



**Smart Grantmaking Practices Fundamentals Workshop:  
The Grants Management Process - Streamlining and Advocating for Change**

**September 19, 2013**

**Agenda**

8:30-9:00 AM	Breakfast/Networking
9:00-9:20 AM	Welcome/Introductions
9:20 AM-12:15 PM	SESSION 1: Practices/Techniques to Streamline Grantmaking
12:15-1:00 PM	Lunch
1:00-3:00 PM	SESSION 2: Strategic Implementation
2:45-3:00 PM	Wrap-Up: Group Discussion of Action Steps
3:00 PM	Program Concludes

*DVG thanks **Montgomery, McCracken, Walker & Rhoads, LLP** for hosting this event!*



**Smart Grantmaking Practices Fundamentals Workshop:  
The Grants Management Process - Streamlining and Advocating for Change**

**September 19, 2013**

First Name	Last Name	Organization
Denise	Benson	United Way of Greater Philadelphia & Southern New Jersey
Julia	Boerth	First Hospital Foundation
Jennifer	Bohnenberger	Independence Foundation
Marlane	Bohon	Western Association of Ladies for the Relief & Employment of the Poor
Leslie	Boris	Dexter F. and Dorothy H. Baker Foundation
Mimi	Box	Jon Bon Jovi Soul Foundation
Pamela	Bryer	Chester County Fund for Women and Girls
Nancy	Burd	The Burd Group
Jennifer	Danifo	Pennsylvania Humanities Council
Erin	Dowling	Glenmede
Ashley	Feuer-Edwards	Delaware Valley Grantmakers
Sonjeya	Fitzgerald	United Way of Greater Philadelphia & Southern New Jersey
Bethany	Flood	Green Tree Community Health Foundation
Judith	Foley	Salem Health and Wellness Foundation
Josh	Guyer	Glenmede
Kate	Houstoun	The Barra Foundation
Mimi	Iijima	Pennsylvania Humanities Council
Theresa	Jackson	Delaware Valley Grantmakers
Debra	Kahn	Delaware Valley Grantmakers
Janet	Kroll	Homeless Assistance Fund, Inc.
Winnie	Lau	United Way of Greater Philadelphia & Southern New Jersey
Julia	Laurence	National Philanthropic Trust
Jennifer	Leith	The Douty Foundation/WOMEN'S WAY
Heather	Micklewright	John Templeton Foundation
Christine	Miller	The Comcast Foundation
Martha	Morse	Edna G. Kynett Memorial Foundation
Matthew	Mumber	United Way of Greater Philadelphia & Southern New Jersey
Linda	Musumeci	American Philosophical Society
Kristin	Myers	National Philanthropic Trust
Meridian	Napoli	The Comcast Foundation
Jennifer	Pedroni	North Penn Community Health Foundation
Ashley	Pultorak	Pottstown Area Health & Wellness Foundation
Karen	Race	Claneil Foundation Inc.
Francesca	Rothseid	Women of Vision
Daphne	Rowe	1675 Foundation Allen Hilles Fund
Crystal	Shannon	The Vanguard Group Foundation
Carol	Walz	Friends Fiduciary Corporation
Heidi	Williamson	Berks County Community Foundation

*DVG thanks **Montgomery, McCracken, Walker & Rhoads, LLP** for hosting this event!*

# Streamlining and Advocating for Change

## THE GRANTS MANAGEMENT PROCESS



---

---

---

---

---

---

---

---

## Today's Featured Presenters

- **Nancy Burd**, President, The Burd Group
- **Jennifer Leith**, Executive Director, The Douty Foundation and Director of Grantmaking, WOMEN'S WAY
- **Meridian Napoli**, Director, Grants Data & Operations, The Comcast Foundation
- **Jennifer Pedroni**, Vice President of Administration, North Penn Community Health Foundation
- **Daphne Rowe**, Executive Director 1675 Foundation and Executive Director, Allen Hilles Fund

---

---

---

---

---

---

---

---

## Morning Agenda

- **9:00-9:20**      **Welcome & Introductions**
- **9:20-12:15**    **Session 1: Practices & Techniques to Streamline Grantmaking**
- 9:20-9:55      Contextual Overview
- 9:55-10:55     Panel discussion: Jennifer Leith, Jennifer Pedroni, and Daphne Rowe
- 10:55-11:10    Break
- 11:10-11:50    Group Breakouts
- 11:50-12:15    Report out/Collective Reflections
- **12:15-1:00**    **Lunch**

---

---

---

---

---

---

---

---

### Afternoon Agenda



- **1:00-3:00**     **Session 2: Strategic Implementation**
- 1:00-1:15     Contextual Overview
- 1:15-1:45     Member Stories & Case Studies with Jennifer Pedroni and Meridian Napoli
- 1:45-2:40     Group Discussion Of Key Challenges
- 2:45-3:00     Wrap-Up: Group Discussion of Action Steps
- **3:00**         **Adjourn**

---

---

---

---

---

---

---

---

### Introduction



- Your Name, Organization & Role
- On a scale of 1 to 5, please tell us how far along you are in streamlining at your organization:
  1. Thinking About It
  2. Studying our Practices
  3. Developed a List of Goals
  4. Made some changes, but not yet achieved our goals
  5. Achieved our stated goals and beginning to think about new goals

---

---

---

---

---

---

---

---

### Goal of the Research



- 1 Identify the flaws in the current application, monitoring, and reporting practices of grantmakers,
- 2 Develop recommended principles, resources, and tools to help grantmakers address those flaws, and
- 3 Support grantmaker efforts to change.

*Drowning in Paperwork, Distracted from Purpose*

---

---

---

---

---

---

---

---

### 10 Flaws In The System



1. Enormous variability among grant requirements
2. Requirements that aren't right sized
3. Insufficient Net Grants
4. Outsourced Burdens
5. Trust Undermined
6. Reports on the Shelf
7. Fundraising Gymnastics
8. Due Diligence Redundancy
9. Application Strategies (Double-edged Sword)
10. Time Drain for Grantmakers Too

---

---

---

---

---

---

---

---

### 4 Key Principles To Drive Change



1. Taking a fresh look at application and reporting requirements to ask for only what is needed to make decisions.
1. Right-sizing application and reporting requirements to make them appropriate to the size and type of grant and prior relationship with the grant seeker.
3. Reducing the burden on grant seekers by simplifying budget requirements, using effective online grantmaking, and accepting existing materials.
4. Providing clear and straightforward communications about grantmaking.

---

---

---

---

---

---

---

---

### Panel Discussion



- **Facilitated Discussion of Streamlining Principles**
  - with Jennifer Leith, Jennifer Pedroni, & Daphne Rowe
- **Followed by Q & A**

---

---

---

---

---

---

---

---

## Break Out Discussion

---

MORNING

---

---

---

---

---

---

---

---

### Questions to Consider for Reflection and Discussion

---

<b>Discussion Questions for you each to identify (20 m)</b>	<b>Discuss Together and Document (20 m)</b>
<ol style="list-style-type: none"><li>1. What streamlining activities are currently taking place in your organization?</li><li>2. What are some of the priority streamlining activities you would like to see implemented within your organization?</li><li>3. Who would need to be involved in making these changes?<ul style="list-style-type: none"><li>• Internally – board, other staff, etc.</li><li>• Externally – vendors, partners, grantees</li></ul></li><li>4. What barriers to implementation do you anticipate?</li></ol>	<ol style="list-style-type: none"><li>1. What are shared successes with streamlining/increasing efficiency?</li><li>2. What are shared priorities for moving forward?</li><li>3. What are shared barriers?</li></ol>

---

---

---

---

---

---

---

---

### Report Out and Collective Reflections

---

- Each group will report the shared successes, priorities, and barriers (15 mins)
  
- Collective discussion of key trends, feedback, reactions to trends, etc. (10 mins)

---

---

---

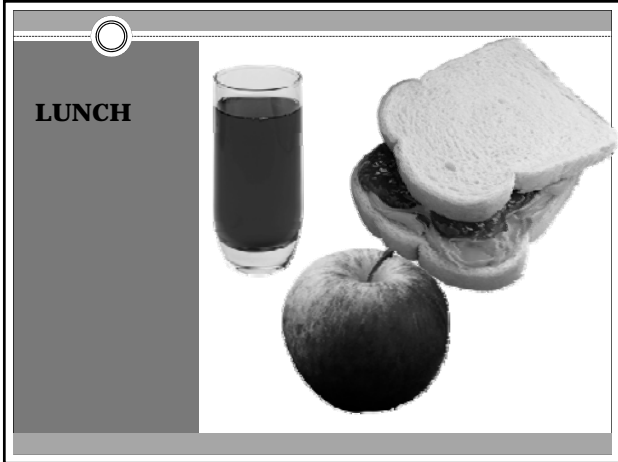
---

---

---

---

---



---

---

---

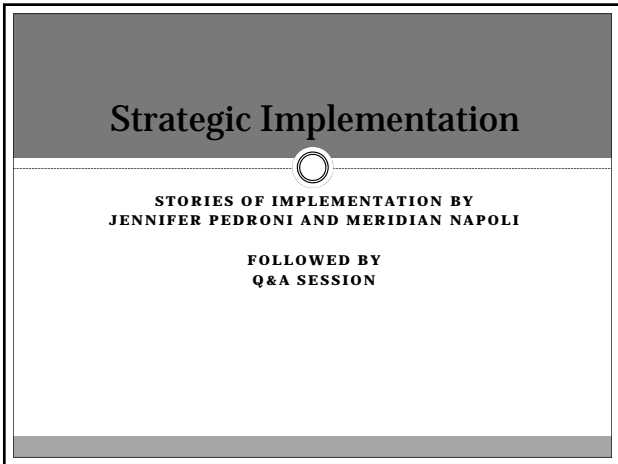
---

---

---

---

---



---

---

---

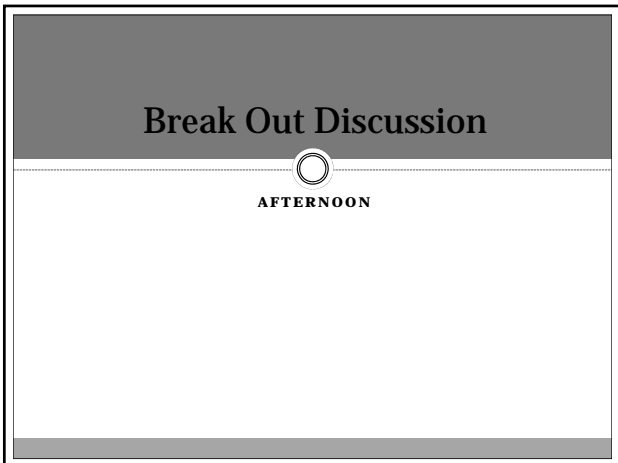
---

---

---

---

---



---

---

---

---

---

---

---

---

**Group discussion of key challenges to implementation (40 minutes)**



- How will the role of the Grants Manager change as a result of implementing new practices? How has the Grants Manager's role already changed (from once being thought of as an administrator to now being thought of as a specialist?)
- Length of time required for change to occur (always longer than you want/think)
- How do I engage leadership (whether it's the ED of the organization or Board leadership)?
- How do I communicate with and engage grantees and external stakeholders? How will this impact their work? How might this change our current relationship?

---

---

---

---

---

---

---

---

**Report Out**



- Key takeaways from each topic

---

---

---

---

---

---

---

---

**Call to Action**



- What does the region need to help advance the most important streamlining actions; what can we do collectively?
- Potential areas to explore:
  - More training/education (specific areas for deeper dig, role for DVG?)
  - Advocacy/voice in grantmaking community
  - Increased interaction/communication among grants managers/program officers, etc. (role for DVG, GMN?)
  - Other?

---

---

---

---

---

---

---

---



## Thank you!



- To you... for your participation, ideas and attention
- To our presenters...for their preparation and willingness to share
- To Delaware Valley Grantmakers...for sponsoring this important conversation
- To the Delaware Valley Chapter of the Grants Managers Network for their partnership in this program



Nancy Burd, President  
215-694-3724  
nancy@theburdgroup.com

---

---

---

---

---

---

---

---



## Smart Grantmaking Practices Fundamentals Workshop: The Grants Management Process - Streamlining and Advocating for Change

### Session 1 Breakout Discussion Questions

#### **Individual Reflection:**

Please take the next 15-20 minutes to think about the following questions within the context of your organization and the role of grants management at your organization. Take some time to write down your individual responses. If there are multiple attendees from your organization at the workshop, you may choose to work through these questions in a small group.

1. What streamlining activities do you think are currently taking place in your organization?
  
2. What are some of the priority streamlining activities you would like to see implemented within your organization”?
  
3. Who would need to be involved in making these changes?
  - a. Internally – board, other staff, etc.
  - b. Externally – vendors, partners, grantees
  
4. What barriers or challenges to implementation do you anticipate?

**Small Group Discussion:**

Please volunteer one individual from each group to serve as your “reporter.” For the next 15-20 minutes, please review your individual reflection responses and discuss the following questions as a group. The reporter should write down highlights from your discussion, which will be reported out at the end. discussing responses in small groups – a group “reporter” will record and report out answer to the following:

1. What are shared successes with streamlining/increasing efficiency?

2. What are shared priorities for moving forward?

3. What are shared challenges/barriers to implementation?



3. How do I engage leadership (whether it's the ED of the organization or Board leadership)?

4. How do I communicate with and engage grantees and external stakeholders? How will this impact their work? How might this change our current relationship?

**Key Takeaways:**



## **Smart Grantmaking Practices Fundamentals Workshop: The Grants Management Process - Streamlining and Advocating for Change**

**September 19, 2013**

**Speaker Bios**

### **Nancy Burd**

**President, The Burd Group**

Nancy Burd has over 20 years of experience in philanthropy, nonprofits and government. She is the President and Founder of THE BURD GROUP, a national consulting firm dedicated to building a high performing nonprofit sector through the design and implementation of effective and strategic philanthropy practices and setting strategic direction. Her work with grantmakers includes strategic planning, the design and implementation of Grantmaking initiatives and strategies, capacity building program design, and evaluation. For nonprofit organizations, The Burd Group focuses on building successful strategies for financial sustainability, governance, fund development and facility development. The Burd Group team includes expertise in evaluation and fund development and Nancy is a certified provider of the Core Capacity Assessment Tool, and organizational assessment tool developed by TCC.

Prior to founding The Burd Group, Nancy Burd was the Vice President for Grantmaking at The Philadelphia Foundation and was the first director of the Nonprofit Finance Fund for Pennsylvania and New Jersey, a national nonprofit financial intermediary investing loans and grants for organizational growth and sustainability. She also led the national programs for NFF.

### **Jennifer Leith**

**Executive Director, The Douty Foundation and Director of Grantmaking, WOMEN'S WAY**

Jennifer Leith has over ten years experience in grants management, in addition to several years experience in grantwriting. She currently serves as Executive Director of The Douty Foundation and Director of Grantmaking of WOMEN'S WAY. Prior to joining WOMEN'S WAY and Douty in 2011, Jennifer was Executive Director of the Homeless Assistance Fund, Inc. for 4 years and Director of Grants and Public Education at Susan G. Komen for the Cure for 4 years. She was a grantwriter for the Philadelphia Unemployment Project for several years and in between these experiences, served as Peace Corps volunteer in West Africa.

**Meridian Napoli**  
**Director, Grants Data & Operations, The Comcast Foundation**

Meridian Napoli has over ten years experience in Grants Management at both private foundations and corporate giving programs. Her experience encompasses global grantmaking of multi-year, multi-million dollar grants as well as small community support grants. Specializing in the implementation of technology and process improvements, Ms. Napoli has lead three organizations to an online grant submission and complete reengineering of grantmaking processes drawing on her Six Sigma and Project Management training. Presently she is the Director, Grants Operations for Comcast Corporation & Comcast Foundation. Before her work in the field of grants management, Ms. Napoli was the Director of Small Business at the Greater Seattle Chamber of Commerce and served 4 years combined volunteer service in AmeriCorps (VolunteerMaryland!) and Peace Corps (Tonga).

Ms. Napoli served on the board of the Grants Manager's Network (GMN). She has presented at various conferences and meetings (GMN, Technology Affinity Group, Delaware Valley Grantmakers, and MicroEdge solutions Conference) on various subjects related to grants management.

**Jennifer Pedroni**  
**Vice President of Administration, North Penn Community Health Foundation**

Jennifer Pedroni joined the North Penn Community Health Foundation in 2003, shortly after the Foundation's inception. Jennifer was responsible for establishing the grants administration and accounting functions including implementation of policies, procedures and systems. As one of a staff of four, she has many diverse responsibilities in managing the administrative aspects of the Foundation including operations, investments, accounting, grants management and proposal assessment. She works closely with the staff and board in the development and implementation of the strategic goals of the foundation.

Jennifer is an active member of the Grants Management Network, serving as treasurer and on the board from 2009 – 2013.

**Daphne Rowe**  
**Executive Director 1675 Foundation and Executive Director, Allen Hilles Fund**

Daphne Rowe is the founder and President of Pembroke Philanthropy Advisors, an independent philanthropic advising and foundation management firm in the Philadelphia area. She has over 20 years of experience working with philanthropic families and clients, including the Donley Foundation, the Hilles Fund, the 1675 Foundation, the Inglis Foundation, and the Leo & Peggy Pierce Family Foundation.

Daphne has worked in the non-profit sector since 1981. She has a public policy degree from the Fels Institute at the University of Pennsylvania. Daphne managed a multi-million dollar youth development initiative in Philadelphia for the William Penn Foundation in the early 90's. She became a Program Officer at the Philadelphia Foundation and was eventually named its first Director of Donor Services.



# Project Streamline

Practices  
That Matter







---

Grants Managers Network  
1666 K Street NW, Suite 440  
Washington, D.C. 20006  
888-GMN-1996  
info @gmnetwork.org

All content copyright  
© Grants Managers Network May 2013

#### **Research and Analysis**

Jessica Bearman  
Alice Cottingham

#### **Author**

Jessica Bearman

Editorial and intellectual support from Alice Cottingham



This work is licensed under a Creative Commons Attribution-NonCommercial-NoDerivs 3.0 Unported License. Permissions beyond the scope of this license may be available by contacting Grants Managers Network at 888-GMN-1996 or info@gmnetwork.org. This publication is available in electronic format at www.gmnetwork.org.

# What does a streamlined grantmaker look like?

According to one nonprofit executive ...

“First, they are so open to feedback. They engage and have actual conversations. They give good instruction—like what, when, how, and who—so we know what to do. Also, they don’t make you do unnecessary work before the time is right. They ask for a concept paper that includes some basic goals, timeline, and strategies. They give us feedback and then ask for a proposal based on the concept paper. The proposal instructions are very clear, and if we have questions, we can ask. They then tell us when we can expect an answer ... and they give us an answer at that time.”

“Oh ... and also,” she added with a laugh, “their online system actually works.”

These practices characterize a streamlined grantmaker—one with a grantmaking philosophy and practices designed to ensure that it gets the information it needs for decision-making without unduly burdening grant-seeking nonprofits. This grantmaker has intentionally and systematically eliminated redundant requests for information and requirements that don’t add substantively to the grantmaking process. It has implemented a staged process that makes good use of nonprofit time

and invested in a high-quality, user-tested online grantmaking system. This is a grantmaker whose core values around respect for grantseekers are aligned with its on-the-ground practices.

Project Streamline has a simple premise: that the cumulative impact of grantmakers’ distinct and often laborious application and reporting requirements undermines nonprofit effectiveness, causing grantseekers to

devote too much time to seeking funding (often without payoff) and reporting on grants (often without benefit) to the detriment of their mission-based work.

The streamlining effort has a correspondingly straightforward goal: to help grantmakers understand and reduce the burden of application and reporting on their nonprofit partners, while still getting the information they need to make good grantmaking decisions.

Five years after the research that resulted in Project Streamline's initial report, "Drowning in Paperwork, Distracted from Purpose," and subsequent tools, assessments, and workshops, the leaders and partners of the initiative decided to take stock of progress. We wanted to find out whether the core principles and concrete practices essential to streamlined application and reporting had gained traction in the field of philanthropy. We needed to know more about which application and reporting practices made the biggest difference to nonprofit organizations and grantmakers. And we wanted to chart a path forward with recommendations for where Project Streamline should focus its energies going forward.

*"I'm glad you are doing this project. The amount of time and energy spent on [application and reporting] processes depletes the leaders of nonprofit organizations and ensures that we will NEVER solve the pressing problems in front of us."  
—Grantseeker*

## The Bottom Line

Most of the 460 grantmakers who participated in this research were highly aware of and fairly committed to streamlining principles. Many had made or were planning changes to streamline their practices in accordance with the four Streamlining Principles:

- 1 **Taking a fresh look at application and reporting requirements** to ask for only what is needed to make decisions.
- 2 **Right-sizing application and reporting requirements** to make them appropriate to the size and type of grant and prior relationship with the grantseeker.
- 3 **Reducing the burden on grantseekers** by simplifying budget requirements, using effective online grantmaking, and accepting existing materials.
- 4 **Providing clear and straightforward communications** about grantmaking.

And yet, most of the 300 grantseekers surveyed had not experienced widespread streamlined practice.

Surveys and interviews of grantseekers told us that they were still burdened by cumbersome and opaque requirements and continued to wrestle with application and reporting practices not commensurate with the level of funding. In short, despite individual incremental changes in grantmaking practices, the experience of many nonprofits remains a frustrating one.

## Principle 1: Take a fresh look at information requirements.

More than 80 percent of grantmakers surveyed reported that they have revised application and/or reporting requirements to ask for only what they use in decision-making.

### *On the other hand ...*

In general, grantmakers still do not like to accept information that's not specifically developed for them, and this shows in the grantseeker experience. Most grantseekers (84 percent) said their grantmakers rarely<sup>6</sup> or never accept the common applications developed in regions around the country, and most nonprofits (62 percent) rarely or never encounter a grantmaker who accepts standard annual reports or no reports.

Grantmakers continue to require unnecessary paperwork for due-diligence purposes. More than half of grantseekers said they always have to send in the IRS letter of determination, even when grantmakers are verifying current tax status online.

*“We have made changes but are evaluating our processes and procedures on an ongoing basis to see where there are additional areas that we could make improvements. There is not yet consensus among all staff on some of the information we should be collecting and how to best use the information we do collect.”*  
—Grantmaker

## Principle 2: Right-size expectations.

**Grantmakers reported that they are paying attention to the relationship between what they require and the size and type of the grant.**

More than half of respondents have made a change to revise application (55 percent) or reporting (59 percent) to be “appropriate to the grant size or type.” This seems to be an increase from Project Streamline’s 2007 survey, in which 35 percent said that requirements varied depending on the size of the grant, and 41 percent said requirements varied depending on the type of grant. Such change is also reflected in Grantmakers for Effective Organizations’ 2012 study of grantmaking practices, in which half of the foundations surveyed reported that their application requirements were often or always proportionate to the size and type of grant—an increase from 41 percent in 2008.<sup>7</sup>

Grantmakers have also added filters so that only those grantseekers most likely to be funded needed to complete full proposals. More than two-thirds (69 percent) have added a way to filter applicants prior to requesting a full proposal. In 2008, this figure was 60 percent, according to research conducted for Project Streamline’s first report: “Drowning in Paperwork.”

### *On the other hand ...*

Right-sizing—although an increasingly well understood concept among grantmakers surveyed—is not experienced by many grantseekers. Most (72 percent) of grantseekers surveyed said that applications for small grants are rarely or never “right-sized” or proportionate to the funding. The same percentage said that they rarely or never have a simplified application for repeat or renewal grants.

For most grantseeking respondents, staged processes, in which full information is requested only from organizations with the best chance of receiving funding, remained rare. One grantseeker articulated the right-sizing issue, saying “The grantmakers that expect ‘hoop jumping’ reports for small amounts (although we are grateful for them) are not allowing us to be good stewards of time and money.”

## Principle 3: Reduce the burden.

**Grantmakers have implemented online systems and simplified requirements for budgets and financial information to create a less cumbersome process for grantseekers.**

- A move online: Grantmakers surveyed overwhelmingly (91 percent) shifted to using an online system or accepting applications via email.
- Multiple copies increasingly rare: With the shift toward accepting electronic submissions, 84 percent of grantmaker respondents have stopped requiring multiple copies of applications or reports.
- Simplified financials: 72 percent of grantmakers reported simplifying their budget and financial requirements, and 57 percent said that they have started to accept nonprofits' own budget and financial information.

### *On the other hand ...*

Going online doesn't equal streamlining. Poorly designed and untested online systems—all too common, according to grantseekers—remain one of the biggest sources of aggravation and unnecessary administrative hours. Comments from grantseekers cited many specific issues related to online systems, including forms where data cannot be cut and pasted but must be input one item at a time, forms with stringent character limits, forms that don't allow users to review all questions in advance, save work, or go back to previous responses, and myriad other bugs. Furthermore, half of the grantseekers surveyed said that paper systems are still prevalent among their funders.

Only a third of grantseekers reported that they are able to submit their own financial information regularly (more than half the time). For most, budget templates are still common. The financial contortions required to transpose budget information from formats that work for a grantseeker into templates and new categories required by grantmakers remains a time challenge and source of considerable frustration during the application stage and reporting phases.

## Principle 4: Provide clear and straightforward communications

Good communications goes a long way toward a positive and streamlined experience on both sides.

Almost all (91 percent) grantmakers responding to this survey reported that they have revised communications to make them more clear and straightforward. Another 84 percent said that they have specifically revised communications to be clear across all platforms, including website, print material, and other media.

### *On the other hand ...*

Getting clear guidance and reaching a real person are challenging for the grantseekers we surveyed, who reported confusing, inconsistent, or insufficient communication. Grantseekers noted that online systems often stand in for telephone or other more direct communication with grantmakers—forming an unintentional barrier to building relationships.

*“I really appreciate funders who are very clear on what types of groups they fund and don't fund, so you don't waste a lot of time on doomed requests.”*

*—Grantseeker*