



Information for Seeking *F*oundation and Corporate Grants

2007 EDITION

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The Council of Michigan Foundations (CMF) is pleased to offer this complimentary publication that contains information and data on Michigan foundations and corporate giving programs along with helpful tips on researching, applying and getting grants.

Also provided are valuable “how-to” tools and selected sample grants by eight broad grantmaking categories to highlight the diversity and breadth of giving by Michigan funders. *The Common Grant Application Form and Common Report Form* are included as well. The application form is a useful tool in proposal writing and many grantmakers require or accept these forms. Research is underway on electronic versions as well. So keep checking www.cmif.org for current information.

Additional copies of *Information for Seeking Foundation and Corporate Grants* can be downloaded from the web site at www.cmif.org at no charge. This information is also featured in *The Michigan Foundation Directory*, 15th edition. To order, download the order form at www.cmif.org or call 616.842.7080.

Grantmakers and grantseekers continue to collaborate to strengthen the nonprofit sector in Michigan. We are grateful that Michigan individuals and families continue to create family foundations and donor-advised funds in community foundations.

Thank you for your interest in Michigan philanthropy.



Robert S. Collier
President
Council of Michigan Foundations

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WHAT IS A FOUNDATION?

A Foundation is a nongovernmental, nonprofit 501(c)(3) organization with its own funds (from a single source, either an individual, family, corporation or the community at large) and programs managed by an independent board of directors or trustees established to maintain or aid educational, social, charitable, religious, or other activities serving the common welfare, primarily by making grants to other nonprofit organizations.*

TYPES OF GRANTMAKERS

Grantmakers fall into one of six categories:

Independent/Family Foundation: A fund or endowment designated by the Internal Revenue Service as a private foundation under the law, the primary function of which is the making of grants. The assets of most independent foundations are derived from the gift of an individual or family. Some function under the direction of family members and are known as “family foundations.”

Company-Sponsored Foundation: A private foundation under the tax code that derives its funds from a profit-making company or corporation but is independently constituted, the purpose of which is to make grants, usually on a broad basis although not without regard for the business interests of the corporation. Company-sponsored foundations are legally distinct from contribution programs administered directly by the corporation using corporate funds. **Corporate Giving Program:** Corporate giving programs make grants directly through the company. The grantmaking apparatus exists within the corporation and is administered by corporate personnel.

Operating Foundation: A fund or endowment designated under the tax code, by the Internal Revenue Service as a private, operating foundation, the primary purpose of which is to operate research, social welfare, or other programs determined by its governing body or charter.

Community Foundation: With funds coming from many donors rather than a single source, community foundations are classified under the tax code as a public charity (see below), also known as public foundations and are therefore subject to different rules and regulations than those which govern private foundations. The State of Michigan provides individuals and corporations a state tax credit for gifts to a permanent endowment in certified community foundations in Michigan.

Public Charity: Public, grantmaking charities, also known as public foundations, redistribute funds that have been raised primarily from the public-at-large. In most instances, the funds are raised through a fund-raising campaign for a specific purpose and/or a specific charitable institution.

SOURCES OF INFORMATION

The Foundation Center staff monitors IRS information returns for private foundations and public charities (Forms 990-PF and 990 respectively), journal and newspaper articles, press releases and news services concerned with foundation activities, and grantmaker publications such as newsletters and annual reports. Entries are prepared from the most recent information available; the largest and mid-sized foundations were mailed copies of their entries for verification.

LARGE AND SMALL FOUNDATIONS

Foundations in Michigan hold over \$24 billion in assets and make annual contributions of over \$1.4 billion (Table 2). Most of these assets and funds are managed by a small portion of the 2,251 Michigan foundations (Table 1). Although they represent less than 12 percent of the private and community foundations located in Michigan, the 266 largest foundations—defined as holding assets of \$5 million or more—account for \$22.8 billion or over 94 percent of the assets held and \$1.2 billion or nearly 88 percent of the total giving reported. In contrast, the 1,529 smallest foundations—defined as having assets under \$1 million—account for only \$376 million or 1.6 percent of the assets held and less than \$90 million or 6.4 percent of the grants awarded, even though they comprise 68 percent of the private and community foundations in Michigan.

Tables 3, 4, and 5 illustrate an analysis of independent, company-sponsored, and community foundations respectively. Although the tables are sorted by assets, they also indicate foundation name, city of location, fiscal date, expenditures, and total giving.

Table 3 represents the top 50 independent foundations by assets, while tables 4 and 5, the tables for the top 31 company-sponsored and 55 community foundations respectively, list only those foundations with assets over \$1 million.

* The Foundation Center, New York, NY

TABLE 1**Analysis of Michigan Grantmaking Foundations by Asset Category** (All dollar figures expressed in thousands)

ASSET CATEGORY	NUMBER OF FOUNDATIONS		ASSETS		GIFTS RECEIVED		TOTAL GIVING	
		%		%		%		%
\$100 million and over	31	1.4	\$18,340,820	75.7	\$539,107	50.5	\$882,150	62.9
\$50 million-\$100 million	21	0.9	1,451,429	6	98,032	9.2	119,877	8.6
\$25 million-\$50 million	30	1.3	1,041,357	4.3	132,980	12.5	63,358	4.5
\$10 million-\$25 million	80	3.6	1,273,324	5.3	82,609	7.7	91,496	6.5
\$5 million-\$10 million	104	4.6	730,344	3	44,958	4.2	72,429	5.2
\$1 million-\$5 million	456	20.3	1,017,000	4.2	81,656	7.7	83,025	5.9
Under \$1 million	1,529	67.9	376,117	1.6	88,019	8.2	89,685	6.4
TOTAL	2,251	100.0	\$24,230,392	100.0	\$1,067,361	100.0	\$1,402,019	100.0

Note: Figures may not add up due to rounding.

TABLE 2**Aggregate Fiscal Data of Michigan Foundations by Foundation Type** (All dollar figures expressed in thousands)

FOUNDATION TYPE	NUMBER OF FOUNDATIONS		ASSETS		GIFTS RECEIVED		TOTAL GIVING	
		%		%		%		%
Independent	1,889	83.9	\$20,415,745	84.3	\$594,347	55.7	\$1,077,458	76.9
Company-Sponsored	86	3.8	935,851	3.9	284,843	26.7	218,033	15.6
Community	96	4.3	1,977,215	8.2	151,451	14.2	97,410	6.9
Operating	180	8	901,581	3.7	36,719	3.4	9,118	0.7
TOTAL	2,251	100.0	\$24,230,392	100.0	\$1,067,361	100.0	\$1,402,019	100.0

Note: Figures may not add up due to rounding.

TABLE 3**Top 50 Michigan Independent Foundations By Assets**

FOUNDATION NAME	CITY	FISCAL DATE	ASSETS	TOTAL GIVING
W. K. Kellogg Foundation	Battle Creek	8/31/05	7,298,383,532	219,862,847
The Kresge Foundation	Troy	12/31/04	2,752,257,750	97,714,540
Charles Stewart Mott Foundation	Flint	12/31/05	2,480,562,766	113,334,381
The Herbert H. and Grace A. Dow Foundation	Midland	12/31/04	548,526,968	19,050,685
The Skillman Foundation	Detroit	12/31/04	507,839,550	21,588,613
Richard & Jane Manoogian Foundation	Taylor	6/30/05	228,638,216	8,334,005
Ruth Mott Foundation	Flint	12/31/04	212,620,490	5,875,517
Irving S. Gilmore Foundation	Kalamazoo	12/31/05	212,065,300	10,000,390
The Rollin M. Gerstacker Foundation	Midland	12/31/05	210,230,699	11,116,969
Herrick Foundation	Detroit	9/30/05	178,431,140	9,167,959
McGregor Fund	Detroit	6/30/05	172,095,146	8,773,181
Manoogian Simone Foundation	Taylor	12/31/05	169,166,081	8,194,600
Wege Foundation	Grand Rapids	12/31/04	161,051,374	16,098,666
The Ave Maria Foundation	Ann Arbor	12/31/04	155,512,954	91,925,690
Hudson-Webber Foundation	Detroit	12/31/05	150,376,115	7,299,369
Jay and Betty Van Andel Foundation	Grand Rapids	12/31/04	137,756,955	18,294,313
Frey Foundation	Grand Rapids	12/31/05	131,802,000	4,847,000
The Carls Foundation	Detroit	12/31/05	117,703,559	4,937,070
Elsa U. Pardee Foundation	Midland	12/31/05	106,019,850	5,100,135
Alex and Marie Manoogian Foundation	Taylor	12/31/05	96,323,619	261,815
The Gerber Foundation	Fremont	12/31/05	82,646,107	4,277,576
Orville D. & Ruth A. Merillat Foundation	Adrian	2/28/05	82,292,161	5,508,132
The Richard and Helen DeVos Foundation	Grand Rapids	12/31/04	80,290,190	34,548,985
The Meijer Foundation	Grand Rapids	9/30/04	78,473,710	8,350,502
John E. Fetzer Memorial Trust Fund	Vicksburg	6/30/05	75,803,696	3,000,000
Arcus Foundation	Kalamazoo	12/31/05	72,827,720	16,657,143
The Harry A. and Margaret D. Towsley Foundation	Midland	12/31/05	69,709,596	2,808,843
Earhart Foundation	Ann Arbor	12/31/05	61,971,515	11,441,524
The Charles J. Strosacker Foundation	Midland	12/31/05	61,186,503	2,741,450
The Harding Foundation	Flint	6/30/05	59,823,077	2,086,753
Thompson Foundation	Plymouth	12/31/04	59,643,368	2,694,647
The Isabel Foundation	Flint	6/30/05	59,112,952	2,665,580
Sage Foundation	Brighton	12/31/04	57,068,154	2,659,000
Heritage Mark Foundation	East Lansing	9/30/05	55,360,390	7,681,917
DeRoy Testamentary Foundation	Southfield	12/31/05	50,962,525	2,274,637
The Duffy Foundation	Ann Arbor	12/31/05	45,090,284	3,552,500
Harvey Randall Wickes Foundation	Saginaw	12/31/05	43,166,791	1,750,003
Matilda R. Wilson Fund	Detroit	12/31/04	42,694,094	2,057,700
John C. Lasko Foundation	Belleville	12/31/05	42,264,033	1,836,875
The Samuel and Jean Frankel Jewish Heritage Foundation	Troy	12/31/04	41,959,950	0
Elizabeth, Allan and Warren Shelden Fund	Grosse Pointe Farms	12/31/05	38,878,888	2,075,500
Dorothy U. Dalton Foundation, Inc.	Kalamazoo	12/31/04	38,574,100	2,077,442
Frederick S. Upton Foundation	St. Joseph	12/31/05	37,985,021	1,593,377
The Morey Foundation	Winn	12/31/05	37,432,216	422,564
Benson and Edith Ford Fund	Detroit	12/31/05	34,280,463	1,815,000
Samuel & Jean Frankel Foundation	Bloomfield Hills	12/31/04	33,882,371	537,231
The Miller Foundation	Battle Creek	12/31/05	32,755,296	932,630
The Henry Ford II Fund	Detroit	12/31/05	30,804,263	2,100,000
Thompson Educational Foundation	Plymouth	12/31/03	30,621,639	152,000
The Cold Heading Foundation	Warren	12/31/05	29,265,309	1,227,450
TOTAL			175,941,904,463	813,304,706

Note: Figures may not add up due to rounding.

TABLE 4**Top 31 Michigan Company-Sponsored Foundations By Assets**

FOUNDATION NAME	CITY	FISCAL DATE	ASSETS	TOTAL GIVING
General Motors Foundation, Inc.	Detroit	12/31/04	255,698,530	34,416,411
The Dow Chemical Company Foundation	Midland	12/31/05	115,244,709	15,953,729
Steelcase Foundation	Grand Rapids	11/30/05	113,151,982	7,337,772
Ford Motor Company Fund	Dearborn	12/31/04	107,283,149	77,916,903
Kellogg Company 25-Year Employees Fund, Inc.	Battle Creek	12/31/04	61,365,510	1,105,899
Blue Cross and Blue Shield of Michigan Foundation	Detroit	12/31/04	60,069,406	2,218,038
DaimlerChrysler Corporation Fund	Auburn Hills	12/31/05	37,859,586	25,954,013
Citizens First Foundation, Inc.	Port Huron	12/31/04	23,163,631	1,023,740
DTE Energy Foundation	Detroit	12/31/04	22,311,575	6,409,972
La-Z-Boy Foundation	Monroe	12/31/05	22,078,876	1,179,350
Delphi Foundation, Inc.	Troy	12/31/04	17,728,304	777,608
Dow Corning Foundation	Midland	12/31/04	17,446,131	1,612,006
Kellogg's Corporate Citizenship Fund	Battle Creek	12/31/04	14,881,783	3,959,388
Masco Corporation Foundation	Taylor	12/31/05	8,204,339	5,596,950
DENSO North America Foundation	Southfield	12/31/05	7,570,508	373,500
Comerica Foundation	Detroit	12/31/04	5,456,570	7,687,140
Edward F. Redies Foundation, Inc.	Saline	12/31/04	5,154,561	232,000
HFF Foundation	West Bloomfield	12/31/05	3,588,700	448,686
Consumers Energy Foundation	Jackson	12/31/04	2,520,448	587,925
The Batts Foundation	Grand Rapids	12/31/05	2,331,949	96,000
Wolverine World Wide Foundation	Rockford	12/31/04	2,263,581	636,790
Collins & Aikman Foundation	Troy	12/31/04	2,250,978	183,127
Zatkoff Family Foundation	Farmington Hills	12/31/05	2,163,215	103,933
The Visteon Fund	Belleville	12/31/04	2,009,718	1,328,918
Isabella Bank and Trust Foundation	Mount Pleasant	12/31/04	1,744,450	158,155
MEEMIC Foundation for the Future of Education	Auburn Hills	12/31/05	1,718,302	47,705
Volkswagen of America Foundation	Auburn Hills	12/31/05	1,596,719	562,500
The Alro Steel Foundation	Jackson	12/31/05	1,306,358	150,903
Fabiano Foundation	Mount Pleasant	12/31/05	1,230,146	124,500
General Motors Cancer Research Foundation, Inc.	Detroit	12/31/04	1,151,133	1,962,000
Dearborn Cable Communications Fund	Dearborn Heights	12/31/05	1,039,986	42,894
TOTAL			921,584,833	200,188,455

Note: Figures may not add up due to rounding.

TABLE 5

Top 55 Michigan Community Foundations By Assets

FOUNDATION NAME	CITY	FISCAL DATE	ASSETS	TOTAL GIVING
Community Foundation for Southeast Michigan	Detroit	12/31/05	454,103,157	27,473,684
Kalamazoo Community Foundation	Kalamazoo	12/31/05	265,355,347	14,156,832
Fremont Area Community Foundation	Fremont	12/31/05	194,738,922	9,386,427
Grand Rapids Community Foundation	Grand Rapids	6/30/05	194,189,277	7,824,644
Community Foundation of Greater Flint	Flint	12/31/05	117,794,673	5,369,711
Community Foundation for Muskegon County	Muskegon	12/31/04	88,320,829	2,726,558
Battle Creek Community Foundation	Battle Creek	3/31/05	82,360,581	2,700,511
Midland Area Community Foundation	Midland	12/31/05	55,817,605	1,467,133
Capital Region Community Foundation	Lansing	12/31/04	49,361,717	1,905,979
Ann Arbor Area Community Foundation	Ann Arbor	12/31/05	40,146,458	1,229,398
Grand Haven Area Community Foundation, Inc.	Grand Haven	3/31/04	37,641,101	2,385,118
Saginaw Community Foundation	Saginaw	12/31/05	33,429,153	680,194
Community Foundation of St. Clair County	Port Huron	12/31/04	27,914,951	1,095,716
Bay Area Community Foundation	Bay City	12/31/05	27,868,887	1,253,218
Grand Traverse Regional Community Foundation	Traverse City	12/31/05	24,244,902	1,472,738
Community Foundation for Northeast Michigan	Alpena	9/30/05	22,968,969	716,392
The Community Foundation of the Holland/Zeeland Area	Holland	12/31/04	22,308,089	2,579,111
The Jackson County Community Foundation	Jackson	12/31/05	18,768,103	913,909
Charlevoix County Community Foundation	East Jordan	12/31/05	18,113,170	1,051,556
Berrien Community Foundation, Inc.	St. Joseph	12/31/05	17,419,418	599,889
Greenville Area Community Foundation	Greenville	12/31/05	11,579,845	379,573
Allegan County Community Foundation	Allegan	12/31/05	11,351,519	261,026
Petoskey-Harbor Springs Area Community Foundation	Petoskey	3/31/05	10,166,572	441,144
Sturgis Area Community Foundation	Sturgis	3/31/05	9,848,117	410,045
Four County Community Foundation	Almont	12/31/05	9,563,324	329,983
Marshall Community Foundation	Marshall	9/30/05	8,600,689	204,378
Community Foundation of the Upper Peninsula	Escanaba	12/31/04	8,356,884	886,119
Barry Community Foundation	Hastings	6/30/05	8,257,821	427,253
Hillsdale County Community Foundation	Hillsdale	9/30/04	8,103,365	217,080
Marquette Community Foundation	Marquette	12/31/04	7,055,237	206,806
Lapeer County Community Foundation	Lapeer	12/31/05	6,487,314	59,194
Lenawee Community Foundation	Tecumseh	9/30/05	5,557,456	458,989
Roscommon County Community Foundation	Roscommon	12/31/05	5,437,067	116,722
Cadillac Area Community Foundation	Cadillac	12/31/05	5,395,867	60,582
Michigan Gateway Community Foundation	Buchanan	3/31/05	4,761,078	135,554
Dickinson Area Community Foundation	Iron Mountain	4/30/05	4,755,081	107,142
Mount Pleasant Area Community Foundation	Mount Pleasant	12/31/04	4,572,440	74,450
Gratiot County Community Foundation	Ithaca	9/30/05	4,480,738	78,449
Mackinac Island Community Foundation	Mackinac Island	12/31/04	4,426,241	96,599
M & M Area Community Foundation	Menominee	12/31/04	4,085,254	85,783
Branch County Community Foundation	Coldwater	9/30/05	4,057,246	2,728,581
Tuscola County Community Foundation	Caro	12/31/04	4,029,874	102,817
Albion Community Foundation	Albion	12/31/04	3,997,866	216,385
Community Foundation of Monroe County	Monroe	3/31/05	3,799,971	173,463
Shiawassee Community Foundation	Owosso	9/30/05	3,136,526	105,123
Sanilac County Community Foundation	Sandusky	12/31/05	2,993,521	129,953
Keweenaw Community Foundation	Houghton	3/31/05	2,463,492	28,086
Leelanau Township Community Foundation, Inc.	Northport	12/31/04	2,251,363	78,320
Greater Frankenmuth Area Community Foundation	Frankenmuth	12/31/04	2,133,048	276,140
Southfield Community Foundation	Southfield	6/30/04	1,802,367	30,247
Canton Community Foundation	Canton	6/30/05	1,760,767	87,878
Otsego County Community Foundation	Gaylord	12/31/04	1,752,898	88,992
Three Rivers Area Community Foundation	Three Rivers	12/31/04	1,413,862	44,142
Huron County Community Foundation	Bad Axe	12/31/04	1,146,580	47,568
Manistee County Community Foundation	Manistee	12/31/05	1,145,466	72,189
Total			1,973,592,065	96,235,473

Note: Figures may not add up due to rounding.

**GEOGRAPHIC DISTRIBUTION
OF FOUNDATIONS BY COUNTY**

Table 6 shows the distribution of Michigan private and community foundations by county with corresponding aggregate fiscal data. While 73 of Michigan's 83 counties are represented in *The Michigan Foundation Directory* (all except Alcona, Arenac, Clare, Crawford, Keweenaw, Luce, Montmorency, Ogemaw, Ontonagon, and Presque Isle counties), the distribution of foundations across the state is uneven. Oakland County has the most foundations (604), followed by Wayne County (333) and Kent County (294).

In contrast, 11 counties have one foundation each and 46 have fewer than ten.

Many of the foundations located in Michigan are national in scope and do not generally focus on or limit their funding to local organizations. At the same time, 1,648 of the 2,251 (73.2 percent) Michigan private and community foundations are considered local funders. Grantseekers should take careful note of any geographic limitation statements in order to gain a clear picture of funding patterns in their own area.

**Table 6
Fiscal Data of Michigan Foundations by County**

COUNTY	NUMBER OF FOUNDATIONS	ASSETS	GIFTS RECEIVED	TOTAL GIVING	COUNTY	NUMBER OF FOUNDATIONS	ASSETS	GIFTS RECEIVED	TOTAL GIVING
Alger	1	\$0	\$0	\$0	Lake	1	0	0	0
Allegan	9	16,300,815	1,265,870	1,333,663	Lapeer	4	16,076,317	328,116	412,965
Alpena	7	47,467,915	5,626,617	1,625,297	Leelanau	9	3,925,701	185,915	257,752
Antrim	4	4,512,931	138,853	189,707	Lenawee	25	119,584,521	1,849,725	8,318,843
Baraga	1	772,764	92,308	20,900	Livingston	15	64,553,330	254,152	2,909,865
Barry	8	53,475,218	2,470,613	572,831	Mackinac	1	4,426,241	296,124	96,599
Bay	13	39,055,278	2,546,390	2,030,755	Macomb	78	166,965,551	10,535,915	11,317,675
Benzie	3	27,644,134	347,873	1,400,666	Manistee	7	6,957,824	906,759	280,031
Berrien	28	95,236,557	10,873,920	13,255,116	Marquette	12	17,094,121	565,103	648,835
Branch	15	14,050,171	2,717,756	3,191,746	Mason	3	2,563,103	162,257	105,300
Calhoun	24	7,545,305,280	228,462,769	231,335,062	Mecosta	2	86,382	0	4,050
Cass	10	131,262,990	481,772	730,420	Menominee	2	5,941,318	212,974	85,783
Charlevoix	6	32,131,584	2,436,615	2,692,533	Midland	27	1,229,612,204	132,257,701	61,729,571
Cheboygan	4	5,928,942	92,324	26,000	Missaukee	2	578,537	0	24,905
Chippewa	2	1,749,298	0	72,455	Monroe	17	74,339,866	668,541	6,153,941
Clinton	3	612,117	38,654	39,800	Montcalm	5	18,642,585	1,183,544	635,366
Delta	6	14,599,236	1,160,202	1,156,343	Muskegon	11	109,919,663	3,499,419	3,202,379
Dickinson	7	5,433,537	79,624	166,767	Newaygo	9	282,356,231	3,223,975	13,848,829
Eaton	11	2,389,438	127,543	333,495	Oakland	604	3,664,085,075	164,562,724	206,713,829
Emmet	13	22,524,724	1,947,759	1,862,141	Oceana	1	0	0	0
Genesee	111	3,135,166,913	11,454,631	138,007,803	Osceola	2	153,941	6,338	7,383
Gladwin	1	68,152	40,020	43,438	Oscoda	1	1,392,625	0	53,402
Gogebic	1	254,700	125	14,000	Otsego	3	2,222,437	92,169	115,007
Grand Traverse	32	80,287,974	19,339,773	4,594,185	Ottawa	74	179,697,642	14,002,323	25,191,270
Gratiot	8	7,929,163	2,598,584	1,057,301	Roscommon	3	11,834,602	176,511	254,722
Hillsdale	3	8,205,217	574,017	234,067	Saginaw	54	140,665,965	7,234,738	6,512,278
Houghton	3	2,925,400	83,873	56,803	Saint Clair	20	71,596,264	4,070,465	3,263,633
Huron	6	2,656,698	93,626	121,258	Saint Joseph	10	16,021,464	769,606	673,275
Ingham	41	227,965,586	21,653,550	20,019,407	Sanilac	3	4,913,026	745,711	198,453
Ionia	3	1,758,942	506,375	52,000	Schoolcraft	1	0	0	0
Iosco	2	1,600,335	303,425	73,106	Shiawassee	7	16,264,139	295,877	738,161
Iron	3	743,398	0	42,271	Tuscola	5	5,030,532	219,908	147,252
Isabella	6	45,009,531	1,337,569	779,769	Van Buren	4	931,060	114,500	137,875
Jackson	37	76,053,166	3,091,604	4,616,687	Washtenaw	102	448,144,053	65,217,424	118,061,803
Kalamazoo	66	1,201,373,005	88,478,014	58,406,913	Wayne	333	3,363,904,139	179,278,835	302,469,420
Kalkaska	1	204,175	116,559	0	Wexford	1	5,395,867	343,586	60,582
Kent	294	1,321,859,932	63,520,549	137,233,545	TOTAL	2,251	\$24,230,391,542	\$1,067,360,691	\$1,402,019,284

Note: Figures may not add up due to rounding.

ANALYSIS OF FOUNDATION

GRANTS BY SUBJECT

A breakdown of the grants by Michigan foundations in the top ten major subject areas (Table 7) reflects a broad scope of giving interests. More than 65 percent of the total dollar amount awarded fell into three broad categories: education (\$200.1 million or 23.9 percent); public affairs/society benefit (\$185.4 million or 22.2 percent); and human services (\$159 million or 19 percent). Grants by out-of-

state foundations (Table 8) show the additional foundation dollars that flow into Michigan. The four largest areas of giving, which make up 80 percent of total giving by out-of-state foundations to Michigan nonprofits, are education (\$29.5 million or 34.2 percent); public affairs/society benefit (\$20.2 million or 23.4 percent); health (\$9.8 million or 11.4 percent); and human services (\$9.5 million or 10.9 percent).

Table 7

Grant Distribution in Major Subject Categories by Michigan Foundations, circa 2004*

SUBJECT	AMOUNT	%	NUMBER	%
Arts, Culture & Humanities	\$95,836,451	11.5	659	12
Education	200,055,394	23.9	1,155	21
Environment/Animals	69,818,934	8.4	369	6.7
Health	90,504,586	10.8	539	9.8
Human Services	159,049,584	19.0	1,164	21.1
International/Foreign Affairs	15,811,064	1.9	83	1.5
Public Affairs/Society Benefit	185,381,209	22.2	1,346	24.4
Religion	14,935,191	1.8	192	3.5
Mutual/Membership Benefit	4,083,000	0.5	2	0
Nonclassifiable Entities	195,000	0	3	0.1
TOTAL	\$835,670,413	100	5,512	100

Source: The Foundation Center, 2006.

* The Foundation Center's grants sample database (circa 2004) includes grants of \$10,000 or more awarded to organizations by a sample of 1,172 larger foundations. For community foundations, only discretionary and donor-advised grants are included. Grants to individuals are not included. Grants included for the 45 Michigan foundations in the sample accounted for approximately two thirds of total giving reported by all Michigan foundations in 2004.

TABLE 8

Grant Distribution in Major Subject Categories by Out-of-State Foundations to Michigan Nonprofit Organizations, circa 2004*

SUBJECT	AMOUNT	%	NUMBER	%
Arts, Culture & Humanities	\$8,450,426	9.8	78	8.8
Education	29,523,989	34.2	212	23.8
Environment/Animals	6,152,302	7.1	48	5.4
Health	9,815,524	11.4	89	10
Human Services	9,456,394	10.9	188	21.1
International/Foreign Affairs	225,093	0.3	9	1.0
Public Affairs/Society Benefit	20,200,021	23.4	231	26
Religion	2,625,486	3.0	35	3.9
Mutal/Membership Benefit	0	0.0	0	0.0
Nonclassifiable Entities	0	0.0	0	0.0
TOTAL	\$86,449,235	100	890	100

Source: The Foundation Center, 2006.

* The Foundation Center's grants sample database (circa 2004) includes grants of \$10,000 or more awarded to organizations by a sample of 1,172 larger foundations. For community foundations, only discretionary and donor-advised grants are included. Grants to individuals are not included. Grants made by the 209 out-of-state foundations included in the sample accounted for approximately one fifth of total grant dollars awarded to Michigan nonprofit organizations in 2004.

HOW GRANTS ARE CLASSIFIED

The Foundation Center's grants classification system arranges 26 Major Field Areas according to ten basic divisions. This system has been used to categorize the information provided in the previous tables (Tables 7 and 8) of where foundation money is allocated.

The classification system can be applied to many practical purposes, including:

- Grantmakers can compare their patterns of giving with that of their peers.
- Grantmakers can advise grantseekers about finding appropriate funding sources.
- The data can enrich public discussion about the use of community resources, as it will be possible to compare funding patterns with perceived needs and priorities.
- The findings can assist those who regulate foundations to better understand the beneficial impact grantmakers have in their region. It will put into perspective any unrealistic expectations about philanthropy filling gaps in government funding.
- The data offers a comparable basis for use in tracking grantmaking trends and becomes an invaluable planning and assessment tool.

The following descriptive text defines the ten basic divisions of grants classification.

ARTS & HUMANITIES

arts & culture
historical societies & related historical activities
media & communications
museums
performing arts
visual arts

EDUCATION

adult/continuing education
elementary & secondary
graduate/professional schools
higher education
libraries
student services & organizations
vocational/technical schools

ENVIRONMENT

animal protection & welfare
botanical/horticultural activities & gardens
environmental beautification & open spaces, including
 community beautification programs
conservation & protection
environmental education & outdoor survival
humane societies
natural resources
wildlife preservation & protection

pollution abatement & control
veterinary services
zoos & aquariums

HEALTH CARE

diseases/disorder/medical disciplines
general & rehabilitative
mental health, crisis intervention
medical records

HUMAN SERVICES

employment/jobs
food/nutrition/agriculture
housing/shelter
multipurpose human service organizations
public protection: crime/courts/legal services
public safety/disaster preparedness & relief
recreation, leisure, sports, athletics
youth development

INTERNATIONAL

exchange programs
foreign policy research & analysis
international development
international human rights
international relief services
peace & security

PUBLIC AFFAIRS/SOCIETY BENEFIT

civil rights, social action, advocacy
community improvement/capacity building
consumer rights/education
economic development
government & public administration
military/veterans' organizations
philanthropy, voluntarism & grantmaking foundations
public policy research
public transportation systems
public utilities
science research institutes/services
social science research institutes/services

RELIGION

Buddhism
Christian churches, missionary societies
Confucianism
Islamic temples, mosques & related agencies
Jewish synagogues & related agencies
other specific religions

MUTUAL BENEFIT

cemeteries & burial services
fraternal beneficiary societies
insurance providers & services
pension & retirement funds

UNCLASSIFIABLE

unknown

EXAMPLES OF MICHIGAN GRANTS

The following examples of grants awarded in Michigan, with recipient and dollar amount by major subject categories, illustrate the Grants Classification System.

SAMPLE GRANTS LIST

SUBJECT	FOUNDATION NAME	RECIPIENT NAME	RECIPIENT CITY	AMOUNT	GRANT YEAR	DESCRIPTIVE TEXT
Arts, Culture & Humanities	Charles Stewart Mott Foundations	Genesee Area Focus Council	Flint	75,000	2005	For operating support
	JSJ Foundation	West Shore Symphony Orchestra	Muskegon	4,000	2005	For operating support
	Keller Foundation	Jewish Ensemble Theater	West Bloomfield	12,500	2005	For general support
	Richard & Jane Manoogian Foundation	Grand Rapids Symphony	Grand Rapids	7,500	2005	For operating support
	Three Rivers Area Community Foundation	Carnegie Center Council for the Arts	Three Rivers	2,500	2005	For equipment
Education	DENSO North America Foundation	Lawrence Technological University	Southfield	45,000	2005	For building improvement
	Grand Rapids Community Foundation	15 Pearls and a Promise	Byron Center	35,000	2005	To pilot one-on-one reading instruction
	Metro Health Foundation	Macomb Community College Foundation	Warren	8,000	2005	For scholarships for MCC nursing students
	Nartel Family Foundation	Mott Community College	Flint	20,000	2005	For general support
	The Rollin M. Gerstacker Foundation	Pere Marquette District Library	Clare	50,000	2005	
Environment/Animals	Charlevoix County Community Foundation	Conservation Resource Alliance	Traverse City	6,000	2005	For general support
	George R. and Elise M. Fink Foundation	Grosse Pointe Animal Adoption Society	Grosse Pointe Farms	15,000	2005	For general support
	Grand Rapids Label Foundation	Land Conservancy of West Michigan	Grand Rapids	2,125	2005	For general support
	W. K. Kellogg Foundation	Michigan State University	East Lansing	5,900,000	2005	To establish sustainable land-use network for Michigan
Health	Alden and Vada Dow Family Foundations	Mercy Hospital	Grayling	50,000	2005	For general support
	Comerica Foundation	Mercy General Health Partners	Muskegon	3,300	2005	For general support
	Community Foundation of Greater Flint	American Red Cross-Lapeer Chapter	Flint	35,000	2005	For emergency Dental Program
	Hudson-Webber Foundation	Detroit Medical Center	Detroit	97,000	2005	For neighborhood Framework Plan
	The Skillman Foundation	Childrens Charter of the Courts of Michigan	Lansing	160,000	2005	To improve home visitor substance abuse assessment referral skills

SAMPLE GRANTS LIST CONT.

SUBJECT	FOUNDATION NAME	RECIPIENT NAME	RECIPIENT CITY	AMOUNT	GRANT YEAR	DESCRIPTIVE TEXT
Human Services	Battle Creek Community Foundation	Community Action Agency of South Central Michigan	Battle Creek	19,786	2005	For Latino after-school program
	Clannad Foundation	HAVEN (Help Against Violent Encounters Now)	Pontiac	5,000	2005	For general support
	Consumers Energy Foundation	American Red Cross	Jackson	21,301	2005	For Hurricane Katrina relief efforts
	McGregor Fund	Alternatives for Girls	Detroit	150,000	2005	For emergency shelter and street outreach programs
International/ Foreign Affairs	The Kresge Foundation	University of Pretoria	Pretoria	496,373	2005	For strategic development plan
	W. K. Kellogg Foundation	International Center for Tropical Agriculture	Cali	293,500	2005	For rural entrepreneurial development
Public/Society	Dyer-Ives Foundation	Steepletown Neighborhood Services	Grand Rapids	5,000	2005	For staff position
	Kalamazoo Community Foundation	Neighborhood Housing Services of Kalamazoo	Kalamazoo	15,000	2005	For leadership training
	La-Z-Boy Foundation	Village of Carleton	Carleton	5,000	2005	For playscape
	The Gerber Foundation	Wayne State University	Detroit	304,200	2005	For evaluation harmful effects of fatty acids supplementation on cognitive development
Religion	Arcus Foundation	Ministry with Community	Kalamazoo	25,000	2005	For general support
	Jennings Memorial Foundation	Lamb of God Church	Montrose	4,000	2005	For operating support
	Richard & Jane Manoogian Foundation	Sainte Anne de Michilimackinac Parish	Mackinac Island	15,000	2005	For operating support

HOW TO RESEARCH A GRANTMAKER

Doing your homework will assure that your proposal will be sent to foundations or corporations that make grants to your type of organization, in the geographic area in which you function and for your field of interest. Foundations and corporations reject many of the proposals they receive because the proposals do not fit their guidelines. Be clear about your goals, the needs to be met by your project, the amount of money necessary to achieve objectives and the availability of funds from other sources—especially local support.

If you represent a small organization or a new organization looking for funding for a project limited to the local community, first seek local funding through your own local constituency, community support and neighborhood business donations. Starting with community fund-raising efforts now may help secure funding for a larger, more important project in the future.

Foundation or corporate funding is not for everyone. A great deal of time, frustration and disappointment will be saved if you assess the appropriateness of foundation/corporate funding in advance.

1. CHECK THESE SITES ON THE INTERNET

- Go to foundationcenter.org to learn about the Foundation Center's *Guide to Grantseeking on the Web* and link to Foundation Finder. For the most comprehensive and current data, turn to the Foundation Directory Online for all currently active U.S. grantmakers, over 80,000. It provides links to foundation 990 or 990-PF tax returns, facts on over 500,000 grants and indexes to guide searches. Preview this fundraising tool at fconline.fdncenter.org
- GuideStar: www.guidestar.org for a copy of a foundation 990 or 990-PF form, the annual filing required by the IRS
- The Grantsmanship Center: www.tgci.com for training and resources on fundraising
- Internet NonProfit Center: www.nonprofits.org/
- The Chronicle of Philanthropy: philanthropy.com
- The Dorothy A. Johnson Center for Philanthropy & Nonprofit Leadership: www.gvsu.edu/jcp
- State and federal grant information can be found at www.michigan.gov and www.grants.gov
- www.groundspring.org: an online fundraising resource.

2. USE THE MICHIGAN FOUNDATION DIRECTORY

Because almost all funding is local, start with foundations in Michigan. Most public libraries and each of the Cooperating Collections listed in the next section have copies, or contact the Council of Michigan Foundations at www.cmif.org to purchase a copy of *The Michigan Foundation Directory, 2006*—available in print and on CD-ROM. Use the “Subject Index” and the “Geographic Index” to begin establishing a list. Using the main entries, note each foundation’s and corporation’s purposes and limitations to rule out those that are inappropriate. If the foundation or corporation publishes an annual report, see if it is available in the Cooperating Collection or online.

For further information on the grant records of Michigan foundations, consult the annual tax returns (Form 990-PF for private, Form 990 for community foundations) filed with the Internal Revenue Service that include a complete list of grants for the year indicated. Foundation Center Cooperating Collections in Michigan have these returns on CD-ROM for all Michigan foundations. Many foundations include their return on their web site. You can also view the 990s and 990-PFs at foundationcenter.org or www.guidestar.org.

3. VISIT A FOUNDATION CENTER COOPERATING COLLECTION

The Foundation Center in New York (foundationcenter.org) has established a network of free funding information centers in libraries, community foundations and nonprofit centers in Michigan. We encourage you to visit one. Each of these centers has the same basic collection of information on state and national foundations (including 990-PF forms for Michigan private foundations) and corporate giving programs, along with supplementary materials (books, periodicals, annual reports, newsletters and press clippings) on grantsmanship, fund-raising and philanthropy. Please telephone individual sites for more information about their holdings and hours.

**FOUNDATION CENTER
COOPERATING COLLECTION CONT.**

ALPENA COUNTY LIBRARY

211 N. First Street
Alpena 49707
989.356.6188

UNIVERSITY OF MICHIGAN – ANN ARBOR

Graduate Library
Reference Services Dept.
209 Hatcher North
Ann Arbor 48109-1205
734.763.1539

MICHIGAN STATE UNIVERSITY LIBRARIES

Main Library Funding Center
100 Library
East Lansing 48824-1049
517.432.6123

FARMINGTON COMMUNITY LIBRARY

32737 West 12 Mile Road
Farmington Hills 48334
248.553.0300

FLINT PUBLIC LIBRARY

1026 E. Kearsley Street
Flint 48502-1994
810.232.7111

GRAND RAPIDS PUBLIC LIBRARY

Reference Department
111 Library Street, NE
Grand Rapids 49503-3268
616.988.5400

PETER PUBLIC LIBRARY

217 N. Front Street
Marquette 49855
906.226.4311

PETOSKEY PUBLIC LIBRARY

500 E. Mitchell Street
Petoskey 49770
231.758.3100

HOYT PUBLIC LIBRARY

505 Janes Avenue
Saginaw 48607
989.755.0904

WEST SHORE COMMUNITY COLLEGE LIBRARY

3000 North Stiles Road
Scottville 49454-0277
231.845.6211

TRAVERSE AREA DISTRICT LIBRARY

610 Woodmere Avenue
Traverse City 49686
231.932.8500

The Cooperating Collections' National Directories of Grants to Organizations

Check to see if the national directories contain any additional information on the Michigan foundations or corporations on your list. They can also be used to determine which non-Michigan foundations might give to Michigan organizations. (These non-Michigan grantmakers are included in *The Michigan Foundation Directory*, as well.)

Grant Guides serve as a beginning step to approach your study through 12 subject fields of grantmaking. Descriptions of actual grants of \$10,000 or more to nonprofit organizations reflect the current interests of the listed foundations. Restrictions on their grantmaking may also appear. Recipients of grants are indexed.

For comprehensive information about the largest foundations, refer to *The Foundation 1000*. Although it includes only the largest foundations, they account for about 60 percent of all foundation grant dollars. In addition to analysis of grants, it contains in-depth information about foundations: trustees and staff, fiscal data, history, publications, policies and application procedures.

The Foundation Directory describes 10,000 of the top foundations, including corporate foundations, by total giving. These largest foundations also award 92 percent of all U.S. grant dollars. This directory contains a statistical breakdown of the foundation community by geography, assets and grants.

The Foundation Directory, Part 2 includes the next 10,000 largest foundations, those with grant programs between \$90,000-\$250,000+. Complete coverage is provided on 10,000 foundations.

The Foundation Center's *National Directory of Corporate Giving*, 12th edition published in 2006 includes complete corporate giving profiles on more than 3,700 companies.

Begin your list of potential funding sources with those whose recent grants indicate a possible interest in your project, that are located or award grants in your geographic area and that have made grants in dollar amounts comparable to the amount you are seeking.

The Foundation Grants Index on CD-ROM features the most current data on recent grants. Over 115,000 grant descriptions can be accessed for more than 1,000 of the largest foundations.

National Directories of Grants to Individuals

About 6,200 foundations that conduct ongoing grant programs for individuals are included in *Foundation Grants to Individuals*, 15th edition. (This publication is also available online.) Research can be done by subject, type of support, geography, company-related grants and specific educational institutions. General welfare and medical assistance are included, as well as scholarships, loans, prizes and travel grants. Program limitations are also described.

4. COMMUNICATE DIRECTLY WITH THE FOUNDATION OR CORPORATION

Call those that are staffed or write to request an annual report or guidelines. Always check their web site.

THE PROPOSAL PROCESS

The business of foundations is to give away money to qualified organizations for the purposes approved by the foundations' board of trustees. To carry out their charitable mission, foundations need good ideas—good projects effectively presented in written proposals from nonprofit organizations. Foundations need nonprofits' problem-solving skills and ability as much as nonprofits need foundation financial support.

The process through which foundations award grants varies greatly. *The Michigan Foundation Directory* reveals the great diversity of programming interests and priorities among foundations. However, the basics of the proposal process are the same whether for community foundations, corporate foundations or independent foundations. Understanding both sides of the process, i.e. how the nonprofit requests funds and what the foundation's perspective is, will improve your proposal and the likelihood of foundation support. It will also help you realistically assess your chances and make decisions about whether or not to apply for a grant.

The proposal process has four essential phases: 1)Pre-Proposal Preparation, 2)The Proposal, 3)The Grant Decision and 4)The Grant's Execution. Think through all four phases relative to your idea before writing and submitting the proposal.

PRE-PROPOSAL PREPARATION

Grants are made to qualified tax-exempt organizations under Federal (not state) law, since foundation taxes and potential penalties are assessed by the Federal government. "Tax-exempt" refers to Section 501(c)(3) of the Internal Revenue Code and to its classification that an organization is not a private foundation as defined under Section 509(a). Evidence of tax exemption may be requested with the proposal. Make sure it is current information and that the name on the Treasury Department's letter is the same as that on your organization's letterhead.

Foundations are permitted to make grants to individuals or to non-501(c)(3) organizations to carry out charitable activities. However, few foundations do so since the Internal Revenue Service requires them to exercise special "expenditure responsibility" over such grants. The few foundations that do make grants directly to individuals usually have special programs for this purpose.

Foundations scrutinize all indicators that help determine whether an organization is stable, has a strong board of directors, has adequate finances and related oversight, and, perhaps most importantly, has the capacity to successfully operate the proposed program. Therefore, the proposal writer must know the nonprofit organization well and be able to succinctly summarize its history, operations, mission and sources of revenue.

Define the purpose of your funding request before researching foundations. Without a clear purpose, it is much more difficult to assess the likelihood of a particular foundation's interest. A foundation looks at the grant's purpose as well as the organization requesting the funds to determine whether a proposal fits within its funding guidelines and priorities. A foundation's program and geographic areas are usually published in its annual report and/or guidelines.

Make sure your proposal's purpose fits the foundation both programmatically and geographically. Learn what grants the foundation made in the past, which are listed in its annual report or Form 990-PF. This form is available at Foundation Center Cooperating Collections, on many foundation web sites and at foundationcenter.org or www.guidestar.org. But there is no guarantee that similar grants will be made in the future.

The Michigan Foundation Directory is a great place to begin foundation research, but try going directly to the foundation for a copy of its latest annual report or guidelines. Guidelines are subject to change. Follow the guidelines or the request may be denied on a technicality or not considered at all. If your program or organization doesn't fit the foundation's stated interests, it is a waste of time to send a proposal. Some foundations will respond to a letter of inquiry or discuss it at a meeting or over the phone.

Tailor your proposal to fit each foundation on your list. "Tailor" means knowing to whom to address the request at the foundation, understanding required information about the foundation's areas of interest, and then focusing your proposal to meet the foundation's funding priorities. In some cases, a foundation might completely fund your program. However, in many cases, you may want to ask different foundations to support different aspects or components of your program. Some are more willing to

provide grants for furniture or computer equipment. Others emphasize support for construction and renovation of facilities. Still others limit their support to actual delivery of specific human services.

Start with foundations close to home. These will be more concerned with local organizations and problems than large foundations with national programs. Generally, the latter are looking for programs with national significance and solutions to problems that can be applied elsewhere. And local foundations generally have made a much larger investment in your community over time than national foundations.

Remember that foundation people exchange information about proposals and grantees, just as you exchange information about potential grantors with other nonprofits. Although it may be appropriate to directly contact trustees of family foundations and foundations which serve as extensions of the donor's personal philanthropy, it is not appropriate with staffed foundations. Trying to influence trustees can even have an adverse effect on your proposal. Professional staffs are employed to communicate with potential grantees. They will help you as much as they can.

THE PROPOSAL

There are many books and articles about how to write proposals that can be helpful. Some foundations have specific formats to follow. Some do not. More than 100 Michigan grantmakers use the Council of Michigan Foundations' Common Grant Application Form that can be found at the end of this section and on the web at www.cmif.org. Proposals can be elaborate or simply written in letter format. In any event, brief (5-7 pages), tightly written proposals are preferred. But be sure to include all the information requested in a foundation's guidelines. If something is not applicable, say so and why not.

Follow the outline of the required information as contained in the guidelines. Do not include an administrative charge for items already accounted for in the budget. Avoid jargon and define terms. Assume the foundation is not familiar with your organization. Include a brief history, since most foundations will not take the time to learn more about it.

Proposals not only ask for a grant, but they build the case for awarding one to your organization. State why the organization is qualified to conduct the program, what long-lasting results will come of it, how the grant funds will be spent, the organization's past successes with similar

efforts and the expertise of the staff. Be sure to document any claims made; superlatives are ineffective. Avoid emotional language or stories that do not enhance a proposal.

Emphasize how the grant program's performance will be evaluated. Evaluation should be planned from the beginning with specific data collection and analysis outlined in the proposal. Make sure the organization can complete the grant's program and also document its outcomes. You may also use the Council of Michigan Foundations' *Common Report Form* found at the end of this section and on the web at www.cmif.org.

Foundations do not want to support a program over a long period nor do they want grantees to become dependent upon their funding. Foundations want to know how the program or purpose will be funded when the grant concludes. "Increased fund raising" is insufficient; list specific sources of future revenue or those likely to give to sustain the program.

THE GRANT DECISION

Many more proposals are denied than funded by any foundation. However, some grant requests may be deferred for a future decision. Some grants are awarded for a lesser amount than originally requested.

Letters of denial may not state specifically why a proposal was denied. However, it is rarely because there was something "wrong" with the proposal that if fixed would then result in a grant. Usually proposals are declined because: a) the foundation's grant budget was insufficient, b) the program or purpose wasn't a priority or c) the organization did not demonstrate the capacity to carry out the proposal.

The letter confirming the award will include the foundation's conditions and expectations. Prompt acknowledgement and thanks on receipt of the grant letter is the right thing to do. The Executive Director or an officer of the organization may be asked to complete a grant contract confirming its tax-exempt status, the purpose for which the money will be used, and that the organization will refrain from activities that jeopardize its tax-exempt status. If the agreement is not adhered to, the foundation could ask for the grant's return. Many foundations also reserve the right to audit your financial records on a project.

THE GRANT'S EXECUTION

During the period of the grant, your organization is responsible for ensuring that every effort is made to conduct the program as outlined in the proposal. However, changes may be necessary. If so, contact the foundation and let them know of changes. They will appreciate knowing earlier rather than later. The foundation is interested in the program's progress. Send periodic reports every six months with copies of any publicity about the program, particularly if it mentions the foundation.

An accounting that confirms expenditure of the grant funds is due to the foundation at the close of the grant period. Share future plans for the program and how the organization plans to build upon progress made during the grant. Let the foundation know if other organizations are interested in your program.

CONCLUSION

The proposal process and the grant decision are not mysterious. Each foundation does its best to serve its community within the framework of its mission and funding guidelines. By doing your research, you will understand what foundations look for in terms of form and content. However, the original, creative idea of the proposal is still up to you. Foundation grant decisions are made in many different ways but never in a vacuum. Your proposal competes in a "marketplace of ideas." The proposal will ultimately succeed or fail on its own merits.

DOING YOUR HOMEWORK

TYPICAL QUESTIONS A FOUNDATION MIGHT ASK ABOUT A GRANT APPLICATION

A foundation staff member or trustee may ask any combination of the following questions when considering a grant request. Consider how your proposal provides the answers. Does the application include:

- verification of 501(c)(3) non-profit charitable tax status?
- how the project addresses the Foundation's current priorities?
- making a case for the need?
- if the project duplicates or overlaps other existing programs?
- evidence of collaboration with other nonprofits?
- new and innovative activities or request general operating support for an ongoing effort?
- measurable outcomes and provision for project evaluation?
- a one or multiple year budget?
- other potential and actual sources of support?
- information on the role of the executive director and other managers of the project?
- a listing of the board of directors with their organization affiliation?
- the current year's board-approved operating budget?
- the most recent audit?

COMMON GRANT APPLICATION

DEAR NONPROFIT COLLEAGUE:

The Common Grant Application Form was developed by a committee of the Council of Michigan Foundations to facilitate the application process for grantmakers and grantseekers.

Please keep in mind that every grantmaker has different guidelines and priorities, as well as different deadlines and timetables. Any funder that has agreed to accept this form may request additional information at any stage in the proposal process.

INSTRUCTIONS

1. Do your research to determine the foundations and corporations that make grants to your type of organization, in the geographic area in which you function and for your field of interest.
2. After you do your research, contact the grantmaker to secure their specific grantmaking guidelines.

3. A cover letter should be included with each proposal which introduces your organization and your proposal and makes a strategic link between your proposal and the funder's mission and grantmaking interests.
4. Please type and double-space all proposals.
5. Please answer all the questions in the order listed.
6. Please use the headings, subheadings and numbers provided.
7. Please submit the number of copies each grantmaker requests.
8. Please do not include any materials other than those specifically requested at this time.
9. Please do not send videotapes.

RESOURCES:

- Call or write to each grantmaker to obtain a copy of their funding guidelines.
- Use the *Michigan Foundation Directory*.
- Visit a Foundation Center Collection Library.

~ The Council of Michigan Foundations Does Not Make Grants ~

GLOSSARY OF TERMS

Outcome The intended impact or results a program or project is trying to produce.

Project: A planned undertaking or organized set of services designed to achieve specific outcomes that begins and ends within the grant period. (Note: A successful project may become an ongoing program of the organization.)

Program: An organized set of services designed to achieve specific outcomes for a specified population that will continue beyond the grant period.

Capital Request: A planned undertaking to purchase, build or renovate a space or building or to acquire equipment.

General Operating Support: Grant funds to support the ongoing services, mission or goals of an organization.

Collaboration: Organizations submit joint proposals for funding to address common issues of organizational capacity and program outreach where they have similar outcomes to accomplish.

Cooperation: Organizations explain the networking and information sharing that is occurring with other similar organizations in their community and include any shared values that the organization has with similar organizations in their community.

COMMON GRANT APPLICATION COVER SHEET

Date of Application: _____

Legal name of organization applying: _____
(Should be same as on IRS determination letter and as supplied on IRS Form 990.)

Year Founded: _____ Current Operating Budget: \$ _____

Executive Director: _____ Phone number _____

Contact person/title/phone number
(if different from executive director): _____

Address *(principal/administrative office):* _____

City/State/Zip: _____

Fax Number: _____ E-mail Address: _____

List any previous support from this funder in the last five years: _____

Project Name: _____

Purpose of Grant *(one sentence):* _____

Dates of the Project: _____ Amount Requested: _____

Total Project Cost: \$ _____ Geographic Area Served _____

Signature, Chairperson, Board of Directors *Date*

Typed Name and Title

Signature, Executive Director *Date*

Typed Name and Title

Please provide the following information in this order. Use these headings, subheadings and numbers provided in your own word processing format, thus leaving flexibility for length of response.

A. Narrative

1. Executive Summary

- Begin with a half-page executive summary. Briefly explain why your agency is requesting this grant, what outcomes you hope to achieve, and how you will spend the funds if the grant is made.

2. Purpose of Grant

- Statement of needs/problems to be addressed; description of target population and how they will benefit.
- Description of project goals, measurable objectives, action plans, and statements as to whether this is a new or ongoing part of the sponsoring organization.
- Timetable for implementation.
- List of other partners in the project and their roles.
- List of similar existing projects or agencies, if any, and explanation of how your agency or proposal differs and what effort will be made to work cooperatively.
- Description of the active involvement of constituents in defining problems to be addressed, making policy, and planning the program.
- Description of the qualifications of key staff and volunteers that will ensure the success of the program. List of specific staff training needs for this project.
- Long-term strategies for funding this project at end of grant period.

3. Evaluation

- Plans for evaluation, including how success will be defined and measured.
- Description of how evaluation results will be used and/or disseminated and, if appropriate, how the project will be replicated.
- Description of the active involvement of constituents in evaluating the program.

4. Budget Narrative/Justification

- Grant budget; use the **Grant Budget Format** that follows, if appropriate.
- A plan (on a separate sheet) that shows how each budget item relates to the project and how the budgeted amount was calculated.
- List of amounts requested from other foundations, corporations and other funding sources to which this proposal has been submitted.
- List of priority items in the proposed grant budget, in the event that we are unable to meet your full request.

5. Organization Information

- Brief summary of organization's history.
- Brief statement of organization's mission and goals.
- Description of current programs, activities and accomplishments.
- Organizational chart, including board, staff and volunteer involvement.

B. Attachments

1. A copy of the current IRS determination letter (indicating 501(c)(3) tax-exempt status)

2. List of Board of Directors with affiliations

3. Finances

- Organization's current annual operating budget, including expenses and revenue.
- Most recent annual financial statement (independently audited, if available; if not available, attach IRS Form 990).

4. Letters of support (should verify project need and collaboration with other organizations)—*Optional*

5. Annual report (if available)

GRANT BUDGET FORMAT

Listed below are standard budget items. Please provide the project budget in this format and in this order.

- A. Organizational fiscal year: _____
- B. Time period this budget covers: _____
- C. For a CAPITAL request, substitute your format for listing expenses. These will likely include: architectural fees, land/building purchase, construction costs, and campaign expenses.
- D. **Expenses:** include a *description and the total amount* for each of the following budget categories, in this order:

	<u>Amount requested from this organization</u>	<u>Total project expenses</u>
1. Salaries	\$ _____	\$ _____
2. Payroll Taxes	\$ _____	\$ _____
3. Fringe Benefits	\$ _____	\$ _____
4. Consultants and Professional Fees	\$ _____	\$ _____
5. Insurance	\$ _____	\$ _____
6. Travel	\$ _____	\$ _____
7. Equipment	\$ _____	\$ _____
8. Supplies	\$ _____	\$ _____
9. Printing and Copying	\$ _____	\$ _____
10. Telephone and Fax	\$ _____	\$ _____
11. Postage and Delivery	\$ _____	\$ _____
12. Rent	\$ _____	\$ _____
13. Utilities	\$ _____	\$ _____
14. Maintenance	\$ _____	\$ _____
15. Evaluation	\$ _____	\$ _____
16. Marketing	\$ _____	\$ _____
17. Other (specify)	\$ _____	\$ _____
<i>Total amount requested</i>	\$ _____	<i>Total project expenses</i> \$ _____

- D. **Revenue:** include a *description and the total amount* for each of the following budget categories, in this order; please indicate which sources of revenue are committed and which are pending.

	<u>Committed</u>	<u>Pending</u>
1. Grants/Contracts/Contributions		
Local Government	\$ _____	\$ _____
State Government	\$ _____	\$ _____
Federal Government	\$ _____	\$ _____
Foundations (<i>itemize</i>)	\$ _____	\$ _____
Corporations (<i>itemize</i>)	\$ _____	\$ _____
Individuals	\$ _____	\$ _____
Other (<i>specify</i>)	\$ _____	\$ _____
2. Earned Income		
Events	\$ _____	\$ _____
Publications and Products	\$ _____	\$ _____
3. Membership Income	\$ _____	\$ _____
4. In-kind Support	\$ _____	\$ _____
5. Other (<i>specify</i>)	\$ _____	\$ _____
<i>Total revenue</i>	\$ _____	\$ _____

COMMON REPORT FORM FORMAT

Cover Sheet

The purpose of the Common Report Form is to help grantees save time in reporting to you and to help grantmakers simplify the process of gathering standard grant evaluation information.

(Please feel free to make copies of this form or generate this one-page cover sheet on your computer.)

Date of Report: _____

Legal name of organization applying: _____
(Should be same as on IRS determination letter and as supplied on IRS Form 990.)

Executive Director: _____ Phone number _____

Contact person/title/phone number
(if different from executive director): _____

Address *(principal/administrative office):* _____

City/State/Zip: _____

Fax Number: _____ E-mail Address: _____

Project/Program Name: _____

Purpose of Grant *(one sentence):* _____

Dates of the Project: _____ Amount of Grant Requested: _____

Have there been any changes to your organization's IRS 501(c)(3) not-for-profit status since your request for this grant?

(yes or no): _____ If yes, please explain: _____

Dates covered by this report: from _____ to _____.

Check one: This is an interim report This is a final report

Signature, Executive Director

Date

Typed Name and Title

I. Narrative – Two to five pages.**A. Results**

1. List the original goals and objectives of the grant, and tell how they were met during this reporting period. Describe current status on meeting any special terms of this grant (e.g. challenges, contingencies, etc.).
2. If possible, explain results in outcome-based terms. For example, what difference did this grant make in your community and for the population you are serving?
3. Variance from original project plans often occurs. In what ways did the actual project vary from your initial plans? Describe how and why.
4. Describe any unanticipated benefits or challenges encountered with this project.
5. Describe how collaborative/cooperative efforts with individuals and organizations involved in planning, implementing, funding and/or evaluating this project/grant affected outcomes.

B. Lessons Learned

1. What are the most important outcomes and lessons learned from this project?
2. What recommendations would you make to the Foundation to other project directors working in this area?
3. If you were to undertake this project again, would you do anything differently? If yes, please explain.
4. Other lessons?

C. Future Plans

1. What is your vision of this project over the next three years? Include plans and rationale for ongoing funding, expansion, replication or termination.

D. Public Relations

1. Provide a “human interest” story that helps explain the success of the project.
2. Attach any printed material relating to the funded project: press or news items, brochures, letters of support, photographs, etc.

II. Financials

- A. Using the budget from the original application, provide detailed expenses and income for the project for this period. Provide narrative on any variances from the original projected budget.
- B. Include a complete, detailed accounting of how the specific grant dollars from this foundation were spent.



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