



## RESPONSIBLE EXITING PRINCIPLES

1. **Communicate Clearly with Grantees.** Beldon gave ample notice of its impending sunset and provided the resources grantees needed to plan for their futures beyond 2008.
2. **Begin Early to Position Grantees for Exit.** Beldon provided long-term general support that strengthened grantee organizations and better positioned them to attract other sources of funding.
3. **Help Grantees Find New Funding.** Beldon supported training that bolstered grantees' fund-raising skills and it played an active role helping grantees connect with other funders.
4. **Establish Expertise that Will Attract Other Funders.** By sharing its expertise about trends in the field and effective strategies and demonstrating through its own grant making the viability of new approaches, Beldon was able to draw other funders into supporting this work.
5. **Structure Final Grants to Prepare Grantees for Transition.** By offering matching or challenge grants one to two years before Beldon's exit, and by tapering its support, the foundation encouraged grantees to develop new sources of funding.
6. **Encourage Grantees to Forecast in Anticipation of Your Exit.** Knowing that denial is a powerful mechanism, Beldon asked all grantees to provide with their final grant request a multi-year income and expense budget showing how they planned to fill the gap left by Beldon's exit. Most grantees indicated that they intended to bank a portion of their final grants to ease their transition to other sources of funding.
7. **Set a Cutoff Date for Accepting New Grant Letters of Inquiry and Communicate it Early.** Beldon had neglected to clearly communicate its cutoff date, engendering confusion—and some resentment—among rejected grant applicants.
8. **Maximize Impact by Sharing Lessons.** In its final year, Beldon sought to capture its story, distill useful lessons, and develop a strategy to share this information. The purpose was to inform and influence funding and advocacy practices in the field going forward. In retrospect, the foundation concluded it would have been wise to conduct this kind of communications throughout its lifetime. But an exit provides a compelling opportunity to distill insights gleaned from the entire arc of your grant making.