

SANDLER FOUNDATION **Guiding Principles for Grants**

We are focused on achieving results

1. We expect to achieve significant results that make a real and lasting difference in people's lives and in the communities and environments in which we live.
2. We bring business-oriented discipline to our grants by:
 - a. engaging in extensive due diligence to evaluate gaps, potential for impact and opportunities for leverage, as well as determining if appropriate management and other resources are in place;
 - b. ensuring that success can be defined, measured and evaluated;
 - c. requiring long-term strategic planning and regular reporting of performance against plans;
 - d. expecting a relentless focus on desired outcomes and avoiding the traps of building bureaucracies or empires; and
 - e. expecting grantees to develop a sustainable and viable model with adequate financial support from sources other than the Foundation.
3. We are strong advocates for change and action in our areas of focus.

We want to make as big of an impact as possible

4. We are a spend-down foundation and therefore act with urgency to make significant contributions that have both an immediate and lasting impact. In addition to financial support, the foundation regularly provides support with the development of strategic and business plans, budgets, metrics, and other organizational reports.
5. We focus on a relatively small number of areas with relatively large grants.
6. We focus on areas where there is a potential to leverage our contributions.

We are willing to take risks

7. We are willing to take risks and make bold strategic investments in areas not adequately addressed by government, industry (and venture capital), universities or the nonprofit sector.
8. We consider initiatives which otherwise might not receive funding, and which, if successful, can effect significant change and have a meaningful impact.

We work with and through highly capable partners

9. We are catalysts for change through our funding, vision and strategic advice, but we rely on other highly intelligent, dedicated, effective, organized and committed partners to act and implement.
10. We treat our grantees as valued partners.

We are not....

1. ... here to make ourselves feel good about giving away money to worthy causes.
2. ... going to exist in perpetuity.
3. ... interested in self-promotion.
4. ... afraid to be controversial.
5. ... experts in most subject areas.
6. ... able to address every grievance, problem or opportunity.
7. ... going to create a large or bureaucratic foundation.
8. ... always right.