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How to Find the Right Funders: A Strategic Approach

by Patty Hasselbring, Barbara Floersch, and Kevin Wiberg

You understand your organization's mission and priorities, and you've prepared the program plans. Now you're ready to find the money! Grant funding is out there, but exactly...where?

Let's start with a few key points:

1. **There are no shortcuts** to finding the right funding source. Nothing can replace thorough research and preparation.
2. **Even if you have some obvious candidates**, look beyond those funders you know or have heard about to find a wider group of prospects.
3. **Grantmakers can change** interest areas, application processes, and staff. Always get the most up-to-date information about the grantmaker before making contact.
4. **Get strong community support** before seeking funding outside your community. Local support can build a potential funder's confidence in your organization and in the work you propose to accomplish.
5. **Grantmakers receive tons of requests for funding**. Don't waste their time — or yours — with requests that don't align with their interests.

Sad, but True

No matter how thorough your research, it's unlikely to result in a list that screams:

"The most wonderful grantmakers have grants available for YOU in exactly the amount that YOU need for exactly the purpose and activities that YOU want."

Searches require that you read carefully, think about what you're reading, and research each potential funding source so you're confident that your organization's grant requests are truly compatible with the funder's interests and requirements.



STRATEGIC PROSPECTING BEATS A GRAB-BAG APPROACH

As a grantseeker, your task is to identify all potential funders whose interests align with your organization's mission, priorities, and program plans. Sometimes you'll focus your search on grantmakers for a specific program within your organization. That's fine. But to be most successful and productive over time, it's best to start by exploring the entire universe of government funding programs, corporate foundations, and private foundations to identify those that are the best fit for your organization. You need to understand what's available.

Researching grantmakers is not a task to be approached in a hit-or-miss manner. Lots of Internet sites provide lists of foundations and announcements of upcoming foundation or government funding opportunities, and you may run across some promising opportunities there. But only browsing free sites and responding to list-serve announcements puts you in a disorganized, reactive position that won't produce the best results.

To conduct strategic research on funders, you must learn about the serious tools available, lay out a search plan, conduct the search, and organize your results. Once these tasks are completed, you'll be well-positioned to establish a work plan spelling out what proposals you'll submit to specific funders during the coming months. You'll also be ready to guide your organization through the long-term, ongoing work of building and nurturing relationships with the most promising private funders.

There are two general types of grant funders: government and private. After looking at these two groups and at the available research tools, we'll suggest strategies for conducting the research and organizing what you find.

GOVERNMENT GRANTMAKERS

Grantmakers exist at all levels of government, from the federal down to the local, but there's little consistency in how they announce grant opportunities. While the federal process for announcing grants is well-organized, grant programs at the state, county, and municipal levels are harder to find.

Most, but not all, government funders must issue announcements that funds are available and instructions for applying. A government agency may refer to a funding announcement as a Request for Proposals (RFP), Request for



Applications (RFA), Notice of Funding Availability (NOFA), program guidance, application guidelines, or something similar.

When these announcements come out, the deadlines are often short and sometimes unrealistic. That's why the most successful grantseekers are proactive — they search for opportunities *before* competitions are announced. This gives them more time to develop plans and begin the work. Waiting for a grant announcement to be released before you start working on the proposal is reactive and puts you at a disadvantage.

Tools for Researching Federal Grantmakers

Several resources are available for finding federal funding opportunities. All require you to think broadly about the terms you use to describe your organization's interests.

Begin by considering the problems or issues your organization addresses. Brainstorm keywords and phrases related to the issues and population groups. For example, if your organization's work focuses on teen substance abuse, keywords and phrases might include *substance abuse, drug abuse, addiction, health, alcohol, drugs, youth development, adolescents, teens, drug abuse treatment, drug abuse counseling*, etc.

The list of keywords and phrases you develop will be dynamic — you'll find new words to add and you'll drop some that don't yield results. But that initial brainstorming list will get you started.

There are four primary tools for identifying federal funding:

The Catalog of Federal Domestic Assistance (CFDA)

(www.cfda.gov) is the best place to begin your search for federal grant funding programs. The CFDA is a free online database of all federal domestic assistance programs established by law, including grants, loans, and other types of assistance.

The CFDA is searchable by keyword, type of assistance, and target population, as well as other fields. To avoid frustration, start with rather broad search words and phrases. You can always narrow your search later. Put phrases in quotation marks or you'll end up with some wild and unhelpful results.

Once you've found a potential funding program in the CFDA, read the program listing carefully. Check to see if your organization is eligible to apply. Assess whether the program seems active. The CFDA includes all funding programs authorized by statute, but some have not been funded and have gone dormant.



Next, move to the relevant federal agency's website to learn all you can about the program. Find out what organizations have been awarded grants and for what kinds of programs. The release date on an archived copy of a previous announcement can give you a general idea of when the next announcement is likely to be released.

Most federal agencies have a designated contact person for each grant program. These people, although busy, are generally helpful and will respond to questions. If there are important things about the funding program that you can't figure out from studying the CFDA or the federal agency's website, call the contact person.

If a new grant competition seems likely, use the most recent funding announcement for that program to begin preparing for the next competition. Studying the most recent funding announcement is the absolutely best way to get a head start on putting your proposal together! When the new announcement is released, it will probably include some changes from the earlier edition, so take great care. But because federal funding programs are established by law for specific purposes, they rarely do a 180-degree turnaround.

You can often find the last announcement on the federal agency's website. Archived announcements are also available through The Grantsmanship Center's [GrantDomain](#) database or its [Alumni Membership Program](#), and sometimes through [Grants.gov](#) (see below). You can also contact the federal agency and request a copy.

Grants.gov (www.grants.gov) is intended to become the single portal through which grantseekers will learn about federal funding opportunities and submit proposals for funding. One reason to visit Grants.gov regularly is that not every single federal funding opportunity is the result of a law (a statute). The CFDA documents only opportunities established by law. If a federal agency decides to use discretionary funds to obtain research or to address an immediate problem, it may open a grant competition that doesn't show up in the CFDA. With decreasing federal funds available, this is not as common as it once was. But when it does happen, the competition will be announced through Grants.gov, the federal agency's website, and sometimes the Federal Register.

If your organization plans to apply for federal funding, it should register with Grants.gov, since applicants are increasingly required to submit through this system. To register with Grants.gov, you will also have to register with the Central Contractor Registry (CCR). You'll find instructions for registering with CCR on the Grants.gov website. Your organization will also need a Dun & Bradstreet number (known as a D-U-N-S number). You can get



one easily at fedgov.dnb.com/webform. Register for all of this now. The Grants.gov and CCR processes are not particularly easy and can be time-consuming. Registration is free and does not commit your organization to applying for funds.

The Grantsmanship Center (www.tgci.com) maintains a comprehensive and user-friendly federal information database that's available by subscription to GrantDomain (<http://www.tgci.com/grantdomain.shtml>) or through membership in the Center's Alumni Membership Program (<http://www.tgci.com/membership.shtml>). Among its advantages:

- You can find information in one place, because each morning the Center researches all sites on which announcements are posted and compiles a list that includes brief information and links to all relevant URLs.
- The Center's site archives application guidelines so that you can access last year's RFP to begin work on a grant competition that may not open for many months.
- Because the site is user-friendly and provides quick links to all federal agencies, it's convenient and saves you time.

State, County, and Municipal Grantmakers

State, county, and municipal grantmakers rarely have a structured, user-friendly way to let eligible applicants know when a grant competition will open — or even that a grant program exists. For the most part, to unearth the possibilities, grantseekers have to become detectives. A few words of advice:

1. **Call the Office of the Governor, the Office of the County Administrator, and the Office of the Mayor** to ask if there is a system that makes grant application announcements available to the public. If there isn't (as is often the case), ask how you can learn about grant opportunities.
2. **Visit state, county, and city websites and explore the various departments** to see whether grant programs appear to be available. If something looks promising, call the identified staff member.
3. **State, county, and municipal grants are often "pass-through" funds that are obtained from the federal government.**
Learn about the federal grants that are made to state, county, and



municipal government agencies and determine whether the funding is intended for sub-grants on the local level.

4. **Read the newspaper, subscribe to newsletters and e-magazines, join professional groups, talk to colleague organizations,** and keep your finger on the pulse of community life. You'll learn a lot about available grants.
5. **Speak to state legislators, county council members or supervisors, city council members, and other elected officials** about what resources might be available. They have much to gain from bringing resources to their constituents.

PRIVATE GRANTMAKERS

Getting the Most from Your Research

Non-governmental funders include private foundations, community foundations, corporate foundations, and federated grantmaking organizations such as United Way. Your research will be most effective if you understand a few basics about private grantmakers.

While government funding sources provide grants for specific purposes that are largely established through law, private funders are different. They determine their own interest and priority areas, change their interests when they wish, and usually express interest in broad topics of activity — education, the environment, art, etc. Private funders come in all shapes and sizes, from small family foundations that make decisions informally and focus funding locally to large national foundations that have highly developed and structured grantmaking policies and procedures.

Large national foundations can look very attractive to grantseekers, but organizations should always develop strong local support before applying for funding from outside their community. So pay attention to those small local foundations. Many small foundations do not have paid staff, and they probably don't award large grants. But their support of your work can help to leverage other support, both locally and with foundations outside your community.

Before you approach a foundation, look for any connections that may help you build a relationship with board or staff members. It's worth your time and effort to establish a relationship with a foundation before submitting a proposal. This basic strategy greatly increases your chances of success.



To develop a good relationship with foundation personnel, you should learn as much as you can about the foundation before making a contact, be sure your organization and program fit with the foundation's interests, and, whenever possible, secure an introduction from a mutual friend or supporter. Ask anyone familiar with the world of private grantmakers — from foundation staff and officers to the most successful grantseekers — and you'll find they all agree on one thing: relationships are critical.

Tools for Researching Private Funders

Your search for private funders should start with a list of keywords and phrases, like the one you used for government funders. But expand it with words that relate to the type of support you're looking for and to your type of organization. For example, if one of your organization's priorities is to reduce health-care inequities by building a free community health clinic, you might use keywords and phrases such as *capital support*, *health*, *health care*, *social justice*, *free clinics*, *health care inequity*, *low income*, and *uninsured*. And you'll want to target foundations that have expressed interest in your organization's geographic service area.

While there is no single, free database of information on all foundations, the primary resources discussed below will help you conduct thorough research.

The Foundation Center (www.foundationcenter.org) maintains an extensive database of foundation information that you can access through various online fee-based subscription services. They also support a nationwide network of **cooperating collections** (<http://foundationcenter.org/collections>) — public and government libraries or nonprofit information centers that make their databases and other information available to the public at no charge. Visit the Foundation Center website to find the cooperating collection closest to you. Some general information is available for free on the Foundation Center's website, but to conduct structured, in-depth research, you'll have to use one of the paid subscription services. The best is, of course, the most expensive: the **Foundation Directory Online Professional** — but you can access it for free at a cooperating collection.

Guidestar (www.guidestar.org) is an organization that collects information on all nonprofits in the United States and makes it available to the public. You can use basic aspects of their database for free; all you have to do is register. (To dive deeper, you'll have to pay a fee.) Because foundations are nonprofit organizations, when you search the Guidestar database by zip code, they'll show up along with other nonprofits. This is a free and easy way to identify foundations within a specific geographic area.



The Grantsmanship Center (www.tgci.com) maintains a continuously updated database of information on private grantmakers. You can access it through a paid subscription to [GrantDomain](#) or through The Grantsmanship Center's [Alumni Membership Program](#). This user-friendly database includes only funders who have staff and who either accept proposals or occasionally issue calls for applications. Visit The Grantsmanship Center website to learn more.

Foundation websites are hugely helpful, but unfortunately only a small percentage of foundations actually have websites. The ones most likely to have an online presence are large and midsize foundations and those with tech-savvy officers. While the depth and content of websites vary, the information you're likely to find includes:

- the foundation's history
- its mission and its giving interests
- past grants, including amounts, purpose, and occasionally a nice synopsis
- application guidelines
- required proposal forms (if any), or a link to an online submission system
- proposal deadlines
- names of board members or officers
- names and titles of paid staff (if any)
- contact information

A foundation website may also give examples of successful grant-funded programs or discuss the foundation's future direction and philosophical approach to funding.

Read everything on the website. The more thorough your research, the better equipped you will be to make contact with the foundation.

Foundation tax returns, called 990-PFs, are public information and an indispensable research tool. For researching the many foundations that don't have websites, they're absolutely essential. Start your research using a good online database; then use the 990-PF to find the information you can't get elsewhere. (See page 11 of this article to learn how to use the 990-PFs.)



[Guidestar](#), discussed above, is an excellent resource for accessing 990-PF tax returns. Once you complete the free (and quick) registration, you can access three years of tax returns; to go back any farther, you'll need a paid registration. You can also access 990-PFs through the [Foundation Center's Foundation Finder](#), a free service available on their home page.

State and regional directories. Foundation directories for most states or regions have been compiled by various organizations. Some are in print, some are on CD, and some are free online. They can be found at [Foundation Center Cooperating Collections](#) and are often available at local libraries. Use a web search engine to identify directories for your state or region.

Structuring a Search for Private Grantmakers

Use the available research tools to search for private grantmakers that align with the mission and priorities of your organization and the geographic region you serve. Don't limit your research only to grantmakers who are appropriate for an immediate funding need. Instead, develop a repository of information that can support your organization's work for the long-run.

Start by using a good database and your keyword lists; then use the 990-PF tax returns to fill in the blanks, where necessary.

As you examine information on grantmakers, keep these questions in mind:

- Do they limit funding to specific geographic areas? Many do, and they strictly adhere to these limitations.
- Are their expressed areas of interest aligned with those of your organization?
- What is the typical grant award amount, and does it vary by type of organization?
- Do they accept unsolicited applications? If they don't, a relationship is essential.
- How do they want to be contacted?
- Does the foundation have staff? Those who do are more approachable than the majority who don't.

When your organization does not have a strong connection with the private funder, the considerations above are paramount. Even if you do have a strong connection, they're still important, but there may be some flexibility. For example, some funders will provide grants outside their stated geographic limits, expressed areas of interest, or typical giving range if their board and staff members are deeply engaged by an issue and they trust the applicant.



Start Close to Home, Then Branch Out

Local grantmakers, those focused on your city or close geographic area, are the ones most likely to be interested in your organization's work. They have a vested interest in solving local problems, providing opportunities, and improving the quality of life where they live. Because of that, they'll often make grants for a wide variety of issues. It's also easier to build relationships with grantmakers that are located close to home. You'll probably find fewer than six degrees of separation between people connected with your organization and the grantmaker's trustees and staff members.

Regional grantmakers — those that target your specific region of the country — are also likely to be interested in your organization's work as long as it aligns with their interests. They too are invested in improving the quality of life in their communities, but they view community in a larger context. While you may be able to find connections with the trustees and staff of regional grantmakers, this could be somewhat more difficult than with a local grantmaker. And the competition for funding may be stiffer. Because these grantmakers have a larger targeted geographic area, they are likely to receive many more grant proposals for consideration.

Large grantmakers that make big awards throughout the nation often make special funding commitments for the area in which they are headquartered. For example, the Kellogg Foundation, with headquarters in Battle Creek, Michigan, makes grants throughout the nation, has a special focus on Michigan, and has historically dedicated resources to address issues in Battle Creek. But for large national grantmakers that are not headquartered in your immediate vicinity, the considerations are different.

Large national grantmakers generally want their grant awards to have a large impact. They're often interested in innovation, cutting-edge approaches, and models that can produce significant results. If your organization plans to start a mentoring program at the local high school, based on a well-accepted service model, it is unlikely that a large national foundation will provide grant support. But if you're proposing a cutting-edge model that has the potential to demonstrate significant impact with a particularly hard-to-reach group of children, your chances of a grant award will increase.

Foundation Search Questions

Develop a list of questions to guide your research. You'll need to think about this deeply and perhaps consult colleagues. A good list of questions will result in thorough research. The list below will give you some ideas.

1. **What private grantmakers are located in your neighborhood?** City? County? State? Who are the board members and staff of the foundation?



What organizations have they funded? For what purposes? In what amounts?

- Which of these grantmakers have expressed an interest in your organization's field of interest? Which have made grants to similar organizations?
- Do your organization's board members, staff, clients, or volunteers know any of the foundation's board members?

2. **Do any foundation trustees live in your neighborhood, city, or state, even though their foundation is located elsewhere?** Does your organization have connections with these trustees? Do the foundations they represent make grants based on trustee recommendations?
3. **What grantmakers have ever made a grant to an organization in your neighborhood?** City? County? For what purpose and in what amount?
4. **What grantmakers have ever made a grant to an organization in your state for a purpose that aligns with your organization's mission, programs and services, or priorities?** For what purpose and in what amount?
5. **What grantmakers that fund on a national level have expressed interest in your organization's field of interest?** What sorts of organizations have they funded? For what purposes and in what amounts?

You'll find that even slightly different research questions will produce different lists of funders. Five or even ten questions may be necessary to produce thorough results. But if you don't have much time, don't panic. Start small, perhaps with just a question or two. But always keep the larger strategy in mind and work towards it over time.

Using 990-PF Tax Returns to Fill in the Blanks

Even the most extensive databases available do not show every grant that a funder has made, to whom, and in what amount — and that information is critical. So unless a foundation provides this information on its website or publishes a full annual report, the only place you'll be able to find it is in the 990-PF tax return.

To research a foundation using its tax return, start with the most recent 990-PF available and work backwards over a couple of years. Look specifically for the following information:



1. The amount of the foundation's assets at the end of the tax year covered by the 990-PF (page 1). This gives an indication of the foundation's size.
2. Names and addresses of board members. Some foundations list these in Part VIII 1 (page 6); others attach a list near the end of the 990-PF.
3. The names and addresses of staff members are shown in Section VIII 2 (page 6).
4. The name, address, and telephone number of the person to whom applications should be addressed is shown in Part XV (page 10).
5. Information about grant awards is sometimes provided in Part XV (page 10 or 11). But many foundations attach a list near the end of the 990-PF instead. If a foundation doesn't have a website — and most don't — this is the only place you can find out what the foundation has funded and in what amounts.

Analyzing Search Results

As you move along in your research, analyze what you're finding and strategize about how you can use it.

1. **Do you see grantmaking trends?** Even though a foundation's stated interest is "youth programs" in general, has every grant been to the Boy Scouts of America? Have all grants above \$5,000 been made to institutions of higher education, while all grants to social service agencies cap out at \$5,000? Although the database you used for research stated that the foundation's giving range is from a "low" of \$500 to a "high" of \$500,000, does the 990-PF show that the vast majority of grants range between \$20,000 and \$50,000 and that only one \$500,000 grant has been made in the last three years? This kind of information is critical for deciding what amount you should request from the foundation.
2. **Can you find connections?** If the foundation is local, you're likely to find existing connections between their board or staff members and yours. This is particularly important if the foundation has no staff. Once you find connections, use them to help build a relationship between your organization and the foundation.
3. **Has the foundation made numerous grants for programs in which it has not expressed official interest?** If the foundation's officially stated interest is Asian art, do you see numerous and substantial grants for social services and education? If so, this means that relationships or the immediate priorities of the foundation's officers are highly influential in its grantmaking. Even when a foundation has no stated interest in your



organization's mission, if there's a strong relationship in place, that funder may be a good possibility.

4. **What can you learn from the grantees?** Do you know anyone on the list? Is there an organization that is similar to yours? Could you contact that organization's staff to ask about their experience with the foundation? Would they recommend that you ask for a meeting with the foundation? What guidance can they offer?
5. **Can your organization become "preselected?"** Some foundations make grants only to preselected organizations and do not accept unsolicited proposals. Before you conclude that such foundations are not good prospects, try to find out how organizations become preselected. If your organization can find a strong connection with the foundation, you might become preselected and a grant could be possible.
6. **What's best: a letter or a meeting?** If the foundation states that the initial contact should be made through a "letter of inquiry," ask previous grantees whether this is what they did. Or did they meet with staff from the foundation first? In other words, are the instructions that appear in print consistent with what successful applicants have done? Often they aren't.

The more you know about a foundation, the better prepared you are to talk to its staff and board members and, ultimately, to submit a proposal.

ORGANIZING SEARCH RESULTS

As the information starts piling up, it's easy to become overwhelmed, and you may find your energy and excitement being suffocated beneath a huge stack of paper. So before you begin any research, put together a system for handling the information you find.

The same system for organizing files and lists won't fit everyone's needs or work style, but here's one system to consider:

1. **Make three charts:**
 - a. **Grantmakers That Have Deadlines.** Organize by deadline rather than alphabetically.
 - b. **Grantmakers That Don't Have Deadlines.** List in alphabetical order.
 - c. **Grantmakers That Don't Accept Proposals.** List in alphabetical order.



Include columns on each chart in which you will enter: funder name and contact information; appropriate range of funding request; programs within your organization that best align with the grantmaker's interests and giving patterns; and notes regarding contacts, connections, etc.

For grantmakers that don't accept proposals, include a column for noting why the grantmaker is a good prospect (e.g., you think someone in your organization knows a foundation trustee; someone from the foundation has been coming to your events).

You can create your own forms or use The Grantsmanship Center's forms (attached). These writable PDF forms are simple, but they require you to analyze the information you find and to make decisions about the most appropriate request for each funder. You can maintain the charts as electronic documents and even create a database, if that works best for you.

If you maintain such forms along with hard-copy files, you'll have a powerful information base to work from.

2. **Make a hard-copy folder for each grantmaker and file alphabetically.** You'll use this file to store database printouts, relevant pages from 990-PFs, relevant pages from websites, application guidelines, newspaper clippings or other information you discover, notes on contacts with the grantmaker or others, letters, grant proposals, notes about who knows who and how, etc.

Once you've completed the research and have your files in order, you're well positioned to begin working with your staff, board members, clients, and community supporters to build and nurture long-term relationships with the funders most likely to support your organization's work.

PLAN THE WORK AND WORK THE PLAN

Conducting thorough research on grantmakers is a big job, and like all aspects of grantsmanship, the first step is to make a plan. If you're clear about your priorities and your plan reflects those priorities, you're off to a well-considered start. But don't try to do everything yourself. Involve colleagues, when possible, to share the work. And keep your staff and board members informed about what you're finding, so they can begin exploring possible connections with grantmakers.

The work of developing and nurturing relationships may mean you'll have many contacts with a grantmaker before you submit a funding proposal. You may invite them for a visit or to a fundraising event; you may ask if they'd like to receive your organization's newsletter or annual report; you may ask a mutual contact to arrange a lunch meeting.



When you work methodically and carefully, you'll be sure that any grant proposal your organization does submit will be aligned with the funder's interests, will be requesting an amount that is appropriate for the funder's consideration, will be reviewed seriously, and will have a good shot at getting funded.



About the Authors



Patty Hasselbring, a consultant trainer for The Grantsmanship Center, has worked with nonprofits for more than 30 years on both sides of the funding desk: as executive director of grantseeking nonprofit organizations and as executive director of a funding agency. She has obtained millions of dollars in grant funding for a wide variety of services and programs, from health care and social services to fire district equipment; has served as an expert grant proposal reviewer for federal and state funding agencies, as well as on dozens of nonprofit boards of directors; and has published numerous articles for grantseekers. Patty and her husband also breed and raise alpacas.



Barbara Floersch, director of The Grantsmanship Center since 2011, has over 30 years of experience in nonprofit management, proposal writing, grants administration, and nonprofit consulting. She has secured tens of millions of dollars in federal, state, and foundation grants; taught hundreds of seminars and classes at conferences, colleges, and nonprofits; testified before Congress; published numerous articles; and served as an expert reviewer for many government grant competitions. Barbara has been a trainer for The Grantsmanship Center for 12 years.



Kevin Wiberg, a consultant trainer for The Grantsmanship Center, is also program development director for a multi-million dollar community action agency, where he collaborates with professional staff and community partners to conceptualize, research, and finance programs and services. In that role, he has raised millions of dollars in grant funding from federal and state government agencies, private foundations, and corporations. Previously he served for five years as evaluation coordinator at the University of Vermont Extension Office, where he designed and administered comprehensive planning and reporting procedures for faculty and staff, conceptualized and implemented systematic evaluation models, and secured grants and contracts to support outreach program goals. He has also served as a federal grant proposal reviewer.



Get Funded. Stay Funded.

The Grantsmanship Center has taught people how to develop winning grant proposals for private and public nonprofit organizations since 1972. It established the field of Grantsmanship, has over 115,000 alumni, and provides training and support services that are widely recognized as the best available.

The Center's *Program Planning & Proposal Writing™* model, published in 1975, has been adopted by foundations, government agencies, and nonprofits throughout the world. It is the enduring standard in the field and the basis for most other training and writing on this subject. With over a million copies in print, it is the most widely read publication in nonprofit history.

The Grantsmanship Center offers five primary **trainings**, customized trainings, **publications**, and consulting services. All trainings use the Center's *Listen & Discuss, Do & Review™* curriculum, so participants put new knowledge into practice immediately and retain what they learn.



Grantmakers That Have Deadlines

Organize by deadline. Check quarterly for changes in deadlines.

#	Due Date(s)	Funder Name, Address, Phone, Email, Primary Contact	Range of Appropriate Request	Best Program Fit	Notes:



Grantmakers That Don't Have Deadlines

Organize alphabetically.

#	Funder Name, Address, Phone, Email, Primary Contact	Range of Appropriate Request	Best Program Fit	Notes:

Page ____ of ____

Last Updated: _____

Research By: _____



Grantmakers That Don't Accept Proposals

Organize alphabetically.

#	Funder Name, Address, Phone, Email, Primary Contact	Range of Appropriate Request	Best Program Fit	Why is this funder a good prospect? What needs to be done?