


Improving Internal Practices in Philanthropy



COUNCIL on FOUNDATIONS

E. Thomas Brewer
Director of Programs
Archstone Foundation

Jeffrey P. Malloy
Director of Finance and Administration
Irvine Foundation

February 21, 2012 ~ 2:00-3:30 pm, ET



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Welcome



Ericka Plater Turner
Managing Director, Professional Development
Council on Foundations
Moderator

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Agenda


- Introductions
- Streamlining the Grantmaking Process
- A Performance Appraisal Case Study
- Discussion



Feel free to submit a question at any time. Use the "Q&A" panel on the right navigation bar. Type your question, select "All Panelists" and click "Send."


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WebEx Tips

- To expand or collapse a panel, toggle the arrow (▶) or (▼).
- All phone lines are on mute.
- Questions? On the Q&A Panel, type your question, select "All Panelists," click "Send."
- This webinar is being recorded for self paced learning.

 Feel free to submit a question at any time. Use the "Q&A" panel on the right navigation bar. Type your question, select "All Panelists" and click "Send."

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Speakers




E. Thomas Brewer
Director of Programs
Archstone Foundation




Jeffrey P. Malloy
Director of Finance and Administration
Irvine Foundation

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Robert Wood Johnson Foundation Sponsor of the Career Pathway Webinar Series



Debra Joy Pérez
Interim Assistant Vice President, Research and Evaluation
Robert Wood Johnson Foundation

 Robert Wood Johnson Foundation

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Irvine Foundation


Streamlining the Grantmaking Process



Jeffrey P. Malloy
Director of Finance and Administration
Irvine Foundation


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Poll Question

Identify the type of organization you are representing on this webinar.



Use the "Polling" panel on the right navigation bar to respond to the poll. Select your answer and hit the "submit" button.

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the James Irvine foundation

Mission: To expand opportunity for the people of California to participate in a vibrant, successful and inclusive society.



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Poll Question

Identify the number of staff your foundation employs.

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Arts

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Youth

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California Democracy



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the James Irvine foundation
Headquartered
in San Francisco

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New Arts Program Director
Josephine Ramirez

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New Arts Program Director
Now Based in the
Los Angeles Office

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Multiple Locations

San Francisco	Los Angeles
Headquarters	Arts Program Director
Grants Administration	Highest Grant Volume
CEO	Moving Paper Files Now Expensive
Vice President for Programs	Delaying the Grants Cycle
All Grant Files (Paper)	Integration of Only "Remote" Senior Team Member

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Grantstream Goals: Internal

Simplify the Grantmaking Process	Efficiency for Program Staff	Efficiency for Vice President and CEO
Efficiency for Board Chair	Enable Remote Access	Move Towards Paperless Grant Files

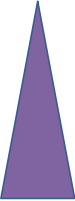
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Staff in-house? OR Use Consultants?



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Poll Question

Take a wild guess: How much was the consulting estimate to map our existing grant cycle?

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Gerald Spica
Database Architect



Kelly Martin
Director of
Grants Administration



Jessica Hickok
Grants Manager


Internal Team Established

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First task: Shadow a grant through its entire process

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Poll Question

In your organization, how many times does a grant/grant file change hands between proposal and approval?

Use the "Polling" panel on the right navigation bar to respond to the poll. Select your answer and hit the "Submit" button.

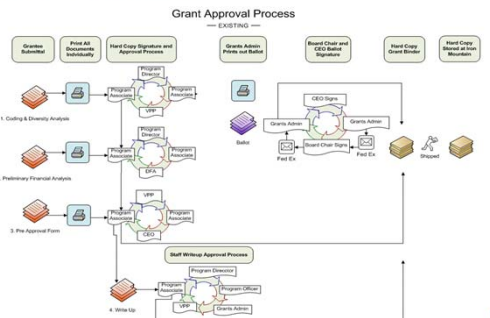
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Grant Approval Process

EXISTING



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olutions

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Program Associate
Program Officer
All 3 Program Directors



Buy-in from Stakeholders critical!



Jim Canales, CEO


Vice President for Programs

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More Efficient Turnaround Times
Engage more responsively with grantees
Reduce reliance on paper files
Grant review and approval while traveling
Convenience of using iPad for grant review/approval

Jim Canales, CEO

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Environmental factors are critical!!

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Grantstream Phase 2 Goals:


- Digital Dashboards with Customized Views
- Paperless Grantmaking Process
- Automated Workflow
- Foundation-wide Interface with Constituent Relationship Management
- User-friendly Interface for Grantees
- Ongoing Flexibility and Reduced Costs

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Implementing an entirely new Program Database Software

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Collaborating with other foundations to learn from their mistakes and establish best practices


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**Lessons Learned:
#1**
Be realistic about timing and planning
– Plan for delays!

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**Lessons Learned:
#2**
Create Buy-in. Stakeholders will
contribute valuable ideas!

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**Lessons Learned:
#3**
Peripheral vision is key at all times!

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**Lessons Learned:
#4**
Understand the risk tolerance of your organization.

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**Lessons Learned:
#5**
External collaboration is extremely beneficial – other foundations will willingly share information.

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Q&A
Midway Check-in


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Archstone Foundation


A Performance Appraisal Case Study




E. Thomas Brewer
Director of Programs
Archstone Foundation

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ARCHSTONE
FOUNDATION


To prepare society for an aging population



Use the "Polling" panel on the right navigation bar to respond to the poll. Select your answer and hit the "submit" button.


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Poll Question


Please rate the effectiveness of your organization's performance appraisal system.



Use the "Polling" panel on the right navigation bar to respond to the poll. Select your answer and hit the "submit" button.


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Purpose

Examine and assess the effectiveness of the foundation's performance evaluation system

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
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Internal Drivers

- Executive Leadership
- Organization's Thermometer

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
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External Drivers

- Change in Foundation's Assets
- Threat of Talent Drain
- Evolving Better Practices

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The Functions of Appraisal

- Improvement
- Coaching and Guidance
- Feedback and Communication
- Compensation
- Termination and Legal Documentation
- Staffing Decisions and Improvement

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graph TD; A[Improvement] --- B[Coaching and Guidance]; B --- C[Feedback and Communication]; C --- D[Compensation]; D --- E[Termination and Legal Documentation]; E --- F[Staffing Decisions & Professional Development]; F --- A;
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Poll Question

Is your organization evaluating its performance appraisal system?

Use the "Polling" panel on the right navigation bar to respond to the poll. Select your answer and hit the "submit" button.


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Research Questions

- What are "best" practices for evaluating performance?
- What motivates people?
- What do staff want and need in the workplace?
- What creative approaches have been used?
- What works/doesn't work?
- What drives motivation and performance?

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
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Process

- Readings
- Informational interviews
- Compensation survey & benefits comparison
- Meetings with Foundation leadership
- Informal conversations with program staff

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 JOHN W. BOURDEAU
Chairman of Board of Directors

**RETOOLING
HR**

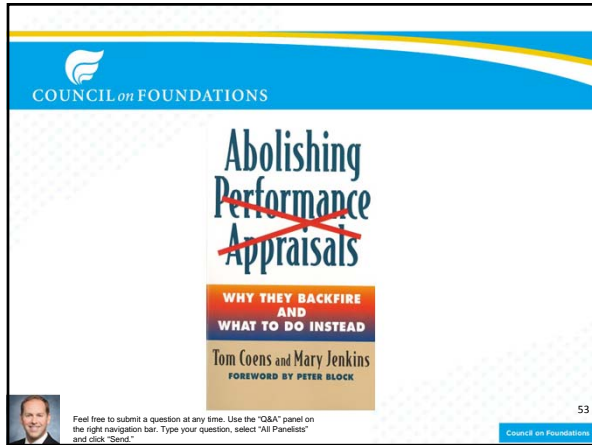
Using Proven Business Tools
to Make Better Decisions About Your
Human Resources

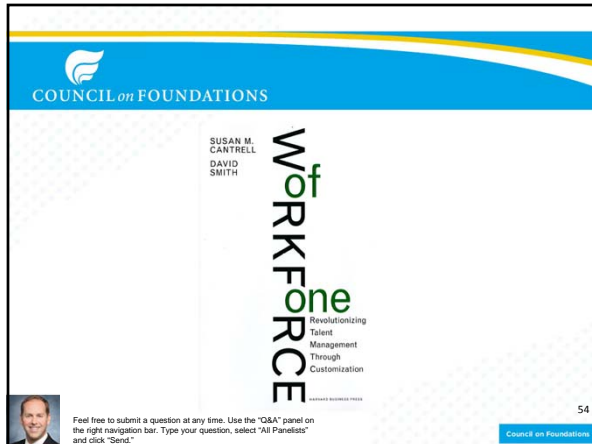
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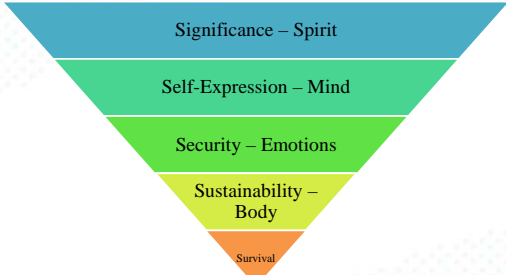
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Significance – Spirit

Self-Expression – Mind


Security – Emotions


Sustainability – Body

Survival

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Poll Question

Which of the following is most important and/or of most value to you in your workplace?

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Proposed Framework

- Appraisal period mirrors fiscal year
- Performance metrics updated
- Merit increases linked to annual goals
- Presentation of total compensation
- Interim coaching/performance discussions
- Incentives – e.g., bonus, sabbatical

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Opportunities and Challenges

- Culture change
- Shift of values (transaction to experience)
- Structure of incentives and rewards
- Customization
- Retain talent
- Support underperformers

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Lessons Learned

- Culture change is slow / change is anxiety-producing
- Value of the 'black box' / norms vs. values
- Flexibility
- Work values are changing – will philanthropy lead or follow?

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Q&A

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Speaker Information




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CAREER PATHWAYS A PHILANTHROPIC LEADERSHIP PIPELINE EXPANSION PROGRAM


Applications and nominations now being accepted for the 2012–2013 class

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All submissions are due before **March 21**.

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What's Next

- **Give feedback:** Fill out evaluation now or by email.
- **Review and share:** Today's webinar recording will be e-mailed to you.
- **Register:**
 - Foundations on the Hill (FOTH) – March 21-22, Washington, DC
 - Global Grantmaking Institute – March 28-29, Arlington, VA
 - 2012 Annual Conference – April 29-May 1, Los Angeles, CA
- Visit www.cof.org/education to learn about other professional development opportunities hosted by the Council.

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