The National Center for Nutrition Leadership

Development/Fundraising Community Newsletter

The quarterly Development/Fundraising Community Newsletter provides news and information you can use to help your Senior Nutrition Program reach its fullest potential.

In January, MOWAA began accepting applications for our largest Member grant program yet: the Walmart Foundation – MOWAA Building the Future Grant Program. We hope that all eligible Members will apply for a Building the Future Grant, as well as the many additional grant opportunities we will announce later this year. These include our annual March For Meals grant program and Sustainability Education Grants to attend live training Institutes hosted by the National Center for Nutrition Leadership.

The Winter issue of the *Development/Fundraising Community Newsletter* provides a selection of articles and resources that cover a broad spectrum of topics related to creating an effective grant proposal – whether that proposal is being submitted to MOWAA, a foundation, a corporation or a government agency.

"Tips On Writing a Grant Proposal" and "Keys to Effective Grant Writing" both provide a good overview of the proposal process for those Members who have never applied for a grant before. We also recommend that you look at the "Bonus Resources" section for links to sites that provide a variety of sample grant proposals.

The remaining articles provide in-depth advice on several specific aspects of the proposal process, for those Members looking to refine and improve their grant writing techniques. We will be offering a grant writing webinar later this spring for Members seeking further grant writing education opportunities.

INSIDE THIS ISSUE

Note: The following articles are reprinted verbatim and with the permission of the sources cited unless otherwise noted.

Tips On Writing a Grant Proposal
United States Environmental Protection Agency

Grants are sums of money awarded to finance a particular activity or facility. Generally, these grant awards do not need to be paid back. Federal agencies and other organizations sponsor grant programs for various reasons. Before developing a grant proposal, it is vitally important to understand the goals of the particular Federal agency or private organization, and of the grant program itself. This can be accomplished through careful analysis of the Catalog of Federal Domestic Assistance (CFDA), Request for Initial Proposals (RFIP) or Request for Applications (RFA) and discussions with the information contact listed in each resource description. Through these discussions an applicant may find that, in order for a particular project to be eligible for funding, the original concept may need to be modified to meet the criteria of the grant program. In allocating funds, programs base their decisions on the applicant's ability to fit its proposed activities within the program's interest areas.

It is important for an applicant to become familiar with eligibility requirements and other criteria related to the organization and grant program from which assistance is sought. Applicants should remember that the basic requirements, application forms, information, deadlines and procedures will vary for each grant maker.

Before You Begin Writing the Grant Proposal:

- Rule #1: Believe that someone wants to give you the money!
- Project your organization into the future.
- Start with the end in mind...look at your organization's big picture. Who are you? What are your strengths and priorities?
- Create a plan not just a proposal.
- Do your homework: Research prospective funders. Try and search locally first. Target a funding source that has interest in your organization and program.

If you need the money now, you have started too late.

A successful grant proposal is one that is thoughtfully planned, well prepared, and concisely packaged. There are eight basic components in a solid proposal package:

1. Proposal Summary

The proposal summary appears at the beginning of the proposal and outlines the project. It can be a cover letter or a separate page. It should be brief: no longer than two or three paragraphs. It is often helpful to prepare the summary after the proposal has been developed. This makes it easier to include all the key points necessary to communicate the objectives of the project. The summary document becomes the foundation of the proposal. The first impression it gives will be critical to the success of the venture. It very possibly could be the only part of the package that is carefully reviewed before the decision is made to consider the project further.

2. Introduction of the Organization

Most proposals require a description of an applicant's organization and its past, present, and projected operations. Be concise, specific and compelling. Use the description to build credibility for your organization. (Start a "credibility" file.) Reinforce the connection between you and the grantor. Establish a context for your problem statement.

IN BRIEF: Who, what, when, why, and how much!

Some features to consider are:

- A brief biography of board members and key staff members,

- The organization's goals, philosophy, and record with other grantors,

- Any success stories. The data should be relevant to the goals of the granting organization and its grant program, and should establish the applicant's credibility.

3. Problem Statement

The problem statement (or needs assessment) is a key element of a proposal. It should be a clear, concise, well-supported statement of the problem to be overcome using the grant funding. An applicant could include data collected during a needs assessment that would illustrate the problems to be addressed. The information provided should be both factual and directly related to the problem addressed by the proposal.

- Zero in on a specific problem you want to solve or an issue you want to address;

- Do not make assumptions of the reviewers,

- Use statistics to support the existence of your problem or issue,

- Make a connection between the issue and your organization,

- Make a case for your project locally, not just nationally,

- Demonstrate your knowledge of the issue or problem, and

- Set-up the milestones of your goals and objectives, address the outcomes you wish to achieve.

4. Project Objectives

The project objectives should clearly describe the goals of the project. Applicants should explain the expected results and benefits of each objective. They should also list the specific criteria of the grant program. Then, describe how the proposal meets each criterion. Goals are general and offer the evaluator an understanding of the thrust of your program. Objectives are specific, measurable outcomes. They should be realistic and attainable. Objectives help solve the problem or address the issue. If your objectives make reference to a number -- make sure it is do-able. Do not confuse objectives with methods. Always be realistic.

5. Project Methods or Design

The project method outlines the tasks that will be accomplished with the available resources. It is helpful to structure the project method as a timeline. Early in the planning process, applicants should list the tasks that will have to be completed to meet the goals of the project. They can then break these into smaller tasks and lay them out in a schedule over the grant time period. This will provide a chance to consider what personnel, materials, and other resources will be needed to carry out the tasks.

Describe in detail the activities that will take place in order to achieve desired results. Make sure your methods are realistic. Describe WHY you have chosen these activities. Justify them over all other approaches your organization could have taken. Show your knowledge of the bigger picture. Include a timetable of major milestones.

6. Project Evaluation

Applicants should develop evaluation criteria to evaluate progress towards project goals. It is important to define carefully and exactly how success will be determined. Applicants should ask themselves what they expect to be different once the project is complete. If you are having a problem developing your evaluation process, you better take another look at your objectives. Be ready to begin evaluation as you begin your project.

Summative and Formative Evaluation:

- Summative Evaluation is a plan to evaluate the project that measures how you will have met your objectives.

- Formative Evaluation is a plan to evaluate the project during and after its execution. It can be used as a tool to make appropriate changes along the way.

7. Future Funding

Applicants may be asked to list expected sources of continuing funding after the conclusion of the grant. The applicant may also be required to list other sources and amounts of funding obtained for the project.

8. The Proposal Budget

Funding sources require different amounts of detail in the budget. Most Federal funding sources require a large amount of detail. Also, they usually provide budget forms with instructions. The budget format presented here is designed to match what most Federal agencies request. If the funding source requires a specific format, you must provide a budget in that format.

Your Budget is an Estimate:

Your budget is an estimate. Still, you may not exceed the total amount for the grant. Do not feel you must spend the money to the penny. Your funding source will allow some freedom in spending the money. They might permit requests to change the budget. Such requests must be in writing. A written response becomes a formal "budget modification." The budget modification changes the conditions of the grant. Careful planning will decrease the number of changes that may be required. Also, careful planning shows honesty. This honesty will be necessary to get permission for future changes.

Be Specific

The numbers should be specific. Rounding an item to the nearest thousand dollars does not inspire confidence. It also suggests you have not done much work preparing the budget. The reviewer will do a lot of work studying your budget. They expect you to a lot of work planning the budget. If you round at all, round to dollars, or tens at most. Along the same lines, there is no place in the budget for miscellaneous or contingency items. Your planning should allow for contingencies. For example, a cost of living increase will happen before the grant begins. In this case, you should base salaries on the increased salaries. If you plan to buy equipment, contact the distributor to find out the cost of the equipment when you plan to purchase it. The amount of thought you give to preparing the budget will produce a better program. It will also increase your chances of receiving the grant.

A slightly longer version of this article was originally published by the U.S. Environmental Protection agency and is available at http://www.epa.gov/ogd/recipient/tips.htm

Bonus Resources: Grant Proposal Tips and Samples

Foundation Center Online Short Course in Proposal Writing (http://foundationcenter.org/getstarted/tutorials/shortcourse/index.html): This free short course walks you step by step through the entire process of writing a grant.

Nonprofit Guides (http://www.npguides.org/): Non-profit guides are free Web-based grant-writing tools for nonprofit organizations and other community-minded groups. The guides are designed to assist established US-based nonprofits through the grant-writing process and include many sample proposals and links to additional resources.

Grant Proposal Checklist (http://www.grantwritersonline.com/pdf/grant_proposal_checklist.pdf): This three-page checklist is a good starting guide to be sure that your proposal has all the needed information. Provided as a free resource from Grant Writers Online.

Guide to Plain English (http://www.scribe.com.au/plain-english.html): Clear, understandable writing is key to making sure your proposal gets read. Make sure your grant proposal is written in plain English with this free chapter of the book *Editing and Proofreading* by Tim North of Scribe Consulting.

> One of the great mistakes is to judge policies and programs by their intentions rather than their results.
> ~Milton Friedman

Using the Budget to Tell Your Story
Michael Wells

To some grantwriters, the budget seems cut and dried. It tells how much money you need to carry out the project described in your narrative. It's often left for the fiscal or program folks to develop. This "hands off" approach misses the opportunity to use the budget to support your narrative and strengthen your proposal.

Budgeting is another way of telling your story through the process of translating your project into fiscal terms. It's important that it describes the same project, and the reader should be able to guess what the project is, just from reading the budget. This works in two ways:

A single theme should run through your whole proposal. The written narrative, goals and objectives, timeline, evaluation and budget should describe the same project and include the same items.

Your budget categories should tie to the narrative. Since in many nonprofits personnel can be 80% of your costs, "personnel" shouldn't be just one budget line — "line item" out each position. Be sure that you use the same job titles in the narrative and the budget — not "counselor" in one section and "case manager" in another. If you attach job descriptions, they need to use the same titles too.

SHOWING TOTAL FUNDING

Use the budget to put your best foot forward. If you're only requesting partial funding for a project, show the project whole budget — especially if you're spending your own funds. If you have or are seeking other funding, tell where it's coming from. Showing other funds for the project always strengthens your position, even when no match is required.

The budget below was for a small performing arts organization to expand its marketing efforts and build audience. The group was already spending 10% of its budget on marketing, so the "other funds" didn't require any extra expense. But it showed that the foundation was only being asked for 60% of the project cost, even though the other sources of funding aren't identified.

Also look at the budget categories. This is pretty obviously a marketing grant. You could get an idea of their project strategy without even looking at the narrative. If you knew this was a performing arts organization, you could guess it was for audience development.

Table 1: Sample Budget for a Small Performing Arts Organization Seeking to Expand its Marketing

	Year One		Year Two		Year Three	
	Other Funding	Grant Funds	Other Funding	Grant Funds	Other Funding	Grant Funds
Mailings	6,500	3,000	6,500	9,500	6,500	9,500
Print Ads	0	5,000	0	5,000	0	5,000
Bus Ads	0	1,760	0	2,000	0	2,000
PR Materials	0	1,500	0	1,000	0	1,000
Programs	0	2,700	0	3,000	0	3,000
Marketing Plan	0	1,000	0	0	0	0
Graphic Design	0	1,000	0	1,000	0	1,000
Development	2,000	2,000	3,000	3,000	3,000	3,000
Exec Director	6,666	3,333	13,332	6,666	13,332	6,666
Rent	600	600	600	600	600	600
Telephone	600	600	600	600	600	600
Postage	120	120	120	120	120	120
Supplies	300	300	150	150	150	150
Copying	60	60	60	60	60	60
Totals	$16,846	$22,973	$24,362	$32,696	$24,362	$32,696
			THREE YEAR TOTAL			$153,935
			THREE YEAR Other			$65,570
			THREE YEAR This Grant			$88,365

SUSTAINABILITY

Increasingly, funders are asking about project sustainability. They want to know how your project will continue to be funded after their grant period and how the grant project will help strengthen your organization. Since this is often a question in the funder's guidelines, it's generally addressed in the narrative (with some hemming and hawing). If you know how you're planning to continue funding, you can strengthen your case by showing future funding in the budget.

The example below was for a multi-program Community Action Agency. In a common scenario in recent decades, as their government funding was cut they were looking to preserve programs by aggressively seeking private funds. The proposal was for a 3-year grant to develop fundraising capacity — strengthen their development program and increase their private funding across the board. We wanted to show how the development program would not only pay for itself, but strengthen the agency's social service programs during and after the grant period.

Table 2: Sample Budget for a Community Action Agency Seeking to Develop its Fundraising Capacity

Period of Grant							
Income from Fundraising	**1998** **Actual**	**1999** **Actual**	**2000**	**2001**	**2002**	**2003**	**2004**
Direct Mail	35,444	39,696	50,000	70,000	100,000	110,000	120,000
Events	57,414	43,211	50,000	57,000	75,000	100,000	110,000
Major Donors	26,600	20,000	40,000	77,000	120,000	170,000	175,000
United Way	70,000	232,938	182,000	182,000	182,000	190,000	200,000
Corporations	11,500	95,751	145,000	185,000	195,000	200,000	210,000
This Grant			***120,000***	***80,000***	***50,000***		
Other Foundations	18,428	25,760	20,000	90,000	140,000	160,000	170,000
Community	33,036	51,031	60,000	92,000	138,000	120,000	125,000
TOTAL	***252,422***	***508,387***	***667,000***	***833,000***	***1,000,000***	***1,050,000***	***1,110,000***
Development Expense	170,000	170,000	310,000	320,000	330,000	340,000	350,000
Funds Contributed to Agency Programs	82,422	338,387	357,000	513,000	670,000	710,000	760,000

The budget layout for this 3-year grant covers 8 years. The two years before, three years of declining grant funding, and two years afterwards. Aside from a big jump in corporate giving (which they had already been working hard), there isn't a huge income increase in the first grant year (2000). But by the end of the grant period, every category has been incrementally strengthened, building a diversified funding base that continues to support the agency's services. (By the way, in 2003 they raised $1.1 million in private funds).

COMBINING BUDGET WITH PROJECT PHASES

You can also develop a functional budget, which allocates funds to project phases for funders who reimburse for milestones, or if you want to show your cash flow needs. You'd probably also want to provide a conventional line item budget. This example also allows you to tie your budget to goals and objectives and to the timeline.
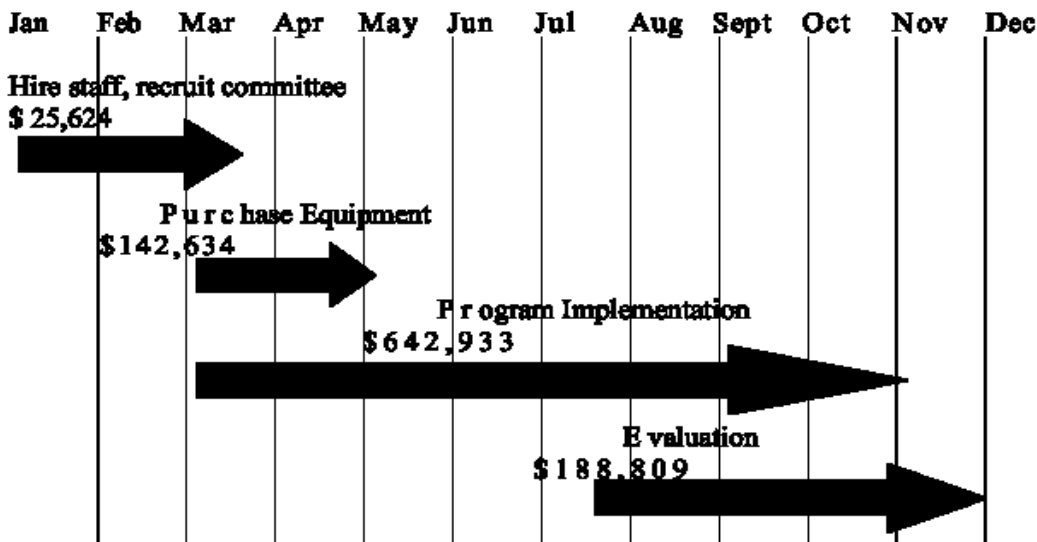
DEVELOPING THE BUDGET TO SUPPORT YOUR STORY

In good practice you design your grant project, establish staffing, then develop the budget. But don't stop there. Take the budget to the program manager who will implement it and see if they have any additions or see any holes. Then use the budget categories to judge your narrative. See if everything in the budget is included in your program description and goals and objectives. You may have to go back and add wording to make them consistent. Of course, turn this around and be sure everything in your narrative is budgeted for, even if it's to be paid from other sources.

When writing your budget narrative or justification, don't just include basic information. Briefly tell what the major project staff will do and show how you arrived at significant numbers (Staff will be paid at agency rates, equipment bids from suppliers, rent prorated according to FTE project personnel, 400 chairs @ $5 each, etc.).

Finally, make the budget easy to read. I like to present a complete budget on one page so the reader can get an overview of the project and see relationships at a glance, even if it's just a summary. In some cases such as complex projects or construction you may need to include a more detailed budget breakdown as an attachment.

Developing the grant budget can be part of your grant strategy. Can you strengthen your case for funding through your choice of budget format? Does the budget make the project easier for the reader to understand? By thinking of the budget as another narrative element which helps tell a story, like the needs statement or evaluation, you can add interest to the dry numbers at the end of your proposal.

Michael Wells is the owner of Grants Northwest. He has over thirty years experience working with nonprofits to solve organizational and fundraising problems. In addition to consulting, he has been on staff, a board member and a volunteer for several nonprofits. Since beginning consulting in 1987, he has worked with dozens of nonprofit organizations, health clinics, Indian tribes, school districts and local governments, helping them raise over $100 million.

This article was originally published on the Grants Northwest website:
http://www.grantsnorthwest.com/using-the-budget-to-tell-your-story/

Five Tips for Writing Good Grant Objectives
Veronica Robbins

Writing good grant objectives is not rocket science, but I have seen it trip up more than a few writers. Think of your objectives as the cornerstone of your project design. They are linked to your needs and your solutions, and they play a prominent role in the evaluation section. It is definitely worth the time to make them as strong as possible. Here are a few tips to help you out:

Make your objectives SMART.

That stands for Specific, Measurable Achievable, Realistic (I've also heard Relevant used here, but I prefer Realistic) and Time-bound.

Use measures that are available to you.

Unless there are specific measures that are required by the funding source, write your objective with measurement tools that you have available at your site. While you should use existing assessments whenever possible, this might be the opportunity to add new assessments you have been considering using anyway. Just be careful not to commit yourself and the organization to the implementation of a new battery of assessments in addition to the implementation of a new program.

Make sure each objective has all its parts.

The most effective outcome objectives are written as standard behavioral objectives. Each should have four parts:

- What will be measured?

- When will it be measured?

- How much growth do you expect?

- How will you know that the objective has been achieved?

Distinguish implementation objectives from outcome objectives.

Implementation objectives define your targets for implementing the program (e.g., Fifty program participants will be enrolled by June 30, 2011, as measured by intake records.) and outcome objectives define your ultimate achievement targets (e.g., Forty students will complete the program each year, as measured by achievement of a passing score on the XYZ exam.). Think of it this way: the achievement of an implementation objective proves that you are implementing the program (doing what you said you would do). The achievement of outcome objective proves that the program works.

Review the formal evaluation requirements of the funding source before finalizing your objectives. Since you will be required to demonstrate the degree to which you have achieved your objectives and you will be required to provide specific data to the funding source as part of a national, state, or organizational (if you have a private funding source) evaluation, it makes sense to try to tailor your objectives to the data that will be required for the formal evaluation. Not only does this streamline your planning and help with implementation, it also demonstrates your understanding of the needs and requirements of the funding source.

Keys to Effective Grant Writing
Angela Isom

No two grants are exactly the same. The geographic locations of the applicants vary. Some grants are international, some are national, and some are local. The application deadlines vary. Some grants are offered annually, while others are offered quarterly. The number of times that you can apply may also vary. You can apply for some grants several times, yet some grants will only fund you once. Despite these differences, you can significantly increase your chances of securing grant funds from various types of funding sources by adhering to the following guidelines:

1. Be sustainable. Sustainability is one of the more recent buzz words in grant writing. In the past, some programs were dependent upon the same funding sources year after year. This was unfair to new applicants for the same funding sources because the funds were being monopolized by older organizations. It also allowed organizations to become overly dependent upon a single funding source. Some funding sources now require applicants to describe their plan of sustainability. In other words, "How will you sustain (keep your program running) if we never fund you again?" Will you train others to implement your program at their own location (for a fee)? Will you open a business related to the services that you offer?

2. Be able to inform the world about the results of the project. This can be done by your organization or an outside PR agency. If you don't inform the entire world about your results, at least inform your community. This doesn't have to be expensive. In the past I have done all of the following and more: distribute a newsletter (online and hard copy), join an association and share at the meetings, place press releases on my website, post flyers throughout my community, and sending emails to our business partners, past and present clients, and personal friends informing them of all current events. Funders want the world to know about them and about the good work they've helped you implement.

3. Be willing to collaborate. There are many reasons that funders would prefer that you collaborate. One: Collaborating increases the likeliness that you will not stray from what you said you would do in the grant application. Two: There will be more people working together to accomplish the tasks. Three: More clients will be served by the program. You will also benefit from collaborating because: you will have someone else helping you to recruit participants for your program, you will have someone else evaluating the effectiveness of your program, and someone else will share the burden of securing resources for your program. If you choose the right organization to collaborate with, it can be a win-win situation. Additionally, it could double or even triple your profits.

4. Be prepared to assess the program's effectiveness. Evaluations help both you and the funder. It is important that you assess the strengths and weaknesses of your programs so that you can operate at your full potential and make any necessary changes. Offering anything less than your best is unfair to both you and your clients. Remember, a lot of agencies are competing for those funds. Therefore, funders want to ensure that they have chosen the best applicant. Outstanding results could lead to an increase in funds offered to your agency.

5. Grammatical errors. I am a witness. It is difficult to notice mistakes in a 5-30 page grant application once you've read it several times. If possible, have someone proofread your application before it's submitted. Use spell check too! I have seen some organizations make very careless mistakes on their grant applications. When possible, put your application away for a day or two before reading it again.

Many grant seekers have excellent program ideas. However, they are still denied funding because of the aforementioned issues. Often this causes them to become discouraged and they do not reapply. Keep applying until you are successful. There is money available. It is waiting for you. I have made many of my dreams come true using funding supplied by the generosity of others; I invite you to do the same.

Dr. Angela Isom has worked in nonprofit management since 1994. She founded her first nonprofit organization at the age of 19. By the age of 22, she was studying for a Master's degree in nonprofit management at Case Western Reserve University. She has also studied at Harvard University. Dr. Isom has received some of the country's most competitive grants. In 2005, she spent the day with our nation's President as a result of her outstanding courses in grant writing and community development. Dr. Isom teaches basic and advanced grant writing courses. In her spare time, Dr. Isom writes and publishes books on overcoming obstacles and Christianity. You can reach her at contactdrisom@yahoo.com.

This article was first published at E-Zine Articles: http://ezinearticles.com/?Keys-to-Effective-Grant-Writing&id=559921

Speak properly, and in as few words as you can, but always plainly; for the end of speech is not ostentation, but to be understood.
~William Penn

Grant Writing: Don't Get Fancy
Stephen Price

One of the challenges faced by many new grant writers is the temptation to try to make the writing too interesting, too witty, or too colorful. "But grant writing seems so boring," they will say, "I feel the need to jazz it up."

Here's what I have to say to that: You are not writing the next great American novel. You are not writing a column for the New Yorker. You are not entering an essay contest for English class.

What ARE you writing? A proposal for funding. Plain and simple. Grant writing is technical writing, and clarity is key. All of those things that the English teacher taught you, like word variation, allusion, metaphor, or simile, will not help you in grant writing. They will only make your narrative cumbersome, waste precious space within your page limitations, and possibly confuse a less-sophisticated grant reader. In fact, your creativity can kill you in grant writing.

Here are some tips I give to English majors to turn them into grant writers:

Don't worry about varying your terminology. Instead, use consistent wording. Say the same thing the same way every time. If objective 1a in your grant is "to increase the reading ability of school-age children" then keep saying "to increase the reading ability of school-age children" every time you refer to that objective. Don't worry about being boring. Worry more about being clear and avoiding confusion.

Don't worry about using big or original words, or impressing the reader with your terminology. Instead, mimic the terminology used in the grant application. Turn the questions into statements to use as section headings in the application. Blend the language of the grant application into your answers. This shows the grant reader exactly where you are answering each question and makes your grant easier to score using a rubric.

Use the fewest number of words possible to make your point. Period. Cut out any adjectives that sound like opinion or exaggeration. Don't tell the reader your program is "amazing," "exceptional," or "one-of-a-kind." State facts and cite hard evidence. Tell how many people your program has served and what the measurable effects were. Data is far more persuasive than opinion.

Don't try to get creative by weaving answers to questions in the application together to make your grant narrative "flow" more smoothly. Present the information in chunks, answering one question at a time so the reader can easily match the information to the rubric and give you the points for each question. In fact, sacrifice flow altogether for the sake of visibility. Break up key information in bullet points if that's what you need to do to make it jump out and bite the reader.

Don't worry about redundancy one bit. If the grant application asks the same thing in two difference places, give the same answer twice. You'll want to score the points for both questions.

A confident, persuasive writing style will certainly give you an edge in grant writing. But, the bottom line is that you are writing to a rubric. What's most important is that you put the right information in the right places to score the points. Your content will help you beat your competition, not your creativity.

Steve Price, lead consultant of Educational Resource Consultants (http://www.ercgrants.com/), holds a Doctorate in Educational Psychology, and is the former Director of the Center for Educational Research and Services at California State University, Fresno. Dr. Price's career in grant writing began in 1985, serving as Administrator for Resource Development in a K-12 school district, where he led the district's competitive grants program and Foundation for ten years. This article was originally published on Smart Grant Writing http://www.smartgrantwriting.com/blog/41-april-posts/73-grant-writing-dont-get-fancy.

The most serious mistakes are not being made as a result of wrong answers. The truly dangerous thing is asking the wrong question.
~ Peter Drucker

Book Review: Winning Grants Step by Step
The Jossey-Bass Nonprofit Guidebook Series
Mim Carlson and Tori O'Neal McElrath

In the highly competitive arena of grantseeking, fundraisers need resources in order to win grants and fulfill their organization's mission. This new, thoroughly updated edition of the bestseller offers a guide that any organization can use to secure funding from private foundations or the government.

Filled with updated examples, this guide directs the novice grantseeker and offers a refresher course for experienced grantwriters. Following the process presented will improve anyone's ability to transform an idea that needs support into a proposal that demands funding.

As part of the new Jossey-Bass Nonprofit Guidebook Series, Winning Grants has sold over 75,000 copies in its first two editions and has established itself as a leader in the grantseeking market.

EDUCATION OPPORTUNITIES
Visit www.mowaa.org/calendar for the most up-to-date listing of events.

Institute for Board Members and Executive Directors of Nonprofit Organizations

Nurturing the Relationship between Board Members and the Executive Director:

The morning session will focus on the elements of an effective, productive relationship between the board and the organization's executive director or CEO.

How to Ask for Major Gifts:

The afternoon session will take an in-depth, practical look at what every board member and executive director needs to know about cultivating and soliciting major gifts.

Audience: This Institute is targeted to business and community leaders who serve as active board members of Senior Nutrition Programs, together with the leaders (CEOs, Executive Directors, etc.) of those organizations. While individual participants are welcome, this workshop is most effective for those who attend as a "team" of two or more from an organization. Visit **www.mowaa.org/bod**

When: March 11, 2011   **Where:** 210 S. Union Street; Alexandria, VA 22314

Webinars
Details: Visit **www.mowaa.org/webinars** to see current opportunities.

Upcoming Leadership Webinars:
February 10, Topic: Identity Theft: It Happened to Us, It Can Happen to YOU!