Most helpful bits of information:

- "Grant writing is not a solo art form."
- For grant reviewers, be sure to create a "mental movie" in your proposal for them to follow.
- Use the people who are being paid to help you write your grant!
- Treat the funder like a client and never get defensive.
- Avoid jargon and food in grant-writing.
- Grants are program and marketing driven – thus they do not fall under development.
- Grant writing is not a solo art form. Doing it by yourself "creates enemies within the institution."
- The checklist she created for the grant writing process.
- Explanation of the "grant period"
- How the "kind of money" impacts relationships.
- The assessment for readiness discussion was the most interesting.
- Determining the ripeness of the venture as it matches the funding.
- The ASK more tell less comment in protocol.
- Maintaining a flexible perspective on the project and the funding opportunities.
- Funding sources.
- Feasibility rate- needs to be high so it's worth doing; research reviewers
- Not a solo art form; grant writer isn't executor; collaborative effort; has to be group of people involved, not just one organization
- proposal = contract; can cancel if before signed; can only make minor adjustments if needed
- Must make mental movie for reviewer so that they can picture it, can see clearly
- In the proposal, put requested monetary amount up front (in first paragraph)
- Don't apply for grants that you probably won't get, want to have high ratio of awarded grants instead of applying for everything.
- Grants fit into programming and marketing because development is focused on donors and general audiences. Grant writer should not be splitting time between donor development and program development.
- Find out who the reviewers of the grant are and if they would be interested in your project before applying for a grant.
- Be specific by projecting how much money you need, how long it will take, and what the benefit is/what kind of change you are creating.
- Private funders usually award smaller grants while public funders usually award larger grants.
- The differences between grant writers and developers and how grant writers fit within the museum scheme.
- Sending thank you notes and thanking the program officers.
- Asking the foundation's staff for help ahead of time. Knowing that they might read the proposal or send copies of funded projects.
- Report differences between private and public foundations.
- Ideas of how to engage (or give back to) private funders.

- Grants professionals should not split their time with development responsibilities. I had no idea that these should be totally separate jobs and I think many museums blend them together.
- The difference between private and public funders and the types of projects each type is best suited for.
- The importance of collaboration within the museum (i.e. if you get the funding but the staff that will be involved does not support the project, you're in trouble).
- Defining who the funder is (questions provided on PowerPoint).
- Letters of support from members of the community, such as teachers; this encourages engagement between the museum and the community.
- How important it is to understand what kind of money you are applying for (public, private, corporate)
- Grant proposal/acceptance of monies is a legally binding contract. A grant period is a "marriage"
- You MUST address the grants evaluation criteria within your proposal.
- You should not ask or communicate with a private foundation officer the same way that you could with public grant officer-who are paid to answer your questions.
- Be specific: dates, how much money, and what it will be used for. Articulate how foundation's money will benefit your program as well as their mission.

Things that were not clear:

Budget related

- What exactly is "overhead?"
- Do you have to spend exactly what you propose on specific items in your proposal? How much leeway is there (usually)?
- "Food in budget" doesn't go with government grants. Why?
- What should be included in "overhead" costs?
- How do you figure out the budget?
- What will grant monies cover and what will they not cover? (you mentioned food)

Sponsor related

- What kind of people are "program officers"...(as in, who am I dealing with? what is their background?)
- Who (how many, what kind of people) actually reviews your grant proposal?
- Why are proposals reviewed by volunteers?
- How do you appeal to private funders when they are likely to provide less information?
- Are corporate funders easiest to get? Is the process for getting an award the same with a corporate funder or does the museum approach them on their own as they would with a donor?
- Legal differences between spending public versus private money.
- Roles of the program officer and best ways to interact with them if they are usually very difficult.
- Community foundations-other than United Way what is an example of a community foundation in Gainesville or Jacksonville, FL?
- Can public, private, or corporate funders take money away after it has been awarded to an institution?

Application/Proposal related

- When reviewing prior awards to other organizations, do you mention them at all in your proposal?
- The staying on "Mission" aspect of the assessment of readiness.
- Who does the marketing research, in house or outsourced?
- How to choose the proper "people" for listing in grant and are they genuine participants or just visual fluff and not collaborations.
- Sample attachments- all needed? Or how many?
- If the proposal is a "Will you marry me?" type contract, what are the legal repercussions if the project is not conducted as planned or something big does change?

- Can standard "sample attachments" be created and used for all grants or do they need to be specific for each proposal?

Grant-writing related

- Who the grant writer should and should not work with. In talking to Phyllis Delaney at the Harn, she works in Development but also writes grants.
- "It's good to have a business degree." Can someone without a business degree be successful in grant writing?
- How to create the best movie for all the grant reviewers.
- How long does it typically take between writing a grant and being awarded a grant?
- What type of training (other than having a degree in Businesses) do grant writers have?
- What is Bess de Farber's background and how did she come to learn that she was 'meant' to write grants?
- How is grant writing and proposals for development/fundraising different than grants for exhibitions/marketing?

Funding / Grant-seeking related

- How do you find funders? How do you find what grants are available?
- Can refused proposals be submitted to other organizations? And are there social repercussions to doing so?
- How many grants can a museum realistically get per year? Per funder over time?
- Outside consultants: are they all basically the same or are there different consultants for different types of grants?

Organization /Organizational support related

- Why is it difficult for development officers to be effective after the first three years? What makes it harder?
- How organizations can improve on their evaluations.
- What happens when/if the institution doesn't spend the grant money correctly or fails to follow through with their proposal?

Things I would like to hear more about:

Budget related

- What to do when you go over/under your budget.
- The cost/benefit calculation.
- The amount of overhead that universities take out of grants and how that affects the actual amount of money received.
- How budgets are created.
- Has there been an instance you know of where something happens to a funder's financial situation and they cannot complete funding on a contracted grant? What would happen if this situation did occur?

Funding / Grant-seeking related

- More about how to actually choose a grant without wasting your time.
- Is there such thing as a bad grant? For instance, something that would shed a negative light on your institution (maybe receiving a grant from Philip Morris or something)?
- Asking the same funder for money more than once. Do they get sick of you?
- If you don't have extensive experience with grants, how do you find available grants? Is there some place or resource available where you can get a comprehensive list? Is it primarily through word of mouth and past experience with a funder, etc?
- You spoke about how to choose a good funder but where do you start researching for grant awarding organizations? (from scratch)
- What are the best practices for applying for travel, research, and publishing grants? Same or different than museum proposals?
- What are popular themes or in vogue projects funders are likely to award right now?
- Strategies on how to convert ideas/proposals into a "mental movie" for grant committees to understand.

Sponsor related

- What kind of "give backs" do you offer to corporate funders?
- Volunteer readers- what's in it for them?
- When forming relationships with funders, is it likely that they will give more money in the future or do they tend to spread it around to different organizations?
- Brought up the importance of keeping in mind who your reviewers are (their backgrounds, etc), but how do you get this information? Do all funders actually give out this information or do they try to claim objectivity?
- Could you discuss common requirements funders may place on museums for post-program evaluation?
- What grants are the most worthwhile or prestigious to receive? (public, private, corporate)

<u>Grant writing related</u>

- She mentioned that many museum executive have a misunderstanding about where the grant writer belongs and what his/her job should include. How do you think this general misunderstanding came about?
- What characteristics should a grant writer possess, both personality wise and skill-set wise?
- How does one benefit from not being funded?
- How does the collaboration process work with other groups involved in the grant?
- Feasibility – How do you know what is feasible to apply for? How do you better your chances of being awarded a grant?
- What kind of educational background do grant writers typically have?
- Amount of time it generally takes to compose a grant from start to finish.
- Grammar in proposals: i.e. should the writing be more consice than technical? Can it be personal or written informally sometimes?

<u>Application/grant proposal related</u>

- How do you go about getting Letters of Support?
- Do you have to return the funds if the "program" changes or do you just get blacklisted?
- How can you alter the course with the funding after you are awarded…does it forfeit?
- What happens in the even that you can't fulfill the grant? What if some of the money has already been used?
- What are good ways to gain letters of support? Who should you go to in the community?
- The actual proposals for grants that were shown-are these publically available in hard copy/digital form for reference when writing grants?

<u>Organization / Organizational support related</u>

- She referred to herself as an "outside consultant" several times, but she works at UF? Is she an outside consultant for UF? How does being an outside consultant differ from being a straight-up "grant writer" on staff.
- Why the tenure of a development officer is only about three years, while a grant writer's extends beyond that? What is it about development that becomes so difficult, while the grant writer is about to "get better and better"?
- The amount of extra work and bureaucracy that goes into grants written by universities employees. (I.e. running everything by several university departments before the grant is even turned in).