grams, particularly for children in underserved communities.

Arts and cultural program support is directed at local institutions, especially organizations with community outreach. Access to arts education for disadvantaged children is a key interest.

Board members have a strong commitment to strengthening Jewish life in the United States and Israel. Local grants support core community institutions; grants in Israel focus on peace and religious pluralism, and human rights. National Jewish grants support educational efforts to combat racism and anti-Semitism, as well as to support antipoverty work.

What Does a Mission Statement Contain?

Some family foundations choose brevity for their Mission Statement. The following are notable examples:

- **The Sobrato Family Foundation:** The mission of the Sobrato Family Foundation is to build a strong and healthy local community by supporting programs that have a lasting impact and to create opportunities that empower individuals to reach their full potential.

- **The McCune Foundation:** The mission of the McCune Foundation is to enable communities and nonprofit institutions to improve the quality and circumstances of life for present and future generations.

- **The Mott Foundation:** The Charles Stewart Mott Foundation affirms its founder's vision that each of us "is in a partnership with the rest of the human race" — that each individual's quality of life is connected to the well-being of the community, both locally and globally.

- **The Joseph P. Kennedy, Jr., Foundation:** The mission of the Joseph P. Kennedy, Jr., Foundation is to provide leadership in the field of mental retardation and service to persons with mental retardation, both those born and unborn, and their families.

A Mission Statement need not be limited to the grantmaking program. As described elsewhere in many places in Splendid Legacy, founders and family foundations have many ways to implement their philanthropic mission. "There's so much that family foundations can do beyond grantmaking," says Anne Marie Kemp, director of the Greenlee Family Foundation in Boulder, Colorado. "Be listeners, offer help with strategic planning and board development, help nonprofits to diversify their funding base, refer grantseekers to other foundations." The Mission Statement can contemplate, and perhaps even state explicitly, that the foundation provides various forms of support in addition to grants.

Each of us has a personal mission, and when our missions come together to guide family giving, the outcome can be nothing less than spectacular. When the building block of philanthropic mission...