GMA FOUNDATIONS
GRANTMAKERS MANAGERS ADVISORS

Report

To Clients and Community



2 DISTINCTIVE GRANTMAKING
3 MODEL GOVERNANCE
4 INNOVATIVE OPERATIONS
TRUSTEE FIDUCIARY SUPPORT
5 LEARNING
6 GMA BY THE NUMBERS
GMA CLIENTS SERVED

President's Letter

Dear Friends and Colleagues:

The field of philanthropy is forever buzzing with new paradigms challenging grantmakers to practice high-impact philanthropy, catalytic philanthropy, transformational philanthropy, venture philanthropy or to simply give well. At GMA, our client foundations are eager to explore different ways of giving, be it simply to give smarter or to engage with their foundation colleagues and grantee partners to explore innovative approaches to improving society.

At GMA Foundations we embrace grantmaking of all types and levels. Our goal is to meet foundations where they are and move with them along a path that will help them to achieve their goals. At the same time, our program officers support leadership at the board level to energize trustees and directors to build on their own knowledge by inviting new ideas and people to the grantmaking discussion. For newer foundations we help boards find their mission, explore their values and begin their journey. During times of transition and exploration we offer guidance and support. For all of our client foundations, we are trusted allies.

As grantmakers, managers and advisors we are fortunate to be able to work with and learn from a broad base of foundations and over 100 foundation board members and to share that collective experience with our foundation clients. In the past year, many of our clients have moved to new models of governance, restructured grantmaking programs, or explored a more strategic focus. We have highlighted a few of their stories in this report.

No matter the economic climate, the value of excellent service at a reasonable fee remains essential to foundations as they consider maximizing philanthropic dollars. We are firmly committed to offering a high level of value to our clients as we strive to further develop our own creativity and nurture new ideas.

Mary Phillips
April 2011

Distinctive **Grantmaking**

"Our clients explore their interests in myriad ways, making grants throughout the United States and the developing world. Our team is flexible and has gained expertise in all major program areas and disciplines. In our annual reports, we highlight examples of outstanding client grantmaking. In reviewing the past year, once again we find a wide range of interests and approaches." *Phil Hall, GMA Foundations Principal and Director of Grantmaking Quality*



Photo courtesy of Jumpstart

Early Education

In a time of national ferment, much attention is being placed on the need for quality early education to ensure that all students enter first grade ready to learn. For the **Jessie B. Cox Charitable Lead Trust**, the family grants committee and its GMA team engaged in discussions with the Nellie Mae Foundation, New England's most prominent education foundation. Our sessions led to fruitful grantmaking partnerships with other funders and with state and national government. In Vermont, the Trust joined a large funder collaborative to seed-fund universal pre-kindergarten in 11 towns, with the promise of state funding to continue these programs in future years. In Vermont, Maine, and New Hampshire, the Cox Trust supported state early learning councils to apply for and receive $2 million in new federal grant funds to coordinate, expand, and improve the quality of preschool options, especially for low-income children.

Elder Affairs, Fishing Communities

True to its 19th century origins as a rest home for retired seamen, **Sailors' Snug Harbor of Boston** is a leader in funding elder programs and in providing support for coastal families affected by the decline of the fishing industry. The trustees annually convene the grantees in their two program areas for convivial and informational sessions featuring experts in their fields. In 2010 Massachusetts Senator Patricia D. Jehlen, Senate Chair of the Joint Committee on Elder Affairs, led a question-and-answer session on legislative initiatives affecting older adults with the foundation's Elder Program grantees, and Jen Levin from the Gulf of Maine Research Institute engaged Fishing Initiative grantees with a thought-provoking presentation on the evolution of the sustainable seafood marketplace.



Photo courtesy of Gulf of Maine Research Institute

Evaluating Programs for Disadvantaged Families

The directors of **The Linden Foundation** realized that the usual approaches to program evaluation seemed not to apply to their grantees–community-based organizations that strengthen disadvantaged and homeless families by providing sustained and holistic support to address the challenges facing multiple family members. Working with the trustees, GMA Foundations coordinated a conversation on what really works in these important programs with Katya Fels Smyth, founder of the Full Frame Initiative and invited trustees of several other like-minded foundations to join. Rather than isolate outcomes, her "full frame" continuum for society's neediest includes access to resources, decreased social isolation and exclusion, safety, stability, and increased mastery and self efficacy.

Social Entrepreneurs in Third World Countries

In 2010, philanthropy continued its lively discussion about social entrepreneurs and market-based approaches. The grantees of the **Conservation, Food & Health Foundation** were well-represented on this front. Farmers in Rwanda are working to improve their methods in a crucial effort to reclaim the land. Beginning with 40 farmers in Kenya, the One Acre Fund is now working with nearly 30,000 farmers in both Kenya and Rwanda to reverse the rampant soil depletion and erosion with improved seeds, fertilizer and water management techniques. The prospects for increased crop yields are promising if not yet reality. One Acre and several other organizations supported by the foundation were recognized for their innovative work by media sources including Time Magazine, Scientific American, the Huffington Post, and Seed Magazine.

Model Governance

"Effective foundation management, governance and grantmaking depend on group decision-making, and many giving programs benefit from an interchange among trustees, on-the-ground experts and experienced consultants." *Mary Phillips, GMA Foundations President*



Sophy Theam

New Leadership

Established in 1944, **The Theodore Edson Parker Foundation** is an independent foundation operating with a longstanding commitment to the city of Lowell, Massachusetts. This year the foundation added two new board members, including Lowell resident, Sophy Theam, whose experience in philanthropy began as a Parker Foundation Fellow, a program overseen by GMA Foundations staff. A local banker and community activist, she is the first Cambodian American to sit on a foundation board. Sophy and David W. Donahue, an investment advisor in Boston, succeed Thomas Leggat following his 32 years of valued service.

Employee Engagement

Established by the law firm of Foley Hoag LLP, **The Foley Hoag Foundation** is committed to the improvement of race relations in the city of Boston. Consistent to its original charter, only one of the three trustees is a partner of the firm. GMA facilitated a proposal-review training program for firm associates. This process serves to orient new lawyers to Boston and to the firm's commitment to the practice of philanthropy.



Erica Rice, Associate, Foley Hoag; Chaletta Huertas, GMA



Foley Hoag Associates Michael Nelson, Noah Kaufman, Amy Senier

Family Succession

The engagement of future generations in the life of a family foundation is one of the greatest challenges in philanthropy. Five years of succession planning, next generation training and orientation led to the first meeting of the three-generation board of the **Howard and Geraldine Polinger Family Foundation**. GMA consultants worked with the first, second and third generations of this Washington, D.C. based foundation to implement the succession plan and to facilitate the first multi-generationsl planning meeting.

Innovative Operations

"Our investment in online application systems has already begun to yield positive results, improving client communications and reducing paperwork. Our record-keeping covers all of the management required of a charitable giving program, including grants management and reporting."

Amy Segal Shorey, GMA Foundations, Principal and Director of Operations



Paperless Review

With trustees in 19 states, and a mission to advance the work of practicing physicians and to improve the quality of healthcare for all Americans, the national **Physicians Foundation** was eager to migrate from voluminous paper materials to iPads for trustee meetings. GMA staff helped them achieve a smooth transition by identifying the most useful applications and streamlining board materials to be accessible through a paperless system.



Physicians Foundation proposal reviewers Todd Atwater, Carol Walker, and Don Alexander

Collaborative Review

The directors of the **Clipper Ship Foundation** have always assumed full responsibility for proposal review and their paper volume has been weighty. Thanks to GMA's new Foundant application database, they can now review proposals remotely and enter their comments and recommendations directly into the database. GMA developed a new review template that resulted in the reduction of paper, cutting the volume of the trustee meeting book by nearly half.

Trustee Fiduciary Support

"GMA supports its client trustees by providing financial management services ranging from basic bookkeeping to oversight of complex financial transactions, along with executive coaching to ensure that trustees fulfill their fiduciary responsibility."

Pamela Labonte Maksy, GMA Foundations Treasurer and Director of Financial Services

Supporting A Foundation Merger

The **Life is good Kids Foundation** helps children overcome life-threatening challenges, including violence, illness and extreme poverty. When the Foundation merged with Project Joy, a Boston-based grassroots charity, GMA financial staff stepped in to help the organization stay on top of increased financial reporting needs. This allowed the directors and staff to dedicate more time to grantmaking and to helping children through its Life is good Playmakers initiative, which trains and supports frontline child care professionals who engage in healing, transformational play with the children in their care.



Photo courtesy of Life is good Kids Foundation

Oversight of Transitions

In a challenging economy, several GMA Foundations client trustees have undertaken a thorough review of their professional advisors, including tax preparers and investment advisors. GMA provided support to trustees as they sought the highest quality and most cost-effective advice and facilitated the transition and transfer of assets when foundations changed custodians.

Learning



"Our grantees serve as a research and development arm for a better society. At GMA, we learn continually from this community and work to pass on this learning."
Prentice Zinn, GMA Foundations Principal and Director of Innovation and Information

- Client site visits and briefings with nonprofit leaders. GMA Foundations staff of 20 conducted well over 100 site visits to meet with nonprofit organizations throughout New England and participated in dozens of field briefings and collaborative discussions with colleagues.

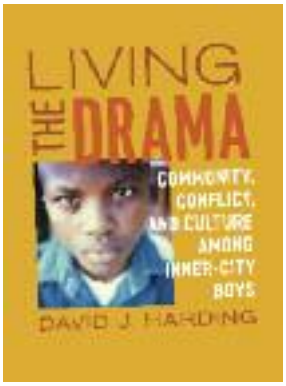
- Regular office hours for nonprofit organizations through the GMA Open House series increase the accessibility of foundation staff and close the communications gaps between grantors and grantees. In 2010, 60 organizations visited GMA for an informal discussion about the field of philanthropy with GMA staff and an overview of grantmaking at GMA.





Ross Sherbrooke, Anna Whitcomb, Hillel Levine and Dai Ellis at GMA's International Philanthropy funder briefing

- Funder briefings and author talks on topics ranging from asset development for low-income families and youth violence prevention to management-related issues such as investment basics, and communication skills for members of family foundations. Our workshop on Board Communications and Interaction drew an enthusiastic audience of foundation staff and trustees.



Sociologist David Harding led a discussion of the prevalence of violence among Boston's urban adolescent boys

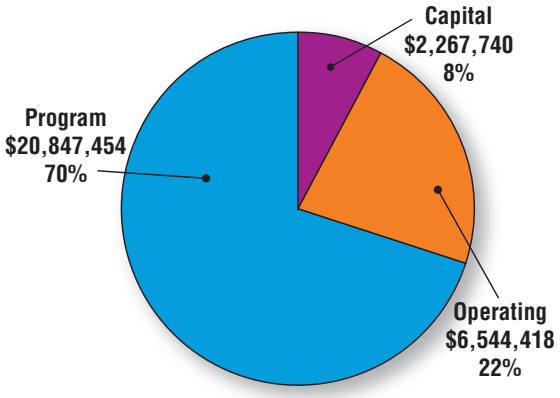
- Ongoing engagement in funder collaboratives, in fields of interest including education, violence prevention, civic engagement and the arts.

- Training of the next generation of grantmakers, through select summer internships, the AGM Diversity Fellowship program (two of our lead program staff are graduates), the Parker Fellow Program, and a youth internship program in partnership with an educational program of Urban Edge, a Boston community development corporation.

GMA By The Numbers

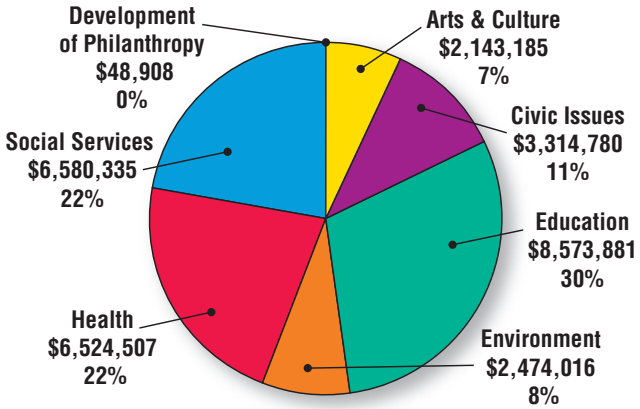
Total Grants $29,659,612

Dollars Granted by Grant Type

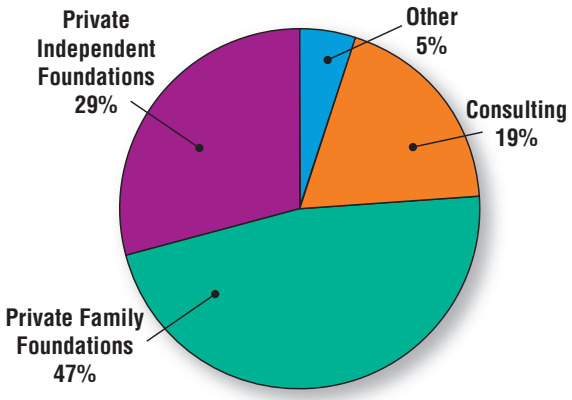


Total Grants $29,659,612

Dollars Granted by Focus Area



GMA Client Mix



CLIENTS SERVED IN FY 2010

Anonymous Family Foundation
The Aaron Foundation
Bruce J. Anderson Foundation
The Susan A. and Donald P. Babson Charitable Foundation
The Beveridge Family Foundation, Inc.
Boston Education Funders
Virginia Wellington Cabot Foundation
The Cedar Tree Foundation
Chinese University of Hong Kong Foundation, Inc.
Clipper Ship Foundation
The Clowes Fund
Conservation, Food & Health Foundation
Jessie B. Cox Charitable Lead Trust
The Dickler Family Foundation
The Discount Foundation
The Dolphin Trust
The Foley Hoag Foundation
The Friendship Fund
Grenfell Association of America
Charles Hayden Foundation
The Lalor Foundation
Life is good Kids Foundation
The Linden Foundation
Ludcke Foundation
Stephen J. Meoli Memorial Foundation
Herman and Frieda L. Miller Foundation
Needmor Fund
NLT Foundation
The Samuel P. Pardoe Foundation
The Theodore Edson Parker Foundation
The Physicians Foundation
Howard and Geraldine Polinger Family Foundation
Prescott Conservancy, Inc.
The Sidney and Esther Rabb Charitable Foundation
The Sidney R. Rabb Charitable Trust
A. C. Ratshesky Foundation
Mabel Louise Riley Foundation
Rogers Family Foundation
Roxbury Community College Foundation
Rutland Corner Foundation
Sailors' Snug Harbor of Boston
The William E. Schrafft and Bertha E. Schrafft Charitable Trust
Sociological Initiatives Foundation
The Anna B. Stearns Charitable Foundation
Tanne Foundation
Edwin S. Webster Foundation
Yulin Yao Family Foundation

GMA STAFF

Kirstie David
Newell Flather, *Founder*
Kathryn Fyrberg
Susan Haff
Philip Hall
Chaletta Huertas
Michelle Lamarre Jenney
Brianna Lloyd
Pamela Labonte Maksy
Mary Nicosia
Mary Phillips, *President*
Kristen Preble
Maureen Reed-McNally
Amy Segal Shorey
Gracelaw Simmons
Joel Springer
Prentice Zinn

GMA Foundations
77 Summer Street, Suite 800
Boston, Massachusetts 02110-1006
617/426-7080
www.gmafoundations.com