

# EFFECTIVE GRANTS MANAGEMENT

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# Foreword

I have known Deborah Ward (Deb) for many years; it seems like forever although we're both still youngsters. The first time that I met Deb, I was immediately impressed by her open and easy to follow style of communication. At the time, we both belonged to the American Association of Grant Professionals and used this annual craft development and collegial meeting venue to grow our friendship. Deb possesses a high level of grant-related knowledge, expertise, and skills. Also the author of *Writing Grant Proposals That Win, Third Edition* (Jones and Bartlett Publishers) where she gives step-by-step instructions and clear examples of how to write winning grant proposals, it is with this same experience-driven approach that Deb authored this book, *Effective Grants Management*. Using her decades of grants management experience, she begins this book with basic and easy to understand opening chapters. For the reader just tasked with managing incoming grant awards, Deb writes first about the foundation of the grants management process. The lineup of chapters continues with incorporating grants management into your proposal; negotiating the grant award; coordinating tasks; evaluation; audits; Federal and private funder expectations; closeout procedures, and most importantly, problem solving. *Effective Grants Management* is a desktop "must have" for every grant writer and grants manager. When a grant award is mismanaged, everyone is assumed guilty until an audit proves otherwise. Don't be the grant professional appearing in headline news because you didn't know or didn't ask about the management process and follow its implementation diligently. Get informed! Wise up! Buy and read this book!

**Dr. Beverly A. Browning** (Dr. Bev aka the Grant Doctor or Grant Guru)

Author of 26 grant-related publications including *Grant Writing for Dummies* (2001, 2005, and 2008), John Wiley & Sons, Inc.





## Acknowledgments

First, I want to thank everyone at Jones and Bartlett, especially Jeremy Spiegel, for giving me the chance to write another book and for your patience while I worked on this manuscript. I am honored to be a published author and have to admit, seeing a book with my name on the cover is very exciting!

Second, I want to thank Ginny Lays, Jeannie Floyd, and Bev Browning for your friendship and for sharing your amazing skills as grants professionals. I loved Ginny's reaction when I told her I was writing a new book about grants management. She said "Yuck" (referring to the topic, not the content of my book, I'm sure) but then quickly added it was a needed subject and heartily congratulated me. Jeannie has been kind enough to let me visit her great home in Florida and to also ask her all kinds of questions related to grants. Bev is an amazing colleague with a copious amount of knowledge in this field and a sunny smile. I consider them all grants experts, and I am so impressed with their professional skills and especially glad to call them my friends.

Third, to my colleagues in my professional network who made it so easy for me to send an e-mail or make a phone call and get the documents or information that I was looking for to include in this book. Thank you Matt Rearick for taking the time to answer my questions about evaluation.

And last, but not least, thank you to my family. My parents and my brother who were so proud when my first book was published and took pictures at a book signing. Hopefully we can do it again with this one! And, with love for Megan. I know that wherever you end up on this planet, you will make a difference.



## About the Author

Deborah L. Ward, MA, CFRE, is a nationally recognized proposal writing consultant for education and nonprofit clients and has her own business, Ward and Associates, based in Winona, MN. She provides grant development services that include: project development, prospect research (federal, state, corporate and foundation funding sources); RFP analysis; writing and editing of proposals; proposal submission; and evaluation of grants programs. Her clients have included school districts, education service agencies, foundations, higher education institutions, education vendors, local governments and nonprofit organizations including a museum, an EMS organization, a hospital, arts organizations, and a leadership program.

Ms. Ward provides grant seeking and proposal writing workshops across the United States and has presented at local, state, national, and international conferences. She has presented two workshops for government employees in Guam and taught a “Grantwriting for Teachers” course at Trinity College in Washington D.C.

Ms. Ward is a contributing monthly columnist for *eSchool News* and a former columnist for *Education Grants Alert*. Her articles have appeared in *Pro Principal*, *Board and Administrator*, *School Planning and Management*, *Technology and Learning*, *T.H.E. Funding Source*, and *Principal*. She has been interviewed for several publications including *Education Week* and *Advancing Philanthropy*. In 2005, her book, *Writing Grant Proposals that Win, 3rd Edition* was published by Jones and Bartlett Publishers. She is currently working on her second book about grants management with an expected publication date this fall.

She has over 20 years of experience in the development field in the areas of grantsmanship, individual donor and corporate solicitations, direct mail appeals, special events, and annual funds. In 1999, she received her Master of Arts degree in philanthropy and development from Saint Mary’s University of Minnesota. She has the Certified Fund Raising Executive designation from the Association of Fund Raising Professionals and participated in their Executive Leadership Institute.

