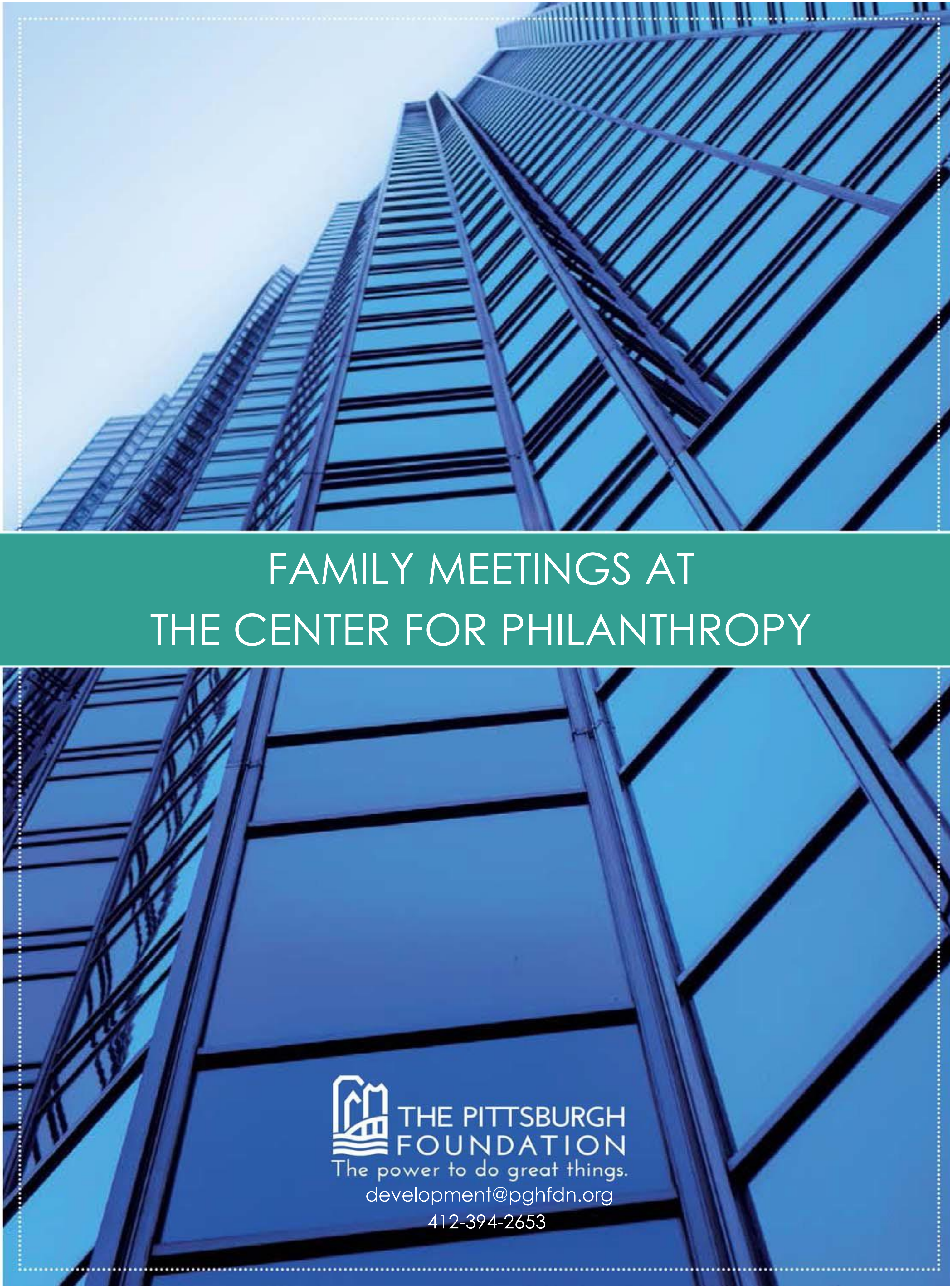

FAMILY MEETINGS AT THE CENTER FOR PHILANTHROPY

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FAMILY MEETINGS

- More than 200,000 donor-advised funds (DAFs) have now been established in the United States, with a combined worth of about $50 billion. As the number of DAFs continues to grow, donors are increasingly searching for ways to introduce their children and grandchildren to responsible philanthropy.

- In 2012, The Pittsburgh Foundation launched the Center for Philanthropy (CFP), a venture developed for highly-involved donors as a way to foster learning, collaboration, and growth among funders. The CFP offers philanthropic advising, experiential learning opportunities for donors and advisors, and guidance on multi-generational philanthropy. The CFP was designed in part to help donors engage the “next gen”—today’s young philanthropists and tomorrow’s donor-advisors.

- The Center for Philanthropy offers families and individuals special programs that help donors share their philanthropic ambitions and build their legacies. Multi-generational dynamics can be challenging for donors and advisors for a number of reasons—geography, different philanthropic interests, intrapersonal differences, and more.

- Family meetings emerged as a powerful tool for multi-generational learning, goal setting, and shared decision-making. “The participants develop a sense of true pride,” writes researcher Kelin Gersick in his study of family philanthropy, *Generations of Giving*. “There are few bonding experiences more powerful than real accomplishment as a result of challenging hard work. In more than a third of cases, the family credits the foundation with fostering closeness and perpetuating family cohesion across branches, geography, and generations.”

STRUCTURE AND PURPOSE

While family meetings can look different depending on geography, age of participants, family dynamics, and donor needs, each meeting is designed for the same basic purposes: to teach younger generations about philanthropy and advising, to help families clarify their philanthropic goals, and to help families think strategically about their legacy. This packet includes a general outline for planning and design, two case studies, and ready-to-use resources.

OUTLINE

MAKE INTRODUCTION

- When a family agrees to or requests a facilitated family meeting, a donor services representative reaches out to the fund's contact people to inform them that a TPF facilitator will be contacting them within 72 hours.

GATHER INFORMATION

- The meeting facilitator compiles fund information: the purpose, date established, the advisors and future advisors, and its grant history, and meets with fund's donor services representative for further input.
- Facilitator sets up an interview with the person who requested the meeting to understand what the family wants to get out of the meeting, their philanthropic history, and their family history. (See RESOURCES)
- Depending on family dynamics and donor needs, the facilitator may set up individual interviews with each of the meeting participants. These can be in person or by phone. (See RESOURCES). All interviews are confidential. Family members are asked the same set of questions, and expectations, goals, and roles for the meeting are outlined.

OUTLINE, CONTINUED

DESIGN MEETING

- The facilitator designs meeting based on donor/family goals. Usually these will include clarifying the family's priorities, developing a mission for the fund, engaging others, and planning for succession.
- When designing the meeting, the facilitator should:
  - Identify meeting goals—based on interviews, what needs to happen by the end of the meeting?
  - Develop a plan—what strategies would be most effective in getting there? (see CASE STUDIES and RESOURCES)
  - Choose location—will the meeting be held in the family's home? In the foundation's office? At a restaurant or coffee shop?
  - Consider length—meetings should typically not exceed 90 minutes.
  - Finalize list of attendees (including any co-facilitators).
  - List tools and supplies needed (See RESOURCES).

EXECUTE MEETING

- All meeting participants should introduce themselves and explain their current relationship to the fund. The Facilitator explains the meeting's ground rules and asks participants for input or changes they'd like to make.
- Facilitator asks for participants' permission to interrupt, ask questions, guide the process and offer advice.
- Conduct meeting. (See CASE STUDIES and RESOURCES)
- Following private time, the facilitator and participants debrief with a brief Q&A section.

FOLLOW-UP

- Facilitator sends meeting participants a copy of notes and next steps confirms date for next action.
- Facilitator enters notes and next steps in foundation's database.

CASE STUDY ONE

When Jeff and Erica McIlroy came to The Pittsburgh Foundation in 2012, they wanted to teach their three children about the joys of philanthropy and the importance of giving back. Erica, who grew up in a Jewish home, learned from an early age the Hebrew concept of *tikkun olam*—a phrase that translates to "repair the world" and suggests humanity's shared responsibility to help those in need. Her parents, though not wealthy, put an emphasis on volunteering their time and services, sending a message that still resonates with Erica today.

As Vice President of Robroy Industries, Jeff McIlroy has been heavily involved in the company's charitable giving. While talking with his financial advisor one day, Jeff mentioned wanting to take his philanthropy a step further by involving his family. His advisor recommended The Pittsburgh Foundation. "I realized The Pittsburgh Foundation was the perfect fit for our family," Jeff later said. "We liked what they had to say [and] decided to form the fund."

The donor-advised Jeff and Erica McIlroy Family Fund made regular grants throughout 2013, supporting a diverse set of organizations working in areas as diverse as health care and international aid. But Jeff and Erica still had questions: How do you get an entire family—five people with different interests and experiences—to identify their shared philanthropic passions and embrace the spirit of *tikkun olam*? They'd noticed a strong sense of generosity in their children and wanted to get them involved, but what might "involvement" look like—especially to a 19-, a 15-, and an 11-year-old?

Near the end of 2013, two staff members from The Pittsburgh Foundation facilitated the McIlroy's first philanthropic family meeting. As the meeting began, TPF's facilitators asked Jeff and Erica to share stories about their own upbringings—what experiences shaped their worldviews, what drove them to philanthropy, and what giving means to them. Jeff spoke about his desire to give back to the community and world, explaining how Erica taught him the importance of supporting others with both time and money. Erica talked about *tikkun olam* and watching her family volunteer despite limited financial resources. The children chose questions to ask their parents from a series of pre-made cards supplied by the facilitators (see RESOURCES). This sparked a family discussion about each other's values—the first step toward clarifying their shared philanthropic goals.

The family then split into groups: Jeff and Erica worked with one facilitator, their three children with another. The adults talked through the "money messages" they'd received growing up—the attitudes and assumptions about money with which they'd grown up. From a list supplied by TPF, Jeff and Erica chose messages they'd heard or observed. By increasing their awareness of those messages, they could let go of those that no longer served them and decide what values they wanted to convey to their children. Jeff and Erica talked about what they'd been taught—

to live within their means, to give back to their communities, to "never spend the principal." From there they decided on a message they'd live by and instill in their children: that people have a responsibility to give back, but should also to relish the joys and rewards that come with doing so.

The children, meanwhile, worked with their facilitator to clarify their philanthropic interests. One concern leading up to the meeting had been that their children may not yet have developed a sense of responsibility for specific causes. This, however, was definitely not the case. The McIlroy children talked about experiences that moved them—what they'd seen at school (fellow students unable to afford lunch), the issues they'd seen around Pittsburgh (homelessness and litter), and their general concerns about animal welfare, the environment and access to healthcare. Their TPF facilitator provided them a set of cards with a broad topic on one side (education, environment, the arts, etc.) and a more specific subtopic on the other (see sample cards in RESOURCES).

From there the children were able to further define the issues they cared about. Ashley, 19, was interested in supporting adoption services, homeless shelters, and low-income healthcare providers. Brandon, 15, felt strongly about protecting the environment, building homes for those who can't afford them, and food access programs. Peter, 11, wanted to protect animals, provide college scholarships to low-income students, and clean up litter. Several areas of strong overlap surfaced, especially when the children talked about access to food, shelter, and health care.

When the family came back together (about an hour after the meeting began), they shared what they'd learned about themselves, each other, and issues on which they might want to focus. They decided on a series of next steps, including:

- Looking through The Pittsburgh Foundation's Wishbook to discuss projects and organizations they might like to fund.
- Looking through a list of organizations aligned with family interests and goals (compiled by the facilitators after the meeting).
- Each family member choosing where to direct a grant for the year.
- Reconvening for a second family meeting in 4 to 6 months to clarify goals, begin defining the McIlroy family legacy, and discuss grantmaking.

"We like the idea of having a family meeting and getting the kids involved in helping make the selections," Jeff later said. "We want to pick charities we can visit and do some volunteer work. And I want to come back to the Foundation's office Downtown and have the kids be able to ask questions. We want to keep it in the family forever, hopefully handing it down to the kids, so as they get older, they'll hopefully continue the legacy. My wife deserves a lot of the credit. She's instilled those values. And The Pittsburgh Foundation is a way to take it a step further. We're very pleased with the way it's all worked out."

CASE STUDY TWO

John and Collette Irvin were in the process of starting a private family foundation when their financial advisor suggested they speak with The Pittsburgh Foundation. After meeting The Pittsburgh Foundation's staff, the Irvins scrapped their original plans, deciding that a donor-advised fund would be more convenient and effective than a private foundation.

The resulting fund—called the Irvin Family Foundation Fund—would be advised by a committee of eight family members: John and Collette, and their three adult children and spouses, Kelly and her husband Michael, Dan and his wife KC, and Ryan and his wife Valerie. John and Collette requested a TPF-facilitated meeting in order to give each family member space to share thoughts about the fund's mission and to begin defining the Irvin family legacy. In order to manage the obvious challenge of getting eight people with different beliefs and life experiences on the same philanthropic page, TPF staff reached out to each meeting participant individually in advance of the first meeting. During these initial interviews, participants asked questions, suggested goals, could voice any concerns confidentially and were briefed on the purpose and structure of the meeting. The family had several intended outcomes for the meeting, including learning more about each other's passions and motivations, identifying common areas of interest, and learning more about the work of local nonprofits. TPF staff designed a custom meeting agenda geared toward achieving them these clearly defined goals.

The Irvin's first family meeting took place at The Pittsburgh Foundation. TPF's facilitators asked Collette and John to begin by telling stories about their own upbringings—what experiences shaped their worldviews, what drove them to philanthropy and what giving means to them.

The family's first activity was to weave their experiences and values together thorough images found on Legacy cards, a series of pictures designed by 24/16, a non-profit consulting firm that specializes in multigenerational engagement in family philanthropy, to help families visualize their legacy. The family chose the images that spoke to them most—whether they reflected deeply-held beliefs, specific causes, ambitions, or moving memories—and explained to one another how each picture represented a potential Irvin legacy. Several common themes emerged, helping clarify the family's philanthropic focus. Multiple family members identified the teachings of the Bible as a driving force in their lives, and as well as their shared passions for education, youth development, and community empowerment.

The family further narrowed their focus by using a set of interest cards—cards with a broad topic on one side (education, environment, the arts, etc.) and a more detailed subtopic on the other (see RESOURCES). From there the family defined four specific areas of interest:

- Education – Early learning and intervention, after school/outside the home care and support.
- Community – Economic development, supporting small businesses, entrepreneurs and revitalization.
- Health/Wellness – Medical research, wellness, education and preventative care.
- Basic Needs – Addressing poverty and homelessness and empowering those who cannot help themselves.

With this knowledge in hand, the Irvin family's next step was clear: start learning about area nonprofits that impact these problems. TPF staff scheduled a follow-up meeting for the Irvins. This meeting included time with a TPF Program Officer who could help them gain a deeper understanding of issues and organizations surrounding health and wellness, care for those in need, and forms of early childhood intervention. After the second meeting, the Irvins made their first two grants—one to a prestigious local high school that serves low-income students from across Pittsburgh (and has a 100% college acceptance rate) and another to a neighborhood-empowerment program focusing on economic development, youth development and education. By examining their own passions and figuring out where they intersected with each other's, members of the Irvin family—with the help of TPF staff—began creating a legacy of which they could all be proud.

RESOURCES

INTERVIEW QUESTIONS

MAY ALSO BE USEFUL DURING THE MEETING ITSELF

- ✓ Who tends to initiate discussions around philanthropy in your family?
- ✓ Why did you start the fund? Why did you start it when you did?
- ✓ Have any differences arisen in the family over when or how to give?
- ✓ What led you to The Pittsburgh Foundation? What services appealed to you?
- ✓ Who in your family is most/least involved in the fund? Are there ways you would like that to change? How?
- ✓ What has your family's philanthropy looked like so far? How would you like it to be different? What would you like to continue?
- ✓ Often, when families/groups gather together, certain patterns or tensions emerge. What do you anticipate may come up during your family's meeting?
- ✓ What do you care about as a family/individual that you would like to do more of or learn more about?

MEETING QUESTIONS

MAY ALSO BE USEFUL DURING PRE-MEETING INTERVIEWS

- ✓ Write down individually what you value or want from this meeting. *(This is helpful when one person is dominating or controlling the meeting.)*
- ✓ How did you learn about giving?
- ✓ What was your most meaningful giving experience? What about it touched you?
- ✓ What was your first experience of giving?
- ✓ Why do you give, and when *don't* you? What criteria do you have for each?
- ✓ What do you need to know before you give?
- ✓ Do you tend to give emotionally (from the heart) or logically (from the head)?
- ✓ What currently motivates the majority of your giving? (Charities in which they are involved, causes they care about, friends' causes, etc.)
- ✓ What do you care about as a family/individual that you would like to do more of or learn more about?
- ✓ What makes a cause meaningful for you?
- ✓ How will you know your fund/philanthropy is going well?
- ✓ What type of follow-up would you like to see after gifting?
- ✓ If I need to interrupt you, how would you like me to do so?
- ✓ May I have permission to ask questions? Some may be difficult, and you are not required to answer.
- ✓ What behaviors would you hope to see after our meetings together? How will we track if you all are accomplishing your goals?

ONLINE RESOURCES

- ✓ "Money Messages" from 21/64: http://bit.ly/1rokfUG
- ✓ "Family Quest Exploring Wealth Deck" from 21/64: http://bit.ly/1ki02e5
- ✓ "Picture Your Legacy" from 21/64: http://bit.ly/1qDH2Lf

SAMPLE INTEREST CARDS

Arts	Arts Education
Arts	Public Art
Education	Early Childhood
Education	Scholarships
Education	Career Training
Education	After School Programs
Environment	Clean Water
Environment	Climate Change
Health and Wellness	Medical Research
Health and Wellness	Health Education