



NATIONAL CENTER FOR
FAMILY PHILANTHROPY

Family Giving Online Knowledge Center Board Activities and Training Procedures

TITLE: Allocation of Grantmaking Roles and Responsibilities

SOURCE: Emily Hall Tremain Foundation

[For more information, please go to: <http://www.tremainefoundation.org/>]

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ALLOCATION OF GRANTMAKING ROLES AND RESPONSIBILITIES (EMILY HALL TREMAINE FOUNDATION)

The Board

- Establishes Mission, including program areas and core grant-making approach
- Determines the Foundation's overall distribution policies, including the allocation of funds for administration, discretionary grant and program purposes
- Establishes standards for development and implementation of program area strategies
- Co-creatively brainstorms with program implementation committees
- Upon recommendation of the Program Committee, approves the allocation of funds among program areas
- Upon recommendation of program implementation committee, approves program area guidelines
- Reviews proposed grants that exceed \$250,000 or 1/3 of the program area's annual budget for compliance with established program standards

The Program Committee

- Approves broadly applicable grant development and grant management policy
- Recommends allocation of funds among program areas
- Periodically reviews implementation of grant management procedures

The Program Implementation Committee

- Recommends program area guidelines
- Co-creatively brainstorms with the Board in the development of program strategies
- Recommends focused objectives and strategies within approved program area guidelines
- Guides staff in development of related grant options
- Reviews and selects grant initiatives
- Authorizes grant commitments up to \$250,000 within Program area budget, as long as grant is less than 1/3 of entire focus area budget.
- Evaluates strategies and progress toward program area objectives and reports to the Board at least every five years
- Establishes and periodically reviews one-year, three-year and five-year program area plans
- Keeps the Board informed and engaged concerning grant developments, challenges and progress
- Organizes Board meeting briefings with leaders in the field
- Guides and monitors implementation of related staff work

Staff

- Supports and closely collaborates with the Committee
- Develops, maintains and collaborates with a network of knowledgeable and creative program area funders, experts and organizations
- Analyses and presents strategic options
- Screens unsolicited grant applications and concepts against program priorities
- Solicits, analyses and recommends grant initiatives
- Establishes final terms and conditions of authorized grant commitments
- Maintains collaborative and accountable relationship with grantees
- Monitors grant implementation, including evaluation
- Recommends grant course corrections when necessary
- Keeps the Committee and Board up-to-date about grant developments, achievements, issues and concerns
- Maintains grant records and the Foundation Management system
- Provides routine FMS reports to the Board for review to assure that staff and Program Implementation Committee decisions are consistent with program policy direction, including proposal denial reports, grant commitments, payment schedules and payment histories.