



Funding & Organizational Development Training

Curricula Objectives & Outcomes Guide

Introduction

Welcome to the Funding and Organizational Development Training (FODT) guide to help you understand the curricula objectives and outcomes of each module. The modules are here to help guide your learning to make you successful in reaching your organization or collaborative's mission.

The courses are designed to be used as digestible modules catered to specific learning needs. They may be utilized as a self-study tool, guided through our virtual or in-person training, or to be reviewed with your Community Resource and Engagement Specialist (CRES). The modules may also be stacked, thereby giving you the full scope of a particular area.

There are three main areas of learning we can offer: (1) grant and funding strategies, (2) organizational development, and (3) subject matter expertise in relation to environmental justice. The third category is broad, requiring us to refer you to a provider within our growing network. Please contact your CRES for more information. The learning outcomes of these first two categories can be found in this guide, along with the link to each module.

If you don't see what you need in this guide, ask your CRES! You can find out more about MaPTCC, including your region's CRES [here](#).

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Grants & Funding Strategies

Succeeding in gaining a grant award can be seen as daunting. We are here to guide you through the various stages, from prospecting to the grants management after you receive your award. Our curriculum focuses on philanthropy and grants, and with an emphasis on federal grants. We encourage participants to become proficient with the grant process, while also looking at diversifying their funding streams.

1.A. Prospecting

Overview: The module gives the participant the ability to understand how to find grants that are most appropriate for their goals. The content offers resources to find applicable grants, along with prioritizing the likelihood of awards.

Learning Objectives:

- I. To successfully identify key words for your prospecting searches that will align with funder priorities.
- II. To provide access to grant search resources and platforms.
- III. To create a prioritized list of potential funders aligned with the participant's project goals.

[Grants & Funding Strategies: Prospecting Module](#)

1.B. Core Components of a Grant Proposal

Overview: This module is a precursor to other modules diving deeply into each component of a grant proposal. The module looks at both philanthropic and federal grants.

Learning Objectives:

- I. To understand the purpose and requirements of each part of a grant proposal from organizational background to budget narratives.
- II. To become comfortable with logic models and how they link a grant proposal to the overall goal of the project.
- III. To recognize the different types of proposals including program, capital, and other types.

Grants and Funding Strategies: Components of a Grant Proposal Module

1.C. Grant Budgeting

Overview: The grant budgeting module leads the learner through the process and terminology of the grant proposal budget. The learnings link grant budgeting with planning for what money will be needed to achieve your project's goals.

Learning Objectives:

- I. To understand the terminology that funders use when referring to the components of a grant budget.
- II. To successfully build a grant proposal budget that aligns with the necessary components of your project.
- III. To work through a case study related to a real-world federally funded grant project.

[Grant and Funding Strategies: Grant Budgeting Module](#)

1.D. Writing a Project Narrative

Overview: Writing a proposal narrative is often the piece that keeps organizations scared of grant funding. This module helps participants work through the various parts of a grant proposal, including practical strategies of how to break up the writing process, and also using helpful tools, such as artificial intelligence.

Learning Objectives:

- I. To understand the purpose and what funders are seeking for each area of a grant proposal.
- II. To provide useful writing strategies to effectively tell your organization's story and project goals.
- III. To supply access to tools that will help increase efficiency of the writing process, including the ethical use of artificial intelligence.

Grant and Funding Strategies: Writing a Project Narrative Module

1.E. Funder and Partner Relations

Overview: The module addresses the importance of developing a relationship with prospective funders, even prior to submitting a proposal. The learner will be given useful strategies about funder relationship development. Concurrently, the participant will learn the reason why funders support partners, and how to build successful partner relationships.

Learning Objectives:

- I. To understand the value of developing a funder relationship prior to an award, through the end of a grant.
- II. To supply tactical tools to find the appropriate program officer, and strategies on starting the relationship.
- III. To offer tools to help identify potential community partners, how to establish roles, and tools to maintain community partnerships while maintaining your own sustainability.

Grant and Funding Strategies: Funder and Partner Relations Module

1.F. Submission and Grants.gov

Overview: This module demystifies the complexities related to submitting your proposal to the federal grantor. In addition to the exact requirements of submission, the module also covers how to maintain your grounding before pressing the “send” button, and how to break up your work.

Learning Objectives:

- I. To understand the specific requirements for grant submission, including the timelines needed to gain pre-access prior to submission.
- II. To gain knowledge on what is happening in the background on the federal funder’s side.
- III. To provide tools to help the learner maintain their sanity and sense of humor during the submission process.

Grant and Funding Strategies: Submission and Grants.gov Module

1.G. Grants Management: Administration

Overview: The work is just beginning once a grant award has been announced. This module will help the participant internally manage the grant requirements. You will learn everything from managing your budget to personnel and program objectives for evaluation.

Learning Objectives:

- I. To gain confidence with successfully managing all philanthropic and federal grant awards.
- II. To obtain strategies to seamlessly integrate your grant’s components fiscally and programmatically.
- III. To provide tools on how to continuously learn from your program for robust grant evaluation.

Grant and Funding Strategies: Grants Management: Administration Module

1.H.Grants Management: Reporting

Overview: Funders require substantial documentation of their awardees. This module leads the learner through what to expect for philanthropic and federal funder reporting requirements. The module also provides guidance on how to map out your reporting requirements to leave the majority of your time working on your program.

Learning Objectives:

- I. To understand the reporting requirements of philanthropic and federal grantors.
- II. To prepare for managing delivering your program along with funder reporting requirements.
- III. To provide tools on how to efficiently evaluate your program and report back to the funder.

1.I. Future Forward and Diversifying Funding

Overview: It is recommended that organizations have a diversified funding stream, without solely relying upon philanthropic dollars. This module gives the learner an understanding and tactics of how to plan for the sustainability of your organization through diversified funding tactics.

Learning Objectives:

- I. To understand the funding trends for nonprofits, both philanthropic and other.
- II. To provide resources on various funding sources from earned revenue to corporate sponsorships.
- III. To offer tools to help plan for organizational sustainability through a diversified funding stream.

1.J. Funding Strategies: Alternative Funding Sources

Overview: This module builds off Future Forward and Diversifying Funding by examining four newer forms of building funding diversity for your organization. These strategies include the social innovation fund, impact investing, pay for success, and venture philanthropy.

Learning Objectives:

- I. To understand the newer and lesser known funding strategies for nonprofits.
- II. To gain the ability to start using alternative funding sources for your organization's mission.
- III. To identify your organization's readiness for alternative funding sources.

1.K. Funding Strategies: Capital Campaigns

Overview: A capital campaign is a fundraising strategy to obtain gross sums of revenue, over a specific timeframe. Capital campaigns are a common source of funding to help organizations with expensive initiatives that are not necessarily programmatic. Expenses may include purchase of a building or costly equipment or construction. Learners will gain the ability to identify whether they are ready for a capital campaign, and how to implement one in their organization.

Learning Objectives:

- I. To gain knowledge of capital campaigns including their purpose and when they are most appropriate.
- II. To provide a menu of capital campaign ideas that have been successfully implemented by other nonprofits.
- III. To identify the participant's readiness to engage in a capital campaign.

Grant and Funding Strategies: Capital Campaigns Module

1.L. Funding Strategies: Direct Donations

Overview: The purpose of this module is to further explain the purpose of direct donations and when it is most appropriate to use for your organizational goals. Learnings include definitions, the benefits and how to go through making direct donation requests.

Learning Objectives:

- I. To provide an understanding of direct donations, and the benefits of their use with sustainability and benefits to donors.
- II. To offer resources on how to find potential donors.
- III. To build skills around systemizing your direct donations program.

[Grant and Funding Strategies: Direct Donations Module](#)

1.M. Funding Strategies: Grant Writing Process

Overview: Learners will gain an understanding of the grant writing process, including building relationships, and the sequential steps from ideation to implementation.

Learning Objectives:

- I. To be able to articulate the five primary steps within the grant writing process from need identification to submission.
- II. To understand the various components of a grant, including their purpose, what grant funders are seeking regarding content.
- III. To gain awareness of the different categories of grants and funders, and the percentage each category contributes to overall annual US funding.

[Grant and Funding Strategies: Grant Writing Overview](#)

1.N. Grant Writing: Data for Needs Statements

Overview: The purpose of this module is to dive deeply into gathering and explaining data in grant needs statements. It helps the learner connect the pieces of telling a grantor their community story.

Learning Objectives:

- I. To provide a roadmap of linking a community's social determinants of health with their data to tell a full story.
- II. To provide tactics and resources to gather, analyze and report quantitative community data.
- III. To provide tactics and resources to gather, analyze and report qualitative community data.

[Grant Writing: Data for Needs Statements](#)

1.O. Grant Writing: Needs Statements

Overview: This module reviews the components needed for a strong needs statement. Needs statements prime your grant reviewer for your project, and is also a pivotal area to describe the strengths of your community, along with the need gaps.

Learning Objectives:

- I. To educate on how to describe the problem through a strengths-based lens.
- II. To provide avenues to incorporate data and evidence, further strengthening your organization's legitimacy of the problem.
- III. To learn how to create a sense of urgency and to align well with the funder's priorities.

[Grant Writing: Needs Statements](#)

1.P. Grant Writing: Designing a Program Plan

Overview: This module prepares learners to successfully write grant goals, objectives, and deliverables into their proposal.

- I. To understand the purpose and components of writing grant goals using a broad visionary framework.
- II. To be able to write SMARTIE objectives that directly correlate with grant goals.
- III. To successfully compose deliverables and milestones that associate clearly with stated objectives.

[Grant Writing: Designing a Program Plan](#)

Organizational Development

Whether you are a nonprofit, government agency, or collaborative of mission-focused professionals, we are here to help you solidify the sustainability of your mission. No matter where you are starting, our curricula will walk you through the process of growing a healthy organization.

2.A. Policy Influence

Overview: Nonprofits are regularly involved with evolving policies that do not serve our communities. This module helps to understand different players and processes in policy including associations, impacting policy/advocacy including the limitations of nonprofits, statute versus legislation, relationship building in activism, social network analyses, and building social capital.

Learning Objectives:

- I. To understand the abilities and limitations of nonprofit policy work.
- II. To offer explanation of the various influencers in the policy process at a local, Tribal, state and federal level.
- III. To provide relational tactics on how to build your organization's social capital in the policy space.

Organizational Development: Policy Influence Module

2.B. Organizational Structures

Overview: This model explores different organizational structures, including how to start each type. The learner will be offered a decision tree process on how to determine their most applicable organizational structure.

Learning Objectives:

- I. To understand the varying organizational structures and how they relate to mission-focused groups.
- II. To provide a full comprehension of the different nonprofit designations.
- III. To lead the learner through a decision process on which organizational structure best fits their mission and makeup.

[Organizational Development: Organizational Structures Module](#)

2.C. Mission, Vision and Values

Overview: This module examines the unique purpose and components of an organization's mission, vision and values. Additionally, the learner will be given a practical guide on how to lead their team through development of their mission, vision, and values statements.

Learning Objectives:

- I. To discern the difference between mission, vision, and values, and how they interrelate within an organization.
- II. To lead the participant's team through an inclusive development process of their mission, vision, and values.

- III. To relate the mission, vision, and values to how an organization conducts its work within their community.

[Organizational Development: Mission, Vision, and Values Module](#)

2.D. Needs Assessments

Overview: This module covers the purpose and each step of conducting a successful community needs assessment. The learnings provide examples and templates of each stage to give the participant a practical guide for which to conduct their own.

Learning Objectives:

- I. To interpret the purpose and application of a community needs assessment at an organizational level.
- II. To recognize the varying components of a community needs assessment, including developing stakeholder relationships.
- III. To provide tools and a roadmap to independently conduct a community needs assessment.

[Organizational Development: Needs Assessment Module](#)

2.E. Strategic Planning: Environmental Scan

Overview: This module builds off the needs assessment learnings and applies them directly to organizational sustainability. Learnings include how to marry quantitative and qualitative data to understand the landscape of your community, along with how to look at market trends, including what others in your sector are doing, following your organization's mission.

Learning Objectives:

- I. To realize the components of an environmental scan, and their applications in strategic planning.
- II. To access and interpret market trends to predict the needed areas of attention for organizational sustainability.
- III. To foster stakeholder engagement in the strategic planning and environmental scanning process.

Organizational Development: Strategic Planning: Environmental Scan Module

2.F. Strategic Planning: The Components

Overview: Strategic planning is vital for organizational sustainability, yet it can often seem cumbersome and obtuse. This module covers the purpose of a strategic plan, when you should do one, and the essential elements that need to be included for implementation.

Learning Objectives:

- I. To explain the purpose and elements of a strong strategic plan.
- II. To give the learner a comprehension of when to use a strategic plan to guide the future of an organization, along with a readiness assessment.
- III. To offer practical guidelines and templates to facilitate a successful strategic planning process and how to implement.

Organizational Development: Strategic Planning: The Components Module

2.G. Operations

Overview: This module covers the varying aspects of running an efficient and productive organization. The learner will leave with the ability to understand the primary functions of an organization's administrative operations, along with how they fit into the overall mission.

Learning Objectives:

- I. To explain the essential administrative functions of an organization.
- II. To provide a toolbox to manage organizational administration.
- III. To understand the relationship between mission, program, and administration.

Organizational Development: Operations Module

2.H. Organizational Life Cycles & Culture

Overview: Organizations often mirror organisms, including having a life cycle. This module looks at the different stages of an organization's life, and how those impact the group's culture. The learner will have tools to diagnose their organization's life cycle stage, along with practical guides of needed cultural leadership for each stage.

Learning Objectives:

- I. To grasp the varying organizational life cycles, including key characteristics of each stage.
- II. To diagnose the stage of the participant's organizational life cycle, along with needed leadership for each stage.
- III. To understand organizational culture, and how it is impacted by the different organizational life cycle stages.

Organizational Development: Life Cycles and Culture

2.I. Leadership Development: Personality Frameworks

Overview: Personality is often the biggest predictor of team dynamics, whether positive or struggling. This module dives into different personality frameworks, and which might be best to use for your team development.

Learning Objectives:

- I. To gain an awareness of personality framework and how they are used to grow the productivity, trust, and belongingness of a team.
- II. To offer an understanding of the most used and reliable personality theories.
- III. To provide a guide on how to effectively, and inclusively, use personality frameworks with your team.

Organizational Development: Personality Frameworks

2.J. Leadership Development: Conflict Management

Overview: With passion comes conflict. With change, also comes conflict. Working in a mission-focused organization on some of our day's most challenging problems can create differences in perspectives, burnout, and a host of variables leading to conflict. This module looks at different conflict styles, and how leaders can successfully lean into conflict for better solutions.

Learning Objectives:

- I. To understand the difference between formative and harmful conflict.
- II. To access tools on diagnosing your own, and your team's, conflict styles.
- III. To be able to manage conflict through a lens of diversity, equity and inclusion.

Organizational Development: Conflict Management

2.K. Leadership Development: Grounding & Finding Support

Overview: One constant with leadership, especially in mission-focused organizations, is the difficulty! Burnout is rapidly growing, along with compassion fatigue, and leaders' feelings of loneliness. This module provides empathy for those leaders and strategies on how to maintain and grow resilience.

Learning Objectives:

- I. To learn to take care of yourself first for the betterment of your organization's mission.
- II. To acknowledge the research and importance of leadership resilience through a trauma-informed lens.
- III. To provide resources for leadership support for all budget levels.

Organizational Development: Leadership Development: Grounding and Finding Support Module

2.L. Leadership Development: Emotional Intelligence

Overview: Emotional intelligence (EQI) has been proven more essential than IQ or skill acquisition for leadership success. In this module, the participant will gain an understanding of

emotional intelligence, along with tools on how to evaluate and grow their own, and their team's, EQI.

Learning Objectives:

- I. To gain a definition of emotional intelligence, along with the associated competencies.
- II. To be given access to free and low-cost tools to diagnose emotional intelligence, in an inclusive and supportive manner.
- III. To gain strategies on how to grow emotional intelligence.

Organizational Development: Leadership Development: Emotional Intelligence Module

2.M. Community Partnerships

Overview: To tackle enormous societal and environmental problems, one organization cannot do it alone. This module examines the value of community partnerships, dos and don'ts, along with methods to systematically and strategically grow your community partnerships and social capital.

Learning Objectives:

- I. To evaluate evidence-based value of community partnerships at the organizational level for nonprofits.
- II. To provide tips and red flags for building authentic community partnerships that are mutually beneficial.
- III. To offer a roadmap on how to strategically invest in community partnerships to better achieve your organizational mission.

Organizational Development: Community Partnerships Module

2.N. Data Storytelling

Overview: The world is inundated with big data, and it can feel insurmountable to start telling your organization's story through the use of data. This module looks at tangible strategies of using qualitative and quantitative data to make your organization stand out by attracting both the heart and the head of stakeholders.

Learning Objectives:

- I. To understand the value and use of data to gain influence with a broad range of stakeholders.
- II. To gain accessible data for your organization using already acquired data, and free or low-cost data sources.
- III. To make a case statement using data to authentically tell the story of your organization, including relevant applications.

Organizational Development: Data Storytelling Module

2.O. Board Governance

Overview: Managing a board of directors is a critical piece to the success of a nonprofit organization. This model explores definitions of a board of directors, roles and responsibilities, along with practical steps to develop and maintain a functioning board.

Learning Objectives:

- I. To understand the role and function of a nonprofit board of directors.
- II. To gain practical tools to help manage a board of directors through all stages of an organizational life cycle.
- III. To assist participants in implementing the steps for developing a board of directors.

Organizational Development: Board Governance Module