



Accountability Self- Assessment for Private Foundations RESOURCE LIST



Governance	1
Board Fiduciary Duties	1
Foundation Self-Dealing	1
Board Compensation	1
Conflicts of Interest	2
Board Management	3
Board Roles & Responsibilities	3
Board Structure & Committees.....	4
Board Meetings & Communications	5
Risk Management.....	5
Board Membership	6
Board Composition & Size.....	6
Board Recruitment.....	6
Board Diversity	7
Board Evaluation	8
Succession Planning	8
Board Learning	9
Donor Intent	10
Communications/Disclosure	11
990-PF	11
Registration	11
Transparency	12
Grantmaking	14
Grantmaking Process.....	14
Due Diligence	14
Expenditure Responsibility	14
Grants to Individuals	14
International Grantmaking	15
Other Grantmaking Legal issues	15
Grant Decision-Making & Management.....	15
Grantmaking Guidelines & Proposal Review	15

Site Visits	16
Grant Reporting	17
Relationships with Grantees	17
Grants Management	18
Grant Application	18
Finance	20
Investments	20
Taxes	21
Expenditures	21
Financial Management	22
Audits	23
Administration	25
Personnel	26
Staff Compensation	26
Whistle-Blower Protection	26
Employment Laws & Regulations	27
Staff Hiring & Management	27
Staff Learning	28
Public Policy	30
Funding Advocacy & Lobbying	30
Political Campaign Involvement	31
Employing Lobbyists	31
Public Policy - General	31
Mission & Strategy	32
Mission	32
Strategic Planning	32
Strategies Beyond Grantmaking	33
Evaluation	34
General Accountability & Compliance Resources	36

Governance

Board Fiduciary Duties

- **Right From the Start: Guidelines for Not-for-Profit Board Members**
State of New York Attorney General Charities Bureau
www.oag.state.ny.us/charities/charities.html
This guide explains the board responsibilities and duties of care, loyalty, and obedience.
- **Internal Controls and Financial Accountability for Not-for-Profit Boards**
State of New York Attorney General Charities Bureau
www.oag.state.ny.us/charities/charities.html
This guide helps directors understand and carry out their fiduciary responsibilities.
- **The Trustee Notebook: An Orientation for Family Foundation Board Members**
National Center for Family Philanthropy
www.ncfp.org/publications-main.html
This publication includes an overview of the basic laws and regulations that govern trustees of family foundations. Available for purchase.

Foundation Self-Dealing

- **Self-Dealing: A Concise Guide for Foundation Board and Staff**
Forum of Regional Associations of Grantmakers
www.givingforum.org/policy/accountability-selfdealing.html
This guide covers the basics of foundation self-dealing, including key definitions, common problem areas, exceptions and penalties, and recommended steps for handling self-dealing issues.
- **Taxes on Self-Dealing**
Internal Revenue Service
www.irs.gov/charities/foundations/article/0,,id=137678,00.html
- **Tread Carefully When Sharing Board Members With Grantseekers**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentID=172
A summary of self-dealing issues that may arise when foundation board members also serve on the boards or staffs of grantseeking charities.
- **Should Your Foundation Cover Travel Expenses of Family Members?**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentID=3204
Guidance on the legal and ethical considerations regarding a foundation paying travel and related expenses for children and other family members who are not currently board members or staff.

Board Compensation

- **Board Compensation: Reasonable and Necessary?**
National Center for Family Philanthropy
www.ncfp.org/publications-main.html
This issue paper provides guidance on the legal regulations and board policies and considerations regarding board compensation.
- **Determining Reasonable Compensation for Foundation Directors and Trustees (PDF)**
Council on Foundations
www.cof.org/files/Documents/Governing_Boards/execcomp2003.pdf
Recommendations on good practices for setting compensation for foundation board members.
- **At Issue: Voluntary or Compensatory Boards — Which Is the Better Policy? (PDF)**
Council on Foundations
www.cof.org/files/Documents/Governing_Boards/Board%20Briefs/BBBoardComp8.20031.pdf
The briefing provides the legal basics of compensating board members for board service, a sampling of the most common practices, and a breakdown of the pros of compensated vs. voluntary board service.

- **Foundation Expenses and Compensation: How Operating Characteristics Influence Spending** (PDF)
Urban Institute, The Foundation Center, GuideStar
fdncenter.org/research/trends_analysis/pdf/fdn_exp_comp.pdf
This report documents the dimensions of foundation expenses and compensation and reveals that major differences in foundations' operating styles have a great impact on their expense levels.
- **Trustee Compensation for Small Foundations**
Association of Small Foundations
www.smallfoundations.org/programs/primer_series
This primer offers a framework to help a board carry out a thoughtful discussion about trustee compensation and craft a policy that fits a foundation's unique outlook and circumstances. Available for purchase.

Conflicts of Interest

- **Conflicts of Interest at Foundations: Avoiding the Bad and Managing the Good** (PDF)
BoardSource, Forum of Regional Associations of Grantmakers, Council of Michigan Foundations
www.givingforum.org/cgi-bin/doc_rep/public/file.pl/3545/coi.final.10.11.05.pdf
This publication provides a clear definition of conflicts of interest, identifies which transactions are absolutely prohibited and which are permissible if properly handled, and includes guidance for developing a foundation conflict-of-interest policy.
- **Conflicts of Interest: Safeguarding Your Foundation** (PDF)
Council on Foundations
www.cof.org/files/Documents/Building%20Strong%20Ethical%20Foundations/Conflicts_of_Interest_Safeguarding_Your_Foundation.pdf
This guidebook includes a compilation of Council articles on key issues regarding foundation conflicts of interest and sample conflict of interest policies for foundations.
- **Conflicts of Interest**
Council on Foundations
www.foundationnews.org/CME/article.cfm?ID=2561
This article covers the basic legal and ethical issues regarding foundation conflicts of interest.
- **Conflicts of Interest, Part II: May the Foundation's Lawyer Serve as a Trustee?**
Council on Foundations
www.foundationnews.org/CME/article.cfm?ID=2747
This article covers the basic legal and ethical issues regarding a foundation's board member serving as its lawyer.
- **Conflicts of Interest, Part III: Foundation Investments**
Council on Foundations
www.foundationnews.org/CME/article.cfm?id=3006
This article covers the basic legal and ethical issues regarding conflicts of interest related to foundation investments.
- **Conflicts of Interest, Part IV: New Form 1023**
Council on Foundations
www.foundationnews.org/CME/article.cfm?id=3157
The article examines questions and information about conflicts of interest on the new IRS Form 1023.
- **Sample Conflict of Interest Policy for Nonprofit Corporations** (PDF)
Minnesota Attorney General's Office
www.ag.state.mn.us/pdf/charities/ConflictInterestPolicy.pdf
- **Sample Conflict of Interest Policy**
Internal Revenue Service
www.irs.gov/instructions/i1023/ar03.html
The IRS has published a sample conflict of interest policy for health care organizations that is a useful reference for all types of charitable organizations — including foundations.

- **Sample IRS Conflict of Interest Policy Annotated for Grantmakers**
Council on Foundations
www.cof.org/files/Documents/Building%20Strong%20Ethical%20Foundations/Conflicts_of_Interest_IRS_Sample_Policy.pdf
This resource includes a reprint of the IRS sample conflict of interest policy for health care organizations with comments on how grantmakers might consider revising the policy.
- **Sample Conflict of Interest Policy**
Donors Forum of Chicago
www.donorsforum.org/publictrust/ConflictOfInterestPolicy_sample.doc

Board Management

Board Roles & Responsibilities

- **The Nonprofit Board's Role in Setting and Advancing the Mission**
BoardSource
www.boardsource.org/Bookstore.asp
This book shows how board members can actively contribute to the creation of mission as well as communicate the mission and purpose to the community. Available for purchase.
- **Ten Basic Responsibilities of Nonprofit Boards**
BoardSource
www.boardsource.org/Bookstore.asp
This guidebook explores the 10 core areas of board responsibility. Available for purchase.
- **The Trustee Notebook: An Orientation for Family Foundation Board Members**
National Center for Family Philanthropy
www.ncfp.org/publications-main.html
This publication includes an overview of foundation board basics. Available for purchase.
- **The Board Member's Book: Making A Difference in Voluntary Organizations**
The Foundation Center
www.foundationcenter.org/marketplace
A comprehensive guide to the issues, challenges and possibilities facing a nonprofit organization and its board. Available for purchase.
- **Bringing Personal Accountability on Board**
Council on Foundations
www.foundationnews.org/CME/article.cfm?id=2459
This article describes how to enhance the performance of nonprofit board members by increasing their personal accountability.
- **BoardSource Q&A**
BoardSource
www.boardsource.org/QnATop.asp
Answers to the common questions on board governance and management.
- **Beyond Compliance: The Trustee Viewpoint on Effective Foundation Governance (PDF)**
Center for Effective Philanthropy
www.effectivephilanthropy.org/images/pdfs/CEP_Beyond_Compliance.pdf
This report reveals the foundation trustee perspective on effective governance and provides practical implications for CEOs and trustees.
- **Foundation Governance: The CEO Viewpoint (PDF)**
Center for Effective Philanthropy
www.effectivephilanthropy.org/images/pdfs/governanceceoview.pdf
This report explores key attributes of foundation boards seen to be most effective by foundation CEOs.

- **Effective Governance for Unstaffed Foundations**
Association of Small Foundations
www.smallfoundations.org/programs/primer_series
This primer describes the full range of governance responsibilities, and how unstaffed foundations can carry them out effectively and efficiently. Available for purchase.
- **Policymaking Made Clear: Eleven Foundation Policies Your Board Should Consider**
Association of Small Foundations
www.smallfoundations.org/programs/primer_series
This primer walks a foundation through 11 policies that can help it operate more efficiently, align daily operations with its mission, fulfill its legal and ethical responsibilities, increase transparency, and orient new board members. Available for purchase.
- **Sample Board Member Roles and Responsibilities**
Grantmakers Forum of New York
www.grantmakers.org/gfny/advancing.shtml
- **Sample Board of Director Responsibilities**
Council on Foundations
www.cof.org/Content/General/Display.cfm?CONTENTID=1125
- **Sample Foundation Chair & Office Job Descriptions**
Council on Foundations
www.cof.org/Content/General/Display.cfm?CONTENTID=762
- **Sample Board Member/Trustee Job Descriptions**
Council on Foundations
www.cof.org/Content/General/Display.cfm?CONTENTID=760
- **Sample Board Member Job Description (PDF)**
Council on Foundations
www.cof.org/files/Documents/Documents_Bank/Governance/BOD_Roles_Responsibilities/BODjobdescription2.pdf
- **Sample Board Member Job Description (PDF)**
Council on Foundations
www.cof.org/files/Documents/Documents_Bank/Governance/BOD_Roles_Responsibilities/BODjobdescription1.pdf

Board Structure & Committees

- **Structures and Practices of Nonprofit Boards**
BoardSource
www.boardsource.org/Bookstore.asp
This book provides practical guidelines for boards on structural issues such as running meetings and committee structure. Available for purchase.
- **Transforming Board Structure: Strategies for Committees and Task Forces**
BoardSource
www.boardsource.org/Bookstore.asp
The book provide an introduction to how boards can use committees and task forces to streamline the work of the full board. Available for purchase.
- **The BoardSource Committee Series**
BoardSource
www.boardsource.org/Bookstore.asp
In this series of six publications, a panel of experts look at board committee structure, functional responsibilities, board relationships and more. Available for purchase.

- **Executive Committee**
BoardSource
www.boardsource.org/Bookstore.asp
This guidebook describes the challenges and benefits of having an board executive committee. Available for purchase.
- **Governance Committee**
BoardSource
www.boardsource.org/Bookstore.asp
This guidebook provides an in-depth look at the governance committee's responsibilities in overseeing the performance of the board and managing compliance to the organization's mission. Available for purchase.
- **Governance Committees: New Trend on Nonprofit Boards**
BoardSource
www.boardsource.org/AuthorredArticle.asp?ID=2
This article summarizes a governance committee's key roles and responsibilities.
- **Advisory Councils**
BoardSource
www.boardsource.org/Bookstore.asp
This guidebook explains what advisory councils are and how they can benefit a board. Available for purchase.
- **Working With Committees**
Association of Small Foundations
foundationinabox.org/guide/boards/establishing_and_utilizing/file
This book excerpt looks at the important elements for creating and utilizing effective committees, and the important qualities of effective committee members (reprinted from "The Board Member's Book: Making a Difference in Voluntary Organizations," The Foundation Center).
- **The Nonprofit Board's Guide to Bylaws**
BoardSource
www.boardsource.org/Bookstore.asp
This book provides practical guidance on how to develop, review and adjust bylaws, and includes sample bylaws provisions. Available for purchase.

Board Meetings & Communications

- **Meet Smarter: A Guide to Better Nonprofit Board Meetings**
BoardSource
www.boardsource.org/Bookstore.asp
This book provides practical solutions and best practices for running effective board meetings. Available for purchase.
- **Family Meetings: Preparing for an Effective Family Foundation Discussion (PDF)**
National Center for Family Philanthropy
www.ncfp.org/publications-passages-Family_Meetings.pdf
This essay describes strategies for organizing and running effective family foundation meetings, and includes a sample meeting agenda and "rules" for family discussions.
- **How Do We Keep Board Members Informed?**
Board Source
www.boardsource.org/FullAnswer.asp?ID=99
This article offers tips on designing an effective system for sharing information with board members.

Risk Management

- **Directors and Officers Liability Insurance and Indemnification**
Council on Foundations
www.cof.org/publications
This resource provides easy-to-understand descriptions of liability and D&O insurance, and can help boards assess their risks and how those risks can be minimized.

- **Nonprofit Risk Management Center**
www.nonprofitrisk.org
A comprehensive resource of tools, advice and training to help nonprofits control their risks.
- **Protecting Your Small Foundation with Insurance**
Association of Small Foundations
www.smallfoundations.org/programs/primer_series
This primer describes the risks foundations face and how having appropriate insurance can help them manage those risks, and explains how insurance contributes to good management and governance. Available for purchase.

Board Membership

Board Composition & Size

- **Structures and Practices of Nonprofit Boards**
BoardSource
www.boardsource.org/Bookstore.asp
This book provides practical guidelines for boards on board membership issues such as board size and term limits. Available for purchase.
- **An Introduction to Board Composition Size, and Structure**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentid=765
Some basic guidance for structuring a family foundation's board.
- **A Colleague's Perspective on Board Composition**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentid=740
This article offers guidance for family foundations in deciding how to compose a board.
- **Sample Board of Directors Rotation Policy**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentID=766
- **Sample Board Member Exit Interview**
Donors Forum of Chicago
www.donorsforum.org/publictrust/BoardMemberExitInterview_sample.doc

Board Recruitment

- **Step-by-Step: Recruitment and Orientation**
BoardSource
www.boardsource.org/Bookstore.asp
A four-part system to recruit and orient new board members. Available for purchase.
- **The Board Building Cycle: Nine Steps to Finding, Recruiting, and Engaging Nonprofit Board Members**
BoardSource
www.boardsource.org/Bookstore.asp
Available for purchase.
- **Eligibility Criteria to Consider for Board Service**
Council on Foundations
bestpractices.cof.org/family/ViewSample.cfm?itemNumber=1555
A worksheet of various qualities to look for in new foundation board members.
- **Qualities of the Good Trustee (PDF)**
Association of Small Foundations
foundationinabox.org/guide/boards/qualities_of_a_good_trustee/file
A list of the basic qualifications that apply to board members for all types of foundations (reprinted from "Foundation Trusteeship: Service in the Public Interest," The Foundation Center).

- **Board Profile Worksheet (PDF)**
Council on Foundations
bestpractices.cof.org/family/ViewSample.cfm?itemNumber=1557
A tool to help identify some desired characteristics and current gaps on a nonprofit's board.
- **Sample Inclusive Trustee Selection Process & Trustee Search Letter**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentID=758
- **Sample Resource Book for Board Members**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentid=1124
- **Sample Foundation Membership and Training Committee Policy & Description**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentid=1123

Board Diversity

- **What Foundation Boards Are Saying About Diversity**
Council on Foundations
www.cof.org/publications
Diverse board members from foundations across the country share their experiences of board service. Available for purchase.
- **Building Board Diversity**
Council on Foundations
www.foundationnews.org/CME/article.cfm?id=3063
This article describes some of the actions foundations can take to diversify their boards, and some of the issues and obstacles they may need to address regarding board diversity.
- **Diversity: Who Should Sit At Your Table?**
BoardSource
www.boardsource.org/Bookstore.asp
This magazine reprint shows nonprofits how to recruit and retain a diverse board. Available for purchase.
- **Include Me! Making the Case for Inclusiveness for Private and Family Foundations**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentID=741
This publication excerpt outlines a number of reasons for foundations to embrace inclusive practices.
- **Grantmaking and Diversity: A Foundation Case Study**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentID=742
A case study of the Wieboldt Foundation's experience in diversifying its board.
- **Ten Ways Family Foundations Can Include The Viewpoints of Others**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentID=757
A summary of effective approaches that have been used by family foundations to include a diversity of viewpoints in their decision-making process other than through board membership.
- **Diversity Matters**
Minnesota Council on Foundations
www.mcf.org/mcf/forum/2001/diversity.htm
This article features profiles of how four Minnesota grantmakers are supporting diversity in different societal roles.
- **Building on a Better Foundation: A Toolkit for Creating an Inclusive Grantmaking Organization (PDF)**
Donors Forum of Chicago, Minnesota Council on Foundations, New York Regional Association of Grantmakers, Northern California Grantmakers
www.mcf.org/mcf/resource/DiversityToolkitPF.pdf

This toolkit offers straightforward guidance to help funders practice diversity both within their organizations and in their grantmaking.

- **The Meaning and Impact of Board and Staff Diversity in the Philanthropic Field**

Joint Affinity Groups

www.workinggroup.org/lgbtfunders/jag/diversity_study.htm

This report shows that the philanthropy field has made some progress in becoming more diverse, but still faces many important challenges in addressing diversity issues if grantmakers are to respond effectively to the needs of the communities they serve.

- **It Takes a Village to Raise...Our Family Foundation**

Council on Foundations

www.foundationnews.org/CME/article.cfm?ID=488

This commentary describes why the family behind the Jessie Smith Noyes Foundation decided they'd make better grants if they embraced the input of non-family members.

- **Not in the Family** (PDF)

Council on Foundations

www.cof.org/files/Documents/Family_Foundations/Board%20Composition/FNC_Not_in_Family.pdf

This article describes some successful strategies that family foundations have used to involve non-family trustees in the foundation's work.

- **Sample Foundation Statement on Inclusiveness**

Council on Foundations

www.cof.org/Content/General/Display.cfm?contentID=759

Board Evaluation

- **Self-Assessment for Foundation Boards**

BoardSource

www.boardsource.org/Bookstore.asp

An online tool to help foundation boards determine how well they are carrying out their responsibilities and identifies areas that need improvement. Available for purchase.

- **Measuring Board Effectiveness**

BoardSource

www.boardsource.org/Bookstore.asp

This booklet includes a full board self-evaluation questionnaire based on six characteristics of effective boards. Available for purchase.

- **Board of Directors Scorecard**

Growth Strategies, Inc.

www.growth-strategies.com/subpages/articles/025.html

A suggested checklist to assess and improve the operations and effectiveness of boards of directors.

- **Trustees of a Minnesota Foundation Find an Innovative Way to Evaluate Their Own Performance**

Chronicle of Philanthropy

philanthropy.com/jobs/2004/07/28/20040805-690712.htm

This article describes how the Blandin Foundation created a peer-review process, which forced its members to evaluate one another's performance and determine who among them should be asked to continue serving, and how it pledged to undertake a formal effort to assess its overall performance every four years.

- **Sample Board of Directors Self-Evaluation** (PDF)

Council on Foundations

www.cof.org/files/Documents/Documents_Bank/Governance/BOD_Roles_Responsibilities/BODselfeval.pdf

Succession Planning

- **Chief Executive Succession Planning: The Board's Role in Securing Your Organization's Future**

BoardSource

www.boardsource.org/Bookstore.asp

This book explains how to devise an ongoing chief executive succession plan that is linked to an organization's strategic planning, mission and vision. Available for purchase.

- **Successful Succession: Inspiring and Welcoming New Generations of Charitable Leaders**
National Center for Family Philanthropy
www.ncfp.org/publications-passages-current.html
This paper describes why, when, and how a family foundation's board can prepare the next generation for charitable, including 12 tips for successful succession. Available for purchase.
- **Nurturing the Next Generation**
Chronicle of Philanthropy
philanthropy.com/free/articles/v15/i20/20000601.htm
This article describes how some family foundations have devised ways to prepare heirs for board service.
- **Connecting to Your Family's Foundation - A Primer for the Next Generation**
Association of Small Foundations
www.smallfoundations.org/programs/primer_series
This primer offers tips and strategies for the next generation to get involved in a family foundation's succession planning process. Available for purchase.
- **Making Plans for Succession: What Founders Need to Know**
Association of Small Foundations
www.smallfoundations.org/programs/primer_series
This primer provides tips and strategies for a foundation founder to create a successful process for training and involving the next generation in the family foundation, and for preparing younger members for leadership. Available for purchase.

Board Learning

- **Presenting: Board Orientation — An Introductory Presentation for Nonprofit Board Members**
BoardSource
www.boardsource.org/Bookstore.asp
A presentation template for a board orientation or recruitment session. Available for purchase.
- **A Colleague's Perspective on Trustee Orientation**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentID=1001
A trustee shares her thoughts on how to orient new family members as family foundation trustees.
- **Getting Oriented (PDF)**
Council on Foundations
www.cof.org/files/Documents/Family_Foundations/Trustee%20Orientation/Getting_Oriented.pdf
This article offers tips and advice on developing an effective orientation program for new foundation board members.
- **What Goes in the Board Manual?**
BoardSource
www.boardsource.org/FullAnswer.asp?ID=98
A checklist for putting together a board manual that can be an effective orientation and resource tool for board members.
- **To Go Forward, Retreat! The Board Retreat Handbook**
BoardSource
www.boardsource.org/Bookstore.asp
This handbook provides tips, tools and lessons learned for a successful retreat planning process. Available for purchase.
- **A New Take on a Good Idea: Board Retreats**
BoardSource
www.boardsource.org/AuthorArticle.asp?ID=18
This article offers guidance on how to plan and execute an effective board retreat.

- **Primer on Grantmaking**
Association of Small Foundations
www.smallfoundations.org/why_give_/primer_on_grantmaking
This online primer covers some basic tools needed to assess a grant proposal effectively, which can be a useful introduction for new foundation board or staff members.
- **Virtual Classroom: Foundations and Their Role in Philanthropy**
The Foundation Center
fdncenter.org/learn/classroom/free_ftrip_detail.jhtml
This free online course provides an introduction to foundations, their giving, and their role in philanthropy and the nonprofit sector — which can be a useful orientation tool for new foundation board or staff members.
- **Bringing on the Board: Practical Steps for Orienting Foundation Board Members**
Association of Small Foundations
www.smallfoundations.org/programs/primer_series
This primer guides a foundation through an entire process of planning and implementing an orientation for new trustees. Available for purchase.
- **Sample Board Member Orientation Materials**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentid=1122

Donor Intent

- **Sharing Our Stories, Improving Our Work** (PDF)
Council on Foundations
www.cof.org/files/Documents/Newsletters/FamilyMatters/FMFall02.pdf
This archived “Family Matters” newsletter highlights various ways for foundations to honor donor intent and pass on the founding donor’s goals, expectations and values to future generations.
- **Living the Legacy: The Values of a Family’s Philanthropy Across Generations (National Center Journal, Volume 3)**
National Center for Family Philanthropy
www.ncfp.org/publications-main.html
This Journal provides guidance on how a founding donor’s intent can be interpreted, maintained, adapted and carried out by succeeding generations of family foundation trustees and staff. Available for purchase.
- **Donor Intent: Interpreting the Founder’s Vision** (PDF)
The Philanthropy Roundtable
www.philanthropyroundtable.org/guidebooks/Donor%20Intent.pdf
Two essays discuss the parallels between constitutional interpretations of donors’ intentions and the question of how best to enforce donor intent.
- **Story Time**
Chronicle of Philanthropy
philanthropy.com/free/articles/v17/i22/22003501.htm
This article describes how some foundation leaders are using storytelling as a way to honor the founding donor’s intent and share values and traditions.

Communication/Disclosure

990-PF

- **10 Common Errors to Avoid in Completing a Private Foundation's Form 990-PF (PDF)**
Forum of Regional Associations of Grantmakers
www.givingforum.org/cgi-bin/doc_rep/public/file.pl/3355/preparers.pdf
Directed toward the actual tax preparers of the 990-PF, this publication highlights those areas most commonly completed incorrectly and provides explanations and directions for proper completion.
- **What You Should Know Before Signing Your Organization's Form 990-PF**
Forum of Regional Associations of Grantmakers
www.givingforum.org/cgi-bin/doc_rep/public/file.pl/3356/signers.pdf
Written for the chairpersons of private foundations and other top officers who are accountable for the organization and sign the Form 990-PF, this publication delineates the important safeguards they should undertake before signing the tax return.
- **Making the Most of Your Form 990-PF Tip Sheet (PDF)**
Minnesota Council on Foundations
www.mcf.org/MCF/resource/990Tips.pdf
- **Demystifying the 990-PF**
The Foundation Center
fdncenter.org/learn/demystify
This online "Learning Lab" is written for grantseekers, but provides some basic information that can be helpful to grantmakers.
- **Understanding the 990-PF**
National Center For Family Philanthropy
www.ncfp.org/FGN-Aug_2004/UpFront.html
General advice for family foundations on understanding, completing and utilizing their 990-PF and help put forward their best image to the public.
- **Common Errors Made by Exempt Organizations, Filing Tips for form 990-PF**
Internal Revenue Service
www.irs.gov/charities/article/0,,id=96321,00.html
- **e-file for Charities and Non-Profits**
Internal Revenue Service
www.irs.gov/efile/article/0,,id=108211,00.html
Information on filing a 990-PF electronically.
- **Instructions for Form 990-PF**
Internal Revenue Service
www.irs.gov/instructions/i990pf

Registration

- **Frequently Asked Questions about Form 1023**
Internal Revenue Service
www.irs.gov/charities/article/0,,id=130101,00.html
- **Form 1023 (PDF)**
Internal Revenue Service
<http://www.irs.gov/pub/irs-pdf/f1023.pdf>
- **Instructions for Form 1023 (PDF)**
Internal Revenue Service
www.irs.gov/pub/irs-pdf/i1023.pdf

Transparency

- **Communicating With the Public (PDF)**
Association of Small Foundations
foundationinabox.org/guide/administration/communicating_with_the/file
This book excerpt offers practical guidance on developing a foundation annual report and outlines other basic ways for foundations to communicate with the public (reprinted from “Management,” Council on Foundations).
- **Communicating With the Public: Tips for Getting Started (PDF)**
Council on Foundations
www.cof.org/files/Documents/Education_Collaborations/Communicating_with_the_Public_-_Getting_Started.pdf
Some basic ideas for foundations to consider for communicating with the public about their work.
- **Communicating Missions to the Public**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentid=483
A brief case study of the Self Family Foundation’s experience in using its annual report and the Internet to maintain constant and clear communication with the public.
- **Three Key Components to Foundation Communication**
Council on Foundations
www.foundationnews.org/CME/article.cfm?ID=910
This article describes three basic components to successful foundation communications: strong planning, clear expectations and adequate investment.
- **The Strategic Communications Planning Process: When, Where, and How**
Board Source
www.boardsource.org/Welcome.asp?ID=1
An overview of the basic steps in developing a communications plan.
- **Foundation Communications: The Grantee Perspective (PDF)**
Center for Effective Philanthropy
www.effectivephilanthropy.org/images/pdfs/CEP_Foundation_Communications.pdf
This report reveals the key components of effective foundation communications with grantees.
- **Six How-To Tips for Annual Report Writing**
Council on Foundations
www.foundationnews.org/CME/article.cfm?ID=2303
A list of basic tips for creating a foundation annual report.
- **Free Foundation Websites**
The Foundation Center
fdncenter.org/grantmaker/folders.html
To help foundations gain an Internet presence, The Foundation Center creates and hosts free websites for grantmakers.
- **Websites of Private Foundations**
The Foundation Center
fdncenter.org/funders/grantmaker/gws_priv/priv.html
To get a sense of what other foundations communicate and disclose on their websites, this site offers links to the websites of many private foundations around the country.
- **The Foundation Center Directory & Other Communications Assistance for Grantmakers**
www.fdncenter.org/for_grantmakers/spreadword.html
A summary of different ways The Foundation Center can help foundations communicate about their programs and activities, including how to update information in the Center’s popular directory of U.S. foundations.
- **Updating Your GuideStar Profile**
Association of Small Foundations
www.smallfoundations.org/programs/updating_your_guidestar
Some basic guidance on how a foundation can update its free GuideStar profile to help communicate about itself to key constituents — and demonstrate transparency.

Grantmaking

Grantmaking Process

Due Diligence

- **IRS Charities Search**
apps.irs.gov/app/pub78
Foundations can verify the tax exemption status of more than 300,000 charitable organizations by using this online version of IRS Publication 78, "Cumulative List of Organizations."
- **Pre-Grant Due Diligence Review**
Council on Foundations
bestpractices.cof.org/family/ViewSample.cfm?itemNumber=1631
A list of key tasks to complete and questions to answer to conduct a thorough pre-grant investigation of a proposal.
- **The Due Diligence Tool: For Use in Pre-Grant Assessment (PDF)**
Grantmakers for Effective Organizations
www.geofunders.org/_uploads/documents/live/GEO%20Due%20Diligence%20Tool.pdf
This tool provides grantmakers with a complete guide to the due diligence process in assessing grant proposals, and includes sample worksheets and interview questions.

Expenditure Responsibility

- **Expenditure Responsibility Step by Step, 3rd Edition**
Council on Foundations
www.cof.org/publications
This publication outlines the extra steps the law requires of foundations to make grants to an entity that is not a 501(c)(3) public charity, and includes extensive sample forms and documents. Available for purchase.
- **Equivalency or Expenditure Responsibility? A Guide in Plain English (PDF)**
Council on Foundations
www.cof.org/files/Documents/International_Programs/2005Publications/legaldimension_ER_ED.pdf
This article summarizes the basic features of equivalency and expenditure responsibility and suggests some factors that may lead a funder to choose one approach or the other.
- **IRS Letter Regarding Expenditure Responsibility (PDF)**
Council on Foundations
www.cof.org/files/Documents/Legal/irsletter.pdf
- **Sample Foreign Grant Expenditure Responsibility Letter**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentID=802
- **Sample Forms for Expenditure Responsibility**
United States International Grantmaking, Council on Foundations
www.usig.org/legal/sampleforms.asp
- **Sample Expenditure Responsibility Grant Agreement and Pre-Grant Inquiry**
Council on Foundations
www.cof.org/Content/General/Display.cfm?CONTENTID=813

Grants to Individuals

- **Grants to Individuals by Private Foundations**
Council on Foundations
www.cof.org/publications
This book covers the legal considerations, special rules and possible tax consequences for private foundations providing grants to individuals. Available for purchase.

- **Awarding Grants to Individuals**

Association of Small Foundations

www.smallfoundations.org/programs/primer_series

This primer covers the regulations associated with grants to individuals, and offers hints for making grant distribution easier. Available for purchase.

International Grantmaking

- **Grantmaking by Private Foundations in the International Arena**

Council on Foundations

www.cof.org/Content/General/Display.cfm?contentID=749

A look at key legal considerations for international grantmaking.

- **Beyond Our Borders: A Guide to Making Grants Outside the U.S., 3rd Edition**

Council on Foundations

www.cof.org/publications

This publication details the legal and technical requirements necessary to comply with U.S. laws and regulations that permit grants to non-U.S. organizations. Available for purchase.

- **International Grantmaking Basics**

United States International Grantmaking, Council on Foundations

www.usig.org/gmbasics.asp

- **Grantmaking in an Age of Terrorism: Some Thoughts About Compliance Strategies (PDF)**

Council on Foundations

www.cof.org/files/Documents/Newsletters/InternationalDateline/2004/LD2Q2004.pdf

This archived newsletter outlines key steps for foundations to take to ensure compliance with terrorism laws.

- **International Grantmaking: Opportunities for Small Foundations**

Association of Small Foundations

www.smallfoundations.org/programs/primer_series

This primer explains why giving internationally is an important opportunity for small foundations, and how it is completely doable, and covers options for giving abroad and the basic rules. Available for purchase.

Other Grantmaking Legal Issues

- **Fiscal Agency Versus Fiscal Sponsorship**

Council on Foundations

www.foundationnews.org/CME/article.cfm?ID=3069

This legal brief outlines what foundations need to know to stay out of trouble with third-party representatives.

- **Top 10 Ways Corporate Foundations Get Into Trouble**

Council on Foundations.

www.cof.org/publications

Highlights the most common legal missteps for corporate foundations to avoid. Available for purchase.

Grant Decision-Making & Management

Grantmaking Guidelines & Proposal Review

- **Developing a Mission and Guidelines (PDF)**

Association of Small Foundations

foundationinabox.org/guide/grantmaking/developing_a_mission/file

An overview of the basic steps for developing a foundation mission and grantmaking guidelines (reprinted from "Grantmaking with a Purpose," National Center for Family Philanthropy).

- **Grantmaking Basics Q&A**

Association of Small Foundations

foundationinabox.org/guide/grantmaking/z1_1

Answers to basic questions about the grantmaking process, including how and why to develop a mission and guidelines and when to do a site visit.

- **Grantmaking Basics: A Field Guide for Funders**
Council on Foundations
www.cof.org/publications
This book covers the basic good practices for grantmaking, including how to review grant proposals, conduct site visits and interviews, and involve the board. Available for purchase.
- **Grantmaking Basics II: A Field Guide for Funders**
Council on Foundations
www.cof.org/publications
This book aims to help grantmakers benefit from the experience of their peers as they pursue their continuing professional education on good grantmaking practice. Available for purchase.
- **How to Review Grant Proposals and Conduct Site Visits & Interviews (PDF)**
Association of Small Foundations
foundationinabox.org/guide/grantmaking/proposals__the_evaluation/file
A summary of the key steps and processes for reviewing grant proposals and conducting effective site visits (reprinted from “Grantmaking Basics, A Field Guide for Funders,” Council on Foundations).
- **Primer on Grantmaking**
Association of Small Foundations
www.smallfoundations.org/why_give_/primer_on_grantmaking
This online primer covers some basic tools needed to assess a grant proposal effectively.
- **Basics of Proposal Review**
Association of Small Foundations
www.smallfoundations.org/programs/primer_series
This primer provides guidance on how a board can focus its time on the proposals most relevant to the foundation’s interests. Available for purchase.
- **Ten Tips to a Wise Grantmaker**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentID=920
What nonprofits say about how a foundation can get the most for each dollar it invests through them.
- **Sample Grantmaking Guidelines (PDF)**
Association of Small Foundations
foundationinabox.org/guide/grantmaking/four_sample_grant_giving/file/index_html
- **Sample Grantmaking Guidelines**
Council on Foundations
www.cof.org/Content/General/Display.cfm?CONTENTID=795
- **Sample Proposal Review Worksheet (PDF)**
Council on Foundations
www.cof.org/files/Documents/WebNotebook/July2003/Grants/Sample_Proposal_Review_Worksheet.pdf

Site Visits

- **Developing a Site Visit Program**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentid=938
Basic guidance for foundations on how to develop a site visit program.
- **Managing Grantseeker Expectations: Site Visits**
GrantCraft
www.grantcraft.org/catalog/guides/yesno/managing_expectations.html
Advice for grantmakers on how to manage grantseekers’ expectations during site visits.
- **The Evaluation Wars**
Association of Small Foundations
www.smallfoundations.org/why_give_/evaluation_wars
This essay offers some tips for a foundation to “eyeball effectiveness” during a site visit.

- **Successful Interviews With Grantees** (PDF)
Council on Foundations
www.cof.org/files/Documents/WebNotebook/July2003/Grants/Successful_Interviews_with_Grantees.pdf
Practical tips for conducting successful grantee interviews during a site visit.
- **Sample Site Visit Worksheet** (PDF)
Council on Foundations
www.cof.org/files/Documents/WebNotebook/July2003/Grants/Sample_Site_Visit_Worksheet.pdf
- **Sample Site Visit Checklist**
Council on Foundations
www.cof.org/Content/General/Display.cfm?CONTENTID=933
- **Sample Site Visit Review Questions**
Council on Foundations
www.cof.org/Content/General/Display.cfm?CONTENTID=937
- **Sample Site Visit Evaluation**
Council on Foundations
www.cof.org/Content/General/Display.cfm?CONTENTID=930

Grant Reporting

- **Common Reporting Forms**
www.givingforum.org/aboutrags/commonapplication.html
This website page provides links to common reporting forms that have been developed by regional associations of grantmakers around the country.
- **Sample Grant Progress Report** (PDF)
Council on Foundations
www.cof.org/files/Documents/WebNotebook/July2003/Grants/Sample_Grantee_Progress_Report.pdf
- **Sample Grant Expenditure Report** (PDF)
Council on Foundations
www.cof.org/files/Documents/WebNotebook/July2003/Grants/Expenditure_Report.pdf
- **Sample Completion Report** (PDF)
Council on Foundations
www.cof.org/files/Documents/WebNotebook/July2003/Grants/Sample_Completion_Report.pdf
- **Sample Reporting Requirements Letter** (PDF)
Council on Foundations
www.cof.org/files/Documents/Grantmaking_Basics/PDF/sample_reporting_letter.pdf
- **Sample Grant Reporting Guidelines** (PDF)
Council on Foundations
www.cof.org/files/Documents/Grantmaking_Basics/PDF/sample_guidelines.pdf

Relationships with Grantees

- **Tips for Effective Grantee Relations**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentid=923
A checklist to help grantmakers to develop a win-win relationship with grantees.
- **Listening to Grantees: What Nonprofits Value in Their Foundation Funders** (PDF)
Center for Effective Philanthropy
www.effectivephilanthropy.org/images/pdfs/listeningtograntees.pdf
This report reveals what really matters to nonprofits — and what doesn't — in their relationships with their foundation funders, based on a nationwide survey of grantees.

- **The Seven Principles of Firmly Centered Grantmakers**
Council on Foundations
www.foundationnews.org/CME/article.cfm?ID=1537
This article offers seven principles on how grantmakers can remain centered and be respectful partners with grantees.
- **One Question for Three Funders: How Do You Gather Grantee Feedback to Inform Your Grantmaking?**
Minnesota Council on Foundations
www.mcf.org/mcf/forum/2005/threefunders.htm
This article describes how three Minnesota foundations gather feedback from their grantees.

Grants Management

- **Grants Management Forms**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentID=2082
A collection of sample forms to use during all stages of managing a grant.
- **Best Practices in Grants Management**
Council on Foundations
www.cof.org/publications
This guide covers the best practices for every step of administering a grantmaking program. Available for purchase.
- **Sample Grant Contract (PDF)**
Council on Foundations
www.cof.org/files/Documents/WebNotebook/July2003/Grants/Grant_Contract.pdf
- **Sample Grant Agreement**
Council on Foundations
www.cof.org/Content/General/Display.cfm?CONTENTID=810
- **Sample Grant Notification/Agreement Letter (PDF)**
Council on Foundations
www.cof.org/files/Documents/WebNotebook/July2003/Grants/Agreement_Letter.pdf
- **Sample Grant Close-Out Letter (PDF)**
Council on Foundations
www.cof.org/files/Documents/WebNotebook/July2003/Grants/Close-out_Letter.pdf

Grant Application

- **Common Grant Applications Forms**
www.givingforum.org/aboutrags/commonapplication.html
This website page provides links to the common grant applications that have been developed by regional associations of grantmakers around the country.
- **Saying Yes/Saying No to Applicants (PDF)**
GrantCraft
www.grantcraft.org/catalog/guides/yesno
This guide helps grantmakers say Yes, or No, to grant applications so that applicants understand the foundation's rationale, feel that they've been treated fairly, and can make realistic plans about their next steps.
- **Key Lessons from Grantmakers on Saying Yes/Saying No to Applicants**
GrantCraft
www.grantcraft.org/catalog/guides/yesno/key_yesno.html
- **Advice from Grantseekers on Saying Yes/Saying No to Applicants**
GrantCraft
www.grantcraft.org/catalog/guides/yesno/advice_yesno.html

- **Preparing for Difficult Conversations**
GrantCraft
www.grantcraft.org/catalog/guides/yesno/conversations.html
Advice for grantmakers on how to prepare for saying No to hopeful applicants or negotiating differences of perspective with existing grantees.
- **Sample Grantee Letters**
Association of Small Foundations
foundationinabox.org/guide/grantmaking/sample_letters/file
Sample letters of decline, requests for additional information, award letters, and grant agreement letters.
- **Sample Decline Letter (PDF)**
Council on Foundations
www.cof.org/files/Documents/WebNotebook/July2003/Grants/Sample_Decline_Letter.pdf
- **Sample Grant Declination Letters**
Council on Foundations
www.cof.org/Content/General/Display.cfm?CONTENTID=790
- **Sample Grant Acceptance Letters**
Council on Foundations
www.cof.org/Content/General/Display.cfm?CONTENTID=789
- **Sample Proposal Acknowledgement Letter (PDF)**
Council on Foundations
www.cof.org/files/Documents/WebNotebook/July2003/Grants/Proposal_Acknowledgement_Letter.pdf
- **Common Grant Application and Common Report Forms (PDF)**
Grantmakers Forum of New York
www.grantmakers.org/gfny/grantseekers.shtml#Common

Finance

Investments

- **Considering Your Foundation's Investment Strategy**
Fidelity Private Foundation Services
www.fidelityprivatefoundations.com/resources_foundadmin_strategy.html
A good summary of a foundation's basic fiduciary responsibilities regarding investments.
- **Understanding Private Foundation Regulations: Jeopardy Investments**
Fidelity Private Foundation Services
https://www.fidelityprivatefoundations.com/resources_foundadmin_jeopardy.html
A good summary of a foundation's basic legal compliance issues regarding jeopardizing investments.
- **Spending Policies and Investment Planning for Foundations: A Structure for Determining a Foundation's Asset Mix**
Council on Foundations
www.cof.org/publications
This study can help board members review and determine the appropriate asset allocation and spending policies for their foundation. Available for purchase.
- **Asset Allocation and Spending Policy Analysis Questionnaire (PDF)**
IKnow.org, Raffa & Associates, P.C.
www.iknow.org/images/SEIAsses.pdf
This questionnaire is designed to collect information necessary to perform an analysis of a foundation's endowment fund based on current asset allocation, spending policy and other factors that have a material impact upon the fund's total return.
- **Investment Planning for Family Foundations (PDF)**
Association of Small Foundations
foundationinabox.org/guide/investment/need_for_investment_planning/file
This article summarizes seven basic steps for effective foundation investment management (reprinted from "Family Matters," Council on Foundations).
- **Investment Issues for Family Funds: Managing and Maximizing Your Philanthropic Assets (National Center Journal, Volume 2)**
National Center for Family Philanthropy
www.ncfp.org/publications-main.html
This Journal provides easy-to-understand answers to a full range of questions regarding foundation investment, including spending policies, investment guidelines, mission-related investing, and risk tolerance. Available for purchase.
- **Financial Committees**
BoardSource
www.boardsource.org/Bookstore.asp
This guidebook provides an in-depth look at the functions of a board's finance, audit and investment committees. Available for purchase.
- **Engaging Investment Advisors (PDF)**
Association of Small Foundations
foundationinabox.org/guide/investment/choosing_an_investment/file
This article outlines the key considerations and criteria for foundations to consider when seeking investment help (reprinted from "Resources for Family Philanthropy," National Center for Family Philanthropy).
- **Investing Wisely (PDF)**
Council on Foundations
www.cof.org/files/Documents/Newsletters/FamilyMatters/fmwinter02.pdf
This "Family Matters" newsletter reprint includes articles on investing in a changing economy, changing asset allocations and choosing investment consultants.

- **Managing Foundation Investments: Policies & Practices** (PDF)
Council on Foundations
www.cof.org/files/Documents/Building%20Strong%20Ethical%20Foundations/Investment_Policies.pdf
This booklet covers several key legal and ethical issues regarding foundation investments.
- **Conflicts of Interest, Part III: Foundation Investments**
Council on Foundations
www.foundationnews.org/CME/article.cfm?id=3006
This article covers the basic legal and ethical issues regarding conflicts of interest related to foundation investments.
- **Investing in Your Mission**
National Center for Family Philanthropy
www.ncfp.org/FGN-Mar_2003/Up_Front.htm
Articles from *Family Giving News* on ways for a foundation to link its investment strategies to its mission.

Taxes

- **Private Foundation Excise Taxes**
Internal Revenue Service
www.irs.gov/charities/foundations/article/0,,id=137841,00.html
- **Reducing Your Excise Tax** (PDF)
Association of Small Foundations
foundationinabox.org/guide/tax___legal/reducing_your_excise/file
This article covers the basic steps for calculating a foundation's excise tax on investment income.
- **Life Cycle of a Private Foundation - Unrelated Business Income Tax**
Internal Revenue Service
www.irs.gov/charities/foundations/article/0,,id=141362,00.html
- **Tax Information for Private Foundations and Foundation Managers** (PDF)
Internal Revenue Service
www.irs.gov/pub/irs-pdf/p578.pdf
- **Twenty Questions Your Tax Advisor Should Ask**
Council on Foundations
[www.cof.org/files/documents/education_collaborations/PF_-_Twenty_Questions_\(link\)_Public.doc](http://www.cof.org/files/documents/education_collaborations/PF_-_Twenty_Questions_(link)_Public.doc)
- **Private Foundation Audit & Tax Preparation Checklist** (PDF)
Council on Foundations
www.cof.org/files/Documents/Education_Collaborations/Audit%20Conference%20Call%20Handouts/Example_PBC_List-HANDOUT_5.pdf
A checklist of private foundation schedules and other information required prior to an audit examination and tax preparation.

Expenditures

- **Board Briefing on Payout** (PDF)
Council on Foundations
www.cof.org/files/Documents/Governing_Boards/bb1payout.pdf
This briefing offers guidance on payout strategies for reserving foundation endowment value over time vs. spending more on current needs.
- **Sustainable Payout for Foundations** (PDF)
Council of Michigan Foundations
www.cmif.org/documents/update%202004.pdf
This study evaluated the sustainable level of payout for private foundations in light of the actual experience of a sample of Michigan private foundations with diversified portfolios.

- **Foundation Expenses and Compensation: How Operating Characteristics Influence Spending** (PDF)
Urban Institute, The Foundation Center, GuideStar
fdncenter.org/research/trends_analysis/pdf/fdn_exp_comp.pdf
This report documents the dimensions of foundation expenses and compensation and reveals that major differences in foundations' operating styles have a great impact on their expense levels.
- **Private Foundation Administrative Expenses Research** (PDF)
Council on Foundations
www.cof.org/files/Documents/Research/FMS%2011th%20Ed/Chapter5TablesChartsFdnMgmtSeries11thEd.PDF
An analysis of administrative expense for family and independent private foundations, broken down by asset and staff size.
- **Interpreting Form 990-PF: Looking Beyond Foundation Administrative Expenses** (PDF)
Donors Forum of Chicago
www.donorsforum.org/forms_pdf/990PF-report.pdf
This report provides some benchmarking data on foundation administrative expenses, and demonstrates the severe limitations and pitfalls in analyzing and comparing these data.
- **Developing a Travel Policy**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentID=96
Guidance on developing a policy for administrative expenses a foundation will cover for employees and directors who travel on behalf of the foundation.
- **Travel and Other Expense Reimbursement Policy for Nonprofit Organizations** (PDF)
Minnesota Attorney General's Office
www.ag.state.mn.us/pdf/charities/TravelPolicy.pdf

Financial Management

- **Understanding Nonprofit Financial Statements**
BoardSource
www.boardsource.org/Bookstore.asp
This book covers key accounting terms and concepts and important benchmarking ratios, and includes sample financial statements with explanations. Available for purchase.
- **Basic Overview of U.S. Nonprofit Financial Management**
Authenticity Consulting
www.managementhelp.org/finance/np_fnce/basics.htm
An overview of the basic processes involved in nonprofit financial management, including chart of accounts, internal controls, cash flow forecasts, financial statements and more.
- **Financial Committees**
BoardSource
www.boardsource.org/Bookstore.asp
This guidebook provides an in-depth look at the functions of a board's finance, audit and investment committees. Available for purchase.
- **The "Typical" Small Foundation Budget** (PDF)
Association of Small Foundations
foundationinbox.org/guide/administration/small_foundation_budget/file
A comparative look at two different small foundation budgets.
- **Sample Financial Statement and Financial Report**
Council on Foundations, Raffa & Associates, P.C.
www.cof.org/files/Documents/WebNotebook/December2003/ABC_Sample_FS.pdf

Audits

- **Thinking About an Audit? Read This First**
Council on Foundations
www.foundationnews.org/CME/article.cfm?id=3360
The article describes the basics of the auditing process, the kinds of grantmakers that get audits, and a checklist for choosing an auditor.
- **The Audit Committee Toolkit: Not-for-Profit Organizations**
The American Institute of Certified Public Accountants
www.aicpa.org/Audcommctr/toolkitsnpo/homepage.htm
The toolkit offers a variety of resources to help nonprofits create and operate an audit committee.
- **The Audit Committee: Roles & Responsibilities (PDF)**
Council on Foundations
www.cof.org/files/Documents/Education_Collaborations/Audit%20Conference%20Call%20Handouts/Audit_Co mmittee_Roles_and_Responsibilities-HANDOUT_2A.pdf
- **Audit Committee Best Practices (PDF)**
Council on Foundations
www.cof.org/files/Documents/Education_Collaborations/Audit%20Conference%20Call%20Handouts/Best_Pra ctices-HANDOUT_2C.pdf
- **Independence Questionnaire for Audit Committee Members (PDF)**
Council on Foundations
www.cof.org/files/Documents/Education_Collaborations/Audit%20Conference%20Call%20Handouts/Independ ence_Questionnaire-HANDOUT_2E.pdf
Audit committee members may complete this example questionnaire to assist in determining their independence.
- **Request for Proposal for Audits (PDF)**
Council on Foundations
www.cof.org/files/Documents/Education_Collaborations/Audit%20Conference%20Call%20Handouts/RFP_for_ Audit-HANDOUT_4.pdf
A checklist of what should be included in an RFP for selecting an auditing firm.
- **Private Foundation Audit & Tax Preparation Checklist (PDF)**
Council on Foundations
www.cof.org/files/Documents/Education_Collaborations/Audit%20Conference%20Call%20Handouts/Example _PBC_List-HANDOUT_5.pdf
A checklist of private foundation schedules and other information required prior to an audit examination and tax preparation.
- **The Sarbanes-Oxley Act and Implications for Nonprofit Organizations (PDF)**
BoardSource, Independent Sector
www.boardsource.org/clientfiles/Sarbanes-Oxley.pdf
This document summarizes the implications of the Sarbanes-Oxley Act's provisions for nonprofit auditing practices.
- **Sample Audit Committee Roles & Responsibilities**
National Council of Nonprofit Associations
www.ncna.org/_uploads/documents/live//responsibilities.doc
- **Sample Audit Committee Charter (PDF)**
Council on Foundations
www.cof.org/files/Documents/Education_Collaborations/Audit%20Conference%20Call%20Handouts/Sample_ Audit_Committee_Charter-HANDOUT_2B.pdf
- **Sample Audit Committee Meeting Planner (PDF)**
Council on Foundation
www.cof.org/files/Documents/Education_Collaborations/Audit%20Conference%20Call%20Handouts/Audit_Co mmittee_Meeting_Planner-HANDOUT_2D.pdf

- **Sample Audit and Financial Reporting Resolution**

Council on Foundations

[www.cof.org/files/Documents/Sample%20Documents%20Bank/Governance%20%20Audit%20Committee%20Best%20Practices/Audit_and_Financial_Reporting_Resolution-_JKCooke_Fdtn_\(Medium\).doc](http://www.cof.org/files/Documents/Sample%20Documents%20Bank/Governance%20%20Audit%20Committee%20Best%20Practices/Audit_and_Financial_Reporting_Resolution-_JKCooke_Fdtn_(Medium).doc)

Administration

- **File, Keep, Toss?** (PDF)
Council on Foundations
www.cof.org/files/Documents/CEOLinks/Summer%2005/File_Keep_Toss.pdf
This article offers guidance to help foundations decide which records to keep and which to toss, both to meet legal requirements and to maintain effective and efficient operations.
- **The Sarbanes-Oxley Act and Implications for Nonprofit Organizations** (PDF)
BoardSource, Independent Sector
www.boardsource.org/clientfiles/Sarbanes-Oxley.pdf
This document includes an explanation of the Sarbanes-Oxley Act's provisions regarding nonprofit organizations' record retention and destruction.
- **What Do We Keep?**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentid=491
Some basic guidance on creating and maintaining a foundation's archives.
- **Archiving Your Family Foundation**
Council on Foundations
www.cof.org/index.cfm?CONTAINERID=191
A variety of resources to help a foundation archive its history.
- **Keeping Good Records: Small Foundations' Guide to Staying Organized**
Association of Small Foundations
www.smallfoundations.org/programs/primer_series
This primer explains what documents a small foundation should keep and for how long, and describes how to organize, archive and protect those documents. Available for purchase.
- **Records Retention Policies & Guidelines: A Collection**
Consortium of Foundation Libraries
www.foundationlibraries.org/keepdoh.htm
A sampling of foundations' record retention policies and guidelines.
- **Trends in Grants Management Software and Services**
Council on Foundations
www.foundationnews.org/CME/article.cfm?ID=2495
A look at the commercial providers of grants management software and services.
- **How Technology Can Help You Manage Your Foundation**
Association of Small Foundations
www.smallfoundations.org/programs/primer_series
This primer explains how technology can increase a small foundations' effectiveness and efficiency, and offers tips for evaluating to what extent various technology options are a good investment given a foundation's size, function, needs and budget. Available for purchase.
- **Sample Document Retention Policy**
National Council of Nonprofit Associations
www.ncna.org/_uploads/documents/live//Document_Destruction.doc

Personnel

Staff Compensation

- **Recommended Best Practices in Determining Reasonable Executive Compensation** (PDF)
Council on Foundations
www.cof.org/files/Documents/Governing_Boards/execcomp2003.pdf
Recommendations on good practices for setting compensation for a foundation's chief executive.
- **Dollars and Sense: The Nonprofit Board's Guide to Determining Chief Executive Compensation**
BoardSource
www.boardsource.org/Bookstore.asp
This book explains how nonprofits of all types can increase the transparency and integrity of chief executive compensation practices as part of their stewardship of the public trust. Available for purchase.
- **Chief Executive Compensation: How Should Your Board Determine Compensation?**
BoardSource
www.boardsource.org/AuthorArticle.asp?ID=47
Compensation experts answer common questions surrounding chief executive compensation.
- **Grantmakers Salary and Benefits Report**
Council on Foundations
www.cof.org/publications
The Council publishes an annual report that allows you to compare salary ranges, policies and benefits package against similar types of foundations. Available for purchase.
- **Foundation Expenses and Compensation: Interim Report 2005** (PDF)
Urban Institute, The Foundation Center, GuideStar
fdncenter.org/research/trends_analysis/pdf/foundation_5p.pdf
This report documents the level and ranges of trustee and chief executive compensation at the 10,000 largest foundations.
- **How Charities Evaluate Whether Their Employees' Salaries Are Equitable**
Chronicle of Philanthropy
philanthropy.com/jobs/2005/07/21/20050721-230269.htm
This article describes how organizations can regularly analyze their salary structure.

Whistle-Blower Protection

- **How Whistle-Blower Policies Protect Charity Workers Who Report Ethics Lapses**
Chronicle of Philanthropy
philanthropy.com/jobs/2004/04/29/20040429-293229.htm
- **The Sarbanes-Oxley Act and Implications for Nonprofit Organizations** (PDF)
BoardSource, Independent Sector
www.boardsource.org/clientfiles/Sarbanes-Oxley.pdf
This document includes an explanation of the Sarbanes-Oxley Act's provisions regarding nonprofit organizations' whistle-blower protection policies and procedures.
- **Sample Whistleblower Policy**
Independent Sector
www.independentsector.org/about/finresp.html
- **Sample Whistleblower Policy**
National Council of Nonprofit Associations
www.ncna.org/index.cfm?fuseaction=Page.viewPage&pageID=430
- **Sample Whistleblower Policy**
Donors Forum of Chicago
www.donorsforum.org/publictrust/WhistleblowerPolicy_sample.doc

Employment Laws & Regulations

- **Federal Labor and Employment Laws – A Summary of the Basics**
NFIB Legal Foundation
www.nfib.com/object/IO_18466.html
A brief summary of the most significant federal labor and employment laws for which employers are most frequently named in lawsuits.
- **Keeping Workers Safe**
Chronicle of Philanthropy
philanthropy.com/free/articles/v17/i02/02005901.htm
This article explains how and why security measures have become a priority at some nonprofit organizations.
- **Tips for Crafting a Sexual-Harassment Policy to Protect Nonprofit Workers**
Chronicle of Philanthropy
philanthropy.com/jobs/2005/10/13/20051013-244345.htm
- **Sample Sexual Harrassment Policy (PDF)**
Minnesota Attorney General's Office
www.ag.state.mn.us/pdf/charities/HarrasmentPolicy.pdf
- **How to Legally — and Humanely — Dismiss Nonprofit Employees**
Chronicle of Philanthropy
philanthropy.com/jobs/2003/01/30/20030228-612261.htm
This article describes how to fire employees without breaking the law.

Staff Hiring & Management

- **The Nonprofit Chief Executive's Ten Basic Responsibilities**
BoardSource
www.boardsource.org/Bookstore.asp
This guidebook provides an in-depth understanding of the chief executive's key responsibilities. Available for purchase.
- **Hiring the Chief Executive: A Practical Guide to the Search and Selection Process**
BoardSource
www.boardsource.org/Bookstore.asp
This comprehensive tool takes you step-by-step through the chief executive selection process. Available for purchase.
- **Wise Hiring (PDF)**
Council on Foundations
www.cof.org/files/Documents/Family_Foundations/Management%20Issues/Wise_Hiring.pdf
In this article, foundation executives share what they've learned about finding the right person for a job.
- **Foundation Strategies for Attracting and Managing Talent (PDF)**
The Foundation Center
fdncenter.org/for_grantmakers/practice_matters/practicematters_04_paper.pdf
This paper offers some guidance and suggestions on how foundations can attract, train and manage good program staff.
- **Include Me! Making the Case for Inclusiveness for Private and Family Foundations**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentID=741
This publication excerpt outlines a number of reasons for foundations to embrace inclusive practices.
- **The Meaning and Impact of Board and Staff Diversity in the Philanthropic Field**
Joint Affinity Groups
www.workinggroup.org/lgbtfunders/jag/diversity_study.htm
This report shows that the philanthropy field still faces many important challenges in addressing diversity issues if grantmakers are to respond effectively to the needs of the communities they serve.

- **Assessment of the Chief Executive**
BoardSource
www.boardsource.org/Bookstore.asp
This print and online tool enables a board to evaluate the performance of the chief executive in four key areas. Available for purchase.
- **Sample Position Descriptions: Foundation President/CEO**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentid=1177
- **Sample Position Descriptions: Foundation Executive Director**
Council on Foundations
www.cof.org/Content/General/Display.cfm?CONTENTID=1178
- **Sample Position Descriptions: Family Foundation Program Officer**
Council on Foundations
www.cof.org/Content/General/Display.cfm?CONTENTID=1199
- **Sample Position Descriptions: Family Foundation Senior Program Officer**
Council on Foundations
www.cof.org/Content/General/Display.cfm?CONTENTID=1201
- **Sample Position Descriptions: Family Foundation Comptroller**
Council on Foundations
www.cof.org/Content/General/Display.cfm?CONTENTID=1200
- **Sample Position Description: Family Foundation Information Manager**
Council on Foundations
www.cof.org/Content/General/Display.cfm?CONTENTID=1202
- **Sample Foundation Employee Performance Appraisal**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentid=1160
- **Sample Foundation Executive Director Evaluation Form**
Council on Foundations
www.cof.org/files/Documents/Education_Collaborations/Executive_Director_Evaluation_Form_-_2004.doc
- **Sample Foundation Personnel Policy Manual**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentid=1168
- **Sample Foundation Personnel Policy Manual**
Council on Foundations
www.cof.org/Content/General/Display.cfm?CONTENTID=1135

Staff Learning

- **Practical Tips for New-Employee Orientation**
Chronicle of Philanthropy
philanthropy.com/jobs/2004/01/22/20040122-10732.htm
This article shares some recommendations from job trainers and nonprofit managers on how to prepare new employees for their jobs.
- **Orientation Checklist for Supervisors**
University of California, Berkeley
hrweb.berkeley.edu/NEO/neosupck
- **Grantmaking Basics Online**
Council on Foundations
www.grantmakingbasicsonline.org
This desktop self-study course teaches new staff the core competencies of program officer work. Available for subscription.

- **Primer on Grantmaking**

Association of Small Foundations

www.smallfoundations.org/why_give_/primer_on_grantmaking

This online primer covers some basic tools needed to assess a grant proposal effectively, which can be a useful introduction for new foundation board or staff members.

- **Virtual Classroom: Foundations and Their Role in Philanthropy**

The Foundation Center

fdncenter.org/learn/classroom/free_ftrip_detail.jhtml

This free online course provides an introduction to foundations, their giving, and their role in philanthropy and the nonprofit sector — which can be a useful orientation tool for new foundation board or staff members.

Public Policy

Funding Advocacy & Lobbying

- **Foundation Advocacy Resources**
Alliance for Justice
www.allianceforjustice.org/foundation
A collection of resources for grantmakers on their legal rights to support nonprofit advocacy work.
- **Myth V. Fact: Foundation Support of Advocacy (PDF)**
Alliance for Justice
www.allianceforjustice.org/images/collection_images/myth.pdf
The handbook dispels the myth associated with funding advocacy organizations and offers a full range of advocacy activities that foundations can support.
- **Grant Agreements & Advocacy**
Alliance for Justice
www.allianceforjustice.org/foundation/technical_resources/grant_agreements.html
Guidance for foundations on the correct language to use in grant agreement letters grading lobbying or other advocacy activities, including a sample grant agreement letter.
- **What the Law Allows**
Council on Foundations
www.foundationnews.org/CME/article.cfm?ID=2454
This article gives an overview of the laws that govern what private foundations can and can't do regarding involvement in the public policy process.
- **Legal Parameters for Public Policy Grantmaking**
Northern California Grantmakers
nccg.org/toolkit/html/gettingstarted/legalparam/index.html
Links to legal resources on public policy grantmaking, from NCG's Public Policy Grantmaking Toolkit.
- **Funding Advocacy: The Philanthropy of Changing Minds (PDF)**
GrantCraft
www.grantcraft.org/catalog/guides/advocacy
This guide describes various opportunities for grantmakers to improve public policy through work that is well within the limits of the law.
- **Funding Nonprofit Advocacy: The Increasing Role of Foundations**
Neighborhood Funders Group
www.nfg.org/reports/93increasingrole.htm
This article covers the basics of how and why foundations can and should support nonprofit advocacy.
- **Key Lessons From Grantmakers on Funding Advocacy**
GrantCraft
www.grantcraft.org/catalog/guides/advocacy/key_advocacy.html
- **Advice From Grantseekers on Funding Advocacy**
GrantCraft
www.grantcraft.org/catalog/guides/advocacy/advice_advocacy.html
- **Funding and Engaging in Advocacy: Opportunities for Small Foundations**
Association of Small Foundations
www.smallfoundations.org/programs/primer_series
This primer explains the wide "comfort zone" the law offers a private foundation for funding and engaging in advocacy activities, and how advocacy can leverage a foundation's resources for maximum impact. Available for purchase.

Political Campaign Involvement

- **Foundation Support for Election-Related Activities** (PDF)
Alliance for Justice
www.allianceforjustice.org/foundation/election_related_activities.pdf
- **Election Activities of Individuals Associated with Foundations** (PDF)
Alliance for Justice
www.allianceforjustice.org/foundation/technical_resources/additional_resources_for_funders/individualactivity.pdf
A one-page summary of prohibited partisan political campaign activity by foundation board members, officers, or employees.
- **Election Year Politics**
Council on Foundations
www.foundationnews.org/CME/article.cfm?ID=2956
Guidelines on how grantmakers can legally participate in the political process.

Employing Lobbyists

- **Lobbying Registration & Reporting Forms & Instructions**
Clerk of the U.S. House of Representatives & Secretary of the U.S. Senate
clerk.house.gov/pd/Lobbying_Registration

Public Policy - General

- **Public Policy Grantmaking Toolkit**
Northern California Grantmakers
nccg.org/toolkit/home.html
This toolkit can help foundations build their capacity to engage in public policy initiatives, and includes public policy definitions, engagement strategies and case studies.
- **What Is Advocacy?**
GrantCraft
www.grantcraft.org/catalog/guides/advocacy/tool1.html
A summary of the three basic types of public policy advocacy.
- **Choosing An Advocacy Strategy**
GrantCraft
www.grantcraft.org/catalog/guides/advocacy/tool2.html
A summary of the basic ways for grantmakers to be involved in public policy advocacy.
- **Elevating the Public Dialogue**
Minnesota Council on Foundations
www.mcf.org/mcf/forum/2002/publicpolicy.htm
This article looks at how some Minnesota grantmakers have taken steps to be involved in public policy and advocacy.

Mission & Strategy

Mission

- **Articulating the Foundation’s Mission**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentID=468
This book excerpt offers basic guidance for developing a mission statement at a family foundation.
- **Developing a Mission and Guidelines (PDF)**
Association of Small Foundations
foundationinbox.org/guide/grantmaking/developing_a_mission/file
An overview of the basic steps for developing a foundation mission and grantmaking guidelines (reprinted from “Grantmaking with a Purpose,” National Center for Family Philanthropy).
- **Grantmaking With a Purpose: Mission and Guidelines**
National Center for Family Philanthropy
www.ncfp.org/publications-main.html
This publication describes how a foundation can develop and use a mission statement to inform its decision-making process. Available for purchase.
- **A Colleague’s Perspective on Mission and Vision Statements**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentid=457
William Graustein, a trustee of the William Caspar Graustein Memorial Fund, shares his foundation’s experience in developing a mission and vision statements.
- **Values, Vision, and Mission – What’s the Difference?**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentID=674
Summary descriptions of values, vision and mission statements.
- **Developing a Mission Statement: The Step-by-Step Option**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentID=998
A practical, step-by-step process to developing a foundation mission statement with board, staff and volunteers.
- **Developing a Mission Statement: The Board Retreat Option**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentID=998
A “do-it-yourself” guide to developing a foundation mission statement during a board retreat.

Strategic Planning

- **Driving Strategic Planning: A Nonprofit Executive’s Guide**
BoardSource
www.boardsource.org/Bookstore.asp
A comprehensive guide to strategic planning. Available for purchase.
- **Step-by-Step: Strategic Planning**
BoardSource
www.boardsource.org/Bookstore.asp
This kit provides tools to lead you successfully through each step of the strategic planning process with board and staff. Available for purchase.
- **Strategic Planning: Design for the Future**
BoardSource
www.boardsource.org/Bookstore.asp
This newsletter reprint provides board members with tools to produce a successful strategic plan. Available for purchase.

- **Strategic Planning Q&A**
BoardSource
www.boardsource.org/LandingPage.asp?ID=153
Strategic planning expert Michela Perrone answers common questions about the strategic planning process.
- **Presenting: Strategic Planning — Choosing the Right Method for Your Nonprofit Organization**
BoardSource
www.boardsource.org/Bookstore.asp
The resource offers various tools to help an organization determine if it is ready for a strategic planning process, and to select the right planning method for the organization. Available for purchase.
- **Voyage of Discovery: A Planning Workbook for Philanthropic Families**
National Center for Family Philanthropy
www.ncfp.org/publications-main-journals&workbooks.html
This workbook is designed to help families and family foundations examine why and how to initiate a planning process. Available for purchase.

Strategies Beyond Grantmaking

- **Philanthropy in Action: Achieving Impact Without Giving Cash**
Council on Foundations
www.foundationnews.org/CME/article.cfm?ID=2990
This article highlights some of the key resources other than money that grantmakers can offer to help nonprofits.
- **Giving More Than Grants**
Association of Small Foundations
www.smallfoundations.org/why_give_/giving_more_than_grants
This essay describes how the Three Guineas Fund provides assistance to its grantees beyond grant dollars by also offering local knowledge, board and staff expertise, and connections to other funders.
- **Extending Reach Through Funding Partnerships**
Association of Small Foundations
www.smallfoundations.org/why_give_/partnerships
This essay describes how two small foundations discovered that collaborating helped them better serve their grantees and their missions.
- **Philanthropies Working Together: Myths and Realities (PDF)**
The Foundation Center
fdncenter.org/for_grantmakers/practice_matters/practicematters_09_paper.pdf
This paper provides an overview of foundation collaboration, and examines the gap between the rhetoric and real incentives of collaboration in the philanthropy field.
- **When Community Foundations and Private & Corporate Funders Collaborate**
Council on Foundations
www.cof.org/publications
This book provides tools and ideas on how community foundations, private foundations and corporate funders can collaborate. Available for purchase.
- **Capacity Building Strategies (PDF)**
Council on Foundations
www.cof.org/files/Documents/Newsletters/FamilyMatters/fmspring02.pdf
This “Family Matters” newsletter reprint includes articles on how a foundation can help build nonprofit capacity beyond giving grants, including through convening, training and connecting to other funders.

Evaluation

- **How to Evaluate Foundation Programs (PDF)**
EnSearch, Inc., The Saint Paul Foundation
bestpractices.cof.org/family/ViewSample.cfm?itemNumber=1630
This handbook covers the basic technical aspects of evaluating foundation programs.
- **Measuring Programmatic Success: Tips for Nonprofit Boards**
Innovation Network, Inc.
www.cof.org/files/Documents/Governing_Boards/Board%20Tools/boardtips.pdf
A list of questions for board members to use to begin to think about program evaluation and ensure that their contribution is productive.
- **Indicators of Effectiveness: Understanding and Improving Foundation Performance (PDF)**
Center for Effective Philanthropy
www.effectivephilanthropy.org/images/pdfs/indicatorsofeffectiveness.pdf
This report describes current practices in foundation performance assessment and provides a framework for overall performance assessment.
- **Toward a Common Language: Listening to Foundation CEOs and Other Experts Talk About Performance Measurement in Philanthropy (PDF)**
Center for Effective Philanthropy
www.effectivephilanthropy.org/images/pdfs/towardacommonlanguage.pdf
This report describes the growing interest in performance metrics among foundation leaders and a common language for thinking about overall performance.
- **The Nonprofit Board's Role in Planning and Evaluation**
BoardSource
www.boardsource.org/Bookstore.asp
This book describes how a board should be involved in strategic planning and how that plan should link to outcomes measurement. Available for purchase.
- **Evaluating for Success (PDF)**
The Philanthropy Roundtable
www.philanthropyroundtable.org/guidebooks/Evaluating%20for%20Success.pdf
This publication shares the practical advice of four experts on how donors can evaluate the outcomes of the programs they fund.
- **Grant Evaluation: Knowing How and When to Monitor, Assess and Evaluate Grants**
Council on Foundations
www.cof.org/Content/General/Display.cfm?contentid=829
Some basic guidance and tips to help foundations determine when and how to monitor, assess or evaluate their grants.
- **Grant Evaluation: Getting Started**
Council on Foundations
www.cof.org/Content/General/Display.cfm?CONTENTID=893
A review of some basic evaluation activities and considerations for grantmakers.
- **The Evaluation Wars**
Association of Small Foundations
www.smallfoundations.org/why_give_evaluation_wars
This essay offers some tips for a foundation to “eyeball effectiveness” during a site visit.
- **Assessing Our Work (PDF)**
Council on Foundations
www.cof.org/files/Documents/Newsletters/FamilyMatters/FMsummer01.pdf
This “Family Matters” newsletter reprint offers some practical tips and advice on evaluating foundation performance and practice.
- **Sample Post-Grant Evaluation Checklist (PDF)**
Council on Foundations
bestpractices.cof.org/family/ViewSample.cfm?itemNumber=1625

- **Sample Post-Grant Evaluation Report Format (PDF)**
Council on Foundations
bestpractices.cof.org/family/ViewSample.cfm?itemNumber=1626
- **Sample Post-Grant Self-Evaluation Form (PDF)**
Council on Foundations
bestpractices.cof.org/family/ViewSample.cfm?itemNumber=1627

General Accountability & Compliance Resources

- **Obedience to the Unenforceable: Ethics and the Nation's Voluntary and Philanthropic Community (PDF)**
Independent Sector
www.independentsector.org/PDFs/obedience.pdf
This report explains why and how nonprofit and philanthropic organizations need to promote sound ethical behavior.
- **Good Governance: The Devil Is in the Details**
Independent Sector
www.independentsector.org/members/perspectives505.html
William S. White, chairman, president, and CEO of the Charles Stewart Mott Foundation, uses his foundation's experiences to show the commitment it takes to create an ethical, transparent organization.
- **The New Foundation Guidebook**
Association of Small Foundations
www.smallfoundations.org/programs/new_foundation_guidebook
This publication contains articles and advice from over 40 foundation representatives and experts, and includes chapters on vision & mission, the board of directors, tax & legal issues, administration, financial & investment management and grantmaking. Available for purchase.
- **Foundation in a Box**
Association of Small Foundations
foundationinabox.org
An online and print collection of materials designed for smaller foundations, covering the basics of foundation boards, investments, administration, grantmaking, taxes and legal issues. Available for purchase.
- **Splendid Legacy: The Guide to Creating Your Family Foundation**
National Center for Family Philanthropy
www.ncfp.org/publications-splendid_legacy.html
This publication offers practical advice on setting up a family foundation, covering such topics as creating a mission, choosing a board, establishing a grantmaking program and developing communications strategies. Available for purchase.
- **Common Concerns: Current Issues Affecting Family Foundations (PDF)**
National Center for Family Philanthropy
www.ncfp.org/publications-passages-commonconcerns.pdf
This essay examines basic issues common to all family foundations in the areas of management, governance and grantmaking mission.
- **Foundation Operations and Management Survey**
Association of Small Foundations
www.smallfoundations.org/programs/annual_member_survey
This annual report provides useful benchmarking data on boards, investment, administration and grantmaking for foundations with under \$50 million in assets. Available for purchase.
- **Handbook on Private Foundations**
Council on Foundations
www.cof.org/publications
This handbook covers every aspect of managing a private foundation, including legal issues, public relations, investment management, grantmaking basics and more.
- **Rules of the Road: A Guide to the Law of Charities in the United States**
Council on Foundations
www.cof.org/publications
This master reference covers the legal fundamentals governing U.S. grantmaking, including tax laws, U.S. Treasury regulations and IRS rules. Available for purchase.

- **Compliance Guide for 501(c)(3) Tax-Exempt Organizations (PDF)**
Internal Revenue Service
www.irs.gov/pub/irs-pdf/p4221.pdf
This publication presents general compliance guidelines for recordkeeping, reporting and disclosure requirements for 501(c)(3) organizations.
- **Top 10 Ways Independent Foundations Get Into Trouble**
Council on Foundations.
www.cof.org/publications
Highlights the most common legal missteps for independent foundations to avoid. Available for purchase.
- **Top 10 Ways Family Foundations Get Into Trouble**
Council on Foundations.
www.cof.org/publications
Highlights the most common legal missteps for family foundations to avoid. Available for purchase.
- **Top 10 Ways Corporate Foundations Get Into Trouble**
Council on Foundations.
www.cof.org/publications
Highlights the most common legal missteps for corporate foundations to avoid. Available for purchase.
- **The Nonprofit Legal Landscape**
BoardSource
www.boardsource.org/Bookstore.asp
Designed for executives and board members, this book provides a comprehensive explanation of the laws and legal concepts that affect nonprofit organizations. Available for purchase.
- **Foundations and the Law**
Council on Foundations
www.cof.org/files/Documents/WebNotebook/December2003/03_DC_ING_Handouts.doc
This presentation handout provides an introduction to the basic legal concepts and issues for foundations.
- **Life Cycle of a Private Foundation**
Internal Revenue Service
www.irs.gov/charities/charitable/article/0,,id=127912,00.html
This online guide outlines the key federal tax rules and requirements for private foundations during their typical “life cycle.”
- **Five Tips for Keeping a Small Charity Out of Legal Hot Water**
Chronicle of Philanthropy
philanthropy.com/jobs/2004/08/19/20040819-50109.htm
In this article, several lawyers who counsel nonprofit organizations describe some of the most common types of legal trouble their clients face — and how best to avoid those pitfalls.
- **Legal Essentials for Small Foundations**
Association of Small Foundations
www.smallfoundations.org/programs/primer_series
This primer gives an overview of the most important laws governing private foundations. Available for purchase.