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## Editorial

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DEAR READERS

Grantmaking practices matter. It is both a simple and complex idea, and one that gets varied attention from those with the power to influence its promotion. What we know is this: how a grant is made can be just as critical to its success as why it gets made or to whom it is made.

Although many grantmaking institutions have refined their grantmaking strategies, few have focused on how their decisions about processes, policies, and compliance influence overall success. Grant Managers Network's Project Streamline work has proven that focused application requirements and transparent, reasonable reporting requirements maximize the resources available to grantees for mission-related activities and provide the data needed for decision-making.



The articles in this issue of *The Foundation Review* expand what we've learned about the connection between how a grant is made and the ultimate success of that grant. From aligning grant decisions better with strategy (**Fuller**) to more realistic assessment of budgets (**Schultz Hafid and Cantwell**), to measuring the results of advocacy grants more accurately (**Gill and Freedman**), this issue explores how grantmaking practices have implications across the entire grantmaking process, and impact both donor and recipient.

We also learn that the most effective grantmakers are those willing to evaluate not only their grants, but also their established practices (**Usatin, Herzog, and Fizazi-Hawkins; Miller, Gollub, Kaufman and Epelman**). These grantmakers discover what works through trial and error, reflection and evaluation, and learning from peers. They balance risk across their portfolio of grants (**Ashley and Faulk**). The best practices that result are repeatable, use tools that offer flexibility and customization, exchange repetition for relevance, and engage both donors and grantees in a collaborative process of developing and measuring desired outcomes and impact.

A handwritten signature in black ink that reads "Michelle Greanias".

Michelle Greanias, M.B.A.

EXECUTIVE DIRECTOR  
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