



NATIONAL CENTER FOR
FAMILY PHILANTHROPY

**Philanthropic Spend Down:
A Retreat Sponsored by the S. D. Bechtel, Jr. Foundation**

April 27-28, Pocantico (East Coast)

October 14-15, Los Altos (West Coast)

This intimate gathering is for board members and senior staff of foundations that are considering or have decided to spend down their assets. Come with concerns and engage with experts and peers to learn about successful approaches and troubleshoot key challenges. Time will be spent in peer learning focused on exits and impact, stakeholder communication, talent development, and family connections, as well as the legacy of learning.

Retreat content for both April and October events will be similar, although specific faculty and speakers will vary. Please plan to attend only one of the two retreats. For additional information on registration fees, venues, and speakers, please see www.ncfp.org or contact Katie Scott at (202) 293-3424 or katherine@ncfp.org.

**Pocantico Center of the Rockefeller Brothers Fund
April 27-28**

April 27

3:00–3:40pm: Welcome & Introduction

Join faculty for a welcome and ground rules. We will learn about other participants from registration data and by connecting with peers about your reasons for attending the retreat.

Facilitated by Barbara Kibbe and Lois Mitchell

3:45–4:45pm Managing Investments in Context of a Spend Down

As foundations prepare to or actively begin the spend down process, managing finances, assets, and investments is likely to be a high priority challenge. How do we administer multi-year commitments as we plan to exit, while funds are invested? How can we remain financially responsible, while maintaining cash for unexpected expenditures, near-term grants, and other management needs?

Facilitated by Barbara Kibbe and Lois Mitchell

5:00–6:00pm Break and Estate Tour

The Pocantico Center of the Rockefeller Brothers Fund hosts conferences and artists residencies, and has been home to four generations of the Rockefeller family. It's a self-contained park with significant flora and fauna, while also a place for shared research, inquiry, and creativity. We will take time to appreciate and learn about this historic location, including the historic home of the family.

6:00–6:30pm Reception

Mingle with your colleagues and continue sharing your perspectives, stories, and pressing questions with our faculty and dinner speakers.

6:30pm–8:30pm Dinner & Conversation: Imagining the End and Traveling Toward It

Join Tony Proscio for a lively discussion about imagining, planning for, and traveling toward your foundation's sunset. Tony has produced detailed chronicles of the final years of The Atlantic Philanthropies and the Avi Chai Foundation, both of which cease grantmaking in 2020. Learn from his experiences and observations and take part in an interactive discussion on working to make impact.

April 28

8:00–8:45am Breakfast

Join your peers for conversation and breakfast. There is no formal program during breakfast.

8:45–10:00am Exits and Impact: Ensuring Resiliency and Capacity While Exiting a Field

Learn how to navigate this complex and challenging process to maximize impact while leaving grantees and fields strong. How do you support resiliency in your grantees? How do you build the capacity of both the grantee and the field at large? How do you say goodbye when it isn't working?

Facilitated by Lois Mitchell & Christopher G. Oechsli

10:00–10:15am Break

10:15–11:45am Breakout Sessions:

Option A: *Talent Development and Retention*

Growing and retaining staff and momentum while closing can be a challenge, even if it is years away. How do you keep staff engaged? How do you keep morale positive and staff members focused on the work while also supporting them in considering future career steps? Talk with senior leaders about lessons learned and share your own concerns and questions.

Facilitated by Barbara Kibbe

Option B: *Family Connectedness: Enduring Relationships after the Spend Down*

Every family foundation encounters unique relational dynamics, especially with multiple generations engaged. Family participation in the foundation may even provide a purpose and inspiration to regularly gather and engage together. Consider various perspectives and suggestions for navigating interpersonal relationships in the philanthropy without compromising family bonds.

Facilitated by Lois Mitchell and Nick Tedesco

11:45am–Noon Break

Noon–1:00pm Lunch Roundtable Discussions

Join your peers for conversation and lunch. We will have small group discussion, without a formal program.

If you would like to suggest or host a specific topic for table discussion, please contact katherine@ncfp.org.

1:00–2:30pm Breakout Sessions:

Option A: *The Legacy of Learning: Building and Sharing Knowledge from Exits*

While there are many other foundations that have closed, there is no set manual for doing so. What can you learn from the field? How can your foundation contribute to your sector or movement while also leaving behind lessons from your own knowledge? And how do you balance transparency and privacy in deciding what to share?

Facilitated by Barbara Kibbe and Christopher G. Oechsli

Option B: All-way Communication During the Spend Down Process

Grantees, foundation staff, funding partners, the media, the causes, and communities you serve—how will these colleagues react and how do you keep control of communication? Anticipate, prepare, and convey messages to preserve working relationships that survive uncertain changes.

Facilitated by Lois Mitchell and Tony Proscio

2:30–2:50pm Closing Comments/ Request Feedback

Discuss next steps for your own work, share feedback on the retreat, and discuss options for connecting more intentionally to this learning community.

Led by NCFP Staff

3:00–4:00pm Learn and Consult with your Peers

We will meet in in four small breakouts led by all faculty. These will be about topics submitted by all of you. To share a topic of interest, email katherine@ncfp.org. We will also source topics during the retreat.

4:00pm Departures

**Los Altos
October 14-15**

The West Coast retreat agenda will be similar to the East Coast agenda, but may shift based on feedback and lessons learned from conducting the initial retreat.