

Stage A: Familiarization

(Sent out with invitation letter at age 25)

Action Items:

1. Provide opportunity for guest to meet with President and staff to review grantees, length of funding relationships, and docket strategies.
2. Provide opportunity for guest to meet with Chairman of Investment Committee and Treasurer to review Investment Committee Report and associated concepts.

Materials:

Governance

1. Foundation history/mission
2. Board meeting schedule/locations
3. List of Directors and Officers
4. List of committees with descriptions
5. List of staff with job descriptions
6. Kirby Family contact information

Grants

1. Grants operational policy and disbursement narrative
2. List of grantees by docket with descriptions

Financials

1. Overview of endowment and percentages drawn annually
2. Annual Grants by Dollar Category
3. Investment Committee description/meeting schedule
4. Investment Policy and Asset Allocation Model
5. Investment managers overview and Investment Committee Update

Stage B: Interest Alignment

Action Items:

1. Send survey to gauge individual interests, docket preferences, and any grantees of interest. Guest can designate stronger preference for the Grants Track (site visits and grantee analysis) or the Financial Track (IC Meetings and financial analysis).
2. Once results have been received, begin sending specified updates relating to dockets/grantees of interest.
 - If a preference for financial track was indicated, send generalized investment/endowment updates, as well.

Materials:

Governance

1. Past strategic approaches
2. Kirby Alliance strategic plan, history, and results

Grants

1. Survey of docket/grantee interest; indicate preference for financial track or grants track.

Financials

1. Financial History and analysis (highs/lows; highlight 2015-2018 KA disbursement)
2. Annual Report of the President

Stage C: Building Relationships

Action Items:

1. Invite guest to accompany staff on site visits correlated to his or her areas of interest. Staff will meet with guest beforehand to provide an overview of the relationship, review aims of the visit, and answer any questions.
2. If a preference for financial track was indicated, guest will be invited to attend select Investment Committee Meetings. Similarly, he or she will meet with the IC Chairman and Treasurer beforehand to provide an overview of the investment managers attending, review aims of the meeting, and answer any questions.

Materials:

Governance

1. Current strategic plan
2. Memos from specific docket analyses (environment in 2012, public policy in 2014, human services in 2017, etc.)

Grants

1. Site Visit Matrix
2. Typical site visit questions
3. Sample Evaluation Form and Site Visit Report

Financials (if indicated Financial Track)

1. Audit
2. 990 Financial Statements
3. Most recent consecutive Investment Committee Meeting Minutes

Stage D: Cumulative Investment

1. Send final survey to gauge interest in becoming a Director (immediate or future) and to update general interests.
2. Guest has option of working with staff to complete a final project:
 - a. **Grants Track Optional Project:** Dive into specific grantee or docket subset and prepare presentation for Board.
 - b. **Financial Track Optional Project:** Dive into special IC project and prepare presentation for IC and/or Board.

Mentorship Program: As this is a close-knit board, mentor/mentee relationships come about quite organically. We suggest, in addition to any supportive relationships a guest may have, a formal mentor or point person associated with each of these three branches of orientation (listed below) who will act as an overseer to ensure that the guest has support and resources in that particular regard. The mentor may foster connections among the guest and Board members/staff to address any questions or interests the guest may have, as well as make it a responsibility to check in with him or her periodically to provide space for feedback, questions, and the development of new interests.

- **Governance:** President
- **Grants:** President/Vice President of Grants
- **Financials:** Chairman of Investment Committee

Timeline: Stages to be implemented in approximately 18-month intervals over the five-year period of age 25 to 30 (or, for those beginning later than 25, over the course of attendance of at least five board meetings). Whether a guest is prepared or needs more time, staff can coordinate with mentors to determine whether or not to move to the next stage before or after that interval. These intervals are certainly flexible and are more so “flags” that remind Board and staff to check in with guest if transition to the next stage hasn’t already come about organically.