

# Family Philanthropy: Deepening Connections, Building Legacies, Strengthening Shared Values

BY CHRISTINE MURAKAMI NOONAN

The classic saying, “You can choose your friends, but you can’t choose your family,” sometimes conjures up negative emotions. But, families engaged together in philanthropy often cite the opposite. Because they are family, their collective commitment to making a difference is not only a positive – albeit challenging – experience, but it yields impact that strongly underscores family roots, traditions and values and is deeper and more enduring than giving individually.

Family philanthropy usually starts with one or two relatives intentionally choosing to do more with their assets than solely enrich their own family. They then seek the help and involvement of those who are closest to them, who best understand the family, and who have the biggest stake in ensuring their interests are carried out.

Here in Minnesota, family members and staff from the Carolyn Foundation, the George Family Foundation, the Grotto Foundation, the Marbrook Foundation, The Jay and Rose Phillips Family Foundation, and the John P. and Eleanor R. Yackel Foundation say giving together elevates their relationships beyond the everyday details of family life. It helps them clarify what they value, envision their place in the broader community, and extend their ability to create positive, lasting change beyond the branches of the family tree and out into the wider world.

## Writing Checks Was Just the Beginning: The George Family Foundation

With two grandfathers who were ministers, Penny George grew up understanding the importance of giving to others. As her husband, Bill, continued at the helm of Medtronic for 13 years, they saw their assets grow as did Medtronic’s stock. “Bill and I both knew, though, that this money should serve more than just our family,” George explains.

After former Medtronic CEO Win Wallin and his wife, Maxine, established a family foundation, the Georges were inspired to do the same in 1992. In the beginning, Penny George, the foundation’s president, says they wrote checks without giving much thought to what the impact would or could be. “It wasn’t until I got breast cancer in 1995 and we started working with professional advisers, that we started to think more strategically: ‘If we could do anything and be successful, what would we want to accomplish?’”

“At the same time,” adds Gayle Ober, the foundation’s executive director, “assets grew, and the responsibility became greater. The Georges could have just written big checks to their favorite charities, but the reality of what they had to give away led them to look strategically at addressing community needs. Oftentimes we don’t realize what those needs are until we really dig in.”

As the foundation transformed, so did George’s self-image. “I never would have



Penny George

applied the word ‘philanthropist’ to myself when we began,” she reflects. “I was giving money away, but now we’re really thinking about what we want to change in society and doing our best to steward resources for the common good.”

In 2009, the George Family Foundation granted nearly \$2.6 million. Its primary interest areas are integrative health and healing, leadership, spirituality and community.



Gayle Ober

## Extraordinary Growth of Family Foundations

Family foundations are private foundations in which the original donor or the donor’s family members have a substantial role in governance. Here is a national snapshot of family philanthropy, as reported in “Key Facts on Family Foundations,” published by the Foundation Center in April 2010.

- More than 38,000 grantmaking family foundations existed in the U.S. in 2008.
- Of these, 38 percent were created since 2000, 40 percent in the 1990s, 13 percent in the 1980s, and 9 percent in the 1970s and earlier.
- Between 2007 and 2008, giving by U.S. family foundations rose 14.4 percent, compared to a 5.4 percent increase for all foundations. (Excluding the Bill and Melinda Gates Foundation, by far the largest family foundation, giving rose 11.4 percent.)
- Giving by U.S. family foundations in 2008 totaled \$21.1 billion.
- Sixty-four percent of U.S. family foundations reported less than \$1 million in assets in 2008.
- The largest family foundation in Minnesota is The McKnight Foundation, which ranked 11th nationally in total family foundation giving in 2008, awarding \$99.5 million in grants.

See “Giving Trends” on Page 3 for data on Minnesota family foundations.

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## Recalibrating to Address Today’s Greatest Needs: The Marbrook Foundation

After 26 years led by Conley Brooks Jr., the Marbrook Foundation used its leadership transition not only to educate a new generation of family members on how the foundation operates, but to examine if its grantmaking was as effective as it could be.

“We’re a relatively small foundation,” notes Julie Zelle, chair of the board of trustees, “so we need to get the biggest

bang for our buck.” The trustees spent months asking Twin Cities leaders about current and future community needs. “We kept hearing the same thing: The face of the Twin Cities is changing, the number of immigrants and refugees is increasing, and schools, social services and other areas are not equipped,” Zelle explains. “This informed feedback really defined our new focus.

“We didn’t move away from our traditional five pillars of support – arts, education, environment, social services and body/mind/spirit,” she continues. “But in 2009, we began to look at organizations, both familiar and new to us, through a new lens. How does each program or proposal help create equal opportunities for local immigrant and refugee communities?”



Julie Zelle

Family Philanthropy, continued on Page 8

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## FEATURES

Page 2: Commentary: Family Philanthropy’s Role in a Democracy

Page 3: Giving Trends: Private Family and Independent Foundations in Minnesota: Many and Varied

Page 4: Voices in Philanthropy: The McKnight Foundation, George Family Foundation

Page 10: Giving Stories

## DEPARTMENTS

Resources .....7

People .....12

News in Brief .....13

Calendar .....16

# Commentary

## Family Philanthropy's Role in a Democracy

BY VIRGINIA ESPOSITO

*"Democracy does not give the people the most skillful government, but it produces what the ablest governments are frequently unable to create; namely, an all-pervading and restless activity, a superabundant force, and an energy which is inseparable from it and which may, however unfavorable circumstances may be, produce wonders. These are the true advantages of democracy." – Alexis de Tocqueville*

Two years ago, the National Center for Family Philanthropy set out to answer three



Virginia Esposito

fundamental questions: What is the value of family philanthropy – to the family, to the communities served, and to democracy? It is remarkable that little has been written about the first two and even less about the value of private philanthropy to our society and its essential role in our democracy.

As part of our research, we held regional discussions around the country – including in Minneapolis, interviewed 50 philanthropy leaders, and hosted a national symposium in Washington, D.C. What we learned has just been published in a new report, *The Power to Produce Wonders: The Value of Family in Philanthropy*.

Some people have argued that family philanthropy is the last bastion of an aristocracy in America, since participation can be based on birth rather than ability. Perhaps as a result of equating public partici-

pation with public good, family philanthropy has been called into question by policymakers, the media and the public. We've all heard questions about the wisdom of giving families a tax deduction and letting them decide how their philanthropic dollars are spent. Why, the critics ask, should public policy encourage private giving?

### Philanthropy Embodies the Tenets of Democracy

De Tocqueville observed that our American democracy may not only allow for but also depend on the principle of personal initiative for the public good. I believe family philanthropy embodies three of democracy's most fundamental tenets:

- Individuals have the ability and the obligation to commit, as the Declaration of Independence puts it, "their lives, their fortunes and their sacred honor" in pursuit of a common good (personal initiative for the public benefit);
- We may choose to work together in that pursuit (freedom of voluntary association);
- And, finally, democracy depends on multiple visions of that good.

As one of the leaders I interviewed said: "In the American experience, the stronger argument favors pluralism in the expression of civic action. The value of family participation underscores the notion of pluralism in civil society."

Democracy creates the space to assemble and to act on one's belief, not only in pursuit of collective action, but because citizens have a human need for solidarity and community. It is a natural expression of our earliest sense of community that some will choose family as the basis for their association. And, as there will be multiple visions of the public good within families, there will be multiple visions between and among different family philanthropies.

The freedoms of democracy that make it possible to engage in private philanthropy

are not without responsibility, even cost. There are expectations of participation and practice that ensure respect is earned and the privilege preserved. Those expectations begin with the highest standards of ethical behavior and continue through the ways partners and partnerships are respected. They extend to the need to enhance public understanding of the contributions and challenges of the voluntary sector and, most specifically, the way in which family philanthropy determines and pursues its philanthropic agenda.

Democracy and capitalism require acts of citizenship, and philanthropy offers that opportunity. Philanthropy can establish civic ties and teach civic virtue. The willingness to act on charitable impulses may become as much a part of family identity as wealth creation, if not more.

Now, what about those things that seem to be at odds with democratic principles: the inherent – and inherited – nature of family philanthropy?

Another leader I interviewed reflected that capitalism includes the promise that we can make ourselves into something more through wealth creation. On the flip side, the free market also allows us to create something more through philanthropy.

*"The question is, how do we make the best of both wealth creation and philanthropy? A critical factor has to do with citizenship. Citizen participation was absolutely essential to bring about the American Revolution, citizen participation was essential to win the Revolution, and citizen participation is essential to sustain the Democratic Experiment. You then start looking for vehicles to achieve citizen participation. People fortunate enough to have the resources to set up a family philanthropy have the opportunity – the obligation – to find a way to help sustain the Democratic Experiment through citizenship."*

Philanthropy is one of those vehicles. It is an act of citizenship and offers opportunities for citizen action.

### Ensuring Greater Public Understanding

Nonprofit leaders are philanthropy's natural partners to enhance greater public understanding of the value of the voluntary sector. Such understanding can frame and enlighten future conversations about the sector and specifically about the value of philanthropy.

For all donor families, appropriate questions of accountability, effectiveness and impact are here to stay. A lively public discussion – even debate – about philanthropy's choices and challenges can have healthy, invigorating implications: more and better philanthropy and a more supportive environment high among them. But the call for effectiveness does not – and should not – deny the value of the heart of family philanthropy.

Democracy and capitalism require acts of citizenship, and philanthropy offers that opportunity. Philanthropy can establish civic ties and teach civic virtue. The willingness to act on charitable impulses may become as much a part of family identity as wealth creation, if not more. The philanthropic tradition becomes part of the family's personal dynamic of wealth, and the obligations of privilege and citizenship can be passed from generation to generation.

Virginia Esposito is president of the National Center for Family Philanthropy, a 501(c)(3) organization whose mission is to promote philanthropic values, vision and excellence across generations of donors and donor families. For more information, visit [www.ncfp.org](http://www.ncfp.org). **GF**



Portions of this article are excerpted from National Center for Family Philanthropy's just-published report, *The Power to Produce Wonders: The Value of Family in Philanthropy*. The report is part of a two-year research and education initiative that sought the perspectives of 300 family philanthropy leaders through individual interviews, discussions at 14 regional symposia, and sessions at a national symposium in Washington, D.C. The full report, available at [www.ncfp.org](http://www.ncfp.org), details the value of family philanthropy to families, to the communities they serve, and to our democracy.

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The Winter issue will focus on key issues facing Minnesota. Please submit story ideas to the editor. Submission and advertising deadline for the Winter 2011 issue is **December 1, 2010**.

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# Giving Trends

## Private Family and Independent Foundations in Minnesota: Many and Varied

The majority of foundations in Minnesota – about 1,200 or 85 percent – are private foundations. Many of these grantmakers are private family foundations, in which the donor and/or donor's family are actively involved in the organization's governance. Others are private independent foundations, which have no, or few, family members of the original donor actively involved.

According to *Giving in Minnesota, 2009 Edition*, a research report of the Minnesota Council on Foundations, private foundations in Minnesota granted \$575 million dollars in 2007 (the latest research year for which complete data are available). This represents 43 percent of the total grants paid in Minnesota that year (see Figure A).

Minnesota's private foundations vary widely in size, from less than \$100,000 to more than \$1 billion in assets. The McKnight Foundation has long been known as Minnesota's largest family foundation. But the recently established Margaret A. Cargill Foundation, a private independent entity, now tops the list with approximately \$1.9 billion in assets in 2009.

### Human Services, Education Top Giving Areas

Although private foundations award grants across eight major subject areas, this grantmaker type typically gives the largest share of its grant dollars to human services and education (see Figure B).

Of the three types of grantmakers – private, corporate and community – private foundations consistently provide the largest shares of grant dollars given to three subject areas: environment/animals, international affairs, and health. In 2007, the private shares of grants paid to these three areas were 79 percent, 61 percent and 52 percent, respectively.

### Many Private Funds Stay in Minnesota

In 2007, the state's private foundations gave 66 percent of their grant dollars to organizations serving Minnesota. Of those funds, a majority were targeted to nonprofits and programs serving the Twin Cities. Approximately 16 percent of all the private grant dollars went to organizations that serve Greater Minnesota, while 13 percent were given to organizations with a Minnesota statewide focus.

The remaining grant dollars were distributed as shown in Figure C.

### Program Support Outpaces General Operating Giving

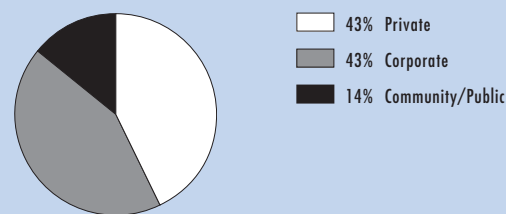
Private foundations, like other types of grantmakers, typically give most of their funds for program support – almost \$200 million in 2007. By comparison, \$82 million was granted for general operating support and \$63 million for capital projects, with lesser amounts to student aid funds and other support types.

### Private Grants Generally Larger

In 2007, private foundations continued to provide larger average grants (\$63,081) than corporate grantmakers (\$23,189) and community/public foundations (\$18,624).

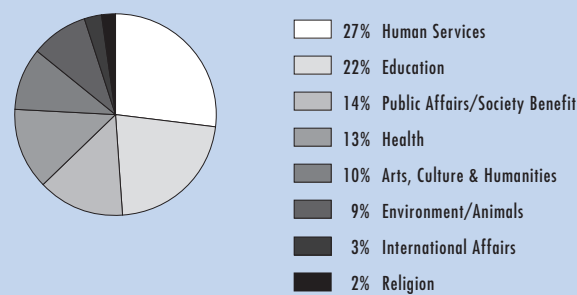
Private family and independent foundations are an important source of funding for nonprofits in Minnesota. For more in-depth information about grantmaking by these foundations, see the full *Giving in Minnesota* report at [www.mcf.org/gim](http://www.mcf.org/gim). To view lists of top private foundations by grants paid and assets, visit [www.mcf.org/mcf/giving/rankings.html](http://www.mcf.org/mcf/giving/rankings.html). **GF**

Figure A: Minnesota Grant Dollars Paid by Grantmaker Type, 2007



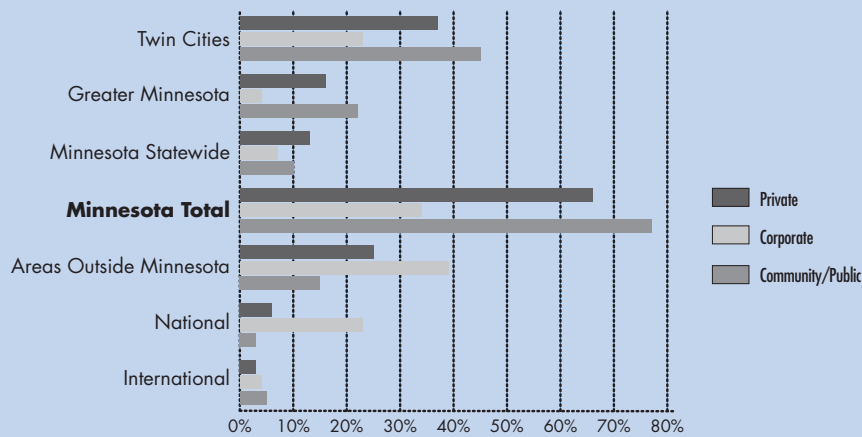
Source: Minnesota Council on Foundations, *Giving in Minnesota, 2009 Edition*.

Figure B: Private Foundation Grant Dollars Paid, 2007




Source: Minnesota Council on Foundations, *Giving in Minnesota, 2009 Edition*. Based on grants of \$2,000 or more made by a sample of 100 of the largest grantmakers in Minnesota.

Figure C: Share of Grant Dollars to Geographic Service Area by Grantmaker Type, 2007



Source: Minnesota Council on Foundations, *Giving in Minnesota, 2009 Edition*. Based on grants of \$2,000 or more made by a sample of 100 of the largest grantmakers in Minnesota.



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# Voices in Philanthropy

## Honored and Inspired to Inherit a Family's Legacy

**Noa Staryk, Board Member, The McKnight Foundation**

### Q: What impact has growing up with The McKnight Foundation had on your passion for philanthropy?

Many of our family get-togethers revolved around my parents and grandparents meeting to talk about the foundation. While they sat at the dining room table, my cousins and I ran around the periphery, innocently eavesdropping on their work. From an early age, we appreciated that this work was profoundly important to them, and that one day it would be important to us.

### Q: What knowledge about The McKnight Foundation was passed down to you?

It has always been clear to us that the foundation's focus ought to be in Minnesota.



Noa Staryk

This is where our family was raised and where the foundation's endowment was created. That is not to say that the foundation shouldn't give elsewhere as well, but we're very cognizant that Minnesota was where the family's wealth was generated.

Through my grandmother, Ginny Binger, we developed a keen sense that, in order to do philanthropy well, we must be listeners and not walk into conversations with hard-and-fast, preconceived notions

about an issue's solutions. When we're trying to be thoughtful about a philanthropic investment, we need to listen to those who are on the ground doing the work, those who are experts in the field.

### Q: How does your family balance modesty and boldness?

My mom, aunt and uncle have always been committed to pursuing philanthropy without drawing attention to the family or the foundation, so that those who are actually doing the hard work are the ones receiving acknowledgment. McKnight does not need to toot its own horn.

But we're struggling with this now. Experts in many of the fields in which we work are telling us, "McKnight has been doing work quietly for a long time. You've developed credibility and on-the-ground knowledge; therefore, you need to step up and put your name out there. If you want to have the most impact with your investment, you need to lead."

This is really hard for the family to come to terms with, since we've typically shied away from putting our name out there. Yet, of course, we want our investments to have the most impact, so I'm not sure how we'll resolve this.

### Q: What inspires your work in the foundation?

Over the 20 years I've been on the board, I have become profoundly appreciative of the role that philanthropy plays in our democracy. It's very compelling. If philanthropic dollars are invested in smart leaders and innovative ideas, we can move the dial on society's most nettlesome issues.

For example, several years ago, McKnight funded small pilot studies in Hennepin and Ramsey counties around an alternative response model to child abuse prevention. Spearheaded by Nancy Latimer, who was working at McKnight, the initiative brought stakeholders, practitioners, national experts and researchers to the table. The results have since been absorbed into the state's approach to child protection. Now, if an investigator has concerns for a family, even if there isn't enough evidence to substantiate child abuse, the investigator can stay on the case, continue to work with that family and provide flexible dollars to help the family out of what can be a very stressful time. This is what I want for families in crisis, what I believe we all want for families in need.

The state couldn't have discovered this effective model on its own: its dollars move slower, the money usually has strings attached, and it's difficult to take risks and be accountable to the general public. Not only did the state not have the dollars for such a study, it probably wasn't in a position to get everyone at the table and keep them together for years. Only philanthropic dollars could do this. As a result, for a relatively small philanthropic investment, our state is better at helping families in crisis.

### Q: As a fourth-generation family member, what advice would you give to first-generation founders of family philanthropies?

I would ask that you write down or clearly communicate why you want your foundation to be a family philanthropy and why you want it (or don't want it) to go on in perpetuity.

William McKnight did not dictate anything about The McKnight Foundation. In most ways, this is a huge gift. We have the opportunity to honor him and his legacy through our work, for example, in neuroscience, but we are not bound to do so. We can stay flexible and nimble around issues that are pressing in our time.

But, it would have been helpful if the family had some nuggets of advice from him about the foundation continuing in the family and existing in perpetuity. Maybe he intended for us to figure this out, but his insights could provide helpful guideposts.

### Q: What is important that you convey to your children?

First and foremost, to be humble, appreciative of people's different life experiences and approaches, and always be open to listening. In my mind, this is profoundly important in all facets of life.

But with regard to McKnight, the foundation has become much larger, and my kids are not running around the board table as my cousins and I did around the dining room table. My children don't have that informal way of connecting with the work, so I still need to craft my thinking and approach with them. I do plan to give my kids a sense that there is a wonderful opportunity to connect with The McKnight Foundation, but the world of giving is much broader and has many possibilities.

### Q: What does "legacy" mean to you?

Simply put, honor. Our generation is incredibly honored to have inherited this legacy. I'm in awe of those who led the way before us. It can be intimidating when you think of all the work that has been done. But, I'm honored to play a role in continuing it. **GF**

## Driving Enduring Change Through Collaboration: Our Foundation's Journey

**Penny George, President, George Family Foundation**

No societal issues can be solved by a single funder, nonprofit or government. But together, philanthropists large and small can join with other compassionate leaders to create positive change and make progress in finding solutions to the world's greatest challenges.

In the field of integrative health and healing, it is clear to me that the progress that has been made could not have happened without the leadership of a few organizations and foundations and the contributions and energy of many individuals.

### National Leadership in Whole Health Emerges Here in Minneapolis

The program known as the Penny George Institute of Health and Healing at Abbott Northwestern Hospital has grown to become the largest hospital-based integrative care program in the country, thanks to Abbott's supportive leadership and help from generous donors.

The journey to create this institute began when I was diagnosed in early 1995 with breast cancer. Although I had received excellent conventional care, my healing journey had taught me a great deal about what was missing from medicine. Skillful surgery and powerful chemotherapy agents were necessary, but there was little recognition of my being a whole person



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*Penny George addresses a gathering of the Bravewell Collaborative, which brings philanthropists, health care professionals and advocates together to work for change.*

connected in mind, body and spirit. Nor did the conventional care focus on what might have prevented the disease or on activating my body's own healing capacities by removing obstacles to my recovery.

In my path to wholeness, I took advantage of many non-traditional approaches to healing. This taught me that taking responsibility for my return to wellness was immensely empowering. I concluded that all patients should have the option of this combined approach, integrating the best of conventional and non-conventional medicine, with meaningful involvement and choices in their care.

I envisioned that we could begin to change the way medicine is taught and practiced. My husband, Bill, supported me in this quest, although his experiences at Medtronic (as CEO and chair) had taught him what a challenging task this would be. A grant from our foundation created and initially funded a healing coach position at Abbott Northwestern's Virginia Piper Cancer Institute. This position, which helps people create their unique path to healing and navigate the complexities of managing their disease, has long since proved its value.

As inpatient care has demonstrated reductions in pain and anxiety at Abbott Northwestern, internal support has grown among physicians and nurses for integrative medicine. Outpatient care services have grown as well, with consultations on nutrition, mind-body skills training, and many complementary therapies. Encompassing all these, the George Institute for Health and Healing has become a national leader in integrative medicine.

#### **Joining Knowledge, Resources and a Vision for Systems Change**

In a parallel effort, in 2001 our foundation convened a gathering in Tucson, Ariz., of 40 physician leaders and philanthropists committed to integrative medicine. Well-known pioneers Andrew Weil, Dean Ornish and Jon Kabat-Zinn were present along with visionary philanthropists such as Christy Mack and Bill Sarnoff.

Together we concluded that a national effort is needed to change systemic drivers within medicine. These drivers include changing the education and training of physicians, making integrative clinical centers more effective and financially sustainable, and promoting a body of research to demonstrate effectiveness and cost benefits of integrative care.

From this gathering and a subsequent meeting, the Bravewell Collaborative was born ([www.bravewell.org](http://www.bravewell.org)). Philanthropists from across the country expressed a willingness to combine their resources to drive change beyond what any single foundation could accomplish. This combination – a local focus at Abbott Northwestern to emphasize the validity of integrative medicine and national fulcrums for transformation – has proved critical to driving enduring change.

Local results are extremely encouraging: The George Institute has delivered integrative care in more than 65,000 patient visits since it began in 2003. Clinical research demonstrates that an integrated care model reduces costs by \$2,000 per patient admission. As a result, the hospital's parent organization, Allina

Hospitals and Clinics, expanded this approach across its entire system.

What makes this program so successful? We believe it is the outstanding, dedicated leaders and practitioners at the George Institute, combined with support from physicians and a large cadre of committed nurses specially trained to deliver healing therapies at the bedside, as well as the active support of leadership at the hospital and system level. As patients have benefited from the integrated treatments, they too have spread the word about the institute's effectiveness. Outpatient care is educating people how to remain well and how to live optimally with chronic or complex conditions.

Broad philanthropic funding, in addition to our lead gifts, combined with a funding commitment from the hospital, has provided the stable financial base for clinical research that has proven patient benefits and cost savings.

I also hope that my active engagement with the institute and service on the Abbott board, as well as my engagement as past president of the Bravewell Collaborative, have encouraged others with shared interests to get involved.

#### **By Leading and Collaborating, Our Vision for Change Will Become Real**

Our passion for this work really took hold in the fall of 1998, when I assumed primary responsibility for our growing family foundation, which started in 1992 as largely a "check-writing" operation. To guide me as I became president of the George Family Foundation, Bill and I sat down with an old friend and philanthropic advisor, Diane Neimann.

Before focusing on areas of giving, Diane guided our discussion toward agreement on our foundation's mission and values. Bill and I enlisted the services of Neimann's firm, Family Philanthropy Advisors, to teach us the skills we needed and to manage our foundation until last year when our organization was mature enough to hire a permanent executive director, Gayle Ober.

In the spring of 1999, our first official annual report described our mission to foster human development – spiritual, intellectual, physical and psychological – and to enhance the work of people and organizations devoted to exemplary service to the community. The mission is largely unchanged today.

Bill and I were concerned about whether our mid-sized foundation could make a difference. Through further discussions, we became convinced that we needed to be more focused, so we narrowed our efforts on health care, education and spirituality. Later, leadership replaced education as Bill saw opportunities to impact society by helping to develop more authentic, values-based leaders.

Today, we're pleased that the value of collaboration is reflected in the Penny George Institute for Health and Healing and the Bravewell Collaborative, which together have influenced national changes in health care to include a focus on prevention and wellness. We hope integrative medicine will one day become just medicine and serve as an example of how philanthropists, health care professionals and advocates can collaborate effectively and work strategically for change. **GF**

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# Voices in Philanthropy

## Family Values Shape Foundation Work

A distinguishing aspect of family philanthropy is that it gives families a unique opportunity to talk about core beliefs and formally articulate and act on values that matter most.

Here are responses from several Minnesota family foundations when *Giving Forum* asked: “What values are reflected in your family foundation’s work?”

**Rick Titcomb, president, Weyerhaeuser Family Foundation**

“A defining feature of the Weyerhaeuser family is that we have remained together for seven generations. Our family likes to use the metaphor of a bundle of sticks; we are stronger acting together than we are apart. We believe in the importance of family and try to find ways in which we can interact, learn from each other, and grow.

“Similarly, our family foundation supports programs with the same basic goal – to strengthen the family – through education, health and enhanced earning potential. We are particularly sensitive to the plight of women in the developing world. We recognize that their welfare and that of their families are strong determinants of cohesion and success.

“Our family also places a premium on education and engagement. We use the family foundation as a vehicle for education, as a forum to learn about philanthropic organizations, populations being assisted, and ultimately about ourselves.”

**Philip Goldman, chairman and president, Sieben Foundation**

“The Sieben Foundation draws from a range of values that have been explicitly articulated by the family. Those values have been shared with and endorsed by the board, which includes nonfamily members. They are reflected in many different dimensions of operations, from the character of our internal deliberations to the wording of RFPs.

“The values have remained constant even as foundation strategy has evolved to improve impact. For example, our desire to develop sustainable, well-targeted, entrepreneurial and innovative programs consistent with the family’s values has led us to move away from stand-alone projects and toward systemic and cross-cutting programs (for example, in international education). Our perspective and approach is also faith-based, not just because of our identity,

but because empirical studies show the cost-effectiveness of many faith-based programs around the globe.”

**Amy Crawford, executive director, The Jay and Rose Phillips Family Foundation**

“Generosity and compassion to the needs of those who are most vulnerable in our community are two core values woven into the foundation’s grantmaking.

“Our founders, Jay and Rose Phillips, lived their lives with a sense of responsibility – to help those less fortunate than themselves. They expressed their gratitude for their good fortune by sharing to make the community a better place for all. Their values and inspiring philanthropic leadership to take risks and support those who are on the margins of our society helped shape the foundation’s mission and funding priorities. Jay and Rose’s example serves as an enduring touchstone for how the family and staff work together in response to emerging and critical community needs.”

**Julie Zelle, chair of the board of trustees, Marbrook Foundation**

“I have a great deal of pride in our family and in the integrity of our foundation’s work in this community over the past 62 years. We do our homework and make an effort to stay informed and current with our site visits. We try to be thorough and thoughtful in our investing and giving. We’re fairly conservative and tend to shy away from unwarranted risks in our funding, but I hope we remain open to new approaches and possibilities. Being entirely predictable is not where we want to be. To me, it is all about respectful stewardship and compassionate engagement.”

**Ellis Bullock, executive director, Grotto Foundation**

“Collaboration is a value that the family and staff have worked on tirelessly both internally and externally. The foundation board has always included nonfamily

members. In our governance structure and many committees, board members work well together and reach consensus even when there’s disagreement.

“Our collaboration with the Marbrook Foundation is an excellent example of foundations working together on a project – the American Indian Family Empowerment Program. When the initiative was created 15 years ago, the foundations recognized that they didn’t understand the Native American community as well as they should. They reached out, and the program has since had an all-American Indian board.”

**Stewart Crosby, board member and past chair, Carolyn Foundation**

“Several years ago, when our board reworked our foundation’s mission, values and vision, we thought about the communities where we work and how we want to help those who live there.

“One of our values states, ‘We will seek to bring both compassion and reason to bear in working with those we serve.’ Not only is it important that we have compassion for people in the communities we serve, but we also must have a sense of understanding of the needs of these communities and that those needs are constantly evolving.

“We also are guided by the values of: concern for community, making a difference, inclusion and civility. These guide our discussions and daily work.” **GF**

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# Resources

## Minnesota Council on Foundations (MCF)

[www.mcf.org/MCF/grantmakers/family/index.html](http://www.mcf.org/MCF/grantmakers/family/index.html)

The Family Foundation Resource Center on the MCF website contains MCF research on Minnesota philanthropy trends, basic information on starting a family foundation, and links to national resources.

## Council on Foundations (COF)

[www.cof.org](http://www.cof.org)

From the Family Philanthropy section of the national COF website, navigate to publications and professional development opportunities. Key topics include archiving a family foundation's history, generational succession, values/vision/mission, and reports on diversity and inclusion relevant to family foundations, "Ten Ways for Family Foundations to Consider Diversity and Inclusive Practices" and "Why Diversity and Inclusion Matters."

## National Center for Family Philanthropy

[www.ncfp.org](http://www.ncfp.org)

NCFP serves the educational and networking needs of families who give and those

who work with them. It has published numerous studies on topics such as multigenerational giving, donor motivation, family foundation practices, and the capacity of community foundations to meet donor needs. Most recently, NCFP released *The Power to Produce Wonders* (see Page 2).

## Association of Small Foundations (ASF)

[www.smallfoundations.org](http://www.smallfoundations.org)

With a membership of 3,000, ASF serves foundations led entirely by volunteer boards or operated by just a few staff. The organization provides donors, trustees and staff of member foundations with peer learning opportunities, targeted tools and resources, and a collective voice in and beyond the philanthropic community.

## "Creating Change Through Family Philanthropy: The Next Generation"

[www.changephilanthropy.org](http://www.changephilanthropy.org)

Written specifically for people ages 15-35, this guide presents personal stories, exercises and tools to equip young people to not only participate in philanthropy, but help transform the field.

## "A Growing Tradition? Examining the African American Family Foundation"

[bit.ly/MCFFallAspen](http://bit.ly/MCFFallAspen)

Published by The Aspen Institute's Program on Philanthropy and Social Innovation, this paper provides fundamental knowledge about this emerging field, based on research of 103 African American family foundations and a review of literature on African American philanthropy.

## "Key Facts on Family Foundations"

[bit.ly/MCFFallFC](http://bit.ly/MCFFallFC)

Foundation Center has identified 38,339 independent foundations with measurable donor or donor-family involvement. These family foundations granted \$21.1 billion in 2008, according to this "Key Facts" overview, which also highlights giving patterns, governance, top total giving, and other statistics on this grantmaker type. This report, released April 2010, presents data from 2008.

## "Perpetuity or Limited Lifespan: How Do Family Foundations Decide?"

[bit.ly/MCFFallFC2](http://bit.ly/MCFFallFC2)

Produced by the Foundation Center with the assistance of the national Council on Foundations, this report seeks to answer questions such as: How many active family foundations are considering limiting their lifespan? Do foundation age, location and other variables influence decisions to con-

sider alternatives to perpetuity? What are the perceived pros and cons to spending down or existing in perpetuity?

## "Ten Ways for Family Foundations to Consider Diversity and Inclusive Practices"

[www.cof.org/programsandservices/diversity/index.cfm](http://www.cof.org/programsandservices/diversity/index.cfm)

Diversity and inclusive practices in family philanthropy are being reconceived more broadly as a set of activities that contribute to a foundation's overall mission and effectiveness. The 10 approaches in this guide are designed to spark ideas and dialogue about how more diverse and inclusive practices might advance a foundation's mission by making its work more effective and reflective of the communities it serves. Some approaches focus on the "inside" of the foundation – its mission, governance, contracting and staffing; others focus on the "outside" – external relations and impact.

## "Tomorrow's Donors"

[bit.ly/MCFFallIP](http://bit.ly/MCFFallIP)

Subtitled "Engaging the next generation of family philanthropists," this Institute for Philanthropy report highlights the challenges and opportunities of family philanthropy. Case studies provide insight into the motivations and experiences of six very different family foundations. Drawing on these conversations, the report offers tips for families to engage in a philanthropic journey together. **GF**



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For example, the foundation awarded a grant to the Minnesota Center for Environmental Advocacy to support efforts to increase the quantity of light rail stops between Minneapolis and St. Paul. “The light rail needs to equitably serve the neighborhoods between the two cities, heavily populated by immigrants and refugees, as well as people who want to hop on in one city and hop off in the other,” Zelle describes.

She also explains that the foundation’s size dictates that it maintain focus on the Twin Cities, even though the growing Brooks family is becoming geographically dispersed. This is a strategic decision to maximize impact. “We’re not big enough to be all over the place,” Zelle says. “In fact, I don’t know if we could be effective in just the Twin Cities without a real focus like the immigrant and refugee communities.”

The Marbrook Foundation was established by Edward and Markell Brooks in 1948 in Minneapolis, headquarters to their forest products companies. In 2009, the foundation granted more than \$650,000.

### Bringing Together Extended Families and Multiple Generations: The Carolyn Foundation

Carolyn McKnight Christian’s bequest established a foundation, but she left nei-



Stewart Crosby

ther heirs nor a specific vision. In 1964, her nieces and nephews started the Carolyn Foundation, now led by fourth-generation family members. Without a founder’s principle to follow, the family has identified and molded the foundation’s vision, mission and values to fit what they perceive as the family’s interest in helping the needs of their local communities.

“It’s important that the family continues to work together,” says Stewart Crosby, board member and past chair. “The Carolyn Foundation is a collective entity that no single family member or branch of the family owns or controls. The foundation’s name is an umbrella for many family branches.”

As specified in the foundation’s bylaws, all family members over age 18 are Friends of the Foundation, which now number 175 across the country. “With each successive generation, maintaining transparency, interest and relevance presents new challenges,” Crosby explains.

Semi-annual foundation meetings that include education sessions, retreats every five years, newsletters and communications technology help the family stay on the same page and understand decision-making processes. “We work hard, so that

the extended family can be engaged and connected to the foundation’s work. By participating in this exciting organization, we learn not only about communities and nonprofits that we otherwise wouldn’t know about, but we also learn about our family,” Crosby adds.

In 2009, the Carolyn Foundation approved grants totaling \$1.02 million to support the environment, economically disadvantaged children and youth, and community and cultural vitality.

### Enriching Family Connections: The John P. and Eleanor R. Yackel Foundation

“As we experience the urgency of answering the world’s needs together, we’re



John and Eleanor Yackel

discovering that our children’s values are similar to ours,” says Eleanor Yackel, president of the foundation bearing her and her husband’s names. The board of trustees includes Yackel, her husband, their three children, their spouses, and a college-age grandchild. “Our discussions of grants and organizations are different from any conversations we would have otherwise and enrich our contact with each other.”

While they’re rewarding and insightful, these conversations are not always easy. For instance, in a recent grantmaking discussion, the Yackels worked through disagreements on the role of organized religion and proselytizing in proposed projects.

“Hashing things out, reaching decisions together is hard work,” Yackel’s son Peter agrees. “But it’s very rewarding to figure out how to do our grantmaking well, see a funded project come to fruition, and bring the family together and accomplish something positive.”

Kristin Chirhart, managing consultant for the Yackel Foundation, says the family’s discussions are well-rounded because individual family members have similar goals, but different ways to approach them. “Respect of each other’s opinions, values and knowledge solidifies the relationships and multigenerational approach of the foundation.”

The Yackels established their foundation in 1991. In 2009, the foundation awarded grants totaling nearly \$75,000 to support: intercultural understanding that leads to economic justice and supports nonviolent approaches to conflict; environmental preservation and the regeneration of natural resources; and related arts.



Kristin Chirhart



*Courage Center is one of many nonprofits supported by The Jay and Rose Phillips Family Foundation. Jay and Rose’s commitment to give back to – or as they said, to share with – the community is reflected in the foundation they created in 1944, which now engages multiple generations of the family working together to build a stronger community for all.*

### Giving Collectively Should Strengthen – Not Replace – Individual Giving

Families with foundations encounter a unique dilemma: When your family’s foundation gives, do you need to give too?

“At every annual family meeting, we remind one another that the Marbrook Foundation is not our personal giving vehicle,” stresses board chair Zelle. “The foundation’s assets are not our personal assets.”

As families grow with each generation, personal income levels and individual capacities to give vary widely. Regardless, Zelle says, “To the extent that each person is able, he or she should engage in the community and develop a philanthropic habit beyond the foundation’s work.” For example, she notes that her children’s school doesn’t fit in the Marbrook Foundation’s focus area, nor does a worthy nonprofit in the hometown of a Colorado family member. “Yet each of us should still support these organizations and other causes we care about,” Zelle explains.

Penny George agrees. “Down the road, family members who ‘inherit’ the foundation could be tempted to see its giving as their personal giving,” she suggests. “Bill and I feel strongly that the foundation should model values for personal philanthropy. It is not meant as a substitute for personal generosity.”

George recently read in a university publication that one of their sons contributed to his medical school’s annual fund. “Bill and I didn’t know about the donation. We love that our sons are giving in their own way at whatever level they can.”

Using knowledge gathered to help the foundation understand and address unmet needs should encourage stronger individual engagement – through volunteering or charitable donations.

The multigenerational Yackel family pays attention to interests beyond those

they support together through the foundation, says Chirhart. “Each family member is knowledgeable and inquiring. They enjoy volunteering and financially supporting dedicated and creative nonprofits.”

### Should Family Foundations Give Quietly?

Family foundations, especially those that bear the family’s name, face distinct challenges in balancing transparency versus privacy. Similarly, they wrestle with being modest versus boldly using the family’s name to lend credibility or build support.

This is particularly germane in Minnesota. “We’re awfully humble in this state,” says Ober of the George Family Foundation. “Normally, the foundation keeps a pretty low profile.”

Yet, Penny George adds, “If you really want to model and stand up and be a leader amongst your peers in doing what you believe in, there are times when having your name out there sends a message that’s important. In particular, hospitals can benefit when the donor is willing to allow his or her name to be used.”

The foundation’s support of integrative medicine is an example. “By allowing my name to be put on the Penny George Institute for Health and Healing at Abbott Northwestern Hospital, we’re hoping to demonstrate that this is the standard of care we believe we all deserve. This also highlights the importance of philanthropy and gives the institute a distinction that matters nationally.”

“Penny’s name is on the institute, because she absolutely believes in it,” Ober says. “As she went through her breast cancer experience, she discovered integrative medicine therapies that helped her. The naming of the institute is a way to encourage others to think about their life experiences and how they can ‘pay it forward.’”

The Yackel family also is conscientious and intentional when determining how vis-

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ible the foundation should be. “We ask ourselves, ‘In looking at the long-term vision of a project, does it help to share that we’re supporting this?’” Eleanor Yackel emphasizes. But frequent acknowledgement of a foundation’s support may sometimes create misleading impressions. “The foundation could be perceived as being a benefactor with endless resources, and that’s not the case.”

Zelle of the Marbrook Foundation faces a similar challenge. “Our relatively small foundation doesn’t necessarily shy away from visibility, but we need to be careful that we don’t sound like more than we are.”

Because the Grotto Foundation does not bear the name of its founder, Louis W. Hill



Ellis Bullock

Jr., Executive Director Ellis Bullock says the challenge to balance family privacy with transparency and modesty with boldness has not been an issue: “The Hill families are not immediately identified

with the foundation, and this has allowed them, whether they were on the board or not, to avoid being asked ‘Can you help me with a grant?’” The Grotto Foundation was one of the Hill family foundations named after streets in St. Paul rather than the family, partially as a response to the rash of kidnappings of well-to-do individuals in the 1960s and ’70s. Founded in 1964, the foundation granted more than \$1.3 million during its 2009 fiscal year in the areas of health and human services, education,

housing and economic development, community well-being, cultural preservation and language revitalization, with priority given to programs serving early childhood development and parenting.

Amy Crawford, executive director of The Jay and Rose Phillips Family Foundation, describes the balancing act in this context: “We strive to respect the trustees’ values and preferences for visibility in all aspects of our work while being mindful of our grantees’ goals to inform and educate the public about their constituents’ needs and programs.” Now in its 66th year, The Jay and Rose Phillips Family Foundation seeks to honor the legacy of its founders by supporting efforts that address the unmet human and social needs of individuals, families and communities that have the least access to resources. In 2009, the foundation awarded grants totaling \$9.8 million.



Amy Crawford

The saying, “If you’ve seen one foundation, you’ve seen one foundation,” is often used to underscore that each foundation is truly unique in how and why it supports what it supports. Compound this with the complexity of family dynamics, founders’ visions, and countless ways in which multiple generations and expanding families can interpret and implement the legacy, and the result is an immense landscape of family philanthropy with limitless opportunities for impact. **GF**

## Perpetuity: Why These Minnesota Foundations Plan to Endure Forever

*According to Perpetuity or Limited Lifespan: How Do Family Foundations Decide?* (Foundation Center, 2009), 63 percent of U.S. family foundations plan to exist in perpetuity compared to just 12 percent that plan to limit their lifespan or are in the process of spending down. The remaining 25 percent are undecided, either because they have not yet discussed this issue or because of uncertainty about the family’s future involvement in the foundation.

Although conversations nationally have sparked debate on the merits of foundations spending down and limiting their lifespan, all of the Minnesota foundations contacted for this issue of *Giving Forum* plan to exist in perpetuity. Here’s why:

“Our generations blend – the youngest of one generation is the same age as the oldest in the next, so there has been a continual flow of very capable family members working in the foundation. I believe we’ll continue to have the foundation as long as there are interested family members.”  
– **Stewart Crosby, board member and past chair, Carolyn Foundation**

“I think there was intentionality in choosing perpetuity, so that future generations would be influenced by the values that led to the foundation’s formation. I’m planning to

write down what some of those values are, not so they can be the hand stretching from the grave, but so they can be a guide for future generations to understand what Bill and I believed.” – **Penny George, president, George Family Foundation**

“The present economic environment is not very conducive to perpetuity; our foundation’s asset value is down 30 percent. One of the reasons Louis F. Hill (son of founder Louis W. Hill Jr.), the family and our investment committee have been working so hard to monitor the foundation’s future is because Louis hopes that his grandchildren will be able to enjoy giving money.”  
– **Ellis Bullock, executive director, Grotto Foundation**

“We want our giving within the Twin Cities to continue for as many generations as possible. It is where our collective roots are, and we are deeply indebted to this community.” – **Julie Zelle, chair of the board of trustees, Marbrook Foundation**

“The foundation was purposefully set up for perpetuity so that future generations could continue to be engaged in philanthropy and meet the needs of their communities.”  
– **Amy Crawford, executive director, The Jay and Rose Phillips Family Foundation**

## The Next Generation: Critical Stakeholders in Strengthening a Family’s Giving Legacy

“What is perhaps most impressive about family philanthropy,” according to David Malone, author of Institute of Philanthropy’s *Tomorrow’s Donors* project, “is its ability to create new generations of informed, engaged stakeholders, many of whom will become future catalysts for changes in the world.”

But creating a sense of collective ownership and enthusiasm for the family foundation is not an easy, one-size-fits-all endeavor. Malone writes, “It is important to remember that next-generation philanthropists are not the initiators of their own philanthropic journey.” Nurturing, sharing and engaging across generations are pivotal. “Ultimately, what matters most is the way in which philanthropic discussions are framed and experience shared,” Malone concludes.

### Minnesota Families Engage Within and Between Generations

“My parents established their foundation for the next generation, not for themselves,” Peter Yackel says, “so there’s never been any hesitation in sharing the baton nor a formal passing of the baton and a ‘Now it’s your turn to take over.’”

The Yackels balance formal and informal transition processes, managing consultant Kristin Chirhart says. The foundation has age requirements to be a foundation member and a board member, but generations continually and informally instill philanthropic qualities in their children – by encouraging volunteerism and discussion of issues. The older generation also empowers younger family members to make suggestions for the foundation and is quick to acknowledge good ideas.

While Yackel and his siblings were established, fully independent adults when they became involved with their parents’ foundation, the third generation is only in its early 20s. “It seems like fun to give

away money. But in reality, it’s a lot of work, especially for someone in college,” he acknowledges. For this reason, Chirhart explains, it’s important to give family members options when determining if they should serve on the foundation board, whether it’s establishing term limits or simply making people feel they’re welcome to serve when they’re ready.

The Grotto Foundation also is striving to engage third-generation family members. When this generation was younger, a special fund was established so it could make grants to support interests outside of Grotto’s focus areas. But this didn’t lead to sustained involvement, according to Executive Director Ellis Bullock. Louis Fors Hill, board president, then brought two of his children on the formal board, and his son Louis Shea Hill has become actively involved over the past five years.

Encouraged by his father to bring in the next board member, Louis Shea nominated a close friend and former classmate, which has added another younger perspective to the board.

Nonfamily members now hold five of the nine board positions of the Grotto Foundation. This is not unusual, Bullock notes. “Grotto was one of the first foundations to be started as a family foundation, but only one of the five original board members was a family member – Louis W. Hill Jr.; the rest were his colleagues, attorneys and friends. The board has always welcomed the experience, perspective and leadership of nonfamily members.”

When Penny and Bill George established their foundation, their sons were in their 20s. “Knowing our sons may not be as engaged early on, Bill and I still chose to add the word ‘Family’ to the foundation’s name to help our sons understand that this philanthropy is what the family believes in,” explains Penny George.

To support the philanthropic education of its younger family members, the Marbrook Foundation sets aside 15 percent of its giving each year for family-directed grants that can be given by each member over age 21; currently there are 23 eligible family members across the country.

“With this money, we’re trying to keep non-Minnesotan family members engaged,

as well as teach our younger adults how a foundation operates,” notes Julie Zelle, Marbrook Foundation chair. “We have deadlines, and if family members miss them, then they need to wait until the next grant cycle. They need to obtain a 501(c)(3) number from the nonprofit and write a brief letter describing why they’d like to support the organization. There is a certain level of professionalism and follow through that we expect, even if it is their aunt or cousin they’re working with to arrange a grant.”

The Carolyn Foundation recently completed a six-year transition to a board that is now completely comprised of fourth-generation family members. Two factors were key, according to past chair Stewart Crosby: “First, the younger generation, which is substantially larger than the previous generation, was willing and eager to work in the foundation. Equally important, the older generation was confident the younger generation could run the foundation and agreed to establish term limits.”

Setting staggered term limits enabled the foundation to keep the experience of one generation on the board during the transition from senior to junior members.

Three generations who reside in Minnesota, Colorado and California serve on the board of The Jay and Rose Phillips

Family Foundation. “As the family grows and moves about, it becomes even more critical to stay informed about each other’s grantmaking efforts and to provide flexible opportunities for mutual learning and reflection,” underscores Executive Director Amy Crawford. The foundation uses regular teleconferences, e-newsletters, its website and online learning opportunities, as well as other communications tools. Staff also consults with trustees and family members in their home communities to research organizations and assist with site visits.

Developing strong communication is critical to foundation operations, executive director Amy Crawford says. “The foundation provides a valuable way for the different branches of the extended Phillips family to gather together, share their lives and strengthen their relationships. Staying connected is important to the family.”

In *Tomorrow’s Donors*, author Malone writes, “Put simply, a family foundation cannot develop without new advocates, ready to carry the family mission into the future.” While innovations in technology, governance structures and engagement strategies continue to evolve, the importance of connecting, involving and empowering the next generation of family philanthropists remains constant. **GF**

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# Giving Stories

## Privilege and Responsibility: Young Cousins Learn to Give

Four boxes. That's what cousins Ellie Wiener and Maya Wiener Berkowitz remember as their first philanthropic lesson.

As young girls, they divided any money they received – as an allowance or as a gift – amongst four categories: short-term savings, long-term savings, spending and tzedakah (the Hebrew word for charity). Once or twice a year, the girls sat down with their parents and decided where to give their tzedakah money.

"From a young age, we were taught that whenever we have money, we give a portion to those who don't have as much," Wiener recalls. "Our grandparents and parents – strong philanthropists and social justice activists – helped us understand that financial giving is integrated into our family's vision of improving the world."

As the girls grew up, not only were Wiener and Berkowitz involved in their parents' giving decisions, but their parents also gave them increasing amounts of money to donate on their own. The freedom to choose where to give brought a daunting sense of responsibility.

"At first, it was incredibly challenging. I wanted to give to everything," Wiener explains. She started meeting with David Nicholson at Headwaters Foundation for Justice, where her mother had a donor-advised fund. "He helped me think through

how to narrow down the many issues that were important to me and decide who and what to give to."

Another landmark on Wiener's philanthropic education journey occurred when she was a college sophomore. She attended a "Making Money Make Change" conference coordinated by Resource Generation, a nonprofit that works with young people with wealth to leverage resources and privilege for social change. "I spent four days with people my age talking about strategies for stepping up my knowledge, coming to terms with the responsibility of being someone with financial privilege, and then using this effectively."

### The Power of Giving Together

Committed to learning how to give responsibly and thoughtfully, Wiener and Berkowitz, now in their 20s, decided to pool the money their parents gave them to donate and start a joint donor-advised fund at Headwaters. In 2009, they awarded their first grants. "It was wonderful to work through the grantmaking process with Maya and to discuss our values," Wiener says. "Our impact was larger. Just like we are taught with community organizing: There is power in numbers."

The cousins developed a giving mission statement. Part of it reads:

*As young donors and activists, we strive to use our financial privilege to support efforts that address our common values, including:*

*Social justice: We give to nonprofits that go beyond traditional modes of advocacy work and are critically approaching, challenging and engaging with social issues, their impacts and root causes. We believe that to make the most effective change, we need to go beyond superficial solutions, while also supporting efforts that address the basic needs of all people.*

*Youth: As young donors, we believe it is imperative to engage young people both as leaders in organizations, as well as within their communities. We prioritize the involvement and education of youth in social justice work and acknowledge that supporting and empowering young people is a positive way to impact the future.*

The statement also elaborates on support of community engagement, empowerment, environmental justice and health.



With the support of their parents, cousins Maya Wiener Berkowitz and Ellie Wiener embarked on an introspective journey to discover what it means to have financial privilege and pooled their resources into a joint donor-advised fund at Headwaters Foundation for Justice.

With the support of their parents, the cousins have substantially increased their giving – doubling in 2010 the amount they gave away last year.

### The "Why" of Giving Is More Important Than the "Who"

Berkowitz and Wiener want the nonprofits they select to receive grants to know that young people are interested in their work. But, the cousins do not want personal recognition, so they give anonymously. They send a letter with each grant stating that the contribution is from young donors and describing why the organization was selected, often pointing out the group's support of youth and inclusion of the younger generation in its leadership.

Berkowitz envisions that she may always want to remain anonymous. Although she acknowledges that being recognized as a young philanthropic leader may encourage others to give, she quickly notes, "There are many ways to be a leader; being acknowledged by name is just one way. My goal is to figure out how to be a leader while still maintaining my anonymity."

Wiener believes, "As people who were given access to money, it is our responsibility to spread it. We don't need or want personal recognition or excessive thanks for an act we view as a responsibility. Being anonymous donors is one way to defer some of the power dynamics that can come with philanthropy."

### Inspired to Follow Their Family's Footsteps

Berkowitz and Wiener were children when their families received the money that has fueled their philanthropy. "I watched our

parents educate themselves about what philanthropy means and how to do it," Berkowitz reflects. "I've also watched how it has given them a different kind of connection to the community. They're very involved in social justice activism, and through their giving, they enable others to have the same opportunities to participate."

Wiener adds, "I've come to appreciate how open my parents have been about money, privilege and giving. Growing up, we talked about how the vacations we took were a privilege. We discussed why we wanted to give money to an organization and what our values as a family and as individuals are. These daily-life discussions have helped me grapple with the huge responsibility that comes with financial privilege."

"Ellie and I have learned that giving money can be overwhelming and somewhat isolating," Berkowitz continues. "We're fortunate to have parents who lead by example. They give with such grace and poise, holding on to their goals and ideals. This inspires me." **GF**

## Extending a Legacy and Love of Art

Sylvia Ho-Ling Hui Lam was a molecular biologist at the University of Minnesota Medical School. She loved mentoring interns in her research lab.

She was also a passionate Chinese watercolorist. An acclaimed artist in the Ling Nan style, she studied under a master in her native Hong Kong.

After Sylvia's tragic death in a traffic accident in 2003, the Lam family established a donor-advised fund under the umbrella of the Chinese Heritage Foundation (CHF), a collection of funds at The Minneapolis Foundation. "My family started this fund to extend her legacy and love of art, teaching and working with kids," explains her son Norton Lam. "We hope to introduce art – or show a different way of looking at and appreciating it – to children who might not get that chance." As part of the CHF group of funds, the Lams' fund also focuses a portion of its grants on promoting understanding of Chinese culture and heritage.

One of the family's most impactful grants, Lam recalls, was to support visual artist Ta-Coumba Aiken in residence at Island Lake Elementary School in Shoreview, Minn. Aiken worked with the school's 700 students to create images that were incorporated into a multipanel mural in celebration of the school's 50th anniversary in 2007.

"This project far exceeded any expectations our family dreamed of," Lam says. "If we had affected the life of just one student, we would have been happy. But Mr. Aiken interacted with every single student in the school, and it was obvious that he bonded with and touched dozens of them. For that, we are truly grateful."

Projects like this bring great joy, but



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they also evoke mixed emotions, so the family prefers to help organizations quietly without recognition or publicity. What means the most to the family, Lam explains, is when they hear that an organization appreciated a donation and how it affected what the group does. “It helps us to know that something good came out of my mother’s death.”

Beyond giving through his mother’s fund, Lam and his wife work with their young children to help them understand the value of charity. Around the holidays, the family evaluates the needs of a handful of nonprofits and chooses one to receive a donation. As the children are getting older, they’re starting to have their own thoughts on this, Lam notes. “And, when they’re adults, hopefully they’ll keep an eye out themselves for charities in need.”

Lam also says that it’s important that his children see their parents volunteer and understand that this is another worthwhile way to give. Lam is a board member and technical adviser with CHF. His wife volunteered for 10 years with their school district’s Early Childhood Family Education program and is now active at their elementary school. **GF**

## Hospice Care Inspires Donor-Advised Fund

“What would Norma do? Well, Norma would have a party.” And so, the volunteers with Hospice of Douglas County, in west-central Minnesota, have been treated to several gatherings to honor and recognize their hard work. This is in the spirit of what Norma would want, says her son Tom Longfellow.

During a long battle with lung cancer, Norma Longfellow formed deep bonds with her hospice caregivers in Douglas County, the region where she lived most of her life. In recognition and appreciation of the comforting care that hospice provides to terminally ill patients and their families, she established the Norma Longfellow Fund through her estate. This Minnesota Community Foundation donor-advised fund focuses grantmaking on hospice programs that benefit county residents.

Norma’s granddaughter, Stephanie Longfellow, reflects, “My grandma always had a giving heart. In the 1950s, she set up



A multipanel mural project at Island Lake Elementary with artist-in-residence Ta-Coumba Aiken exemplifies the direct impact of grants given in memory of Sylvia Ho-Ling Hui Lam. Her family established a donor-advised fund under the Chinese Heritage Foundation at The Minneapolis Foundation to introduce art and art appreciation to children.

food shelves in Douglas County. In the mid-’90s, she gave her house to Habitat for Humanity, so low-income families could have a quality home in a good neighborhood. Throughout her life, her caring touched many people. With this fund, this won’t stop.”

After Norma’s passing in 1998, Tom became adviser to the fund. He meets every June with the other members of an advisory panel – consisting of two to three doctors, one to two hospice nurses and members of the Longfellow family – to find interesting ways to support hospice caregiving throughout Douglas County.

“We have disbursed money to some really fascinating projects,” Longfellow says. “A good deal of these would not be covered by insurance or Medicare.”

For instance, a music therapist used Swedish folk songs in work with hospice patients. “I wasn’t sure people were going to be interested in or respond to music therapy, but this is a good example of how we tried something new that went on to be very beneficial,” Longfellow explains.

At Stephanie’s suggestion, the fund supported trainings for service dogs to visit hospice patients. Another grant provided (coincidentally named) “Longfellow dogs” – plush animals that give patients tactile comfort.

Longfellow has directed much of the fund’s support to education and hospice-awareness efforts. For 10 years, the fund provided seed money for the Seasons of Hope conference, a certified continuing medical education course for Douglas County hospice workers and medical professionals throughout the state.

Other awareness efforts promote hospice as an efficacious part of the palliative care continuum. Because of the role that hospice played in his mother’s life, Longfellow believes it’s important to counter misunderstandings of what hospice is and to be an advocate “for giving care so people can live their fullest.”

Longfellow hopes his children become involved in the fund and has brought family members to seminars presented by Minnesota Community Foundation. “These programs were great introductions to philanthropy,” he says. Whether family members choose to give through existing charitable enterprises, become involved in his mother’s donor-advised fund or start something on their own, they now have important information to consider when getting started. **GF**

## Giving Circle Engages Families in Giving – and Receiving

Centuries-old American Indian traditions of giving teach that both giver and receiver are equal in the gift exchange and both are honored and respected. Native values of giving also teach that responsibilities are cyclical and all things are connected.

Sharing an understanding of Native giving traditions amongst families is just one of the many goals of the giving circle at New Foundations, a nonprofit on St. Paul’s

*Giving Stories, continued on Page 14*

## What Is a Donor-Advised Fund?

Donor-advised funds can be established at a community/public foundation with a donor’s initial lump-sum contribution. They are often seen as an alternative to giving directly to a charity or establishing a private foundation. Donor-advised funds allow a donor or designated adviser(s) to be actively involved with the foundation in recommending how the fund’s grants are distributed.

For more information, visit [mcf.org/mcf/donors/fund.html](http://mcf.org/mcf/donors/fund.html).



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# People

## MCF Updates

**Aaron Jefferson** joined MCF as member services manager. He has worked with the Metropolitan Economic Development Association and the Urban Institute's Center for Nonprofits and Philanthropy. He earned a master's degree in public policy from the Humphrey Institute for Public Affairs at the University of Minnesota.



**Chantel Karney** named administrative assistant at MCF. Previously, she worked at Aetna and Kelly Services.



**Juliana Tillema** left MCF to join Health Partners Research Foundation as research project manager.

## Appointments

**Mary Bauer** hired as Initiative Foundation's new Commonwealth officer.

The John S. and James L. Knight Foundation named **Siobhan Canty** program director for strategic initiatives, **Jeffrey Coates** strategic initiatives program associate, and **Benoit Wirz** director of business consulting.

**Lesley Chester** named executive director for The Community Foundation for Carver County.

The McKnight Foundation named **Bile Daad** accounting assistant, **Shannon Eisentrager** communications assistant, and **Aimee Wittemen** environment program officer.

**Nicole G. de Beaufort** joined W.K. Kellogg Foundation as director of communications.

**Vanessa L. Foster** appointed president of SUPERVALU Foundation.

**Carly Hare** appointed executive director at Native Americans in Philanthropy.

**Jane Leonard** joined the Bush Foundation as rural community and economic development specialist.

**Heather Hudnut Page** appointed director, Medtronic Foundation and Community Affairs.

**Susan Bass Roberts** named director of community relations for Best Buy.

## Promotions

Blue Cross and Blue Shield of Minnesota Foundation promoted **Jocelyn Ancheta** from program officer to senior program officer; **Janet Jablonske** from foundation coordinator to grants manager.

## Boards

**Darrell Robes Kipp** and **Mary Jean Ryan** elected to the Northwest Area Foundation board of directors.

The Sheltering Arms Foundation appointed new trustees **Judith Goff**, **Kay Kramer**, **Rev. Margy Mattlin**, **Joyce McFarland** and **Anna Nerland**. **Anna Love-Mickelson** is board president.

**Dan Christianson**, **Deborah Dove**, **Bob Hoffman**, **Linda Lares**, **Steve Underdahl (chair)**, **Stephen Waldhoff** elected officers of the Southern Minnesota Initiative Foundation.

## Transitions

**Steve Guerber**, formerly Fargo-Moorhead Area Foundation's executive director, recently resigned.

**Kathleen O'Donnell**, former Destination 2010 program director, has left The Minneapolis Foundation. **GF**

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# News in Brief

## Frey Foundation Recognized for Work to End Homelessness

The Frey Foundation was honored with the Nonprofit Mission Award for Responsive Philanthropy, presented by MAP for Nonprofits and the Minnesota Council of Nonprofits (MCN) at MCN's annual conference Oct. 7-8, 2010, in Duluth, Minn. With a mission to act as a catalyst in strengthening the community by investing in a statewide plan to end homelessness, the foundation announced in 2006 it would commit \$5 million over five years to this work. In 2009, the foundation announced it was making a second \$5 million investment over five years, focusing on the efforts of Heading Home Minnesota, a bipartisan, public-private partnership that brings together under one umbrella local initiatives around the state and the 2004 Business Plan to End Long-Term Homelessness.

Now encompassing three generations, the Frey Foundation was established in 1985 by Eugene and Mary Frey. In addition to its financial support, the family has become advocates in spreading awareness of homelessness by speaking at events and actively working with Heading Home Minnesota.

## MCF Releases Annual Rankings of Top Minnesota Grantmakers

Minnesota Council on Foundations' recently released annual rankings include: Top 50 Minnesota Grantmakers by Grants Paid; Top 50 Minnesota Grantmakers by Assets; Top 25 Minnesota Corporate Grantmakers; Top 25 Minnesota Private Foundations; and the Top 25 Minnesota Community and Public Foundations.

The rankings are based on cash grants paid in 2009. This year, MCF also compiled an additional list describing noncash charitable contributions by some of Minnesota's large corporate grantmakers.

For the complete MCF Annual Rankings, see [www.mcf.org/mcf/giving/rankings.html](http://www.mcf.org/mcf/giving/rankings.html).

## Minnesotans Challenged to Break Their Own Online Giving Record

GiveMN, an independent 501(c)(3) supporting organization of the Minnesota Community Foundation, will sponsor the second Give to the Max Day on Nov. 16, 2010. This year's goal is to engage more than 40,000 donors in giving to Minnesota nonprofits in 24 hours.

A year ago, on the first Give to the Max Day, 38,000 donors gave more than \$14 million online to 3,434 Minnesota nonprofits. This shattered the previous one-day online record of \$3.8 million in Dallas.

Several incentives will be offered this year: \$20,000 and \$10,000 grants will be awarded to the top two nonprofits in the Twin Cities and the top two nonprofits in greater Minnesota that attract the largest number of individual donors on Give to the Max Day; an individual donor will be randomly chosen every hour to have \$1,000 added to his/her donation; donors will have the opportunity to double their dollars for hundreds of featured nonprofits that have secured matching funds for Give to the Max Day.

## Minnesota Grantmakers Aid in Pakistan Flood Relief

Since the monsoon rains began in July 2010, flooding in Pakistan has affected 20 million people, with one-third made homeless, the Associated Press reports. In response, several Minnesota grantmakers have provided financial support, including:

The General Mills Foundation announced a \$250,000 contribution to CARE, one of the world's largest humanitarian relief agencies, to help the affected farming communities rehabilitate their crops and better prepare for future emergencies. The funds are allocated to CARE's Livelihood Rehabilitation program, which is designed to provide longer-term assistance to help communities get back on their feet.

The Medtronic Foundation pledged \$100,000 to the American Refugee Committee (ARC) to support mobile health teams working in the affected regions. Medtronic employees worldwide were offered five days of paid leave to assist in relief efforts. This donation is in addition to an existing five-year, \$500,000 grant to the International Federation of Red Cross and Red Crescent Societies disaster relief fund, which ensures that immediate financial support is available for responding to emergencies.

RBC Foundation – USA, the charitable vehicle in the United States for RBC Wealth Management, a fully owned subsidiary of Royal Bank of Canada (RBC), donated \$100,000 to the Canadian Red Cross to support water purification and sanitation requirements as well as emergency relief efforts for communities affected by the floods in Pakistan. **GF**

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East Side. The circle also aims to build relationships, leadership and a sense of community amongst residents at New Foundations, a permanent, supportive, affordable housing community that provides onsite services for homeless chemically dependent and mentally ill adults in recovery and their families.

Kelly Drummer, New Foundations' development and communications director, started the giving circle in December 2009 after participating in the Tiwahe Foundation's Leadership Development Project. Seed money for the circle was provided by the Tiwahe Foundation through a grant from the Rockefeller Philanthropy Advisors' Cultures of Giving: Innovation and Impact program. Drummer used the start-up funds to host an information meeting and meal to introduce families to the giving circle.

From the 44 families at New Foundations, 10 people have formed the circle's core. The group meets every other week to discuss community needs, decide where to give, and plan fundraisers that support the grantmaking.

In September, the group gave funds to Breaking Free, where a circle member volunteers. The St. Paul nonprofit serving women and girls involved in domestic abuse or prostitution did not have enough funds to include meat in its meal program. The circle also has provided Easter baskets

### What is a Giving Circle?

A giving circle is, in general terms, a group of donors who place their charitable dollars into a pooled fund and decide as a group which charities to support.

For more information, visit [www.mcf.org/givingcircles](http://www.mcf.org/givingcircles).

for children living at New Foundations, purchased materials to teach families how to make dream catchers, and supported a resident participating in the Miss Teen St. Paul program, which promotes leadership and academics.

As integral to the circle's work as grantmaking, fundraising builds community and future giving. Coordinated by circle members and their families, the fundraisers typically involve a meal at New Foundations. The circle's first event was held during African American History Month 2010 and featured soul food and spoken word. The group's American Indian taco sales in May and August were huge successes. Coming up on Election Day, the group is hosting a chili feed.

Under Drummer's mentoring, circle members, many of whom enlist the help of their families, have learned to search out community needs that the circle could support and to oversee all aspects of the fundraising. "Coordinating the fundraisers



With startup funds from the Tiwahe (the Dakota word for family) Foundation, the giving circle at New Foundations supportive housing community is engaging families in philanthropy, building leadership and confidence in the community, and teaching Native traditions of honoring both givers and receivers. Pictured: New Foundations circle leaders Sonya Apple (left) with her baby Jonah Slavik and Dena Meyer (right) with New Foundations staff member Kelly Drummer (center) with son Solomon and daughter Sade.

has especially fostered leadership among members. They've learned how to ask for donations of money and supplies, how to publicize the events and handle the finances," Drummer notes. "Circle members are learning about giving and receiving and are now taking on full leadership of their circle."

Dena Meyer is one of the leaders. Before joining the circle, she was shy and quiet. "The giving circle brought me out of my shell," she describes. "I tell my story at

New Foundations events and talk about my involvement with the giving circle. I now lead a Crystal Meth Anonymous meeting, and in August, I started attending classes at St. Paul College."

Meyer says the circle also has taught her an important philosophy to pass on to her children: "It's important to give to those in need, but it's also important because it comes full circle; when you're facing hard times, someone will be there for you." **GF**

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**Communications and Media Advocacy for Nonprofits**, Minnesota Council of Nonprofits. **Dec. 16**, 9am-noon. 2314 University Ave., Suite 20, St. Paul. \$45 members/\$65 nonmembers. FFI: 651.642.1904, [mncn.org](http://mncn.org).

Finance

**Financial Management Network**, Nonprofits Assistance Fund. Developing Credit and Reserve Policies, **Oct. 27**. Internal Controls and Ethics, **Nov. 17**. noon-1pm. No fee. FFI: [nonprofitsassistancefund.org](http://nonprofitsassistancefund.org).

**Build a Better Budget Webinar**, Nonprofits Assistance Fund. **Nov. 16**, noon-1pm. \$40. FFI: [nonprofitsassistancefund.org](http://nonprofitsassistancefund.org).

**Basic Financial Management for Nonprofits**, UW Superior. **Dec. 9**, 9am-4pm. UWS Campus, Yellowjacket Union, Room 203. \$119/\$105 if enrolled in program. FFI: [uwsuper.edu/seminars](http://uwsuper.edu/seminars), 800.370.9882.

**Projecting and Managing Cash Flow Webinar**, Nonprofits Assistance Fund. **Dec. 15**, noon-1pm. \$40. FFI: [nonprofitsassistancefund.org](http://nonprofitsassistancefund.org).

Fundraising

**Everything You Need to Know About Give to the Max Day 2010 Webinar**, GiveMN. **Oct. 26**, noon-1pm. FFI: [givemn.org](http://givemn.org) or [info@givemn.org](mailto:info@givemn.org).

**Fundraising: Program Outcomes**, Center for Nonprofit Management, University of St. Thomas. **Oct. 29**, 8am-4pm. 1000 LaSalle Ave. Mpls. \$145. FFI: 651.962.4600, [StThomas.edu/ExecEd](http://StThomas.edu/ExecEd).

**Online Resources for Grant Writers**, UW Superior. **Nov. 4**, 1-4pm. UWS Yellowjacket Union, Room 203, Superior, WI. \$75/\$69 if enrolled in program. FFI: [uwsuper.edu/seminars](http://uwsuper.edu/seminars), 800.370.9882.

**Fundraising: Capital, Endowment and Special Purpose Campaigns**, Center for Nonprofit Management, University of St. Thomas. **Nov. 5**, 8am-4pm. 1000 LaSalle Ave. Mpls. \$145. FFI: 651.962.4600, [StThomas.edu/ExecEd](http://StThomas.edu/ExecEd).

**Special Events: Strategies for Success**, UW Superior. **Nov. 10**, 9am-12:30pm, UWS Campus, Yellowjacket Union, Room 203. \$75/\$69 if enrolled in program. FFI: [uwsuper.edu/seminars](http://uwsuper.edu/seminars), 800.370.9882.

**Fundraising: Government Grants and Corporate Sponsorships**, Center for Nonprofit Management, University of St. Thomas. **Nov. 12**, 8am-4pm. 1000 LaSalle Ave. Mpls. \$145. FFI: 651.962.4600, [StThomas.edu/ExecEd](http://StThomas.edu/ExecEd).

**Grantwriting Clinic for Nonprofit Practitioners**, Minnesota Council of Nonprofits.

**Nov. 17**, 1-4:30pm. 2314 University Ave, Suite 20, St. Paul. \$85 for MCN members only. FFI: 651.642.1904, [mncn.org](http://mncn.org).

**Fundraising: Planned Giving Essentials**, Center for Nonprofit Management, University of St. Thomas. **Nov. 19**, 8am-4pm. 1000 LaSalle Ave. Mpls. \$145. FFI: 651.962.4600, [StThomas.edu/ExecEd](http://StThomas.edu/ExecEd).

**Getting Your Board to Raise Money: Plan B (and C and D and ...) Webinar**, Minnesota Council of Nonprofits. **Nov. 23**, 10-11:30am. \$65 members/\$95 nonmembers. FFI: 651.642.1904, [mncn.org](http://mncn.org).

**Social Enterprise: Charity or Mission Driven Business? The Road to Sustainability Webinar**, Minnesota Council of Nonprofits. **Dec. 2**, 10-11:30am. \$65 members/\$95 nonmembers. FFI: 651.642.1904, [mncn.org](http://mncn.org).

**Fundraising: How to Write a Development Plan and Manage a Development Office**, Center for Nonprofit Management, University of St. Thomas. **Dec. 3**, 8am-4pm. 1000 LaSalle Ave. Mpls. \$145. FFI: 651.962.4600, [StThomas.edu/ExecEd](http://StThomas.edu/ExecEd).

**Fundraising: Budgeting for Your Fundraising Program**, Center for Nonprofit Management, University of St. Thomas. **Dec. 10**, 8am-noon. 1000 LaSalle Ave. Mpls. \$85. FFI: 651.962.4600, [StThomas.edu/ExecEd](http://StThomas.edu/ExecEd).

Human Resources

**Human Resource Management**, UW Superior. **Oct. 28**, 9am-4pm. Barker’s Island Inn, 300 Marina Dr., Superior, WI. \$119/\$105 if enrolled in program. FFI: [uwsuper.edu/seminars](http://uwsuper.edu/seminars), 800.370.9882.

**Overcoming Racism Conference**, Minnesota Council of Nonprofits. **Oct. 29-30**, 9am-6pm, William Mitchell College of Law, 875 Summit Ave., St. Paul. \$120 for both days/\$75 for one day. FFI: 651.642.1904, [mncn.org](http://mncn.org).

**Current Personnel Issues**, UW Superior. **Nov. 18-19**, 9am-4pm, UWS Campus, Yellowjacket Union, Room 203. \$219/\$199 if enrolled in program. FFI: [uwsuper.edu/seminars](http://uwsuper.edu/seminars), 800.370.9882.

**Resolving Conflict in the Workplace**, UW Superior. **Jan. 13**, 9am-4pm, UWS Campus, Yellowjacket Union, Room 203. \$119/\$105 if enrolled in program. FFI: [uwsuper.edu/seminars](http://uwsuper.edu/seminars), 800.370.9882.

Leadership/Management

**Preparing for Nonprofit Milestones**, HandsOn Twin Cities. **Nov. 10**, 9-11:30am, 2021 Hennepin Ave. E., Suite 420, Mpls. \$60. FFI: [handsontwincities.org](http://handsontwincities.org) or 612.379.4900, ext. 10.



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**Tools, Tips and Tactics for New Executive Directors**, MAP for Nonprofits. **Nov. 18**, 7:30-9am. 2314 University Ave. W., Suite 28, St. Paul. No fee. FFI: [mapfornonprofits.org](http://mapfornonprofits.org), 651.647.1216 or [training@mapfornonprofits.org](mailto:training@mapfornonprofits.org).

**Starting a Successful Nonprofit**, Minnesota Council of Nonprofits. **Dec. 7**, 9am-noon. 2314 University Ave., Suite 20, St. Paul. \$85. FFI: 651.642.1904, [mncn.org](http://mncn.org).

**Public Speaking "On Demand,"** Hands On Twin Cities. **Dec. 14**, 11:30am-1pm, 2021 Hennepin Ave. E., Suite 420, Mpls. \$20. FFI: [handsontwincities.org](http://handsontwincities.org) or 612.379.4900, ext. 10.

**Mini MBA for Nonprofit Organizations**, Center for Nonprofit Management, University of St. Thomas. **Jan. 14 - Apr. 22**, Fridays, 1- 4pm, 1000 LaSalle Ave. Mpls. \$800. FFI: 651.962.4600, [StThomas.edu/ExecEd](http://StThomas.edu/ExecEd).

Public Policy

**Let’s Pass Some Bills**, Minnesota Council of Nonprofits. **Oct. 27**, 9am-noon. 2314 University Ave., Suite 20, St. Paul. \$45 members/\$65 nonmembers. FFI: 651.642.1904, [mncn.org](http://mncn.org).

**Follow the Dollars: A Guided Tour Through the State Budget Process**, Minnesota Council of Nonprofits. **Oct. 28**, 9am-noon. 2314 University Ave., Suite 20, St. Paul. \$45 member/\$65 nonmember. FFI: 651.642.1904, [mncn.org](http://mncn.org).

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**Follow the Federal Dollars: A Guided Tour Through the Federal Budget Process**, Minnesota Council of Nonprofits. **Oct. 28**, 1-4pm. 2314 University Ave., Suite 20, St. Paul. \$45 member/\$65 nonmember. FFI: 651.642.1904, [mncn.org](http://mncn.org).

**Nonprofit Advocacy Institute Information Session**, Minnesota Council of Nonprofits. **Oct. 28**, noon-1pm. 2314 University Ave., Suite 20, St. Paul. No fee. FFI: 651.642.1904, [mncn.org](http://mncn.org).

**Building Power for Advocacy**, Minnesota Council of Nonprofits. **Nov. 11**, 9am-noon. 2314 University Ave., Suite 20, St. Paul. \$45 member/\$65 nonmember. FFI: 651.642.1904, [mncn.org](http://mncn.org).

**The Changed Political Landscape: Governing in 2011 and Beyond**, Minnesota Council of Nonprofits. **Jan. 7**, 10 am-noon; 1-3pm. Kelly Inn, St. Paul. No fee. FFI: 651.642.1904, [mncn.org](http://mncn.org).

Volunteerism

**Positive Group Interaction**, HandsOn Twin Cities. **Oct. 29**, 9-11:30am, 2021 Hennepin Ave. E., Suite 420, Mpls. \$60. FFI: [handsontwincities.org](http://handsontwincities.org) or 612.379.4900, ext. 10.

**The Essentials**, HandsOn Twin Cities. **Dec. 9**, 9-11:30am, 2021 Hennepin Ave. E., Suite 420, Mpls. \$60. FFI: [handsontwincities.org](http://handsontwincities.org) or 612.379.4900, ext. 10. **GF**



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