PADM 590: Grant Writing and Revenue Management – Spring 2023

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Office/Office Hours: By Appointment
Class times: Monday 6:00-8:45 PM

Course Description

This course provides students with the skills and knowledge to seek, solicit, and receive grant awards from foundation and government sources to support public and nonprofit programs and projects. The course will take students through the process of application, solicitation, and grants management. It will also cover effective and ethical storytelling for securing grants.

Course Objectives

The following are the objectives for the course. Each module will have specific learning objectives listed on the Overview Page. The activities in that module (i.e.: discussions, assignments and assessments) are developed so that you can demonstrate you have met these objectives:

- Students will have an understanding of the history and development of grantmaking, the various sources of potential funding, and the philanthropic landscape.
- Students will be able to explain the differences in grants by type, including the conditions and methods of allocation.
- Students will gain the ability to seek grant opportunities from public and private sources.
- Students will learn how to evaluate a potential grant opportunity in light of organizational goals and objectives.
- Students will enhance their understanding of inter-organizational collaboration and intra-organizational partnership and the role of each of these in grants management.
- Students will gain technical knowledge and skills necessary to compile a grant budget according to required standards.
- Students will gain an understanding of technical terms and concepts to write effective grant program narratives.
- Students will have the ability to develop a framework for saying "no" to grant opportunities in appropriate circumstances.

Prerequisites and Co-requisites

There are no prerequisites.

TECHNICAL SKILLS

In order to participate and succeed in this class, you will need to be able to perform the following basic technical tasks:

- Use Canvas (help documentation located in "Help">"UNM Canvas Help Site" link on left course menu, and also at Online Student Documentation).

- Use email – including attaching files, opening files, downloading attachments
- Copy and paste within applications including Microsoft Office
- Open a hyperlink (click on a hyperlink to get to a website or online resource)
- Use Microsoft Office applications
    - Create, download, update, save and upload MS Word documents
    - Create, download, update, save and upload MS PowerPoint presentations
    - Create, download, update, save and upload MS Excel spreadsheets
    - Download, annotate, save and upload PDF files
- Use the in-course web conferencing tool (Zoom)
- Download and install an application or plug in

TECHNICAL REQUIREMENTS

Computer
- A high-speed Internet connection is highly recommended.
- Supported browsers include: [Detailed Supported Browsers and Operating Systems](#)
- Any computer capable of running a recently updated web browser should be sufficient to access your online course. However, bear in mind that processor speed, amount of RAM and Internet connection speed can **greatly** affect performance. Many locations offer free high-speed Internet access including [UNM's Computer Pods](#).
- Microsoft Office products are available free for all UNM students (more information on the [UNM IT Software Distribution and Downloads page](#))

For UNM Canvas Technical Support: (505) 277-0857 (24/7) or visit the [Canvas Info Site](#)

Canvas outages: Unexpected Canvas system outages are rare but, if they occur, I will advise everyone on how to proceed.

Web Conferencing
Web conferencing will be used in this course through Zoom for our Monday evening class times.

For the online sessions, you will need:
- Headphones and a computer mic OR a headset with microphone. Headsets are widely available at stores that sell electronics, at the UNM Bookstore or online.
- A high-speed internet connection is highly recommended for these sessions. Please test your wireless Internet connection for audio and/or video quality prior to web conferencing.
- For UNM Web Conference Technical Help: (505) 277-0857

Tracking Course Activity
Canvas automatically records all students' activities including: your first and last access to the course, the pages you have accessed, the number of discussion messages you have read and sent, web conferencing, discussion text, and posted discussion topics. This data can be accessed by the instructor to evaluate class participation and to identify students having difficulty.

TEXTBOOK AND SUPPLEMENTAL MATERIALS

Required Textbooks:
Karsh, Ellen, and Fox, Arlen Sue. 2019. The Only Grant-Writing Book You'll Ever Need: Top grant writers and grant givers share their secret. Fifth Edition. Basic Books. ISBN: 978-1-5416-1781-0

Optional Textbook:
Janzer, Anne. 2017. The Workplace Writer's Process: A guide to getting the job done. Cuesta Park Consulting. ISBN: 978-0-9864062-7-0

COURSEWORK AND PARTICIPATION

Instructor Response Time
I routinely check the course for postings or emails Tuesday through Friday and sometimes on the weekend. You can anticipate a 24 to 48 hour response time from me. Please make sure to put PADM 590 in the subject line of your emails so I can easily flag and respond to your messages. Please use my UNM email to communicate with me. Response times will be slower for Canvas inbox.

Procedures for Completing Coursework
As a student, you have many competing demands for your time. It is my expectation that you will utilize the course calendar to plan your readings and assignments for the course. If you anticipate a difficulty meeting a deadline, please communicate with me as far in advance as possible. Students may receive up to 90% of the grade if an assignment is submitted after a deadline without prior communication.

All written work must be submitted online. If you have a difficulty using a tool to complete work, please reach out to UNM's Canvas Support immediately and notify your instructor as well.

Assignments

Prospect Research Project (10%)
All students will identify an organization or cause, and identify 2 government sources and 3 private sources of grant funds for the project for a total of 5 sources. The completed prospect research project will include an overview of the organization or cause and a description under each source of funds that includes:
- Grant Source Information (name, amount of funding available, applicable deadlines, relevant stakeholders, etc.)
- Justification for why this source of funds applies to your organization or cause
- Discussion of the accountabilities the organization needs to have in order to secure and manage the grant

Narratives and Outcomes (20%)
Students will complete the executive summary questions of the United Way of Central New Mexico's grant application for their organization or cause of choice. Students who would like to work on a specific grant pertaining to their area of interest or study may obtain instructor

approval to do so if their area of interest does not fall under the areas of focus for United Way of Central New Mexico.

Narratives and Outcomes Peer Review (5%)
Students will peer review others' narratives and outcomes assignments. Peer reviews will take place prior to the submission of the assignment, and students will have the opportunity to make changes and refine their applications based on peer feedback.

Client Story (20%)
Students will submit a one-page client story based on the ethical storytelling and asset-framing guidelines covered in the course.

Letter of Inquiry (10%)
Students will create a one-page letter of introduction and inquiry to overview their application and program.

Full Proposal (35%)
Students will submit a full copy of the DFW Common Grant Application for their organization or cause of choice.

Please see the relevant course modules within Canvas for more details.

For citing sources within grant applications, you should use parenthetical citation format for either APA or Chicago style. I expect students to be consistent in regards to formatting, citations, and references. For more information, please refer to one of these style manuals.

> Turabian, Kate L. 2007. *A Manual for Writers of Research Papers, Theses, and Dissertations.* 7th ed. Chicago: The University of Chicago Press.

> American Psychological Association. (2009). Publication Manual of the American Psychological Association, 6th Edition.

Expectations for Participation
This is a three credit-hour course delivered in an entirely online modality during the Spring 2023 semester. Please plan for a *minimum* of 18 hours per week to learn course materials and complete assignments.

Support: [Center for Academic Program Support](#) (CAPS). Many students have found that time management workshops can help them meet their goals (consult [CAPS](#) website under "services").

All students are expected to learn how to navigate in Canvas, keep abreast of course announcements, and inform me of any class-related problems or problems that may prevent you from fully participating in the course. Our class times will be discussion based, and you will be expected to participate fully and observe course netiquette at all times. Students will be asked to communicate with each other during peer reviewed assignments.

Netiquette
"The topics that we're covering in this class can be difficult and I expect there to be rigorous discussion and even disagreement in the course of our class discussions, I ask that you engage in discussion with care and empathy for the other members in the classroom. Aim to disagree

without becoming disagreeable. In this class we will not shy away from the uncomfortable. Critically examining and assessing our most basic assumptions and values is not just one of the tasks of philosophy but is an activity vital to living an authentic life. I urge you to have the courage to the uncomfortable in this class. In exchange for your courage, I will work to ensure a classroom environment that supports your taking these intellectual and emotional risks. Please let me know ways to improve the effectiveness of the course for you personally or for other students or student groups. In addition, if any of our class meetings conflict with your religious events, please let me know so that we can make arrangements for you."

Source: Whitman College and University of Iowa College of Education

- *Netiquette document*

GRADING PROCEDURES

Include a detailed statement of
- *how grades are related to or reflective of the expected learning objectives*
- ***your expected grading response time***
- *how weighted grades will be calculated (if using)*

Grading Scale *(below is just an example – you will need to add your full grading scale)*

Final grades will be based on the sum of all possible course points as noted above. Percentage of available points

Grade
90 -100   A
80 -89   B
70 -79   C
60 -69   D
< 60   F

UNM POLICIES

Title IX: Gender Discrimination
Our classroom and our university should always be spaces of mutual respect, kindness, and support, without fear of discrimination, harassment, or violence. Should you ever need assistance or have concerns about incidents that violate this principle, please access the resources available to you on campus. Please note that, because UNM faculty, TAs, and GAs are considered "responsible employees" by the Department of Education, any disclosure of gender discrimination (including sexual harassment, sexual misconduct, and sexual violence) made to a faculty member, TA, or GA must be reported by that faculty member, TA, or GA to the university's Title IX coordinator. For more information on the campus policy regarding sexual misconduct, please see: https://policy.unm.edu/university-policies/2000/2740.html.

Support: [LoboRESPECT Advocacy Center](#) and the support services listed on its website, the [Women's Resource Center](#) and the [LGBTQ Resource Center](#) all offer confidential services and reporting.

COPYRIGHT ISSUES

All materials in this course fall under copyright laws and should not be downloaded, distributed, or used by students for any purpose outside this course.

[The UNM Copyright Guide](#) has additional helpful information on this topic.

Accessibility

Accommodations: UNM is committed to providing courses that are inclusive and accessible for all participants. As your instructor, it is my objective to facilitate an accessible classroom setting, in which students have full access and opportunity. If you are experiencing physical or academic barriers, or concerns related to mental health, physical health and/or COVID-19, please consult with me after class, via email or during office/check-in hours (I am not legally permitted to inquire about the need for accommodations). We can meet your needs in collaboration with the [Accessibility Resource Center](#) at arcsrvs@unm.edu or by phone (505) 277-3506.
- [Canvas Accessibility statement](#)
- [Microsoft's Accessibility statement](#)

Academic Misconduct

You should be familiar with UNM's [Policy on Academic Dishonesty](#) and the [Student Code of Conduct](#) which outline academic misconduct defined as plagiarism, cheating, fabrication, or facilitating any such act.

Drop Policy:

This course falls under all UNM policies for last day to drop courses, etc. Please see the UNM Course Catalog for information on UNM services and policies. Please see the UNM academic calendar for course dates, the last day to drop courses without penalty, and for financial disenrollment dates.

Virtual Meeting Recordings and Guest Participant Policy:

Technology will be used for virtual meetings in this course and our use of such technology is governed by the Family Educational Rights and Privacy Act of 1974 (FERPA), the UNM Acceptable Computer Use Policy, UNM Computer Use Guidelines, and UNM's Student Code of Conduct. Sharing Electronic video and/or audio recording of the class with participants outside of the class is not permitted without written consent of the instructor and each participating student individually. The form to obtain written consent is available at https://registrar.unm.edu/forms/ferpa-consent.pdf. If a student in the course is uncomfortable with completing the FERPA consent waiver, then the student should talk with their advisor or instructor to determine whether successful participation in the class is still possible, or whether another course will meet the student's degree requirements.

If permission for electronic video and/or audio recording is granted, any distribution of the recording is prohibited. You may not share class recordings with anyone outside of this course and doing so may result in disciplinary action. Students with specific electronic recording accommodations authorized by the University of New Mexico Accessibility Resources Center do not require instructor permission; however, the instructor must be notified of any such accommodation prior to recording. A record of all meetings and recordings is kept and stored by UNM, in accordance with these policies. Guest instructors and other participants may also attend our class meetings. Your instructor will not share course access in relation to class activities outside of the course participants, which include your fellow students, TAs/GAs, and any guest instructors, guest students, or community-based learning partners that we may engage with to achieve the stated course objectives.

UNM RESOURCES

CAPS Tutoring Services CAPS is a free-of-charge educational assistance program available to UNM students enrolled in classes. Online services include the Online Writing Lab, Chatting with or asking a question of a Tutor.

UNM Libraries

Student Health and Counseling (SHAC) at (505) 277-3136. If you are having active respiratory symptoms (e.g., fever, cough, sore throat, etc.) AND need testing for COVID- 19; OR If you recently tested positive and may need oral treatment, call SHAC.

LoboRESPECT Advocacy Center (505) 277-2911 can offer help with contacting faculty and managing challenges that impact your UNM experience.

FOR MILITARY-CONNECTED STUDENTS

There are resources on campus designed to help you succeed. You can approach any faculty or staff for help with any issues you may encounter. Many faculty and staff have completed the GREEN ZONE training to learn about the unique challenges facing military-connected students. If you feel that you need help beyond what faculty and/or staff can give you, please reach out to the Veterans Resource Center on campus at 505-277-3181, or by email at vrc@unm.edu.

LAND ACKNOWLEDGEMENT

Founded in 1889, the University of New Mexico sits on the traditional homelands of the Pueblo of Sandia. The original peoples of New Mexico Pueblo, Navajo, and Apache since time immemorial, have deep connections to the land and have made significant contributions to the broader community statewide. We honor the land itself and those who remain stewards of this land throughout the generations and also acknowledge our committed relationship to Indigenous peoples. We gratefully recognize our history.
Resource: Division for Equity and Inclusion.

CITIZENSHIP AND/OR IMMIGRATION STATUS

All students are welcome in this class regardless of citizenship, residency, or immigration status. Your professor will respect your privacy if you choose to disclose your status. As for all students in the class, family emergency-related absences are normally excused with reasonable notice to the professor, as noted in the attendance guidelines above. UNM as an institution has made a

core commitment to the success of all our students, including members of our undocumented community. The Administration's welcome is found on our [website.](#)

RESPECTFUL AND RESPONSIBLE LEARNING

We all have shared responsibility for ensuring that learning occurs safely and equitably. UNM has important policies to preserve and protect the academic community, especially policies on student grievances (Faculty Handbook D175 and D176), academic dishonesty (FH D100), and respectful campus (FH CO9). These are in the [Student Pathfinder](#) and the [Faculty Handbook](#). Please ask for help in understanding and avoiding plagiarism or academic dishonesty, which can both have very serious consequences.
Support: Center for Academic Program Support (CAPS). Many students have found that time management workshops can help them meet their goals (consult (CAPS) website under "services".

CONNECTING TO CAMPUS AND FINDING SUPPORT

UNM has many resources and centers to help you thrive, including [opportunities to get involved](#), [mental health resources](#), [academic support including tutoring](#), [resource centers](#) for people like you, free food at [Lobo Food Pantry](#), and [jobs on campus.](#) Your advisor, staff at the [resource centers](#) and [Dean of Students](#), and I can help you find the right opportunities for you.

The descriptions and timelines contained in this syllabus are subject to change at the discretion of the professor.