

Laying the Foundation Part Two: Governance Structures and Considerations

Fundamentals of Family Philanthropy Webinar
March 11, 2025

Featuring:

- **Frank Baiocchi, Executive Director, Hunter Family Foundation**
- **Peter M Hunter, Trustee, Hunter Family Foundation**
- **Holli Rivera, President and Founder, Intentional Philanthropy**
- **Ricshawn Adkins Roane, Executive Director, Weissberg Foundation**
- **Wesley Weissberg, Trustee, Weissberg Foundation**



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FAMILY PHILANTHROPY

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zm Question and answer

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Questions you ask will show up here. Only host and panelists will be able to see all questions.

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☐ Send anonymously

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Zoom Webinar Logistics

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- Open the “chat”
- Ask a Question via the “Q&A” icon. You can check the box to “send anonymously” if you prefer to submit your question that way





Housekeeping

- This webinar is being recorded and a replay will be made available to all attendees.
- To ask a question, type it into the Q&A box on your control panel at the bottom of your screen or use the chat.
- If you experience technical problems, please use the question box or email britt.benavidez@ncfp.org. Should there be a broader technical issue, we will send an email and share a message on screen.
- If you have sound problems listening through your computer, try switching to a landline telephone or cell phone.
- You may chat with us on twitter during or after the webinar using the hashtag #ncfpweb.

Today's *Fundamentals of Family Philanthropy* webinar

Laying the Foundation Part Two: Governance Structures and Considerations March 11 | 2 - 3pm Eastern

In light of your philanthropic goals and values, what governance structures and legal implications should you consider? How can effective governance support and sustain effective, compliant, and mission-driven family philanthropies?

This session will go beyond regulatory requirements and equip you with the best practices in stewardship to ensure your principles, policies, and practices are aligned with your philanthropic goals.



Polls





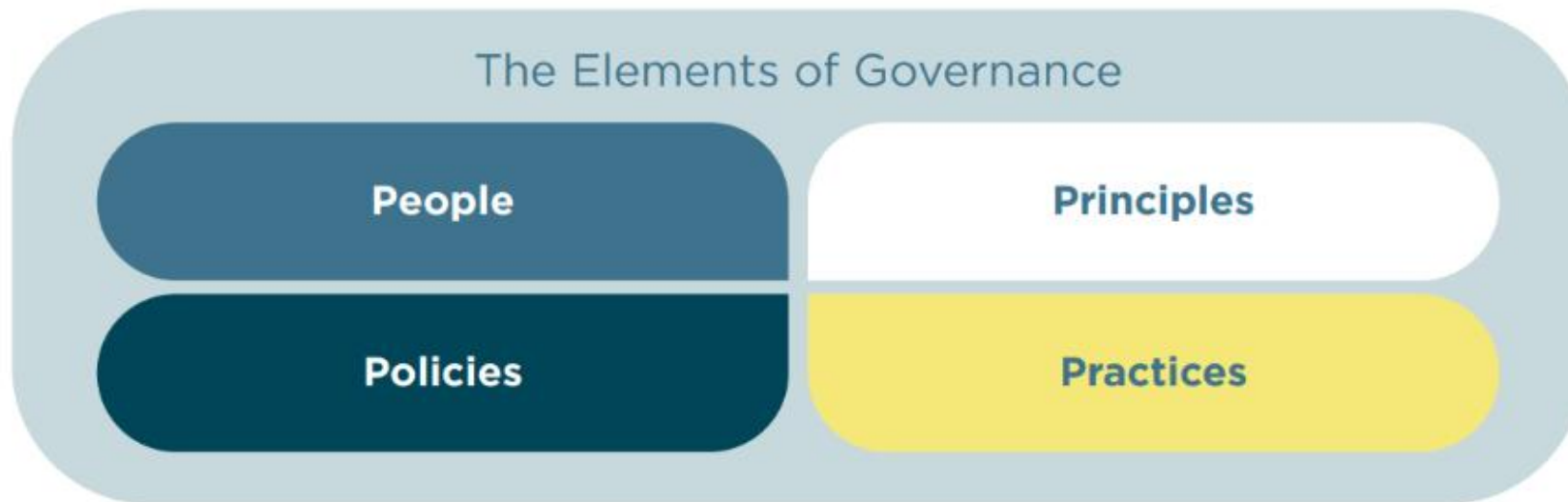
Frank Baiocchi
Executive Director
Hunter Family
Foundation

Peter Hunter
Trustee
Hunter Family
Foundation

Holli Rivera
President and
Founder
Intentional
Philanthropy

**Ricshawn Adkins
Roane**
Executive Director
Weissberg
Foundation

Wesley Weissberg
Trustee
Weissberg
Foundation



Why is governance important?

Establishing clear decision-making principles, policies, and practices ensure long-term success in your philanthropic endeavors. A structured governance framework increases the ability of a group to:

- **Navigate decisions** with clarity of purpose.
- **Respect a variety of perspectives**, leading to more productive conversations when decisions are controversial or complex.
- **Maintain compliance** with laws and regulations.
- **Focus on making the best decisions for the collective philanthropy** over any individual, keeping members of the group accountable to each other and something larger than themselves.
- **Create continuity** during leadership transitions.

Ultimately, adding structure to philanthropy creates more freedom. With structure, decision-making becomes more straightforward, streamlined, and satisfying, leading to more impactful results.

Hunter Family Foundation

- Year Founded: **1993**
- Foundation Location: **Chicago, IL**
- Primary Funding Areas (issue and geography):
 - **Education, healthcare, economic development, environment**
 - **Chicago, IL; Denver, CO, Western NC; Northern WI, Boca Grande, FL**
- Annual grantmaking budget: **\$20-22M**
- Discretionary spending for board members?: **yes**
- Board Size: **9, all family members**
- Generations represented on the board: **2nd and 3rd**
- Foundation staff size: **4 FTE staff (non-family)**

Weissberg Foundation

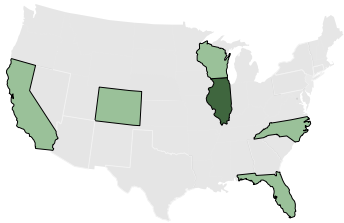
- Year Founded: **1988**
- Foundation Location: **Northern VA**
- Primary Funding Areas (issue and geography):
 - **Power building for racial equity and justice**
 - **70% in VA and Appalachia, 30% national**
- Annual grantmaking budget: **\$10M**
- Discretionary spending for board members?: **yes**
- Board Size: **10 (5 family, 5 independent + ED)**
- Generations represented on the board: **2nd and 3rd**
- Foundation staff size: **4.75 FTE (non-family)**

The Hunter Family Foundation believes every family should have equitable opportunities to **LEARN, PLAY & GROW** together in their home communities.



LEARN	PLAY	GROW	COMMUNITY RESPONSE
Early Childhood Wraparound Family Services Field building Systems Improvement	Environmental Stewardship Family Projects Cross-Sector Collaboration Policy/Advocacy	Access to Healthcare Clinical Care Community Health Workers Reproductive Health Systems Improvement	Special Initiatives Urgent Action Pressing Community Needs
Literacy & Social-Emotional Learning Student Support/Enrichment Access to Literature Field Building Systems Improvement	Access to Nature Family Recreation Parks & Trails	Food Security Direct Access to Food Systems Improvement	Family Legacy Discretionary Matching International
Post-Secondary Pathways Career Pathways College Access/Persistence Systems Improvement	APPROACH Uses a Trust-Based Philanthropy framework to guide decisions around practice, culture, structures, & leadership		
	<div>LISTEN with intent ↔ LEARN with others ↔ LEAD with understanding</div>		

COMMUNITIES	GRANTS	PARTNERSHIPS	LEADERSHIP
Chicago & Lake County, IL Denver, CO San Francisco, CA Western North Carolina Northern Wisconsin Boca Grande, FL	Building power by investing in communities in ways that best support residents Trust-Based Philanthropy General Operating Support Advocacy/Systems Change Community-Driven	Sharing power by connecting partners with opportunities and resources Collaborative Grantmaking Learning Communities Thought Partnerships Community Planning	Leveraging power to meet community-driven goals and promote collective action Convening across sectors Advising Co-creating Serving on boards/committees



2025 GOALS & TIMELINE



	Goals	2025 Deliverables	Q1	Q2	Q3	Q4
Governance	<ul style="list-style-type: none"> Nurture board engagement Admin infrastructure & budget Support staff 	Leadership Transition Plan	Bi-weekly meetings + Learning series intro; staff succession plans	Bi-weekly meetings + Learning series continued	2026-30 Leadership & Committee Plans developed	New 2026-30 Admin Plan, inc. Leadership & Committees
		Communications Revision	Develop Social Media & Newsletter	Social Media & Newsletter Launched		
		Revised HFF Policies	HFF handbook reviewed & approved	LF office?; By-laws reviewed & approved	Other policy/practice materials reviewed & approved	Staff Reviews
Investment	<ul style="list-style-type: none"> Long-range planning Investment performance & policies 	Faithful Implementation of Revised IPS	IPS Implementation	IPS Implementation	IPS Implementation	IPS Implementation
		Integrate Impact Investments into IPS		Impact Investment research	Draft Impact Invest Guidelines	New impact Invest Policy
Granting	<ul style="list-style-type: none"> Develop goals & strategies Guide processes & budget Lead analysis & revisions 	Granting Implementation	PLAY (w/ LEARN Development)	LEARN (w/ Grow Development)	GROW	Analysis + strategy
		New/Nuanced Strategies	Big Ideas & Capacity Building Plans	Research & Development (Staff)	Research & Development (con't)	2026-30 Grant Strategy Implementation Plan
Learning	<ul style="list-style-type: none"> Increase organizational & individual knowledge Assess impact Improve performance 	Trust-Based Philanthropy	Culture	Structure	Leadership	Practice
		Learning Plans Implementation	Individual Plans discussions	Individual plan implementation	Individual Plan Implementation	2026-30 Learning Plans
		Impact Framework			Framework Revised	Framework Finalized

	Goals	Recommendations & Decisions					Staff Follow-up
		Ongoing	Q1	Q2	Q3	Q4	
Governance	<ul style="list-style-type: none"> Nurture board engagement Support staff Lead infrastructure & budget decisions 	Guide board engagement, budgets, legal matters, & overall operations	Approval of board forms		ED compensation, benefits, plans	Next year's spending policy	Quarterly board book minutes
			Approval of lead/learn plans		Staff benefits, plans	Next year's admin budget	Update HFF dashboard for all committees
		Handbook/policy changes				Next year's calendar	Update board calendars
Investment	<ul style="list-style-type: none"> Guide & monitor investment performance & policies Develop & lead long-term plans 	Support & review treasury duties, quarterly reports statements, & compliance	Manager & Endowment performance		\$\$ to inform spending policy	990, excise/state taxes reviewed & submitted	Facilitate conversations with FIC & Investment managers & develop meeting reports
Granting	<ul style="list-style-type: none"> Develop goals & strategies Guide processes & budget Lead analysis & revisions 	Determine proposal solicitations	PLAY grants	LEARN grants	GROW grants	Add'l grants	Conduct due diligence & report on prospective grantees/strategies
		Support board & staff to review & connect with grantees	Finalized granting plan for this year			Goal/strategy changes for next year	Create Grants Analysis & Impact Reports
Learning	<ul style="list-style-type: none"> Increase org. & indiv. knowledge Assess impact Improve performance 	Identify, organize, & support learning opportunities	Calendar of learning opportunities			Changes in HFF approach for next year	Review & adapt learn/lead plans with each member
						Changes to lead/learn plans	Add learning opportunities to calendar on dashboard

HFF Annual Decisions

KEY

Committee Decision

Board Decision

New or Change

DECISION

2025 GOVERNANCE REPORT



Goal

To help lead the board – &, ultimately, HFF – to reach its full potential & achieve its mission by ensuring:

- The board is engaged & functioning appropriately & efficiently
- The staff & overall operations are strong & stable,
- The relevant & necessary policies, practices, & resources are developed & implemented.

GOVERNANCE COMMITTEE CHECKLIST					
Responsibility	Q1	Q2	Q3	Q4	Notes
Ensure the board can thoughtfully discuss, debate, & plan HFF's mission, vision, & values; budget & financial statements; & the roles, duties, & responsibilities of board, committees, & staff.	X				Ongoing
Support HFF's operational efficiencies & effectiveness & the general activities of the board & its committees.					Legal Wellness Check
Co-create, seek approval for, & monitor the annual total budget as well as the administrative budget by line item.	X				Updates provided in this report
Oversee the process to monitor, evaluate, & support the performance of the executive director					Usually in Q3
Determine appropriate compensation & benefits for staff members					Usually in Q4
Monitor issues related to values, ethics, & conflicts of interest, inc. annual completion of Conflict of Interest, Whistleblower, & Code of Conduct forms for each board & staff member.					Legal Wellness Check
Recommend to the board any major capital items & leases for HFF's offices.	X				Will discuss in Q2
Address legal matters that arise for board & staff members & HFF more generally.					Legal Wellness Check
Monitor legal & regulatory matters affecting the field of philanthropy & recommend appropriate actions to the board.	X				Legal Wellness Check

02/16 Attendees

DECISIONS:

Weissberg
Foundation's
Decision-
Making Matrix

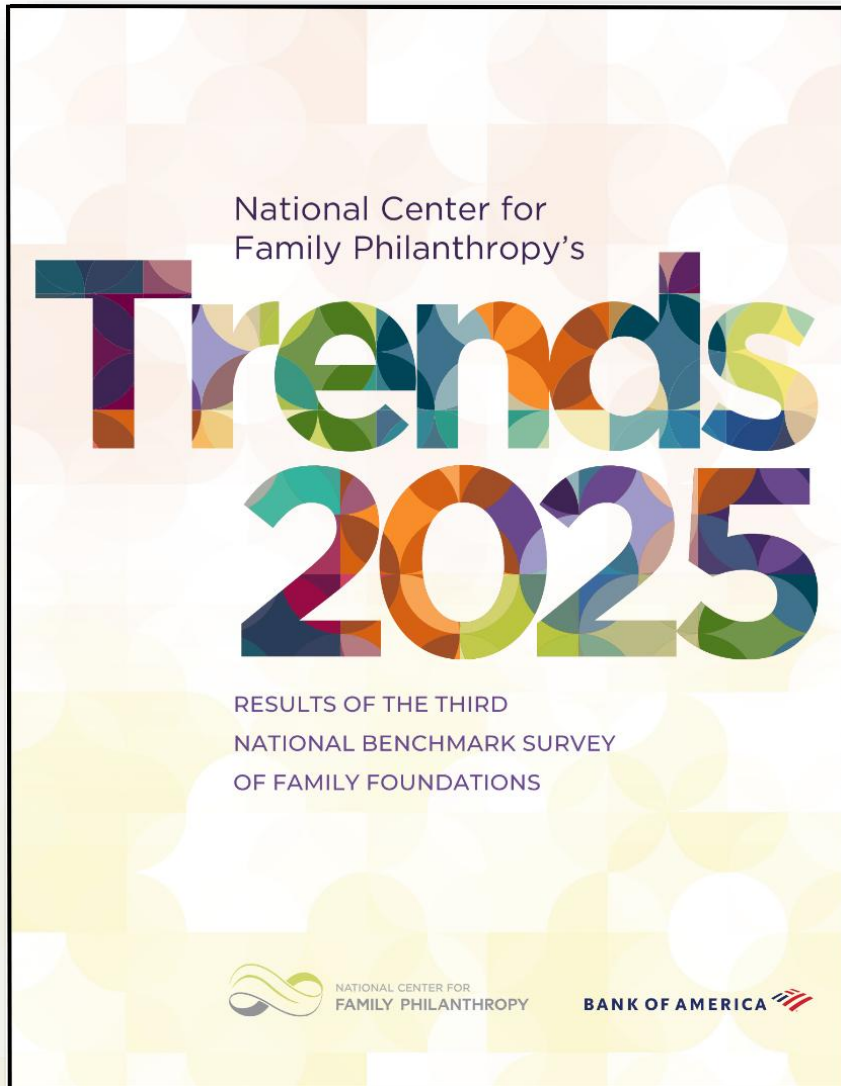
Key for Roles	Key for Decision Making Options
I=Input	C = Consensus
P=Prepare	M = Majority
R=Review	D = Board Delegates to Individual or Subgroup w/ Guidelines
A=Approve or Administer	
N=Notify after approval	

		ROLES							
	DECISIONS	Staff	Executive Director	Executive Committee	Investment Committee	Governance & Nominating Committee	Full Board		Board Decision Making Option
	Governance								
	Decide Who Decides: Review & Approve Draft Matrix	I/P	I/P	R			A		M
	Changes to Bylaws		I/R			P	A		C
	Setting Board Responsibilities	I/R	I/P	R			A		M
	Updating Governance Plan: - Board Expectations - Board Composition - Board Leadership - Board Compensation - Accountability	I	I	R		P	A		M
	Plan for Board Expansion (Family & Independent)	I	I/R			P	D & A		M
	Elect Board Members & Officers	I	I	I		P	A		M

Reflection



Trends 2025 Released



The report tracks the leading trends in the field of family philanthropy and includes data on:

- Asset sizes & payout rates
- Grantmaking
- Family dynamics
- And much more

ncfp.org/Trends2025



Emerging Family Leaders Learning and Action Cohort

Applications due April 3



Who is it for?

Young family members who are early in their family philanthropy leadership (0-5 years) or on the pathway to a governing role



What is the agenda for the cohort?

Cohort members will meet in person on May 21-22 in Washington, DC for a kickoff dinner and full day in-person peer connection, learning, and workshop time

Three more virtual sessions throughout the year will include workshops, learning from experts, and peer connection time



What topics will be covered?

The cohort will work through a curriculum that includes: governance, fundamentals of family philanthropy, decision-making, conflict and family dynamics, impact strategies, and more!





Upcoming *Fundamentals of Family Philanthropy* Webinars:

Laying the Foundation Part Three: Aligning your Vehicles with your Values

April 8th | 2-3pm ET

Disability Inclusion in Family Philanthropy

May 13th | 2-3pm ET

Community Conversation: A New Era in Philanthropy

June 10th | 2-3pm ET

Join a Peer Network

Peer networks are for those interested in connecting to family philanthropy colleagues with similar objectives, challenges, and shared experiences.

**BIPOC Leaders | Board Chairs | Community Foundations
Emerging Family Leaders | Engaging Youth | Impact Investing
Non-family Staff | Rural Funder | Strategic Lifespan**

Email ncfp@ncfp.org to learn more and join.





Thank you for joining!

NCFP will send a recording and related resources for the webinar to all attendees.

Please complete the webinar evaluation survey that has been dropped into the chat. You may also send your comments and testimonials to ncfp@ncfp.org.