

# Engaging the Next Generation in Your Philanthropy

An Overview for Donors



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## Engaging the Next Generation in Your Philanthropy

### Introduction

*“America’s next generation of major donors, whether young Gen Xers or rising Millennials, will have an outsized impact on society and the planet we share...if current trends in wealth and giving continue, these rising major donors will be the most significant philanthropists ever.”*

Sharna Goldseker and Michael Moody  
“Generation Impact: How Next Gen Donors Are Revolutionizing Giving”

We are living in an extraordinary time.

Some philanthropic experts call this the Golden Age of Giving, “a new era that will exceed in size and influence the Gilded Age of a century ago, when modern philanthropy was invented.”<sup>1</sup>

According to a recent study by the Boston College Center on Wealth and Philanthropy, over \$59 trillion will be transferred across generations between 2007 and 2061.<sup>2</sup> The study estimates more than \$27 trillion of that amount will be designated for philanthropic purposes over the same time period.

How does this next generation of Gen Xers and Millennials think about philanthropy? And how can families prepare for this transition of wealth and charitable purpose to the next generation? This publication is designed to help you think through six key questions related to engaging the next generation in your family philanthropy:

1. **Why should you engage the next generation in your philanthropy?**
2. **How do the next generations think about philanthropy?**
3. **How can you encourage the next generation in their philanthropy?**

4. **How can you transmit your values (and not just your assets) to the next generation?**
5. **How do you manage different philanthropic preferences between generations?**
6. **How can you keep the next generation engaged in philanthropy?**

Before engaging the next generation in philanthropy, it is essential to clarify your mission and values related to your own philanthropic work. We encourage you to review several Goldman Sachs Philanthropy Fund publications that address these topics as resources.<sup>3</sup>

We recognize that each family is unique and has unique circumstances related to engaging the next generation of their family in philanthropy. We hope this paper will help you think through how best to approach transitioning philanthropy to the next generation.

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<sup>1</sup> Goldseker and Moody. “Generation Impact: How Next Gen Donors Are Revolutionizing Giving.” p. 7.

<sup>2</sup> Goldseker and Moody. “Generation Impact: How Next Gen Donors Are Revolutionizing Giving.” p. 8.

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<sup>3</sup> Goldman Sachs Philanthropy Fund publications: Getting Started With Your Philanthropy, Crafting Your Charitable Mission Statement, Families and Philanthropy, Transitions in Family Philanthropy, Measuring the Results of Your Philanthropy.

## 1. Why should you engage the next generation in philanthropy?

*“We need to get to know these next gen donors...More important, we need to make sure their historic potential is channeled in ways that make our world better, not worse.”*

Sharna Goldseker and Michael Moody  
“Generation Impact: How Next Gen Donors Are Revolutionizing Giving”

There are many reasons why the senior generation should consider engaging the next generation (and any family member) in philanthropy efforts. The Goldman Sachs publication: “Families and Philanthropy: An Overview for Donors” cites six reasons based on research conducted by the National Center for Family Philanthropy<sup>4</sup>, including:

1. **Early experience and discovery:** Young adults can gain specific skills and experiences such as the demands of governance, and learn more about themselves
2. **Lifelong learning:** Families can learn about needs and issues from the nonprofits they fund
3. **Family discovery:** Families have the opportunity to experience each other in a whole new context
4. **Generational ties:** Younger family members can learn from older generations and vice versa
5. **A view “outside the airport”:** Philanthropy can expose family members to social needs and solutions, leading to a more balanced view of the world
6. **Family bonds:** Making time for philanthropy can keep the family connected in a chaotic world

Moreover, there are a few reasons why it is important to consider engaging specifically Gen X and Millennials in your philanthropy.

For one, as Goldseker and Moody discuss in their book, we are in the midst of the largest transfer of wealth in the history of the United States. Over the

next forty plus years, experts predict over \$59 trillion will pass into the hands of the next generation, a large proportion of which will be dedicated to charitable purposes. Whether the senior generation is ready or not, the next generation will have unprecedented financial resources and become the major donors of this century. Secondly, Goldseker and Moody's research indicates that the next generation of donors already have big plans for how they want to wield their financial power. “They want to change giving in ways that will fundamentally transform philanthropy. And they want to do it now rather than wait until they accumulate all the wealth they can...”<sup>5</sup>

The senior generation can help influence and shape how this next generation approaches their philanthropy based on how and when they engage them.

While the majority of philanthropy experts recommend that donors engage the next generation, and do so as early as possible, there are some donors who make the argument against this engagement. In some cases, donors who are very clear and specific about what they want to give away in their lifetime may see that the next generation has opposite interests. In those cases, Steve Singleton, board member of the Charis Foundation states: “founders need to be honest with themselves about how much they trust the next generation and the extent to which they have overlapping values.” In other cases, donors do not want to burden their children with the idea that they must give away money for the rest of their lives. A West Coast philanthropist who wished to remain anonymous shared her perspective, “I believe my kids need to build their own identity first. I don't want to strap them with philanthropic responsibilities in their 20s and 30s before they know who they are. I want them to have a profession of their own, rather than have a job already identified for them.”

Giving away money well is difficult; it often involves significant power dynamics that are not easily handled by young people. Some share that intergenerational family dynamics can be so sensitive and fraught that it is better not to engage family members in philanthropy. “If you have issues in the ways you work together as family members, trying to do philanthropy—which is

<sup>4</sup> The National Center for Family Philanthropy. “The Power to Produce Wonders: The Value of Family in Philanthropy.” pp.14-15.

<sup>5</sup> Goldseker and Moody. “Generation Impact: How Next Gen Donors Are Revolutionizing Giving.” p. 3.

about money, values, and priorities—together can make it worse!” warned one donor.

Ultimately, each family needs to weigh the benefits and costs of engaging the next generation in philanthropy. For those who choose to engage, the following set of questions can help you plan to do so.

## 2. How do the next generations think about their philanthropy?

“...next gen donors want to revolutionize philanthropy to prioritize impact and innovation, retool strategy, and go all in with their every asset—time, talent, treasure, and ties...they don’t necessarily want to change what causes or issues major donors support so much as how they support those causes.”<sup>6</sup>

Sharna Goldseker and Michael Moody  
“Generation Impact: How Next Gen Donors Are Revolutionizing Giving”

Let’s define what we mean by the term “next generation.” Many families recognize the next generation as anyone who is a descendant rather than an ancestor. For the purposes of this publication, however, we define the “next generation” as Generation X and Millennials. Generation X includes individuals born in the U.S. between the early 1960s and early 1980s, whereas Millennials, also known as Generation Y, comprise individuals born in the early 1980s to early 2000s.

According to philanthropy experts Goldseker and Moody, Generation X and Millennials do not entirely differ from previous generations in the causes and issues they want to support. By conducting quantitative and qualitative research with hundreds of next generation donors, Goldseker and Moody learned that the top two issues for next generation donors are education and social needs. Interestingly, these two areas are consistent with previous generations’ priorities.

So, what is different about them? *How* next generation donors are approaching philanthropy. Overall, the next generation is seeking impact, or as Goldseker and Moody describe: “next gen donors want to revolutionize philanthropy to make it more effective. These leaders of the new Golden Age want nothing less than an Impact Revolution.”<sup>7</sup> This means that they want to: 1) be more strategic in their giving, 2) innovate in their

philanthropy, and 3) invest deeply in the organizations they fund.

### ***The next generation is more strategic in giving***

In general, next generation donors say they view philanthropic strategy differently from their grandparents. Younger donors characterize their elders’ strategy as “passive checkbook philanthropy,” concerned with naming rights on buildings rather than building effective organizations. Katherine Lorenz, President of the Cynthia and George Mitchell Foundation, a leading next gen donor and board chair of The Philanthropy Workshop, talks about how “we worry more about the programs *inside* the buildings rather than the bricks on the *outside*.”<sup>8</sup>

Next generation donors are focused on due diligence, research, and proven ways to measure results. They are proactive in finding effective organizations and solutions and committing to them over the long-term. The next generation is interested in giving more money to fewer causes rather than spreading little amounts across many causes. Importantly, they want to see the impact of their work. As Hannah Quimby, a next generation donor and Executive Director of the Quimby Family Foundation, states: “my generation is looking to invest in systemic change...Rather than writing checks to a food pantry during the holidays, we’d rather think about food systems and food insecurity, and how we can influence the root cause of the issue.”

### ***The next generation is interested in innovative philanthropy***

According to Goldseker, next generation donors are “willing to try all the different tools they have in their toolbox to make an impact.” Besides making grants to 501(c)3 nonprofit organizations, next generation donors want to engage in political organizing, advocacy work, giving circles, social enterprises, social businesses, and impact investing. They are also sector agnostic in their giving—investing in for-profit, nonprofit, and hybrid vehicles to achieve the change they seek. In addition, Moody writes, “next generation donors believe in living their values seamlessly across all areas of their lives, as donors, consumers, parents, and business people.” They are willing to take risks, fail, and invest again.

<sup>6</sup> Goldseker and Moody. “Generation Impact: How Next Gen Donors Are Revolutionizing Giving.” p. 175.

<sup>7</sup> Goldseker and Moody. “Generation Impact: How Next Gen Donors Are Revolutionizing Giving.” p. 9. The authors also note their book focuses on the most active next gen donors who are reflective about their giving at this stage of their lives, and are not necessarily representative of all next generation donors.

<sup>8</sup> Goldseker and Moody. “Generation Impact: How Next Gen Donors Are Revolutionizing Giving.” p. 49.



***The next generation wants to invest deeply in funded organizations***

According to Goldseker and Moody's research, next generation donors believe they can do as much good with their time and talent as with their treasure. Whereas previous generations may have participated in philanthropy through attending fundraising galas, the next generation would rather serve on a task force to solve a problem an organization is facing. They believe in getting involved with the organizations they fund and want to roll up their sleeves alongside the staff. The next generation desires deep, transparent relationships with the organizations.

Considering the magnitude of the wealth transfer and the next generation's intense interest in philanthropy, there is significant opportunity to impact social sector organizations, for better or for worse.

### 3. How can you encourage the next generation in their philanthropy?

*“Find ways to engage them in meaningful ways; ways that are not nominal, token, or obligatory. And engage them as early as possible.”*

Michael Moody  
Frey Foundation Chair,  
Dorothy A. Johnson Center for Philanthropy,  
Grand Valley State University

There are a variety of methods families use to encourage the next generation in their philanthropy including volunteering, giving circles, junior/youth boards, and philanthropy internships. Joanne Cohen, Vice President, Philanthropic Services for The Community Foundation for Northeast Florida describes philanthropy as a muscle that needs to be exercised and thinks that waiting until a child is 18 means missing a huge teaching opportunity. Moody emphasizes the importance of starting the cultivation process early saying: “My number one message is don’t wait.”

#### ***Volunteer together as a family***

Robyn Schein, Director of the Family Philanthropy Resource Center at the Minneapolis Foundation, recommends volunteering as a family to involve the next generation from an early age. “You don’t have to say the amounts you give away for years,” she notes, “but they should know philanthropy is something that happens in their family.” Schein recommends embedding philanthropy into family rituals and building a tradition around giving. For example, you could set aside one day of each family vacation to volunteer together. Other experts suggest starting when kids are young and demonstrating and modeling the concept of helping other people.

#### ***Provide children with grantmaking opportunities***

Grandparents Fred and Jan Hegi set up The Hegi Grandchildren’s Fund through Communities Foundation of Texas as a way to pass on their legacy of philanthropy to their six grandchildren (ages 6 – 14). Through the fund, each child gives \$200 every year to a charity of their choice. Each child also signs a non-legally binding “Fund Advisor Pledge” indicating their intention to honor

their philanthropic responsibility, work thoughtfully and respectfully with their fellow Advisors, and meet once a year to discuss community needs and fund allocation.

#### ***Establish a youth board***

Creating a youth board for your family philanthropy can be a good way to engage younger family members in learning about philanthropy. For example, in 2010, the Triangle Fund, a family foundation in Corning, New York, established a youth board of family members ages 8 - 18. The 7G Δ Youth Board meets annually to review proposals submitted by pre-selected local youth-serving nonprofit organizations. The members of the youth board vote to allocate \$1,500 in grants to these organizations and present their decisions to the Triangle Fund board of directors.

#### ***Create a family philanthropy internship***

The Triangle Fund established a summer internship program to provide a unique educational experience for young family members, allowing them to contribute to the family foundation’s mission of supporting at-risk youth in their tri-county area. They began the paid internship program in 2012, opening it to one or two young family members ages 18 and up. Over a two to six-week period, interns are heavily involved in the grant making cycle, volunteering at Triangle Fund-supported community agencies, and gaining exposure to both the financial and organizational aspects of philanthropy as well as the legacy, history, and values of the family.

The Triangle Fund recently had their first 7G young adult join the foundation’s board of directors. She participated in both the youth board and the summer internship program and attributes her early exposure to the family philanthropy with preparing her to more fully participate in the family foundation.

#### ***Encourage participation in a next generation program/learning community***

Several national philanthropy organizations and community foundations have next generation fellowship programs, giving circles, and other programming designed to help next generation donors learn about philanthropy and their role as a philanthropist. For example, Exponent Philanthropy, a national organization for donors with relatively few or no staff, runs a 6-month Next Gen Fellows Program for dynamic leaders ages

18 - 35 who are current or soon-to-be trustees or staff. On a more local basis, community foundations such as The Community Foundation for Northeast Florida and the Greater Houston Community Foundation run programs for next gen philanthropists in their geographic areas.

***Establish a donor-advised fund for each member of the next generation***

One way donors have encouraged and engaged the next generation is by setting up a donor-advised fund (DAF) for adult children. Paul Clark, a philanthropist in the Colorado area recalls how he and his wife Carolyn spent 90% of their first family philanthropy conference focused on sharing values with their two daughters. They also expressed their hope that their daughters would give their time in addition to money, but realized at the end of the conversation that they had not provided them with a vehicle through which they could practice their philanthropy. The couple subsequently set up DAFs for each daughter. Clark says he wishes he had engaged his daughters earlier in philanthropy, saying “it’s better to begin sooner, rather than later,” while acknowledging that every family situation is different.

Overall, most philanthropic experts say it is best to engage the next generation as early as possible, especially before a crisis (such as a death in the family) occurs. Ginny Esposito, President of the National Center for Family Philanthropy, recommends people “think about this when you’re 50 or 60, instead of later when it may feel like it’s more tied to your mortality.” Otherwise, Esposito notes, “[it’s] harder when people are grieving and then reacting under pressure to participate in the family philanthropy.” Kerry McHugh, program officer and board member at the Helen J. Serini Foundation echoes this sentiment, saying: “As a next gen person, I’ve found it valuable to be engaged in my family’s philanthropic work while my father is still involved, rather than inheriting this thirty years down the road.” She adds, “We have the leadership and support we need and want, rather than waking up and finding out we’re responsible for something we knew nothing about.”

#### 4. How can you transmit your values (and not just your assets) to the next generation?

*“Whether we recognize it or not, values inform our lives – how we interact with others in our family or community, how we manage our personal lives, and how we make decisions about our financial investing and giving. Our actions convey our values. When we can clarify our values, and communicate them to others, we can ensure family members are clear about these values and know where they come from, as well as how they have informed our choices.”<sup>9</sup>*

Sharna Goldseker and Danielle Oristian York  
“Working Across the Generations”

For families who have yet to engage the next generation and fear it may be too late, Moody provides this comforting assurance: “Frankly, your kids have been learning more from you than you think. Most families don’t sit down and talk about their values...values are learned through observation.”

There are natural opportunities to talk explicitly about your values throughout the course of daily life. Take for example, the many solicitations that come in the mail each day, suggests Schein. You can use those solicitations to start a conversation with the next generation about funding certain causes over others. You can talk about the values that underlie these decisions and ask the next generation how they would make decisions. Lorenz suggests that families volunteer together in a soup kitchen for Thanksgiving or take a hike and experience nature together. These are the kind of experiences where the next generation can see your values in action.

If you are ready to have an intentional conversation about values, you may want to use the Motivational Values cards produced by 21/64 to help facilitate those conversations and focus on a common process. “They are simple, yet can be very powerful,” says Elizabeth Liser, Donor

Services Director at Communities Foundation of Texas. She adds, “They take money completely out of the equation, creating space for the conversation and a level playing field among family members. No one is wrong because everyone’s sharing a piece of themselves.” Many philanthropy experts also recommend using the 21/64 “Picture Your Legacy” cards as a tool to spark family conversation about what each member wants to accomplish in the world.

Most experts recommend that families hire a professional facilitator to help guide the conversations. Lorenz is a huge proponent of having outside facilitators to help as they “can be a bit more objective and navigate the family dynamics [which] is critical.”

In addition to using tools such as the 21/64 cards, many experts suggest storytelling as a powerful way to transmit family values. Lorenz notes: “the older generation can help the next generation understand their values by telling stories about the major life events that impacted their parents and grandparents and how that made them want to give back.” McHugh has seen the power of storytelling to communicate values in her family. She says, “We all come to this work from different places and are passionate for different reasons. Storytelling helps the different generations understand why we support certain causes and what issues we want to tackle.” Storytelling can happen informally, outside of a board room and outside of a formal grantmaking committee, such as when the family is sitting around the dinner table.

Joe Cook, Jr. and Joe Cook, III, multi-generational board members of the Charis Foundation, strongly believe in passing on values through telling the family history. They state: “It is important that subsequent generations understand what gave rise to the family funds, and the values we bring to our wealth creation and our philanthropy. For us, it’s about knowing your parents and grandparents, family strengthening, heritage, and understanding stewardship.” In order to capture this, they videotaped the first-generation grandparents in a Q&A session to provide future generations with an anchor point for their family’s values and history.

<sup>9</sup> Robles, Angelo J. “Working Across the Generations w/Sharna Goldseker & Danielle Oristian York.” Family Office Association Q&A. <http://bit.ly/2rNByHe>

## 5. How do you manage different philanthropic preferences between generations?

*“We’ve always had some sort of discretionary funding, even if the majority of our funding is done together. That way everyone has an outlet to pursue their own interests that fall outside of the family foundation mission. That outlet is important.”*

Katherine Lorenz, President  
Cynthia and George Mitchell Foundation

Each generation should recognize that what’s meaningful to them may not be meaningful to another generation, and that finding commonality is not always necessary. Even when values are aligned, there will often be different philanthropic preferences between generations and between different individuals. Perhaps the next generation lives in a different geographic area than the senior generation. Or, perhaps there are certain institutions the senior generation wants to support about which the next generation does not feel as strongly.

In these cases, we recommend employing the strategies listed below.

### ***Provide each person with discretionary grantmaking funds***

When consensus is hard to come by, some families choose to allocate a certain amount to each family member to grant through their sole discretion. Alternatively, some families use donor-advised funds (DAFs) as the vehicle to allow for individual philanthropic preferences to be expressed. Hannah Quimby, whose mother Roxanne Quimby founded the company Burt’s Bees, says her mom engaged herself, her brother and her cousins in the family philanthropy through discretionary funds. At first, each family member was given \$15-20,000 in discretionary grant dollars to give to any organization in the state of Maine, “no matter what other people thought of it.” Now, they have set up DAFs for each board member, giving discretion and freedom to individual grantmaking, while also bringing those learnings to their shared leadership responsibilities.

### ***Designate geographic grantmaking portfolios***

If the family’s philanthropy is restricted to a particular region of the country, some families choose to create geographic-specific grantmaking portfolios. One family foundation, for example, is based in Colorado, but one member of the next generation lives in San Francisco and another in Seattle. The family decided to separate their grantmaking by geography, and at each board meeting individuals share stories from the communities they are working with, and detail what they are learning.

### ***Create additional foundations and giving structures***

In some cases, donors have opted to create additional foundations for each member of the next generation to provide more flexibility and freedom for each family member’s grantmaking. In the case of the Charis Foundation, the family members decided to limit the growth in funding given to “legacy” organizations and funding areas, and direct more new giving to areas that the family had agreed upon.

### ***Endow institutions to free up future funds for next generations***

Melissa Berman, President and CEO of Rockefeller Philanthropy Advisors, describes another solution to deal with differences in generational philanthropic preferences. Sometimes there are situations where the senior generation wants to continue investing heavily in a key institution, hoping it will endure in their community, but the next generation does not feel the same connection to those institutions. Berman suggests, “The best solution may be for the senior generation to make a significant gift to fund the key institution’s endowment, rather than make the next generation the administrators of an ongoing gift.” This strategy frees up future grantmaking dollars for the next generation to invest in their own philanthropic priorities and explore new opportunities and interests.

McHugh offers another way for families to manage their philanthropic differences: “Encourage people to be creative and think outside of the box, beyond how you direct your funds or monetary support.” For example, if the family focuses on education but a board member is passionate about climate change, the family can divest from fossil fuel investments, or do a river clean up as part of a family retreat. “If the family wants to engage with multiple issues, there are ways to go beyond the checkbook that can be valuable and interesting,” says McHugh.

## 6. How can you keep the next generation engaged in the family philanthropy?

*“One key to success is for the older generation to treat us as peers and equals, checking the familial relationships at the door, and giving everyone the same power and voice. Another is to be flexible in terms of what the next generation’s engagement looks like as each person will have their own preferences, personality, and skillset.”*

Kerry McHugh,  
Program Officer and Board Member  
Helen J. Serini Foundation

There are several key ways to keep the next generation engaged in family philanthropy, many of which involve helping family members work effectively across generations. The senior generation may struggle with giving up control of the communications, scheduling, and allocation of responsibilities. As Paul Serini of the Helen J. Serini Foundation states, “The biggest challenge we’ve encountered—is sharing control as peers.”<sup>10</sup> Philanthropy experts and families who have engaged the next generation offer the following advice:

### ***Be thoughtful about communications***

Jennifer Touchet, Senior Director of Family Philanthropy at the Greater Houston Community Foundation recommends using a variety of methods to communicate with the next generation such as emails, texts, and google chats. She recommends that donors “be open to different ways of engaging people to get them to the table.” Other experts urge donors to pay attention to the language used to address the next generation. “Language is really important in setting the tone for this kind of peer-to-peer interaction,” reflects Paul Serini. “I try hard not to refer to my children as my ‘kids’ in any kind of formal meeting.”<sup>11</sup> While it may be tempting to fall back into old patterns, it is important to communicate that everyone has an equal voice and is a peer in grantmaking-related situations. “Ultimately, it’s all about communications, communications, communications,” says McHugh.

### ***Be thoughtful about scheduling meetings***

This may seem like an overly practical recommendation, but being thoughtful about people’s schedules and their ability to participate in family philanthropy meetings cannot be overstated. The next generation may still be in school, at the height of their careers, and/or have young children, and can’t, for example, take off in the middle of the day to attend a meeting. McHugh recommends the older generation “be flexible in how you engage individuals. Think about how much vacation you had when you were in your first job; think about offering childcare to make it easier for people with young children to attend. Things like vacation time and daycare can make or break whether people can participate.”

### ***Meet people where they are***

With the number of changes people experience between ages 25 – 40, it should not be surprising that next generation members’ ability to participate will fluctuate over time. Quimby points out that next generation family members are “a busy group of people with careers and relationships and kids, and it’s not always possible for them to engage as much as they want to, especially when compared with older family members who are retired.” She suggests creating opportunities and structures to keep people engaged appropriately over time. Being conscious of the different life stages represented by the next generation and the scheduling and commitment implications is essential to working together effectively.

### ***Give the next generation real opportunities to use their skills***

Similar to being thoughtful about scheduling, it is important to be thoughtful about the talents and interests of the next generation in order to engage them with real opportunities to use their skills. This is also an excellent strategy for keeping the next generation engaged over long periods of time. “Whether doing site visits, reviewing budgets, or working on evaluation, it is important to find out each individuals’ interests and find ways to engage them in the family philanthropy,” says Quimby.

<sup>10</sup> Paul Serini. “Coming to the Work as Equals.” May 8, 2017. Exponent Philanthropy.

<sup>11</sup> Paul Serini. “Coming to the Work as Equals.” May 8, 2017. Exponent Philanthropy.

### ***Be aware of family dynamics***

Berman emphasizes the importance of families thinking through the implications of appointing one person from the next generation to be a professional staff member, with his/her siblings and parents as their board of directors. “That’s not always a great dynamic in many ways,” she observes. Family dynamics such as sibling rivalry and parent/child historical conflicts can easily transfer to the family philanthropy context. In these situations, bringing in a trusted, objective advisor can be very helpful.

### ***Share or give up power***

“Check your motivation in engaging the next generation, especially if you are in a position of power,” says Touchet. “Are you ready to share power and make sure everyone has a voice?” If the next generation doesn’t have an equal voice or is stuck at the “kids table,” they will lose interest in philanthropy or find other places to use their talents and skills. At the Serini Foundation, their policy is that the youngest family member on the board always has the opportunity to speak or vote first. At the Quimby Family Foundation, the next generation board members now outnumber the older generation and are driving the agenda for the foundation. Quimby comments on how well her mom has adjusted to the shift in power, describing how her mom will be outvoted on a grant decision and say: “Well, that’s not who I would choose to fund, but if everyone else is for it, I’m willing to go another route.”



## Conclusion

*“Donors need to be clear about what they want for their philanthropy and for their engagement with the next generation. If they are not open to listening and hearing what the next generation has to say as equals, then they should not invite the next generation in just to watch them do their philanthropy. The more clarity the older generation has on their goals, the more successful they will be when they bring in the next generation.”*

Katherine Lorenz,  
Board Chair  
The Philanthropy Workshop

We are living in a time of unprecedented wealth creation and, therefore, a time of unprecedented opportunity for meaningful philanthropic investment. By engaging the next generation in philanthropy, you have the opportunity to work together with the younger generations, learn from each other, and enrich the lives of all your family members. If possible, encourage the next generation as early as possible and be thoughtful about when and how you engage them in philanthropy. Ultimately, true engagement of the next generation will mean giving up control and power, and it is important to prepare for that transition.

This publication has been designed to help you think through how to engage the next generation in your philanthropy. We encourage you to consider the questions listed in this publication and remember that your family's situation will change over time. A list of recommended resources for each of the six questions is included at the end of this publication. For more information on this topic or additional assistance with philanthropic topics, please contact your Goldman Sachs Private Wealth Advisor.

## Recommended Resources

### 1. Why should you engage the next generation in your philanthropy?

- The Bridgespan Group. “How Do I Work with My Family to Achieve High-Impact Philanthropy?” <http://bit.ly/2rESMb7>
- Goldseker, Sharna and Michael Moody. “Introduction: The Most Significant Philanthropists Ever.” *Generation Impact: How Next Gen Donors Are Revolutionizing Giving*. Hoboken: Wiley. 2017. pp. 1 - 20.
- Tuan, MT. “Families and Philanthropy: An Overview for Donors.” Goldman Sachs Philanthropy Fund. April 2016. <http://bit.ly/1YaKPCC>

### 2. How do the next generations think about their philanthropy?

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### 3. How can you encourage the next generation in their philanthropy?

- Exponent Philanthropy. Teen Philanthropy Café series. <http://bit.ly/2A2KLFJ>
- Goldseker, Sharna. “Top Ten Tips for Charitable Advisors on Engaging the Next Generation.” <http://bit.ly/2spSNzq>
- National Center for Family Philanthropy. “Planning Participation by New Generations.” Passages Issue Brief. *Family Philanthropy Transitions: Possibilities, Problems and Potential*. Winter 2015. pp. 10-13.
- Price, Susan Crites. “Engaging the Next Generation.” *Splendid Legacy: Creating and Re-Creating Your Family Foundation*. National Center for Family Philanthropy. pp. 252 - 265.

### 4. How can you transmit your values (and not just your assets) to the next generation?

- “The Rockefellers: A Legacy of Giving.” <http://bit.ly/2gyWPBy>.
- The Bridgespan Group. “Finding Your Philanthropy Compass: A Guide for Donors.” <http://bit.ly/2rUpmp0>
- Rockefeller Philanthropy Advisors. “Talking to Your Family About Philanthropy.” <http://bit.ly/25MfubU>
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## 5. How do you manage different philanthropic preferences between generations?

- Rockefeller Philanthropy Advisors. “Next Gen Philanthropy: Finding the Path Between Tradition and Innovation.” <http://bit.ly/2rhrnbX>.

## 6. How can you keep the next generation engaged in philanthropy?

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## Additional Resources

### Next Generation Programs/Organizations/Resources

- **Exponent Philanthropy Next Gen Fellows Program** – [www.exponentphilanthropy.org/event/next-gen-fellows-program](http://www.exponentphilanthropy.org/event/next-gen-fellows-program) – The Next Gen Fellows Program is a 6-month training fellowship encompassing over 50 hours of learning for dynamic leaders roughly 18-35 years old who are involved in all types of foundations as current or soon-to-be trustees or staff. The program is designed for deep learning and peer networking to prepare the next generation for leadership roles.
- **Resource Generation** – [www.resourcegeneration.org](http://www.resourcegeneration.org) – Organizes young people with wealth and class privilege in the U.S. to become transformative leaders working towards the equitable distribution of wealth, land, and power.
- **The Philanthropy Workshop** – [www.tpw.org](http://www.tpw.org) – Provides ongoing strategic philanthropy education and networking to inspire individuals and families to give better. With offices in San Francisco, New York, and London, the TPW member network of more than 425 philanthropists is the largest of its kind and unique to the field of philanthropy as the foremost influencers of strategic and innovative philanthropy in the global community.
- **21/64 Next Gen Donors** – [2164.net/we-offer/convening](http://2164.net/we-offer/convening) – At Next Gen Donors, participants explore the messages and legacies they were raised with, articulate their current values, and develop their own philanthropic analysis and capacity for strategic giving and investing moving forward. Next Gen Donors offers retreats, ongoing in-person and online learning opportunities, as well as a peer network for its members; and, it helps other organizations build next gen networks for their own constituents.

### **Family Philanthropy Advisors**

- **Arabella Advisors** – [www.arabellaadvisors.com](http://www.arabellaadvisors.com) – Arabella helps foundations, families, investors, and corporate clients achieve greater good with their resources. Arabella offers a comprehensive suite of philanthropy services including: planning and strategy development, outsourced foundation management and philanthropy support, family engagement, and support for impact investing. Arabella also offers platforms to support and host donor collaboration, new initiatives, and policy advocacy.
- **The Bridgespan Group** – [www.bridgespan.org](http://www.bridgespan.org) – Bridgespan is a nonprofit advisor and resource for mission-driven organizations and philanthropists. Bridgespan works with individuals, families and foundations as they align their values and beliefs to maximize the results of their giving. Bridgespan generally engages with individuals and families as they are about to embark on or revise a significant philanthropic investment.
- **National Center for Family Philanthropy** – [www.ncfp.org](http://www.ncfp.org) – The only national nonprofit dedicated exclusively to families who give and those who work with them. NCFP provides the resources, expertise, and support families need to transform their values into effective giving that makes a lasting impact on the communities they serve.
- **Rockefeller Philanthropy Advisors (RPA)** – [www.rockpa.org](http://www.rockpa.org) – A nonprofit organization that helps donors create thoughtful and effective philanthropy throughout the world, RPA currently serves more than 150 donors in facilitating over \$200 million in annual gifts and grants to more than two dozen countries. RPA provides research and strategic planning, develops philanthropy programs, provides complete grant making management services, serves as a fiscal sponsor for philanthropic initiatives, and communicates widely about philanthropy.
- **The Philanthropic Initiative (TPI)** – [www.tpi.org](http://www.tpi.org) – A nonprofit advisory team that designs, carries out and evaluates philanthropic programs for individual donors, families, foundations, and corporations. Since it was founded in 1989, TPI's goal has been to help clients to invest in their own values, communities and societies for maximum impact.
- **21/64** – [www.2164.net](http://www.2164.net) – 21/64 is a nonprofit consulting providing multigenerational advising, facilitation and training for next generation engagement, especially within family philanthropy and other family enterprises. We specialize in serving families with funds, foundations or other family enterprises as well as wealth and philanthropy advisors—so that multiple generations can work, give and serve together more effectively.

### **Academic Centers**

- **Dorothy A. Johnson Center for Philanthropy at Grand Valley State University** – [www.johnsoncenter.org](http://www.johnsoncenter.org) – An academic center offering original research and expertise on effective philanthropy, strong nonprofits, and informed community change. The Center provides professional development services, courses and trainings, and philanthropic tools for professionals across the country.
- **The USC Center on Philanthropy & Public Policy** – [www.cppp.usc.edu](http://www.cppp.usc.edu) – The Center promotes more effective philanthropy and strengthens the nonprofit sector through research that informs philanthropic decision-making and public policy to advance community problem solving. In addition, The Center works with donors to make their giving more meaningful and impactful through the “Donors and Their Families” program.