

Grantmaking Operations - 2010 Workplan																			
<b>Goals</b>																			
To Support strategic grantmaking by US Program's funds and campaigns																			
To support a culture of inquiry, reflection and on-going quality improvement																			
<b>Objective</b>																			
I. To develop and implement new grantmaking and operational systems, and/or improve the effectiveness of existing ones			Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec					
<b>Grantmaking systems</b>																			
<b>1</b>	<b>Oversee annual docket calendar and distribution of dockets</b>																		
	1.1	Finalize annual docket schedule with program directors and Mr.Neier's office each year	Fei																
	1.3	Notify staff of docket schedule and send reminders of key dates	Fei																
	1.4	Notify staff of any docket schedule changes	Fei																
	1.5	Consolidate each docket for submission to Mr. Neier's office	Fei																
<b>2</b>	<b>Review, adjust and roll out new or improved grantmaking systems</b>																		
	2.1	Finalize and share with staff protocol on distribution of information on approved FPOS grants	Fei																
	2.2	Assess status of grantmaking system and create analysis and recommendations document																	
	2.3	Work with Finance and GM on a possible consultancy by KPMG																	
<b>3</b>	<b>Cross-program grantmaking protocol: assess staff use and need for adjustment</b>																		
	3.1	Bring to Staff Advisory Group? (after 1st docket: did it help staff with their g-m, site visits, etc?)	CP																
	3.2	Peer learning session?																	
<b>4</b>	<b>Finalize orientation guidelines for new USP staff</b>																		
	2.1	Incorporate input from AB	Fei																
	2.2	Re-launch orientation process and guidelines to all USP staff	Fei																
<b>5</b>	<b>Place and state-based grantmaking: develop map, knowledge, guidelines and best practices document</b>																		
	5.1	Develop workplan for working group	CP																
	5.2	Research/analyze USP past grantmaking history in newly identified states/cities	Fei																
	5.3	Work with Jeronimo and IS team to create map of grantmaking areas	CP																
	5.4	Cooperate with Jeronimo to research articles and materials from other funders	CP																
	5.5	Develop format and collate data for USP Central files	Fei																
	5.6	Develop process for sharing information with staff	CP																
	5.7	Develop guidelines and best practices document	CP																
<b>6</b>	<b>Assess feasibility/value of standardizing or improving grantmaking templates used by USP</b>																		
	[uncover best models, improve quality/promote consistency in work processes as well as in information collection/presentation/sharing]																		
	[Docket Summary Sheet; proposal cover sheet; budget template; budget tracking template; reports; acknowledgement letter; decline letter]																		
	6.1	Discuss with Staff Advisory Group (and decide how to move forward)	Fei																

6.2	Present recommendations to SMT	Fei																	
<b>Operational Systems</b>																			
7	<b>Review existing or develop new standards for documenting and storing grantmaking records</b>																		
	Electronic vs physical files; Storing/scanning of physical files, and other	CP																	
8	<b>Announcing job postings and new hires</b>																		
8.1	GO develops protocol and shares with senior managers for input	Fei																	
8.2	Share protocol with all USP staff	Fei																	
9	<b>Pilot transition to new contact management database</b>																		
9.1	Pilot SalesForce with small test group	Fei																	
9.2	Transition from Interaction to SalesForce and training staff	Fei																	Depends on IS
10	<b>Pilot and launch new Technical Assistance provider database</b>																		
10.1	Pilot database, adjust fields and add content as needed	Fei																	
10.2	Develop data input protocol and train staff	Fei																	
10.3	Update database on a regular basis; reach out & meet with potential providers	users																	
11	<b>Support Board book creation</b>																		
11.1	Collect and share with Gladys docket cover memos for inclusion in board books	Fei																	

II. To develop knowledge around grantmaking best practices and support a culture of learning		R	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
<b>1</b>	<b>Launch USP Central and continue to develop / update content</b>													
1.1	Incorporate AB's comments	Fei												
1.2	Re-introduce to ALL USP staff	Fei												
1.3	Content upload and maintenance	Fei												
1.4	Conduct 6-month evaluation (survey, possibly one focus group?)													
<b>2</b>	<b>Convene and facilitate the work of the Staff Advisory Group</b>													
2.1	Convene and facilitate meetings throughout the year	CP												
<b>3</b>	<b>Develop a digital library of grantmaking best practices</b>													
3.1	Discuss idea with NY/AB and secure support	CP												
3.2	Discuss idea with IT and GM and get their input	CP												
3.3	Content collection and initial cataloguing													
3.4	Taxonomy creation													
3.5	Design of user interface													
3.6	Testing of taxonomy and interface													
3.7	Rollout meeting and marketing													
3.8	Mid-year evaluation													
3.9	On-going maintenance, growth and marketing													
<b>4</b>	<b>Develop knowledge products based on USP grantmaking practices</b>	CP												
4.1	Possible themes: Cross program grantmaking, place-based grantmaking													
	Identify cases (use Staff Advisory Group?), develop case protocol,													
	hire consultant to develop cases													
	Share with staff (use as basis for a peer learning session)													
<b>5</b>	<b>Develop USP Grantmaking Guidelines document</b>													
5.1	Discuss with NY and AB (and come up with next steps as appropriate)													
5.2	Identify consultant to develop K product													
5.3	Work with consultant on development of K product													
<b>6</b>	<b>Participate in OSI-wide working groups</b>													
	Grantmaking Best Practices working group	CP												
	Continuous Learning working group	CP												
	Knowledge Management working group	Fei												

III. To design and provide learning and capacity building opportunities for USP staff around best practices and other issues relevant to the work of USP		R	Jan	Feb	Mar	April	May	June	July	Aug	Sept	Oct	Nov	Dec
<b>1</b>	<b>Create 2010 schedule of capacity building / learning opportunities for USP</b>													
1.1	Share ideas with senior managers / Staff Advisory Group for feedback	CP												
1.2	Create 2010 calendar of events and share with all USP staff - Post to USP Central	CP	Note: sharing delayed because calendar changed based on staff fe											
<b>2</b>	<b>Design capacity building &amp; learning spaces</b>													
	<b>Sessions may include:(to be adjusted based on feedback from senior managers and Staff Advisory Group)</b>													
	Lobbying rules and regulations training (Doug Varley)	Fei												
	Analyzing Grantee Budgets and Financial Information	Fei												
	External communications sessions (follow up to USP staff retreat)	CP												
	Interpersonal communication													
	Place and State-based Grantmaking	CP												
	Catalyzing Change and Deepening Racial Justice Impact	Fei												
<b>3</b>	<b>Maintain and assess USP membership in philanthropic affinity groups</b>													
3.1	Manage memberships (including paying fees, processing new memberships, meeting with affinity group reps, etc)	Fei												
3.2	Assess staff participation and use of affinity groups (include early year reminder and survey)	Fei												
<b>4</b>	<b>Identify and share outside learning and training opportunities with USP staff</b>													
4.1	Identify opportunities available through Affinity Group membership, philanthropy support organizations and other institutions and programs	Fei												
4.2	Assess if current process for sharing opportunities is valuable to staff	Fei												
4.3	Adjust process, continue collecting and sharing information	Fei												

Feedback and, later, USP staff retreat

IV. Support the launching and implementation of Technical Assistance Initiative		R	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
for USP grantees														
1														
	1.1 TAI proposal, list of recommended TA providers and RFP are shared with senior managers, including responsibility for implementation (who does what)													
	1.2 Documents adjusted as needed													
	1.3 Reach out to selected TA providers and share RFP													
	1.4 Receive and analyze RFPs													
	1.5 Select TA provider(s) and get senior managers endorsement													
	1.6 Meet Ta provider(s) selected to discuss roll out													
	1.7 Ta provider(s) presents implementation workplan													
	TA provider conducts field scan													
	Lead internal selection of grantees													
	Reach out to selected grantees and invite to participate in TAI													
	Manage TA provider(s) work													

<b>V To strengthen the capacity of GO staff</b>		R	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
1	Participate in GEO 2010 Conference													
2	Increase participation in Philanthropy New York													
3	Participate in training sessions													
	Communications, presentations (Fei)													
	Managing to Change the World (Cristina)													
4	Increase GO's contact with programs and flow of information													