



STERLING
FOUNDATION MANAGEMENT LLC

Making a Real Impact: Case Studies

Making A Real Impact

Sterling Foundation Management provides you with comprehensive foundation management services so that you can enjoy the satisfaction and gratification of making an impact with your philanthropy.

We remove the administrative burden of maintaining your foundation while providing philanthropic value-added services in areas such as grantmaking, governance best practices, mission and vision development, family engagement, succession planning, and maximizing resources to make the most impact.

The following four examples showcase real Sterling clients, real impact through our support, and valuable lessons learned through 20 years of experience:

- 1. Case Study: Healthcare**
- 2. Case Study: Pediatric Healthcare**
- 3. Lessons Learned: Scholarship Program**
- 4. Lessons Learned: Innovative Prize Program**

Advancing Cures in Epilepsy



Turning an Idea Into Reality

A wealthy donor's daughter was recently diagnosed with epilepsy. He approached Sterling Foundation Management because he wanted to make a difference in the field.

Epilepsy, one of the oldest known diseases in the world, still afflicts 65 million people and more than half of them still live with uncontrolled seizures or such serious side effects that they cannot live normal lives.

The client had considerable financial resources and some ideas of how change could be made. Sterling worked with him to establish a public charity and developed a strategy that identified priorities, determined where his resources could best make an impact, and implemented a practical plan for making that impact in a measurable way.

In providing a customized approach to implement positive change, Sterling was able to help the client achieve several breakthroughs in the field over the next 14 years.

Advancing Cures in Epilepsy

In an area known for heavy bureaucracy laden with both financial and political barriers, Sterling was able to help the client focus his resources in an impactful way that achieved real results in advancing the field to help find a permanent cure for Epilepsy. The work continues to this day.

Creation of the world's largest epilepsy website (Epilepsy.com)

It is the premier source for people and their families suffering from epilepsy as well as for professionals and researchers.

Creation of the Epilepsy Therapy Project (ETP)

ETP's sole goal was to bring new treatments from the lab to the patient faster. Of the 12 drugs currently in the pipeline, 8 were sponsored by ETP (usually at either the early stage when a small investment could get a new compound moving or helping it in the later stage get over the famous "valley of death" that so many drugs in development experience). ETP has made grants, investments, lobbied pharma to get involved in new compounds, made connections between different researchers, different pharma companies and even facilitated funding between companies and venture funds. Through continuous rounds of grants and investments, it has worked to continue to make sure new treatments become available.

Supported creation of program dealing exclusively with SUDEP (Sudden Unexplained Death from Epilepsy)

SUDEP impacts one out of a thousand people with Epilepsy every year. We have helped make SUDEP something that epilepsy doctors and researchers can now talk about and shed light on.

Established the Epilepsy Study Consortium

This Consortium of New York based hospitals makes it very easy for drug companies with new compounds to do new trials without the months or years it takes most other states to get patients signed up for new drug trials.

Lowered the cost of overhead for Epilepsy field

We merged ETP into the Epilepsy Foundation and had our client be the chairman of the new combined entity. We have worked collaboratively with the existing Epilepsy Foundation to eliminate redundancy and even help the new organization lower its costs by finding additional areas to save its resources.

Helped create a "Shark Tank" competition

This event encourages entrepreneurs to develop new devices to assist people with epilepsy. It has resulted in the creation of watch monitors, camera monitors, seizure detection algorithms and safety devices.

Implemented some of the first crowd funding campaigns in the field

By keeping up to date with best practices, current events and societal change over time, we were able to help fund new technologies in ways not envisioned when the project was first started.

Groundbreaking Pediatric Healthcare



Fulfilling a Vision

After reading Sterling's book on managing private foundations, a wealthy family sought out Sterling to help them fulfill their vision to improve children's lives in their community, particularly the underprivileged.

In the US, 1 out of every 5 children aged 3 to 17 years has a diagnosed mental health disorder, yet only 21% of affected children receive needed treatment. Suicide, which can result from the interaction of mental disorders and other medical factors, was the second leading cause of death among adolescents aged 12–17 years in 2010.

Sterling worked with the family to create a foundation and develop a strategy that included consulting with national pediatric mental health experts, working with leading children's hospitals, and identifying obstacles to mental health care for children.

With Sterling's assistance, the family partnered with their community children's hospital to develop groundbreaking pediatric healthcare programs that have saved children's lives and improved both medical and mental health outcomes.

Pediatric Healthcare Approaches

Addressing challenges in providing comprehensive care to children, Sterling worked with the family to strategically apply their resources, which resulted in the development of innovative pediatric care approaches that integrate mental and medical care and improve overall outcomes.

Closing Significant Gaps in Pediatric Care

Prior to developing these programs that integrate mental health care into medical treatment plans, no children in this hospital received ongoing mental health care.

Created Chronic Disease Program

The Chronic Disease Program provides psychological evaluations and evidence-based treatments for caregivers and patients with significant medical complexity, functional limitations, and increased need for medical services. The program has alleviated suffering for children and families affected by chronic diseases by reducing symptoms on average by two standard deviations. Moreover, program participant suicides have decreased.

Developed New School Advocacy Program

The School Advocacy Program provides a broad range of services to families to meet the educational needs of children undergoing long-term care. Families receive assistance in developing individual education plans; general liaison services working among schools, families, and the hospital to ensure patients continue their education throughout treatment; and school reintegration support. As a result of meeting patients' educational needs and minimizing delays in return to school, academic outcomes have improved, absenteeism has decreased, and parents have better satisfaction rates.

Founded First of its Kind Pediatric Intensive Care Unit (PICU) Program

The PICU Program provides psychological health interventions and care to children and their families undergoing traumatic or intensive care. In addition, the program provides mental health services to PICU staff to increase resilience and caregiver wellness. The program has dramatically enhanced the lives of children and their families through improved medical outcomes, preventing exacerbating behavior, and protecting children from abuse.

Established Pioneering School Nurse Program

The School Nurse Program provides school nurses continuing education on mental illness including mental health screening, school-based interventions, suicide prevention, substance abuse, and school reintegration post-hospitalization. The program also provides individualized in and out patient tutoring. Over 98% of nurses completing the training intended to change/improve their professional practices based on the training.

Promulgating the Programs and Impact

All the programs are models for service delivery and have been published and presented at national mental health professional organization conferences so that other children's lives can be saved and improved.

A Family Foundation Scholarship



A Family Foundation and **Sterling Foundation Management client** established a program to promote and support Christian ministry through ministry education-related scholarships and loan repayment.

- Grants are awarded to ministry students or Christian ministers as reward for their commitment to ministry and to ease their ministry education-related obligations. Over 110 grants totaling more than \$750,000 have been awarded since 2014.

Lessons from a Family Foundation Scholarship Program

Design

- Recognize challenges or gaps that your target class of candidates face.
- Have a solid understanding of your target candidates' needs.
- Be familiar with how target candidates receive and process information and can be made aware of the program.
- Carefully plan and document eligibility criteria as well as disqualifying criteria.
- Research how other related programs operate and identify possible opportunities for collaboration or support.

Outreach

- Consider traditional and modern forms of outreach.
- Plan for redundant forms of communication.

Scholarships

- Scholarship quantity and amounts important in determining whether program is impactful and in attracting applicants. Also, must be included in planning for expansion and longevity.

Selection Process

- Determine need for external (to family) Selection Committee members and possible candidates early.
- Account for interpretation differences of selection criteria (even when jointly developed).
- (Family) deliberations are immeasurably valuable and insightful opportunities for sharing, discussing, and understanding family values.

Recognition

- Recognize and award recipients with recognition event and invite family members or mentors.
- Recipients eager to and appreciate opportunity to say "thank you" to sponsors.
- Consider further investment in recipients through additional foundation sponsored networking or development programs.

Continuous Improvement

- Be flexible and open to iteratively enhancing and evolving the program and its processes.

The Children's Prize

The Children's Prize, a Sterling Foundation Management client, is a private foundation with a goal to advance child health and survival through a philanthropic prize with a focus on impact and data-driven rigor.

- The Prize is awarded to scientifically-minded individuals across the globe with a passion for child health and a strong commitment to verify the impact of their work. A total of \$1,700,000 has been awarded from 2013 to 2017.

Lessons from the Prize Process

Conceptualization

- Know your strategic mission and vision before you begin the prize design process.
- Be specific in your planning and determine applicant targets, eligibility, and criteria. Determine disqualifying criteria as well.
- Research key players, experts, and key regions in targeted field, industry, or focus area.
- Determine founder's involvement, outsourcing, and/or hiring needs. Incorporate periodic reviews or check-ins into timeline.

Prize Amount

- Carefully consider prize amount. Volume and quality of applicants most influenced by size of prize.

Global Reach

- Keep language in marketing material simple.
- Account for language and time zone challenges.

Selection Committee

- Select a diverse panel of judges that represent different industries (for profit vs nonprofit, public vs private), perspectives, genders, ethnicities, and countries as an example.
- Must have panel member(s) that understand technical aspects and quantitative analysis in proposals and for vetting and follow-up monitoring.
- Identify committee as soon as possible. Qualified experts and leaders have busy schedules and tend to be over committed
- Keep committee to a manageable size.
- Conducting at least one in-person meeting is invaluable and highly recommended.

Marketing

- Plan and budget appropriately for marketing prize which can include hiring a PR firm, social media consultant, graphic designer, website developer, content developer, etc.
- Be flexible and adjust your strategy as you discover what methods are effective or not.

The Children's Prize *(continued)*

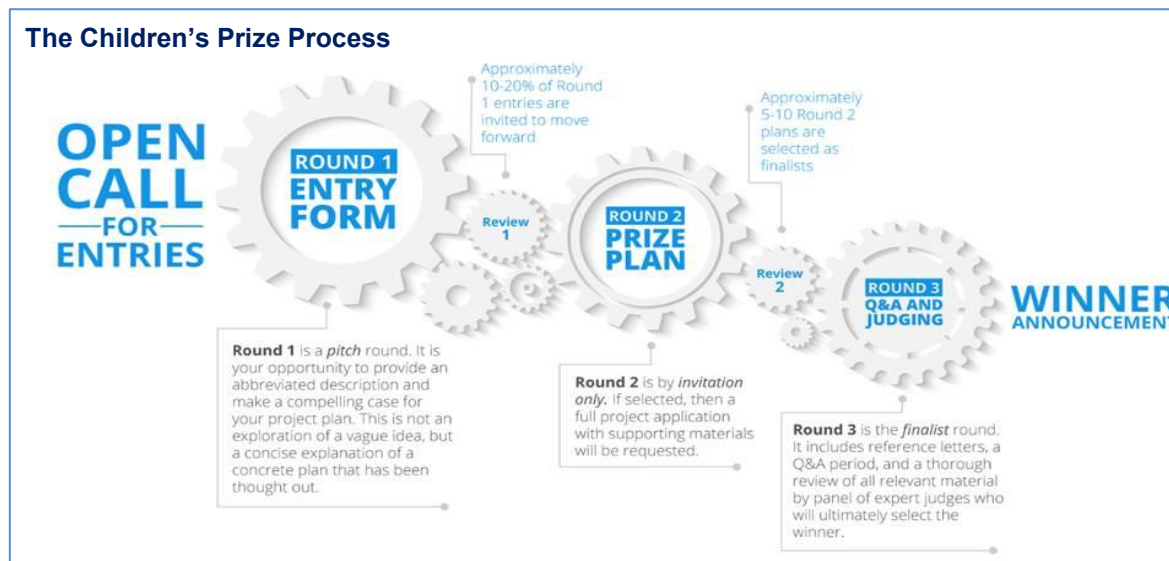
Lessons from the Prize Process (continued)

Application Process

- Having a tiered process can help attract more diverse applicants in the first round and filter for qualified applicants through successive rounds.
- Establish a goal of how many or percentage of applicants move through to next round.
- Find a balance between ease of application process and gathering proper information for due diligence.

Winner Selection & Monitoring

- Be aware of compliance requirements when awarding funds to individuals, for-profit companies, international organizations, etc.
- Document terms and conditions for prize winners such as expected follow up reporting or press release agreements.
- Integrate both formal and informal follow-up with prize winners.



About Sterling

Sterling Foundation Management is the oldest national foundation management firm in the United States and a leading provider of charitable consulting services to some of the country's largest and most active private foundations. Sterling is also the nation's preeminent provider of secondary planning services for CRTs. Since 1998, Sterling has worked with thousands of charities, donors, and professional advisors, and has reviewed countless CRTs, foundations, and other charitable vehicles.

Sterling's books, ***Creating a Private Foundation*** and ***Managing Foundations and Charitable Trusts***, have been widely reviewed and read. Both have received endorsements from prominent individuals, including Nobel Prize winning economist Vernon Smith and one of the world's best-selling non-fiction authors, Mark Victor Hansen.

In addition, Sterling has written articles for publications such as *Trusts & Estates*, *Estate Planning*, *Journal of Financial Planning*, *Investment Advisor*, *Wealth and Retirement Planner*, *Personal Financial Planning*, *Bloomberg Wealth Manager*, *Morningstar*, *Horseshmouth*, and *Wealth Strategies Journal*.

Please see our website at www.sterlingfoundations.com for more information.

“To give away money is an easy matter and in any man's power. But to decide to whom to give it and how large and when, and for what purpose and how, is neither in every man's power nor an easy matter.”

~ Aristotle