

Discussion

What's the problem here? Does this constitute a "conflict of interest"? Why or why not? If it does, how should the Board deal with it?

1. An organization making a presentation for the Board passes around pens to each Board Member with the organization's logo on them as a gift so that Board members will remember the organization.

2. A student's mother is the Executive Director of an organization that submits a grant proposal.

3. An organization requesting a grant offers to use some of the money to have a plaque made that will thank your foundation for its support. (Does your opinion change if the organization won't be using grant money for the plaque?)

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FOUNDATION SIMULATION

IN ORDER TO put all of the pieces together, students will be given an opportunity to experience a practice simulation of the actual grant cycle. Following this explanation, you'll find four 1-2 page grant proposals on the issue of medical research and treatment. These are actual proposals that were submitted to Temple Isaiah's Seventh Grade Fund in 1999 and 2000. All of them were awarded grants by the Seventh Grade

Fund. Divide students into small groups of 4-6. Give each group an Evaluation Form (p.50), Proposal Evaluation Guidelines (p.49), Proposal Decision Form (p.51), and copies of the four proposals. After the simulation, bring groups back together and have them present their decisions and rationales. The following questions can stimulate further discussion:

What emotional appeals did each organization use to elicit your support?

How many people are you helping in each case? Can you estimate a per person cost of each project?

How does each project represent giving with dignity?

Where would this project fall on Rambam's Ladder of Tzedakah?

What process did your group use to make the decision?

What role did each member of the group take in the process? Did all participants feel like they were equal partners in the decision? If not, what could you do next time to make sure this happens?

What lessons can we learn from this experience that will help us be more successful when we're evaluating real proposals?

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American Heart Association

OPERATION HEARTBEAT

What is the American Heart Association?

The American Heart Association (AHA) is a nonprofit, voluntary health organization funded by private contributions. Its mission is to reduce disability and death from cardiovascular diseases and stroke through research and prevention. To support this mission, the AHA has contributed about 1 billion to cardiovascular research over the last 12 years. AHA-funded research has yielded many important discoveries: CPR, life-extending drugs, bypass surgery, pacemakers and special surgical techniques to repair heart defects. Three Nobel prizes have been awarded to researchers funded by the AHA.

Operation Heartbeat combines the knowledge gained from years of research with technological advances in a program that saves the lives of sudden cardiac arrest victims. Anyone can be a victim of sudden cardiac arrest – regardless of age or apparent health. They could be a victim of choking, drowning, or an auto accident.

Project and Description

Operation Heartbeat is all about strengthening the Chain of Survival for sudden cardiac arrest victims. Surviving cardiac arrest depends on a series of steps. Of these, the most critical is rapid defibrillation. Unfortunately, too much time often elapses between “calling 911” and defibrillating a patient. While communities around the country have installed 911 systems, provided emergency vehicles and personnel, many more defibrillators are needed.

Project Budget and Request

We are requesting funds to purchase one Automatic External Defibrillator (AED) to be placed in our community, and to train those who will use it.

▶ Purchase of AED	3,000
▶ Training	<u>2,000</u>
▶ Total cost	5,000

Even a single AED placed in our community will help save lives. Nationally, about 50 of ambulances and a smaller percentage of fire department vehicles used for emergencies have portable external defibrillators. That’s way too low. As Dr. Joseph P. Ornato of the Medical College of Virginia said in a *New York Times* article, “Sending an emergency vehicle to a cardiac arrest without a defibrillator is like having policemen with guns but no bullets.”

Program Activities

Operation Heartbeat is a program that the AHA began in late 1999 to strengthen each link in the chain of survival. The placement of AEDs and training those who use them are two very important activities of this program.

About AEDs

An AED is a portable and fully self contained defibrillator unit that, when put into use by a trained citizen or EMS personnel, monitors a patient’s heart rhythm and advises a defibrillating shock (when needed) to return the heart to a more normalized rhythm. AEDs were developed in the 1980s after advances in solid-state circuitry and microcomputers allowed defibrillators to recognize the heart rhythm known as Ventricular Fibrillation

(VF). These AEDs were the first to identify this irregular heart rhythm, advise the operator that a shock was indicated, and deliver the shock.

However, AEDs have not been deployed widely to many groups of emergency responders. The barriers have been cost, size, maintenance needs and integration into existing EMS (Emergency Medical Service) systems. Recent breakthroughs in technology mean that AEDs are now:

- ✓ Easier to use and maintain.
- ✓ Smaller, lightweight and rugged.
- ✓ Lower in cost.

The new generation of AEDs makes it more practical to train and equip a wider range of responders, including fire department personnel, police officers, lifeguards, flight attendants, security guards and others responsible for public safety. "Anyone who can learn CPR can learn to use AEDs," says Dr. Richard Cummins, a pioneer in the treatment of out-of-hospital sudden cardiac arrest.

About the Training

It is not enough to simply purchase and place an AED in our community. It is just as important to train those who will most likely be using them. The AHA staff members who direct the activities of the Operation Heartbeat program work closely with a wide variety of organizations and community groups to ensure that each time an AED is purchased and placed in our community, appropriate training goes with the placement.

Project Goals

The over-riding goal of Operation Heartbeat is quite simply to save lives. We will reach our goal one step at a time. By working with groups like Tzedakah in Action, our hope is to work toward Public Access Defibrillation. This means that the general public will have access to defibrillators in highly populated areas such as office buildings, stadiums and airplanes, where survival rates from sudden cardiac arrest are less than 1 .

Timeline

Both AED and the training to use them are available now. Therefore the purchase and placement of an AED in our community, and training those who will use it could happen as soon as funds are available.

Consistency with the Goals of Tzedakah in Action

As a voluntary health organization funded by private contributions, the AHA understands the value of working with others in our community toward positive change. On receiving the Request for Proposals from your organization, we were both honored and humbled by your commitment to our community. We believe that participation in Operation Heartbeat offers a unique opportunity for Tzedakah in Action in furthering that commitment. Moreover, it is an opportunity to make a lasting impact on the community. It is our hope that after reviewing this proposal, you will share our excitement and accept our invitation to join us in our fight to save lives.

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Make-A-Wish Foundation

1. Description of our organization:

The Greater Bay Area Make-A-Wish Foundation is a charitable non-profit organization whose purpose is to grant wishes to children with terminal or life-threatening illness. Proceeds from the Make-A-Wish fundraising efforts are used to fulfill children's dreams and create magical memories for the entire family.

2. *We would love to have Tzedakah in Action adopt its very own wish. This means the proceeds would pay for a "wishkid" to have their wish granted. The class would get to hear all about the wishchild and what happened on the wish that they made possible.*

3. *The wish we are asking the class to adopt will cost the foundation 5,000. It is important to understand that we send the wishchild and their entire family on the wish and this amount would pay for everything!*

4. *The donation will enable one of our wish children to go on a dream vacation! Their entire family will take an airplane ride to beautiful Hawaii where they will swim, sightsee and stay in a beautiful hotel overlooking the ocean!*

5. *The Greater Bay Area Make-A-Wish Foundation serves children between the ages of 2¹/₂ and 18 who meet our guidelines without regard to race, gender, creed, socio-economic, or cultural background. The foundation is committed to ensuring that it never has to decline a qualified wish referral nor limit the scope of a child's imagination for his/her wish due to lack of funds.*

6. *This year we will be meeting a lot of kids*

who are very sick and have to spend time in the hospital, at their doctors office, and at home in bed instead of being able to play with their friends and brothers and sisters. The money you send to Make-A-Wish will help them get a wish!!! We meet these special boys and girls and ask them: if you could go anywhere, if you could meet anyone, if you could have anything, or if you could be anything, what would your wish be? Their eyes light up and they tell me what their secret wish is. You would be amazed at what some of these kids wish for. This year we sent kids to Disneyland and Disney World, England, Rome, Australia and all over the world! We brought some boys and girls to meet Michael Jordan, Steve Young, Robin Williams, Barney and lots of other movie stars. Some kids wish to go on shopping sprees to buy whatever they want and we even pick them up in limousines! You see, this is a time for them to have a wish come true and forget about being sick for a while.

7. *Wishes are happening on almost a daily basis. Right now there are wishes happening all over the United States.*

8. *We only grant wishes to children between the ages of 2¹/₂ and 18 years of age, and we always include their family in the wish!*

9. *Families are asked to call us, share pictures with us and let us know how their wish was!*

10. *We do wishes all year long and it is our goal never to say no to a wish because we do not have the money to do it. So far we have never had to say no!*

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San Francisco
Community Clinic Consortium

IT IS WITH great honor that we submit this application to your class, knowing that the desire to help the underserved populations of San Francisco can be communicated to those who may be able to, one day, make a difference. By saying, "underserved" we are describing a population of San Francisco that routinely is overlooked in relation to how human services are provided. Street Outreach Services (SOS), as a program of SFCCC, seeks to provide health care services to the homeless.

1. Description of our organization:

Founded in 1982, the San Francisco Community Clinic Consortium (SFCCC) exists to develop and implement programs as well as support policies that increase access to community-based primary health care for the medically underserved populations of San Francisco. Together with our member clinics we provide services to over 65,000 patients each year. SFCCC works to fulfill its purpose by pursuing the following four goals:

Expanding the delivery of primary health care services through projects as well as services administered directly by SFCCC in contrast with its partner health centers.

Supporting our member health centers in their provision of quality, cost-effective healthcare services, thereby enhancing the San Francisco healthcare safety net.

Strengthening our partners' networks by improving the process for accessing healthcare.

Providing leadership in health policy.

For decades the Consortium's family-focused clinics have provided affordable, culturally and linguistically competent health care services for those most at-risk of poor health, and with the least ability to pay. In 1982, the executive directors of these clinics formed the Consortium as a leadership organization to preserve the role of community clinics as providers of health care offering a safety net in a new era of increasing health care costs and diminishing public funding.

As a recipient of the Primary Care Achievement Award for Excellence in Patient Care in 1996 (an award funded by the Pew Charitable Trusts), the Consortium was distinguished for providing direct services as well as managing innumerable grant projects for our partner clinics.

2. Title of project and brief description:

The title of our project is called Street Outreach Services (SOS). SOS has been created to respond to the lack of health care for the homeless and, the obstacles to quality health care they routinely face. Crowded living conditions in shelters and often unsanitary conditions of living outdoors increase the risk of unhealthy conditions leading to the spread of tuberculosis, respiratory infections, influenza, lice, scabies, and skin diseases. Resources for wound care and respite care are scarce. Adding to this mix is the fact that homeless people are often exposed to physical violence and sexual assault. Tasks that most people take for granted such as personal hygiene, showers,

mouth and teeth care, and wearing clean clothes are difficult for people living on the streets.

Most homeless people do not have adequate nutrition, and special diets for conditions such as diabetes or heart disease are very difficult to maintain. Homeless women are further at high risk for unplanned pregnancy and undiagnosed / untreated medical conditions such as urinary tract infections, breast and cervical cancer, HIV /AIDS and sexually transmitted diseases. The key to the program's success is consistency and building trusting relationships with clients – elements that have earned SOS its national recognition on CNN, as well as in the San Francisco Examiner.

3. Complete and detailed project budget and amount of request: We are requesting a grant of \$5,000 for our SOS program. A detailed budget is added to this request as an attachment.

4. Specific activities this grant will support: Funds will be used to support SOS as it provides outreach, primary care, and services supporting case by case management of individual needs. Materials supporting good hygiene, socks, and blankets, all of which help to promote a clients' health with establishing good understanding between staff and SOS clients, are routinely purchased from SOS funds. This is to help build a bridge of trust between the client and SOS staff.

Once trust is established, clients are more likely to ask for assistance with their medical and psychological and social problems, and be receptive to information about social services and health education messages. HIV and health education services are also provided at no cost to the SOS client. SOS also assists clients in accessing needed psychological and social services, such as shelter and housing, food, benefits counseling, legal assistance, and substance abuse and mental health treatment. The patient population consists of low-income people who are experiencing extreme poverty and homelessness.

Our patients represent a diverse cross-section of society that spans the realms of race, color, gender, age, sexual orientation, nationality, religion, and physical/mental ability. Current clients included veterans, recent immigrants, people living in cars, as well as people suffering from mental illness and drug addiction disorders.

5. Specific goals and objectives:

Provide clients with preventive and urgent care in non-traditional settings.

Match up clients with community-based primary care doctors who are conveniently located, and culturally and linguistically appropriate.

Empower clients to take responsibility for individual health care and related needs.

Make referrals to, advocate for, and coordinate care with other agencies and services.

MEASURABLE OUTCOMES

TOTALS

CLIENTS RECEIVING MED SERVICES	1,400
NUMBER OF MEDICAL ENCOUNTERS	900
CASE MANAGEMENT ENCOUNTERS	500
CLIENTS SEEN	3,000
TOTAL ENCOUNTERS (INVOLVES THE DISTRIBUTION OF SUPPLIES AND EDUCATIONAL MATERIAL)	18,000

Currently serving to the limit of its ability, SOS exists with the help of funds received through money provided by the federal government in Washington D.C. Covering less than two-thirds of the total SOS budget of 247,066, the Consortium must raise approximately 70,000 in private matching funds to continue providing the services of SOS. Funds received support outreach staff, the recruitment and training of medical volunteers, and essential supplies as well as expected increases in services due to expected increases in populations served by SOS.

We appreciate your class taking the time to consider our proposal. Please call us if you would like any additional information or have any questions. Thank you for your consideration.

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The Susan G. Komen
Breast Cancer Foundation

Tzedakah in Action Grant Request

Executive Summary

The Susan G. Komen Breast Cancer Foundation was established in 1982 by Nancy Brinker to honor the memory of her sister, Susan G. Komen, who died from breast cancer at the age of 36. During the 1990s, approximately 1.8 million women and 12,000 men were diagnosed with invasive breast cancer. Approximately 40,800 women and 400 men will die of the disease this year. However, strides are being made to increase the awareness of early detection, discover what causes breast cancer and then effectively treat it. But there is still much more that needs to be accomplished and that's where we need your help.

The Komen Foundation is an international organization with a network of over 40,000 volunteers working through Affiliates across the country and abroad, fighting to eradicate breast cancer as a life-threatening disease by advancing research, education, screening and treatment. The Foundation respectfully requests a grant of 3,000 from Tzedakah in Action to join us in our efforts to fund breast cancer research through our International Grant Program.

International Grant Program

A gift of 3,000 from Tzedakah in Action will enable the Komen Foundation to fund important breast cancer research. The Komen Foundation is regarded as the most

innovative and responsive grant program in breast cancer today. As a pioneer in the funding of groundbreaking breast cancer research, the Komen Foundation is often the only source of funding for cutting-edge research, much of which has led to landmark discoveries in the quest to find a cure for and eventually prevent breast cancer.

Komen's International Grant Program has provided funding for basic, clinical and translational breast cancer research for the last eighteen years. Through Komen's blind, or anonymous peer review process, which is recognized by the National Cancer Institute as exemplary, research projects are chosen for funding. There are two different types of grants we offer:

Postdoctoral Fellowship Grants

Principal Investigator Grants

Postdoctoral Fellowship Grants

Research is a building process, scientists building upon the discoveries and work of other scientists in the field. When Nancy Brinker founded Komen there were very few scientists dedicating their careers to breast cancer research, due to lack of private and federal funding. Komen decided that support was needed early in a scientist's career and consequently, Komen began funding Postdoctoral Fellowship grants.

Komen awards Postdoctoral Fellowship grants annually, for breast cancer research, to qualified applicants with M.D. or Ph.D. degrees. Each fellowship is for three years and extends to an experienced scientist ("Principal Investigator") the opportunity to

select a scientist ("Fellow") to train in his/her laboratory. The annual award is 35,000, for a total of 105,000 per grant. The recipients must fulfill all reporting and other obligations outlined in his/her grant contract in order to receive the award each year.

Principal Investigator Grants

This program is intended to foster investigations into the cause, treatment, prevention and cure of breast cancers. Particular emphasis is given to projects that are innovative, non-duplicative of other efforts and have the potential to lay the groundwork for continuing study. The program offers grants of up to 250,000 over a two-year period.

Good Stewards of Your Money

The Komen Foundation operates with a small staff and a large volunteer network. We are careful in our spending, realizing that our supporters expect their money to be dedicated to fulfilling our mission in eradicating breast cancer as a life-threatening disease. Our general and administrative expenses are below 10%.

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INSTRUCTIONS FOR FOUNDATION SIMULATION

YOU ARE THE Board of Trustees of a foundation called Tzedakah in Action. This year, the foundation has chosen “medical research and treatment” as its issue. During today’s meeting, you’ll be reviewing four proposals from organizations dedicated to medical research and treatment.

The organizations are asking for a total of 18,000, but Tzedakah in Action has only 9,000 to distribute. As a Board, you have to decide which organizations should receive funding and whether or not they should receive their full requests. You must be able to explain why you are funding certain organizations and why you are not funding others.

Read each proposal and take five minutes to discuss it as a group. You should use the “Proposal Evaluation Form” to write comments about each proposal. The group should give each proposal a letter grade of A, B, C, D, or F. After you have read all of the proposals, use the “Proposal Decision Form” to indicate what action you’ll be taking on each proposal, why you made these decisions, and how much money you are giving to each organization you decided to fund.

Each group needs to select a group leader who should run the meeting and a recorder who should keep notes on your discussions.

PROPOSAL EVALUATION GUIDELINES

ORGANIZATION

What's the name of the organization?

AMOUNT

How much is the grant request?

PROJECT & DESCRIPTION

What is the specific name and nature of the project we're being asked to fund?

What specifically will the project do?

NEED & IMPORTANCE

Do you believe that there is a need for this project? How important is the issue or problem that this project addresses? Does it fit our issue area and our grant guidelines?

GOALS & OBJECTIVES

What are the goals and objectives of this project? Are they clear? Do you understand the purpose of this project? Will the success or failure of the project be measurable?

EFFECTIVENESS

Do you believe that this project will be effective in addressing the problem or need mentioned above? How effective will it be?

JEWISH VALUES

How well does this project fulfill the Jewish values of tzedakah that we've been studying? Do you get the impression that this organization gives with dignity?

BUDGET

Will our grant partially or fully fund the project? How will the money be spent? Do you believe that this is a good use of the money? How much of the grant request will go to direct services vs. operations?

QUESTIONS, COMMENTS & IDEAS

Are there any questions you feel are left unanswered by the grant proposal? What question or questions would you ask if this organization came to make a presentation?

OVERALL GRADE

Based on your answers to the questions above, what overall letter grade would you give to this proposal?

PROPOSAL EVALUATION FORM²³

ORGANIZATION	AHA	Make-A-Wish	SFCCC	Komen
AMOUNT	\$5,000	\$5,000	\$5,000	\$3,000
PROJECT NAME & DESCRIPTION	Operation Heartbeat	One "Wish"	Street Outreach Services	Research Grants
NEED & IMPORTANCE				
GOALS & OBJECTIVES				
EFFECTIVENESS				
JEWISH VALUES				
BUDGET				
QUESTIONS, COMMENTS, & IDEAS				
OVERALL GRADE				

PROPOSAL DECISION FORM

<i>ORGANIZATION</i>	<i>ACTION (FUND/DECLINE)</i>	<i>AMOUNT</i>	<i>WHY?</i>
<i>American Heart Association</i>			
<i>Greater Bay Area Make-A-Wish Foundation</i>			
<i>San Francisco Community Clinic Consortium</i>			
<i>The Susan G. Komen Breast Cancer Foundation</i>			