



NEW HAMPSHIRE CHARITABLE FOUNDATION

The **Authority Matrix** serves three functions:

1. A single document that summarizes and tracks the major governing decisions made at the Foundation that involve the Board of Directors
2. A tool to ensure that the Board of Directors is meeting its legal and fiduciary responsibilities
3. A governance document to clarify who is authorized to advise, recommend, decide, implement and be informed about critical decisions

SET DIRECTION

Decision/Issue	Committee of Origin	Committee Role	Staff	President & CEO	Statewide Board	Frequency	BOD: Date of Last Action	BOD: Next Review/ Action	Notes
Review/Approve Mission, Vision and Values	Executive	Recommend	Develop/Implement	Implement	DECIDE	Every 5 years or as needed	December 2021	2027	
Review/Approve Strategic Plan	Executive	Recommend	Develop/Implement	Implement	DECIDE	Every 5 years or as needed	December 2021	2027	

GOVERNANCE

Decision/Issue	Committee of Origin	Committee Role	Staff	President & CEO	Statewide Board	Frequency	BOD: Date of Last Action	BOD: Next Review/ Action	Notes
Approve Authority Matrix	Governance	Recommend	Develop/Implement	Advise	DECIDE	Annually or as needed	April 2023	April 2024	
Conduct Board Self-Assessment	Governance	Recommend	Develop/Implement	Advise	DECIDE	Every 2 years	October 2022	2024	
Review and Sign Conflict of Interest and Confidentiality Policy	Governance	Recommend	Develop/Implement	Be Informed	DECIDE	Annually	August 2023	August 2024	
Vote on Board Officers	Governance	Recommend	Implement	Advise	DECIDE	Annually	June 2023	June 2024	
Approve Slate of New Directors	Governance	Recommend	Develop/Implement	Advise	DECIDE	Annually	June 2023	April 2024	
Approve GRCHF board of directors	Governance	Recommend	Develop/Implement	Advise	DECIDE	Annually	December 2023	December 2024	
Review Committee Structure and Charge	Governance	Recommend	Develop/Implement	Advise	DECIDE	Annually	August 2023	August 2024	
Review Committee Membership (including ad-hoc cmts.)	Governance	Recommend	Develop/Implement	Advise	DECIDE	Annually	August 2023	August 2024	
Monitor Risk Matrix	Executive	Recommend	Develop/Implement	DECIDE	Advise	Annually or as needed	February 2020	-	
President & CEO Emergency Succession Plan	Executive	Recommend	-	Be consulted	DECIDE	Every 3 years or as needed	February 2012		
Hire and Manage Staff	-	-	Recommend	DECIDE	Be Informed	As needed	-	-	
Approve National Standards Resolution	-	-	Recommend	Advise	DECIDE	Every 3 years	August 2022	2025	
Board of Directors' Agenda Creation*	-	-	Recommend	Advise	DECIDE	As needed	-	-	
Approve Board Schedule for Upcoming Year	-	-	Recommend	Advise	DECIDE	Annually	August 2023	August 2024	

*A draft of the agenda is submitted by the CEO to the Board Chair who approves the finalized version

FINANCE & INVESTMENTS

Decision/Issue	Committee of Origin	Committee Role	Staff	President & CEO	Statewide Board	Frequency	BOD: Date of Last Action	BOD: Next Review/ Action	Notes
LONG TERM & SUSTAINABLE IMPACT POOLS: Approve Spending Rate	Investment	Recommend	Develop/Implement	Advise	DECIDE	Every 3 years or as needed	December 2023	December 2024	
LONG TERM, SUSTAINABLE IMPACT AND NH IMPACT POOLS: Approve Investment Policy Statement	Investment	Recommend	Develop/Implement	Be Informed	DECIDE	Annually (if needed)	August 2022	-	
LONG TERM & SUSTAINABLE IMPACT POOLS: Approve Asset Allocation	Investment	DECIDE	Develop/Implement	Be Informed	Be Informed	Annually	-	-	
LONG TERM & SUSTAINABLE IMPACT POOLS: Investment Consultant Hire/Termination	Investment	DECIDE	Recommend/Implement	Advise	Be Consulted	As needed	-	-	
ADVISOR-MANAGED OPTION: Approve Investment Policy Statement	Investment	Be Consulted	Propose	Advise	DECIDE	Every 2 years	May 2018	April 2020	Postponed
ADVISOR-MANAGED OPTION: Approve Due Diligence Process	Investment	Be Consulted	Recommend	Advise	DECIDE	As needed	December 2014		
ADVISOR-MANAGED OPTION: Manager Termination	-	Be Informed	DECIDE	Be Informed	Be Informed	As needed	-	-	CFO or controller to decide
ADVISOR-MANAGED OPTION: Manager Hire/Review	Investment	Be Informed	DECIDE	Advise	Be Informed	As needed	-	-	
ADVISOR-MANAGED OPTION: Consultant Hire/Evaluation/Termination	Investment	Be Informed	DECIDE	Advise	Be Informed	As needed	-	-	
ADVISOR-MANAGED OPTION: Approval of Exceptions to Investment Policy Statement	Investment	DECIDE	Recommend	Advise	Be Informed	As needed	-	-	
Audit Scope and Plan	Audit & Finance	DECIDE	Develop/Implement	Be Informed	Be Informed	Annually	June 2023	June 2024	
Auditor Selection & Compensation	Audit & Finance	Recommend	Propose/Implement	Advise	DECIDE	Annually	June 2023	June 2024	
Review and Accept Audited Financial Statements	Audit & Finance	Recommend	Develop/Implement	Advise	DECIDE	Annually	October 2023	October 2024	
Review 990/Tax Returns	Audit & Finance	DECIDE	Develop/Implement	Advise	Be Informed	Annually	November 2023	November 2024	

Sign 990/Tax Returns and NHCT-2A Forms	Audit & Finance	Recommend	Develop/ Implement	DECIDE	Be Informed	Annually	June 2023	June 2024	
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Review Internal Control Policies	Audit & Finance	DECIDE	Propose/Implement	Advise	Be Informed	Annually	-	-	
Approve Operating and Capital Budgets	Audit & Finance	Recommend	Develop/Implement	Advise	DECIDE	Annually	December 2023	December 2024	
Review Retirement plan	Audit & Finance	Recommend	Develop/Implement	Implement	DECIDE	Annually	October 2023	October 2024	
Amend Corporate Resolutions	-	-	Recommend	Advise	DECIDE	As needed	December 2023	-	

GRANT APPROVAL

Decision/Issue	Committee of Origin	Committee Role	Staff	President & CEO	Statewide Board	Frequency	BOD: Date of Last Action	BOD: Next Review/ Action	Notes
Donor Advised less than \$50,000	-	-	DECIDE	Be Informed	Be Informed	As needed	On going	On going	Staff decision
Donor Advised over \$50,000	-	-	DECIDE	Be Informed	Be Informed	As needed	On going	On going	VP of CEI or CI Director when VP deems appropriate
Donor Advised over \$50,000 that are approved by staffed committees	Staffed Committee	DECIDE	Recommend	Be Informed	Be Informed	As needed	On going	On going	Ex: Tillotson, MEF DAF
Staff Invited up to and including \$10,000	-	-	DECIDE	Be Informed	Be Informed	As needed	On going	On going	Community Partner
Staff Invited up to and including \$25,000	-	-	DECIDE	Be Informed	Be Informed	As needed	On going	On going	Senior Community Partner
Staff Invited between \$25,001 - \$150,000	-	-	DECIDE	Advise	Be Informed	As needed	On going	On going	VP of CEI, CEO or CI Director/ Initiative leader when VP deems appropriate
Staff Invited over \$150,000	-	-	Recommend	Advise	DECIDE	As needed	On going	On going	
Community Grants - Regional			Develop/Implement	Be Informed	Be Informed	Annually			Community Grants program being revised in 2024
Community Grants - Statewide		Recommend	Develop/Implement	Be Informed	DECIDE	Annually			
Process for appointing Scholarship Selection Committee Members	-	-	DECIDE	Be Informed	Be Informed	As needed	August 2017	-	

OTHER

Decision/Issue	Committee of Origin	Committee Role	Staff	President & CEO	Statewide Board	Frequency	BOD: Date of Last Action	BOD: Next Review/ Action	Notes
Approve Personnel Policies	Governance	Recommend	Develop/Implement	DECIDE	Be Informed	Every 3 years or earlier as needed	January 2018	2024	
Approve and Evaluate CEO Performance and Compensation	Executive	Recommend	-	-	DECIDE	Annually	April 2023	April 2024	
Approve and Evaluate Staff Performance and Compensation	Executive	Advise	Develop/Implement	DECIDE	Be Informed	Annually/ As needed	February 2023	February 2024	
Approve Gift Acceptance and Fund Establishment Policies	Executive	Recommend	Develop/Implement	Advise	DECIDE	Every 3 years or earlier as needed	December 2023	2026	
Exercise Variance Power	-	-	Propose	Be Informed	DECIDE	As needed	-	-	
Approve Gifts that are Exceptions to Policies	-	-	Propose	Advise	DECIDE	As needed	-	-	
Approve Contracts	-	-	Recommend	DECIDE	Be Informed	As needed	-	-	
Insurance Coverage Adequacy: D&O/Other	Executive	Recommend	Develop/Implement	Advise	DECIDE	Annually	October 2023	October 2024	
Whistleblower Policy	Executive	Recommend	Develop/Implement	Implement	DECIDE	Every 3 years or earlier as needed	June 2020	June 2023	
Appoint OCG, LLC Governors	Executive	Recommend	Develop/Implement	Advise	DECIDE	As needed	June 2021	-	