

Glossary of Terms

Grantseeking Terms - Overview	
FINANCES	
Balance Sheet	A financial document that shows an organization's financial condition (assets, liabilities and net worth) on a particular day.
Fiscal Agent	A nonprofit organization that will legally hold money for a group that does not have 501(c)(3) status (federal determination.)
Statement of Activities	A financial document listing an organization's income, expenses and changes in net assets for a specific period of time.
Statement of Functional Expenses	A financial document that divides expenses by management and administration, fund-raising and program costs.
Statement of Income and Expense	See statement of activities.
PROPOSAL NARRATIVE	
Activity	The specific step(s) taken within each objective that meets your goal. For the drinking and driving organization example (see Goal), one activity for your media campaign objective may be to write editorials to the local newspaper.
Goal	The overall, broad purpose(s) of a project or organization. For example, if your organization works to end drinking and driving, one of your goals may be to raise public awareness of the dangers of drinking and driving.
Objective	The way(s) in which you will meet your goal(s). For the drinking and driving organization example (see Goal), one objective to meet your goal of raising public awareness may be to conduct a media campaign.
TYPES OF GRANTS	
Capital Grant	A grant that is generally for endowment, building, equipment, or construction. (Building and construction grants are often called "bricks & mortar" grants.)
Endowment Grant	A grant to be invested in perpetuity for ongoing operations of an organization.
General Operating Grant	An unrestricted grant for the everyday operations of an organization.
Program/Project Grant	A grant that is generally for a specific activity or plan within the overall organization, usually time-limited.
Start-Up Grant	A grant to cover the costs of starting a new project or organization.
Technical Assistance Grant	A grant to support a nonprofit's organizational development or infrastructure needs.
Grant Writing Terms	
Abstract (aka Executive Summary)	An abstract is a very <u>brief</u> summary (less than one page) of the project for which you are seeking funding. This should be well written, comprehensive, and brief because it is all some people will read, especially private funding agencies. An abstract is usually written after the proposal has been developed.
Amendment	Term for revised and resubmitted application as a result of service, resources and/or funding amount changes (i.e. cost-of-living-adjustments)
Application	Some granting agencies require that you complete their application forms in order to apply for their funding. While you may submit additional information, e.g., a School Improvement Plan, it is likely that only the information contained on the application pages will be read.

Budget	A project budget is the part of the proposal that describes in detail how you propose spending the funds you are requesting from the funding agency.
Budget Justification	Narrative providing details on the use of and need for costs presented in an itemized budget.
Budget Narrative	A budget narrative provides a "narrative" description of each line item in the budget and the basis for the figure that is presented in the budget. For example, "The salary category includes funds for a full-time classroom teacher and half-time resource teacher estimated at \$20 per hour for the 10 month project period (1600 hours for the classroom teacher and 800 hours for the resource teacher)."
Budget Period	The intervals of time into which a multi-year period of assistance is divided for budgetary and funding purposes. Budget periods are usually 12-months long but may be shorter or longer, if appropriate.
Circular A-21	Cost Principles for Educational Institutions (U.S. Office of Management and Budget)
Circular A-110	Uniform Administrative Requirements for Grants and Other Agreements with Institutions of Higher Education, Hospitals and Other Non-Profit Organizations (U.S. Office of Management and Budget)
Circular A-122	Cost Principles for Non-Profit Organizations (U.S. Office of Management and Budget)
Competitive Grants	Grant programs in which grantees are selected by a competitive or comparative review of proposals. (See Entitlement Grants)
Consortium	See Sub-Contract.
Consultant	Individual hired to give professional advice or services for a fee, normally never an employee of the hiring institution. Strict guidelines apply.
Contracts	Agreements whereby the sponsor defines and supports clearly defined activities.
Cooperative Agreement	Grant-Contract hybrid. Funder is involved in programmatic decisions.
Cost Reimbursement	A contract where the provider is paid by the expenses accrued at a pre-agreed upon amount per line item.
Cost Sharing	Institutional partnership with funding agency in the support of the services. This is usually eligibility rather than a review criterion. Institutional funds used are commonly known as "matching funds".
Deliverable	A product that the funder expects to receive as part of the contract expectations. (e.g., curriculum, survey, etc.)
Direct Costs	Those costs related to the actual conduct of a research project (salaries, fringe benefits, consultants, equipment, supplies, travel, patient costs, animal costs, human subject costs, publication costs, service contracts). Direct costs are usually itemized in grant application budgets. See Indirect Costs.
Education Grants Alert	This publication contains announcements of grant opportunities that are specifically appropriate to educators.
Entitlement Grants	Grant programs in which grant awards are made based on pre-set allocation criteria. Although grantees may be required to submit a formal application, if the application meets the criteria specified in the application, the funding will be awarded. (See Competitive Grants)
Evaluation Plan	An evaluation plan specifies how the effectiveness of your program will be determined. Minimally, it should include your evaluation objectives in measurable terms, data collection and analysis procedures, reporting schedules, timelines and budget sections.
Evidence-based Practices (EBP)	Programs, models and services that through research and professional expertise has been demonstrated (and documented) to achieve positive outcomes for youth, families, and communities.

Expanded Authorities	Federal policy (see PHS Grant Policy Statement; http://grants.nih.gov/grants/policy/gps/8postnew.htm) giving greater autonomy to grantees, including the ability to carry over funds from one budget period to the next.
F&A	Facilities and Administration Costs (see Indirect Costs).
Federal Funding	Funds which are provided through a branch of the federal government.
Flow Through Funding	Funding which originates from the federal government, but which is "flowed through" a state agency. Some funds of this type are distributed as entitlement grants (e.g. Chapter I) and other funds as competitive grants (e.g. Serve America). In some cases the states are given the freedom to establish their own distribution criteria, but not always. This can also be flow through funding at a municipal level (e.g., Community Development Block Grant – CDBG).
Formative Evaluation	Formative evaluations are used to determine the current status of a project and improve its implementation, i.e., "How are we doing?" This type of evaluation provides for ongoing monitoring of the project. (See Summative Evaluation)
General Administration and Operating - GAO	See Indirect Costs.
Gift	General support with minimal restrictions on use. Progress and financial reports not usually required. Usually a private source of funding.
Goals	Goals are general statements of what the program intends to accomplish or the intended effects of a project.
Grant	Support for a specific project designed by the funds recipient. Sponsor has expectations about how the funds are spent. Deliverables may include formal project reports. Financial reports are required.
Grant Cycle	The time period from the start of the grant (program start) to the completion (usually determined by the funder often in alignment with the funder's fiscal year.) Federal usually runs from October 1 to September 30. State from July 1 to June 30 (Some Department of Education can run from September 1 to June 30 or August 31). Private funders vary based on award cycles.
Grant Mechanism	General purpose of a grant program and guidelines for submitting proposals and managing awarded grants.
Indirect Costs	Those costs related to institutional infrastructure, both physical and administrative, that are necessary for the services to be conducted (space, utilities, custodial services, security, library services, information systems, shared administrative facilities, institutional review board, payroll, accounting, human resources, liability insurance, executive staff, administrative staff, purchasing, grant management). These costs are not usually itemized in grant applications. Typically, indirect costs are calculated as a percentage of all or part of the direct costs. See Direct Costs. This is usually a predetermined percentage of the direct program costs that is established by the finance department of the organization or funding source.
iPDF	Interactive PDF. Type of PDF allowing for form filling on screen. Full capabilities (calculations, saving) require full Adobe Acrobat program (e.g. version 4.0; not just reader).
IRB	Institutional Review Board. Oversees all research involving human subjects.
IRG	Initial Review Group (aka Study Section). Conducts first stage of grant peer review; second stage is by the "Council".

Just-in-Time	A series of measures aimed at streamlining the federal grant application and review process. In general, certain kinds of information (e.g. Other Support) are required at time of a grant award rather than at the time of application submission.
Key Staff	Primary staff responsible for the delivery and oversight of the program and services presented in the application.
Logic Model	In general Logic Models summarize the logical connections among the needs that are the focus of the project, project goals and objectives, the target population, project inputs (resources), the proposed activities/processes/outputs directed toward the target population, the expected short- and long-term outcomes the initiative is designed to achieve, and the evaluation plan for measuring the extent to which proposed processes and outcomes actually occur.
Management Plan	Proposals should include a management plan that explains how the project will be managed. This should include a detailed list of activities to be accomplished, a description of the staff to be involved in implementing the activities, their qualifications, and a timeline for completing the activities.
Matching Funds	See Cost Sharing.
Maximum Obligation	Often called Max Ob. A maximum dollar amount that a contractor is approved to provide by the funder. Usually a "ceiling" on the amount of service to be contracted is predetermined as part of a unit rate contract.
Measurable Objectives	Measurable objectives typically have five components: <u>A</u> udience, <u>B</u> ehavior, <u>C</u> onditions, and <u>D</u> ata, and <u>E</u> ra (time) for observing the behavior. All objectives should be written so that an outside evaluator can determine if the objectives of your project have been achieved. (Usually, this would rule out direct observation as events occur.)
Mini-Grant	Mini-grants are usually for small amounts of money (\$200-\$1,000) and do not have as many requirements as other grants.
Modular Grant	Streamlined NIH format for grant applications requesting less than \$250,000 per year. Intent is to restrict IRG review to scientific aspects of applications.
Needs Assessment	A needs assessment explains why the program you are proposing is needed. The statement of need should be substantiated by "hard" data. Funding agencies normally do not accept "personal opinions" or other anecdotal information as evidence of why a project is needed.
Non-competing	Refers to applications that do not undergo competitive peer review. Commonly used to refer to "Non-competing continuation" applications (aka Progress Reports) requesting funds for next budget period in a multi-year grant. PHS 2590 form is used.
Outcome Objectives	Outcomes describe the results or consequences that are anticipated because of the intervention or program you propose. Projects intended to have an effect on a target population (usually students or teachers) should have outcome objectives. (See Process Objectives.)
Overhead	See Indirect Costs.
PA	Program Announcement. PAs usually have an indefinite longevity, have no funds set aside and usually use standard grant application deadlines.
Payline	Percentile rank-based funding cutoff point determined at the beginning of the fiscal year by balancing the projected number of applications with the amount of funds available.
PDF	Portable Document Format. Common format for electronic transfer and web posting of text and graphics. Requires Adobe Reader program to view.

Peer Review	Review teams of applications for support composed of individuals from the provider community (as opposed to review by federal employees).
Percentile Rank	Based on priority score, the application's rank relative to others reviewed by its IRG at the same and past two review meetings. An application's percentile rank often is the main indicator of merit and basis for determining whether it gets an award.
Priority Score	Average score a proposal receives from the IRG. This is the primary determinant of success. Range is 100 to 300 (lower is better) if 50% of applications are triaged to a "Not Scored" group.
Program Announcement	See PA.
Progress Report	See Non-Competing.
Project Period	The total time stated in the grant notification (including any amendments) for which support is requested. The period may consist of one or more budget periods. It does usually not constitute a commitment by the funding source to fund the entire period.
Preliminary Proposal	Some granting agencies require that you submit a brief 2-5 page concept paper, sometimes called a preliminary proposal. A Preliminary proposal briefly describes the project you would like to submit. If the agency approves of the concept, you will be invited to submit a full proposal or complete their application.
Private Funding	Funds, which are provided through a private agency, corporation or foundation. Usually private agencies have already identified priority areas (topics and/or regions) in which they would like to see projects implemented.
Process Objectives	Process objectives describe <u>how</u> a project will accomplish its goals. They are usually appropriate in developmental projects or as interim project objectives. The purpose of process objectives is to assess how well an activity was implemented, and how the implementation can be improved. They can be written in a measurable format. (See Outcome Objectives.)
Proposal	A proposal is a document that describes, in detail, the type of project you would like a funding agency to sponsor.
Protective Factors	Protective factors are any factors that act to modify risk, either by directly reducing a disorder or dysfunction or by moderating the relationship among risk factors and problems or disorders, often called buffering effects (Lou et al. 2008; Fraser, Richman & Galinsky, 1999). Protective factors can also be understood as the positive influences that reduce the effects of stressful life events on people, increase their ability to make good decisions, and promote the social and emotional competence that will help them thrive now and in the future.
Rank	See Percentile Rank.
Rebudgeting	Making changes to proposed expenditures for different budget categories (e.g. decreasing budget for Supplies and increasing budget for Travel). For federal funding, such changes are usually permissible under "Expanded Authorities". Use rebudgeting form.
Request for Applications	See RFA.
Request for Proposals	See RFP.
Request for Qualifications	See RFQ.
RFA	Request for Applications. RFAs are usually one time solicitations for grant applications, have funds set aside, and have special application deadlines.
RFP	Request for Proposals. Often used synonymously with RFA.

RFQ	Request for Qualifications. Usually intended for open order contracts where an agency is qualified to provide a service without a commitment from the funder for a minimum or maximum number of service units.
Small Business Grants	Funding mechanisms used by federal agencies to encourage research and development in the private sector.
Sub-Contract	Arrangement whereby a different organization, legal entity or individual provider carries out part of a project.
Sustainability Plan	A plan for sustainability that details how the proposed project approach will create project self-sufficiency and help to ensure that the impact of the project will continue after funding has ended.
State Funding	Funds which are provided through a branch of the State government.
Summative Evaluation	Summative evaluations are used to determine the impact of a project, i.e., "How did we do? or What were our results?" This type of evaluation measures the effectiveness of achieving the project objectives. (See Formative Evaluation.)
Technical Assistance (TA)	The provision of expertise and/or support for the purpose of strengthening the capabilities of grantee organizations to deliver services.
Unit Rate	A contract that is purchased by the funder at a per unit cost. (A unit of service could be by the hour, day, deliverable or some other form of measurement.)

Measuring Program Outcomes Terms

Inputs	Inputs include resources dedicated to or consumed by the program. Examples are money, staff and staff time, volunteers and volunteer time, facilities, equipment, and supplies. For instance, inputs for a parent education class include the hours of staff time spent designing and delivering the program. Inputs also include constraints on the program, such as laws, regulations, and requirements for receipt of funding.
Activities	Activities are what the program does with the inputs to fulfill its mission. Activities include the strategies, techniques, and types of treatment that comprise the program's service methodology. For instance, sheltering and feeding homeless families are program activities, as are training and counseling homeless adults to help them prepare for and find jobs.
Outputs	Outputs are the direct products of program activities and usually are measured in terms of the volume of work accomplished-for example, the numbers of classes taught, counseling sessions conducted, educational materials distributed, and participants served. Outputs have little inherent value in themselves. They are important because they are intended to lead to a desired benefit for participants or target populations.
Outcomes	<p>Outcomes are benefits or changes for individuals or populations during or after participating in program activities. They are influenced by a program's outputs. Outcomes may relate to behavior, skills, knowledge, attitudes, values, condition, or other attributes. They are what participants know, think, or can do; or how they behave; or what their condition is, that is different following the program.</p> <p>For a particular program, there can be various "levels" of outcomes, with initial outcomes leading to longer-term ones. For example, a youth in a mentoring program who receives one-to-one encouragement to improve academic performance may attend school</p>

	more regularly, which can lead to getting better grades, which can lead to graduating.
Outcome indicators	Outcome indicators are the specific items of information that track a program's success on outcomes. They describe observable, measurable characteristics or changes that represent achievement of an outcome. For example, a program whose desired outcome is that participants pursue a healthy lifestyle could define "healthy lifestyle" as not smoking; maintaining a recommended weight, blood pressure, and cholesterol level; getting at least two hours of exercise each week; and wearing seat belts consistently. The number and percent of program participants who demonstrate these behaviors then is an <i>indicator</i> of how well the program is doing with respect to the outcome.
Outcome targets	Outcome targets are numerical objectives for a program's level of achievement on its outcomes. After a program has had experience with measuring outcomes, it can use its findings to set targets for the number and percent of participants expected to achieve desired outcomes in the next reporting period. It also can set targets for the amount of change it expects participants to experience.
Benchmarks	Benchmarks are performance data that are used for comparative purposes. A program can use its own data as a baseline benchmark against which to compare future performance. It also can use data from another program as a benchmark. In the latter case, the other program often is chosen because it is exemplary and its data are used as a target to strive for, rather than as a baseline.
Evaluation Terms	
Coverage	The extent to which the program is serving the intended target population.
Empowerment Evaluation	Evaluation that is designed to support program participants and staff in self-evaluation of their own programs (a form of internal evaluation).
Evaluation	Systematic collection and use of program information for multiple purposes, including monitoring, program improvement, outcome assessment, planning, and policy-making.
External Evaluation	Evaluation done by consultants or researchers not working for the same organization as the program.
Formative Evaluation	Evaluation that is designed to collect information that can be used for continuous program improvement.
Impacts	Usually used to refer to long-term program outcomes.
Input	Resources available to the program, including money, staff time, volunteer time, etc.
Internal Evaluation	Evaluation done by staff within the same organizational structure as the program.
Logic Model	A flowchart or graphic display representing the logical connections between program activities and program goals.
Monitoring	A type of evaluation designed to ensure that program activities are being implemented as planned (e.g., the number of participants, number of hours, type of activities, etc.).
Output	The immediate products or activities of a program.
Outcome	Ways in which the participants of a prevention program could be expected to change at the conclusion of the program (e.g., increases in knowledge, changes in attitudes or behavior, etc.).
Multivariate Analysis	A statistical term referring to analyses that involve a number of different variables. For example, an analysis that looked at whether

	peer factors and individual factors both influence alcohol use would be called "multivariate".
Participatory Evaluation	Evaluation that involves key stakeholders in the design, data collection, and interpretation of evaluation methods.
Process Evaluation	Evaluation that is designed to document what programs actually do: program activities, participants, resources, and other outputs.
Stakeholders	Those persons with an interest in the program and its evaluation (e.g., participants, funders, managers, persons not served by the program community members, etc.).
Summative Evaluation	Evaluation that is designed to collect information about whether a program is effective in creating intended outcomes.
Triangulation	The use of multiple data sources and methods to answer the same research question.
Qualitative Data	Information that is reported in narrative form or which is based on narrative information, such as written descriptions of programs, testimonials, open-ended responses to questions, etc.
Quantitative Data	Information that is reported in numerical form, such as test scores, number of people attending, drop-out rates, etc.
Federal Budget Terms	
Appropriation	The amount of funding Congress provides for a federal program to spend in a given year. Legislative language sometimes set the terms under which funds may be spent.
Authorization	Legislation that establishes or continues a federal program or agency, specifies its general goals and conduct, and usually sets a ceiling on the amount of money that can be appropriated for it. Appropriators may not exceed the amount authorized for a given program, but are under no obligation to fully or even partially fund the program.
Block Grants	Grants to states that can be used for a variety of purposes. Block grants are funded by annual appropriations by Congress and allocated to states by formula. Block grants usually provide considerable flexibility to states for delivering the services outlined in the block grant.
Budget Authority	Authority to enter into obligations that will result in immediate or future outlays involving federal funds.
Budget Enforcement Act (BEA)	Passed in 1990, this Act established caps on discretionary spending in the three categories of federal spending – defense, domestic and international. It also prohibited transfers between these categories. The Act expired in 2002, although certain Senate rules related to the BEA have been extended through April 15, 2003.
Categorical Grant	An allocation of funds for a particular programmatic purpose.
Capped Entitlement	An entitlement on which an overall annual funding limit is placed and funding is distributed by formula.
Concurrent Budget Resolution	A budget resolution passed by both Houses of Congress but not signed by the President. The annual budget resolution presents both fiscal aggregates such as total budget authority, outlays and deficit, and a subdivision of spending by functional category for the year. May also include binding instructions on the level of savings each committee must produce (see reconciliation).
Congressional Budget Office (CBO)	A legislative agency that assists Congress in the preparation of the budget and analyzes budget-related issues. CBO is responsible for estimating the budgetary effects of all spending and revenue bills.
Continuing Resolution	Legislation that extends appropriations for specific ongoing programs when the regular appropriation has not been enacted by the beginning of the fiscal year.

Debt	The total accumulated amount of money the federal government has borrowed to make up shortfalls in revenue (currently in the trillions of dollars). There are three basic measures of the federal debt:
Debt Held by the Public	Federal debt held by all investors outside the federal government, including individuals, corporations, state or local governments, the Federal Reserve banking system, and foreign governments. When the debt held by the Federal Reserve is excluded, the remaining amount is referred to as privately held debt.
Debt Held by Government Accounts	Federal debt held by the federal government itself. Most of this debt is held by trust funds, such as Social Security.
Gross Debt	The total amount of outstanding federal debt, whether issued by the Treasury or other agencies and held by the public or federal government accounts.
Debt Ceiling	A statutory limit imposed on the total outstanding federal debt. The ceiling can be raised or lowered through an act of Congress.
Deficit	The amount by which the government's spending exceeds its revenues in a single fiscal year.
Unified Deficit	The most commonly used measure of the federal deficit. It includes all federal spending and all federal revenues.
Federal Funds Ceiling	A measure of the federal deficit that excludes the spending and revenue totals of federal government trust funds such as Social Security.
Discretionary Programs	Programs funded by annual congressional appropriations bills, except for "appropriated entitlements" such as veterans' compensation. Under the Budget Enforcement Act, these expenditures are capped.
Discretionary Spending Cap	Limits placed on the total amount of budget authority and outlays for discretionary programs Congress can provide in a given fiscal year.
Entitlement	Program mandating the payment of benefits to any person meeting eligibility requirements established by statute. The amount spent is not controlled by annual congressional appropriations. Entitlement programs include Social Security, Medicare and Medicaid.
Fiscal Year	The federal government's accounting period, which begins October 1 and ends September 30. Massachusetts state government runs from July 1 to June 30. Private agencies vary but usually run in alignment with the state, federal or calendar year.
Gross Domestic Product (GDP)	The value of all finished goods and services produced in a country during a given period. GDP serves as the principal measure of the size of a country's economy.
Mandatory Spending	Federal spending on entitlement programs and interest on the national debt. Mandatory spending accounts for approximately two-thirds of all federal spending.
Outlay	Payment actually made by the federal government. This differs from budget authority in that it reflects money the federal government actually spends, not the amount that has been appropriated by Congress. Many times in a given year outlays are often less than the budget authority granted by Congress.
Pay-As-You-Go (a.k.a.: Pay-Go)	A provision of the now-expired Budget Enforcement Act of 1990. Pay-Go required that any entitlement or tax proposal include provisions for financing. Raising new revenue or cutting existing entitlement programs must pay for new entitlements or changes to the tax code. Thus, under the Pay-Go provision of the BEA changes in entitlement programs or revenues had to be deficit neutral.
Reconciliation	The process used by Congress to amend tax and entitlement programs to meet the instructions in the budget resolution regarding

	outlay and revenue targets. Reconciliation legislation has served recently as the primary vehicle for deficit reduction measures.
Rescission	A statutory midyear reduction or cancellation in previously appropriated funds. The President submits a rescission request to Congress, specifying the amount of the cut and estimating the impact. Congress then has 45 days to pass a bill allowing the cut in spending. If Congress does not pass a bill in that period of time, the rescission request is considered refused.
Sequestration	The withholding or cancellation of funds pursuant to the Gramm-Rudman-Hollings Act (the 1985 deficit reduction law). Sequestered funds are permanently canceled.

Excerpts from:

The Minnesota Council on Foundations

The United Way of America - *Measuring Program Outcomes: Practical Approach*

The Albert Einstein College of Medicine

Coalition on Human Needs

Western CAPT – CSAP's Western Center for the Application of Prevention Technologies

Leon County Schools Grant Writing Guide