Welcome to the Grant Guidelines!

Thank you for getting to know us better. Arizona Humanities (AH) is proud of our long history supporting a wide range of public humanities projects. AH funds eligible organizations through two funding programs, Project Grants and Mini Grants.

Mission Statement

Arizona Humanities builds a just and civil society by creating opportunities to explore our shared human experiences through discussion, learning and reflection.

Our History

Arizona Humanities is a 501(c)3 nonprofit organization and the Arizona affiliate of the National Endowment for the Humanities. Founded in 1973, Arizona Humanities supports public programs that promote understanding of the human experience with cultural, educational, and nonprofit organizations across the state. Through providing accessible and enriching educational programs, we strive to help Arizonans better understand themselves and the world around them. Check out our website at www.azhumanities.org to learn more about additional   program opportunities, humanities awards, and more.

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What are the Humanities?

The humanities include disciplines related to human thought and culture. These include, but are not limited to, the following: anthropology, archaeology, art history and criticism, religious studies, ethics, history, jurisprudence, linguistic, literary criticism, and philosophy. Through the humanities we explore the human experience – the stories and ideas that help us reflect upon who we are as individuals and as members of a global society.

Connecting with Arizona Humanities Staff

Staff are available to provide guidance on eligibility, project ideas, budget questions, and troubleshooting technical difficulties. Comments and suggestions are based solely on prior experience with grant review sessions and do not guarantee funding.

Samantha Anderson, Grants Manager • sjoyner@azhumanities.org • Ext. x 27

What We Fund and Funding Terms

Arizona Humanities supports innovative, community-based public programs that use humanities disciplines to connect Arizonans to the cultures, peoples, and histories of the state and beyond. We welcome proposals from a wide range of nonprofit, educational, and governmental organizations and encourage projects that are innovative in their approach toward the humanities and public programming.

Our grants program aims to stimulate thoughtful community exchange, build new audiences for the humanities, innovate new methods in the humanities, and advocate for the importance of the humanities for a lively and engaged democratic public. Projects should use the humanities to provide context, depth, and perspective to issues of significance to Arizonans.

Program formats include, but are not limited to:

- Interactive lectures and discussions
- Exhibits
- Publications (must be published through a third-party, peer-review process)
- Public broadcasts; online and/or radio
- Film documentaries
- Discussions before or after performances

If awarded a grant, the applicant organization is responsible for the project and budget described in the grant application. By applying, the organization agrees to the Arizona Humanities Grant Guidelines. It is the organization's responsibility to appropriately supervise the Project Director and ensure the project takes place as described, to use Arizona Humanities funds only as allowed, to acknowledge Arizona Humanities funding in conjunction with the project, and to submit project reports as required. Acceptance of an award also requires the organization's agreement to additional award terms and conditions.

Where to Apply

Apply or manage your grant using the Arizona Humanities Grants and Programs Dashboard at: **https://www.grantinterface.com/Common/LogOn.aspx?urlkey=azhumanities** You can check the status of your grant at any time by logging into the dashboard. All notifications for your grant will be sent via email from the dashboard. Add **administrator@grantinterface.com** to your safe sender list to ensure timely receipt of important grant notifications.

Project Grant Timeline (requests up to $10,000)

Project Grants are competitive grants supporting public programming using the humanities to provide context, depth, and perspective to the Arizona experience and explore issues of significance to Arizonans. Organizations may request up to $10,000 to support their program implementation.

ACTION	DATE	WHAT THIS MEANS
STEP 1 – Intent to Apply registrations due	Twice yearly (**November 1** and **May 1**). Intent to Apply form opens four weeks prior to deadline.	The Intent to Apply is non-binding, but are required to submit a full grant application. The form requests: organization info, program title, description, request amount, project activates, personnel, and audience.
STEP 2 - Arizona Humanities staff approval of Intent to Apply	Within one week of the form deadline	Applicants will be notified within one week regarding approval/requests for more information. All pre-qualification criteria must be met before a full application can be released to applicant organizations.
STEP 3 - Full proposals due	Twice yearly **December 15** and **June 15**	All components of the full proposal must be received on the day of the deadline.
STEP 4 - Arizona Humanities Staff and Board of Directors review of proposals	8 weeks	
STEP 5 - Award decision notifications	**March 1** and **September 1**	Applicants are notified of decisions through the online grants portal.
STEP 6 - Review and return grant agreement	Within 30 days of notification date	Applicants awarded grants will need to review and sign grant contracts before funds can be released for their project.
STEP 7 - Program Implementation	-**April 1 to October 31** of following year (for Dec 15 applications) -**October 1 to April 30** of following year (for June 15 applications)	Project must be completed within 18 months after start date.
STEP 8 - Final Report to Arizona Humanities	60 days after the end of the project period	Grantees will report back to Arizona Humanities on the activities of their project through the online portal. Final reports will automatically be available in the Grants and Programs Dashboard.

⇒ If a notification date falls on a weekend or Federal holiday, it will roll over to the next regular business day.

⇒ All materials must be submitted to Arizona Humanities through the Grants and Programs Dashboard by 11:59 p.m. on the due date. Staff assistance is available until 5:00 p.m. on grant deadline days.

⇒ In fairness to other applicants and to the process, we cannot make any exceptions to our deadlines.

Mini Grant Timeline (requests up to $2,000)

Applicants may request up to $2,000 in Mini Grants per fiscal year (November 1 - October 31). Mini Grants can be used for capacity-building, program planning, and implementation of programs. Capacity-building may include training and education for constituents to help plan and/or implement public humanities engagements. The goal of Mini Grants is to foster the capacity-building of small organizations with limited funding, and encourage partnerships and collaboration between nonprofits. The applicant organization's budget must not exceed $500,000. Larger institutions must partner with a smaller institution that will lead the program or project.

ACTION	DATE	WHAT THIS MEANS
STEP 1 – Proposals submitted to the Grants & Programs Dashboard	At least 60 days prior to project start date	**Applications are accepted on an ongoing basis until funds are exhausted.**
STEP 2 - Arizona Humanities review of proposal	15 days	Applications will be reviewed and a decision will be made w/in 15 days
STEP 3 - Award decision notifications	15 days after grant submission	Applicants will be notified of award decisions through the Grants & Programs Dashboard
STEP 4 -Review and return grant agreement	7 days following award notification	Applicants awarded grants will need to review and sign grant contracts before funds can be released for their programs
STEP 5 - Program Implementation	Project periods are up to 12 months from start date indicated on the application.	Only project costs incurred after the project start date are eligible. Projects must be completed within 12 months after start date.
STEP 6 - Report to Arizona Humanities	90 days after the end of the project period	Grantees will report back to Arizona Humanities on the activities of their grant programs through the Grants & Programs Dashboard.

⇒ If a notification date falls on a weekend or Federal holiday, it will roll over to the next regular business day.

⇒ All materials must be submitted to Arizona Humanities through the Grants and Programs Dashboard by 11:59 p.m. on the due date. Staff assistance is available until 5:00 p.m. on grant deadline days.

⇒ In fairness to other applicants and to the process, we cannot make any exceptions to our deadlines.

Eligibility to Apply

Project Grant Eligibility:

1. Eligible applicants include private nonprofit 501(c)3 organizations; local, tribal, and state governments; institutions of the federal government; and academic institutions;

2. Applicant must be in "good standing" with Arizona Humanities, i.e., you do not have an overdue grant report or a previously defaulted grant.

3. Applicant organization muse have an active SAM Unique Entity Identifier (UEI) and SAM CAGE Code (see page 6)

Mini Grant Eligibility:

1. All Project Grant eligibility (above) plus the following

2. The organization does not have a Project Grant for the same program.

3. The organization has not reached the $2,000 limit in Mini Grant funds during current fiscal year (November 1-October 31)

4. The organization's budget does not exceed $500,000. A copy of the organization's annual budget is to be included with the application. If you are applying from a department or unit within a parent organization, please use the budget of your department/unit to determine if you qualify.

Out-of-State Applicants

Non-Arizona based organizations and individuals are encouraged to apply, but should be prepared to articulate the impact their project will have in Arizona. We prioritize funding for projects with a clear Arizona connection.

Repeat Funding for Mini Grants

Applicants who have applied for and received Mini Grant funding for the same program for three consecutive years are thereafter ineligible to receive Mini Grants for that program. This restriction is meant to encourage organizations to build sustainable programs and to make room for new potential programs. If you have been successfully funded for 3 consecutive years, we encourage you to seek further funding through Project Grants. Applicants may apply for Mini Grants for a substantially different program.

Repeat Funding for Project Grants

Project Grants can be awarded to projects that re-occur, or occur on an annual basis. Applicants may also apply more than once for the same project, which is often preferable for larger projects that occur in phases. All phases should include public components. All Project Grants should be completed within an eighteen month time frame.

*Note: Repeat funding is not guaranteed. The Grant Review Panel often takes the growth and development of repeat projects into consideration. It is best practice to detail how the current iteration of the project is different or has the potential for growth from previous years.

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SAM Unique Entity Identifier (UEI) and SAM CAGE Code

The National Endowment for the Humanities (NEH) has adopted the use of System for Award Management (SAM) Unique Entity Identifier (UEI) and SAM Commercial and Government Entity Code (Cage Code) as a way to keep track of how federal grant money is dispersed. All applicants will be required to have a SAM UEI and SAM CAGE Code through the sam.gov website. The UEI is replacing the DUNS number beginning April 4, 2022.

What is the Unique Entity Identifier (UEI)

- The UEI is a 12-character alphanumeric value.
- Managed, granted, and owned by the government.
- Will serve as the authoritative unique entity identifier used by the federal government.

What is a SAM CAGE Code

- The SAM CAGE Code is a five-character ID number used by the Federal Government to identify vendors.
- Required for businesses, organizations, or agencies that plans to receive payments from the federal government including regrants through state and jurisdictional humanities councils.
- Must be renewed yearly.

How to get a SAM UEI and SAM CAGE Code

- You can obtain both by registering at https://sam.gov/content/home.
- **Both are free at the sam.gov site.**
- If your organization obtained a DUNS number and SAM CAGE Code prior to April 4, 2022 then a UEI has already been assigned you. You may still need to renew your organization's SAM CAGE Code.
- You may check the status of your organization's UEI and SAM CAGE Code at the sam.gov site.
- The SAM UEI will be provided immediately upon registration, the SAM CAGE Code can take 12-15 days after submission to become active.

Please Note:

As the process of obtaining a SAM CAGE Code can take some time please begin this process ASAP. If you have any questions or are concerned you will not receive the SAM CAGE Code by the application due date please contact Arizona Humanities staff.

Scoring Measures

Decisions regarding the competitiveness of your project are based on the following criteria and any special considerations determined by the Grant Review panel prior to review:

⇒ The proposed program is relevant to AH's mission by providing public programming with opportunities to explore shared human experiences through discussion, learning, and reflection.

⇒ The proposed program is non-partisan and impartial in regards to political, religious or ideological viewpoints.

⇒ The proposal establishes a community need and a humanities based public program(s) that will meet the identified need.

⇒ The budget is detailed and realistic with AH funds focused on the humanities community goal.

⇒ The application demonstrates that the organization has the capacity to carry out the proposed program. The personnel, organizational readiness and marketing sections of the application will be used to establish an organization's capacity.

⇒ The application demonstrates a clear and appropriate plan to evaluate program success in meeting the humanities and other specified goals.

⇒ The identified humanities scholar(s) are appropriately qualified to meet the purpose of the humanities program.

Project Requirements

Accessibility

Your projects should connect the public with the humanities at no cost and be accessible. Programs with nominal costs (ex. $10 or less) must demonstrate in the proposal how funds will support the program goals. Programs should be geared toward a broad and diverse general audience, and must allow for differing points of view.

> ****Note for Colleges and Universities****
>
> Our primary goal is to increase public access to quality humanities programming. We accept proposals from colleges and universities that demonstrate a commitment to reach an audience beyond the campus community. Such proposals should show strong community collaboration, a well-defined outreach and publicity plan, and stated audience goals.

Logo Use and Acknowledgment Requirement

Federal regulations stipulate that credit be given to Arizona Humanities funded projects in all promotional materials affiliated with their funded projects (marketing materials, press releases, etc.) Grantees must specify that the project is funded, supported, or made possible by a grant from Arizona Humanities. A Grantee Communications Toolkit is available with logos, sample posts, press releases, and more: http://azhumanities.org/grants/grantee-communications-toolkit/

Personnel Requirements

Personnel

Arizona Humanities requires all projects have a designated Project Director, Authorizing Official and Humanities Scholar(s). One person may act in multiple roles if they meet the personnel requirements stated below.

Project Director Definition and Responsibilities

The Project Director is responsible for the implementation of the project, the primary contact with Arizona Humanities in all aspects regarding the grant, and responsible for submitting final reports.

Authorizing Official Definition and Responsibilities

The Authorizing Official is the person with the responsibility to sign legal contracts on behalf of the applicant organization. Their primary obligations include: record-keeping and accounting for the grant funds, matching contributions, and services received. The Authorizing Official may be the Executive Director, Chair of the Board, President, etc.

Humanities Scholar Definition and Responsibilities

Arizona Humanities requires the involvement of humanities scholars to support a broad humanistic perspective as well as in-depth knowledge in a particular field of study.

As defined by Arizona Humanities, a humanities scholar meets one or more of the following qualifications:
- Holds an advanced degree (M.A. or higher) in the humanities discipline;
- Is a recognized expert with a verifiable record of working, teaching, and publishing in the humanities discipline and/or is acknowledged as such by other scholars in the field;
- or, Is a Native American elder or traditional teacher involved in a project whose focus is on their particular tribe(s).

The consulting Humanities Scholar should be involved in the planning of the project and be able to represent to the Grant Review Panel how they will help make sense of the humanities content in your program. Every proposal is required to have at least one consulting Humanities Scholar but no more than five consulting Humanities Scholars can submit letters for the Grant Review Panel to review. A letter template is available on our website: www.azhumanities.org/grant-opportunities/.

Humanities Scholars can play many roles in a project including, but not limited to:

⇒ *Consultant or advisor on humanities content to develop and help shape ideas into a humanities project.*

⇒ *Researcher or writer of critical and interpretive materials, essays, and text for exhibitions; curricular materials; script treatments; catalogues, etc., to accompany a project or program.*

⇒ *Evaluator upon project completion to assess whether and/or how the project's learning goals were met.*

Grant Evaluation Requirement

Evaluations help us learn how effective projects are in communicating humanities content and meeting identified goals. We require you to submit an evaluation plan and sample evaluation instruments that are appropriate for assessing your project's goals.

⇒ Organizations may develop and implement an evaluation plan in-house, this is the most common method.

⇒ Independent evaluators may be hired as part of your Arizona Humanities grant to evaluate projects and submit a written report to Arizona Humanities. Their evaluation plan and methodology should be outlined in the grant proposal. Evaluators should be unaffiliated with project personnel and staff to qualify as independent.

⇒ Evaluation consultants, who specialize in evaluation methodology, may be hired as part of your Arizona Humanities grant to evaluate program design and delivery. Consultant's evaluation plan and methodology should be outlined in the project proposal.

Keep the following questions in mind when creating your evaluation plan. There is space in the evaluation section of the application to outline your evaluation plan and explain why you think the chosen methodology is best for your specific program.

⇒ What is your goal(s) in providing a humanities program? Goals should go beyond audience numbers and address the humanities content and identified community need.

⇒ How does the program help reach this goal(s)?

⇒ What is the evaluation indicator which will measure the success of the program in meeting those goals?

Cost Share Requirement

Arizona Humanities requires one-to-one in-kind or cash matching of all projects. Matching consists of all project expenses not attributed to the Arizona Humanities grant, including both cash and in-kind contributions made to the project by the applicant and third parties. The total cost sharing must at least equal the total funds requested from Arizona Humanities. Please note, any funds of federal origin cannot contribute to your match, but must be noted in your budget.

In-kind contributions refer to contributions from an applicant organization to the project such as: staff salaries and volunteer time, services, facilities, and internal funds. This also includes goods and services donated by a third-party or partner organization.

Third-party cash contribution refers to non-federal third party, cash donations made to the organization for the   proposed program. Unlike in-kind contributions, cash contributions may not come from an organization's board or board member, the project director, or any other individual who might be seen as to gain benefit by financially supporting the proposed program. The donation must be committed to the specific project at the time of the grant application, and a letter from the donor(s) must be included in the proposal.

Mini Grant Cost-Share Requirements	Project Grant Cost-Share Requirements
Any mix of in-kind **and/or** third-party cash contributions	**$1.00 - $5,000.00** in-kind **and/or** third-party cash contributions **$5,000.01 - $10,000.00** third-party cash contributions

Example: A request for $7,000 can be matched by $5,000 of in-kind and/or third-party cash contributions but $2,000 must be matched by third-party cash contributions.

Budget Requirements

Why We Ask for a Budget

A budget is an illustration of the monetary aspects of your project. It tells us what money you need to complete your project, specifically how you will spend the funds, and what kind of support you are receiving. An organized and thorough budget bolsters a proposal and instills confidence in our reviewers that you have the capacity to succeed. **Arizona Humanities requires you to submit a FULL project budget,** including an indication of how you plan to spend the Arizona Humanities funds requested. The line items included in your budget should be well-researched and organized into appropriate cost centers.

Arizona Humanities does not fund retroactively; therefore, only project costs incurred after the project period start day will be eligible. (See Grants Timelines to verify your project timeline with our award notification.)

Budget Form

Arizona Humanities has a Budget Form to use with grant proposals that clearly delineates line items requested to Arizona Humanities and those contributing to cost-sharing. Applicants must use our Budget Form when submitting a proposal. The Budget Form is available on our website: www.azhumanities.org/grant-opportunities/.

Basic Tips / What We are Looking for in a Budget

⇒ Plan how much money is needed to complete your project.

⇒ Categorize your project expenses into line items, e.g., scholar honoraria, travel, library fees, design, printing, mailing, etc.

⇒ Verify the eligibility of the line items for which you seek Arizona Humanities funds.

⇒ Use Arizona Humanities' Budget Form to plan and submit your budget.

⇒ Use the Budget Narrative section to list any additional funding support for your project, including names of other funding organizations and amounts pledged or received and any pending grant asks.

⇒ Use the Budget Narrative section to explain any unusual or non-traditional items in your budget; as well as, any notes or information you would like the panel to consider.

⇒ Make sure that you have accounted for all costs to mitigate surprises mid-project.

⇒ Finally, make sure all the numbers add up.

Budget Requirements (Cont'd)

Indirect Costs

Arizona Humanities allows requests to include indirect costs according to the following criteria.

Indirect Costs are costs that are incurred for common or joint objectives and therefore cannot be readily identified with a specific project or activity of an organization. Items that would typically be regarded as indirect costs include equipment and capital improvement, operations and maintenance expenses, salaries, accounting and legal services. Indirect costs are computed by applying a federally negotiated indirect cost rate to a distribution base. For applicants seeking reimbursement for indirect costs: please review carefully your institution's federally-negotiated indirect-cost rate(s) to make sure you are using the most appropriate rate in your application budget. You will be required to submit a copy of your organization's federally-negotiated indirect-cost rate(s) with your application.

An applicant organization that has never had a negotiated indirect-cost rate may use the de minimis rate of 10 percent of modified total direct costs (MTDC). If chosen, this method must be used consistently for all federal awards until the organization chooses to negotiate a rate.

Line Items We DO NOT Fund

⇒ Academic fees or other degree-related expenses, including academic research

⇒ Archival acquisitions

⇒ Courses

⇒ Creation of art or performances in the arts

⇒ Direct social action or political action, e.g., counseling, legal or medical services, economic development activities, lobbying

⇒ Economic development activities

⇒ Equipment purchases (exceptions may apply where rental costs exceed purchase value)

⇒ Fellowships or scholarships

⇒ Food or beverages

⇒ Foreign, non-economy, or extensive domestic travel

⇒ Fundraising or for-profit activities

⇒ Restoration work and construction work

⇒ Fiscal Agent Administration Fees

Frequently Asked Questions

Is an organization required to submit an Intent to Apply form?

Project Grants: Yes. All applicants must submit an Intent to Apply form. After the deadline, all forms are reviewed for applicant and project eligibility. Approved Intent to Apply registrations will be invited to submit a full application.

Mini Grants: No.

Does Arizona Humanities provide any support for writing a Grant application?

Yes. Arizona Humanities encourages prospective applicants to contact us directly and discuss the project before submitting the grant application. We can advise applicants in creating an eligible project and competitive grant application. We do not review draft applications.

What role should a humanities scholar play in a project?

A Humanities Scholar should be involved in the planning of the project and be able to represent to the Grant Review Panel how they will help make sense of the humanities content in your program.

Are individuals eligible to apply for an Arizona Humanities grant?

No. Eligible applicants include organizations constituted for nonprofit purposes; civic and service organizations; local, tribal, and state governments; and academic institutions.

Does Arizona Humanities fund art or performance projects?

Arizona Humanities funds art-based projects that seek to interpret, analyze or otherwise explain the social or historical context and elements of the creative arts. Arizona Humanities does not provide funding for the creative or performing arts elements of a public program, or the honoraria and travel expenses of individual artists.

How does a program "use the humanities to address contemporary social issues?"

Competitive Arizona Humanities grant proposals will use the humanities to contextualize and analyze perspectives of contemporary social and political issues, and provide an organized framework for respectful and civil dialogue. Projects should not advance a specific policy agenda.

Can an organization have a Project Grant and Mini Grant open at the same time?

Yes, an organization may apply and receive funding for a Project Grant and Mini Grant at the same time. However, the proposed projects must be materially different.

Can an organization apply for multiple grants in the same year?

Project Grants: Yes. There are two grant cycles in any given fiscal year (Our fiscal year runs from November 1st to October 31st). An organization may apply for and receive a project grant in each cycle.

Mini Grants: Yes, but organizations must not have reached the $2,000/year limit in Mini Grant funds.

Frequently Asked Questions (Cont'd)

Will previous awards from Arizona Humanities affect my proposal?

Arizona Humanities will use an organization's past Arizona Humanities grant funding activity as an example of the organization's capacity to plan and execute successful projects as well as to administer a grant award. Each application, however, will be considered and evaluated on its individual merits, and repeat funding is not guaranteed.

What qualifies as an "in-kind contribution" and "third-party cash contribution?"

In-kind contributions refer to contributions from an applicant organization to the project such as: staff salaries and volunteer time, services, facilities, and internal funds. This also includes goods and services donated by a third-party or partner organization.

Third-party cash contribution refers to non-federal third party, cash donations made to the organization for the   proposed program. Unlike In-kind contributions, cash contributions may not come from an organization's board or board member, the project director, or any other individual who might be seen as to gain benefit by financially supporting the proposed program. The donation must be committed to the specific project at the time of the grant application, and a letter from the donor(s) must be included in the proposal.

How are grants reviewed?

Project Grants: A panel consisting of rotating Arizona Humanities board members and guest humanities scholars reviews applications two times a year. Arizona Humanities staff verify the organization and program are eligible for funding; provide a grantee's history and current policy information; but do not score applications.

Mini Grants: Mini Grants are reviewed by Arizona Humanities staff and approved by the Executive Director.

If an application is not awarded, can the organization resubmit an application in a future cycle?

Yes. Please consult with Arizona Humanities regarding the outcome of the Grant Review Panel's discussion before resubmitting in future grant cycles.

Cover Graphic credits: Tempe History Museum's Legend City exhibit, Vail Preservation Society, Cinefemme's Women of the Mother Road, Dine Be' iina and Navajo Lifeway's Sheep is Life Festival, The Loft Cinema Rolling Reels Program, Stella Pope Duarte at the Payson Book Festival.

Tips for Submitting A Successful Application

Elements of Strong Proposals & Key Points to Keep in Mind

Murphy's Law. There are no exceptions to our deadlines. Do not wait until the last minute! Remember rushed applications tend to look sloppy. Take advantage of our staff's counseling to help you shape your idea and prepare your application.

Funders love a good story. Along with quantifiable data, include descriptive and qualitative language while avoiding jargon and buzz words. Help us to envision your project with you.

What's your inspiration? How did you come across this idea? Why you? How are you uniquely qualified to undertake the project? Passion can be contagious.

Articulate the need for the project. Are you addressing an issue of community concern? Does your project or initiative align with a new strategic vision to move your work forward? Why would we want to invest in your ideas? Testimonials are very helpful for communicating impact.

Fuzzy numbers and unexplained budget items. Nothing strikes fear in the heart of funders like an inflated budget. They might love your idea, but lose confidence in your ability to administer the grant.

Bell curve philosophy. Do not ask for more than you need thinking we'll cut your budget anyway. Our philosophy is to fund requests to the fullest extent possible, so please be resourceful and ask for only what you need to execute your project.

Resourcefulness. In the current economic climate, funders are hurting too. Are you being economical? Are you leveraging resources?

Collaboration. Funders love to see people working together to deliver a stronger program. This is not an easy task. Make sure relationships and roles are clear.

Balance. Funders love to be on the cutting edge without being too experimental. Innovation and creativity are key concepts, but a proven track record goes a long way.

Build your web presence. Not only does it build your audience reach and extend your project's longevity, but this is how funders find out more about you.

Who is your audience? Be clear about whom you are intending to serve and how they will find out about your project.

Don't Assume. For repeat applications, each Grant Review Panel is new and unique. The panel may not be familiar with your organization or project.

Sloppy prose or vague language. Proof read your proposal. Ask others to read it for clarity. Use clear, quantifiable language.

Hyperbole, contentious ideas, generalizations, grandiose language. "A little known fact…" "Most Arizonans know nothing about…" Show, don't tell. Avoid just making claims, support them.

Grants are contracts. Describe clearly what you plan to execute with the grant dollars. Phase your project accordingly. Don't promise more than you can deliver.

EXPECT PAPERWORK. Arizona Humanities administers grant dollars of federal origin which require a lot of documentation. Review reporting requirements so you know in advance what to expect. Maintain good files. Keep receipts for everything.

Review thoroughly. Once applications are submitted, you will no longer be able to make any changes.