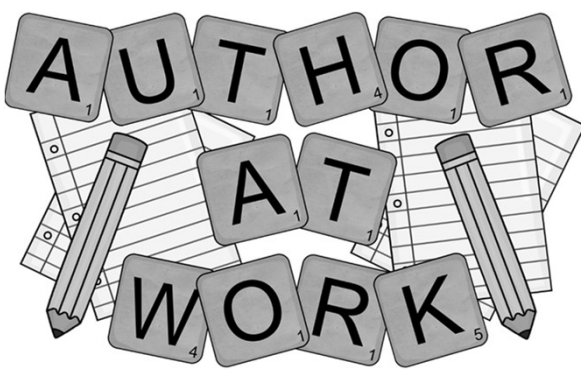
[REGISTER](#)

[WISYS.ORG/GRANTS/WEBINARS](https://wisys.org/grants/webinars)




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## Go Write Your Best Grant Ever!



Jeremy T. Miner  
[minerjt@uwec.edu](mailto:minerjt@uwec.edu)



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