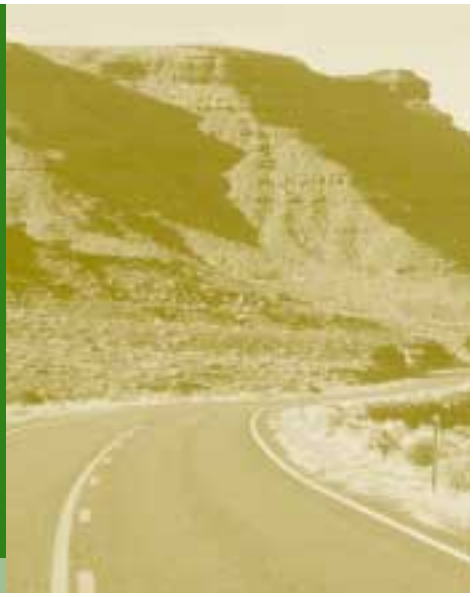
# Managing Conflicts and Family Dynamics

## In Your Family's Philanthropy

PASSAGES
EXPLORING KEY ISSUES IN FAMILY GIVING
VOL 4.2



Whether it is merely a minor annoyance or erupts into a major disturbance, conflict is a fact of life. This is true even when we are trying to do something "good." Philanthropic families face challenges in managing their conflicts from a family dynamics perspective as well as from a philanthropic perspective. This *Passages* issue paper defines conflict in family philanthropy and describes how conflicts typically surface in families that give; offers advice and guidance from experts on how to manage these conflicts; shares stories of families who have experienced conflict and describes how they have addressed this conflict; and suggests resources for further reading and skill building in this area.

*"Families are dynamic social systems, having structural laws, components and rules"*
*—From* Bradshaw on the Family *by John Bradshaw*

### WHAT IS CONFLICT?

The Merriam-Webster Dictionary defines conflict as "a clash between hostile or opposing elements, ideas, or forces." There are some basic truths about conflict. We all live with conflict everyday. Most conflicts are small. Most conflicts are not about what they seem to be about. And most conflicts are manageable. However, when you add family dynamics, money, and philanthropy into the mix, conflicts can seem overwhelming.

Conflicts in family philanthropies generally fall into one or more of the following categories, which are not mutually exclusive:

- **Conflict among family board members:** Uncle Fester stole Cousin It's girlfriend in the fourth grade, and they still can't bear to be in the same room together… yet both are on the foundation board where they act out their frustrations with the family.

- **Conflict between the donor(s) and other family members:** Mom and Dad want their kids to be on the foundation board… but don't want them to override any decisions they make.

- **Conflict between family board members and nonfamily board members:** The family board elected two community leaders to join them on the board… but they feel uncomfortable having them overhear family discussions during board meetings.

- **Conflict between generations:** The senior generation worked hard to make money and start the foundation; it feels the younger generation is spoiled and does not take the foundation seriously enough. The younger generation feels the older generation is out-of-touch with the times and doesn't enjoy its philanthropy. Moreover, the foundation only makes grants in the community in which the family business operated. It is a small town in the rustbelt. No members of the younger generation live in this town anymore. They want to know why the foundation board cannot broaden the

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foundation's grantmaking to allow for grants outside the small town.

- **Conflict between family staff and board members:** Cousin Marilyn runs the foundation as her full-time job. Many family members feel that she got the job because she is Uncle Herman's favorite. Her other cousins resent her because they have to work for a living outside the foundation and spend their free time attending to foundation board work. Meanwhile, Cousin Marilyn feels that she is taken for granted, and is under constant stress due to the conflicting interests of other family members.

- **Between nonfamily staff and family board members:** Aunt Morticia ran the foundation as a volunteer for 20 years. When she and the board determined that she was no longer able to manage the foundation's operations, the family hired a professional executive director and began paying her a competitive salary. Aunt Morticia resents the nonfamily staff person and tries to undermine her authority with the other board members.

According to Thomas D. Davidow and Richard L. Narva, the founders of Genus Resources, Inc., a consulting firm that works with the family business in *Making Peace between the Generations in Family Businesses,* "One cannot, nor should one seek to, remove the emotional power of family relationships from family [philanthropies]." Conflict management and family dynamics are part of life in a family philanthropy.

It is therefore important to think about how conflicts may arise in families; how families might be able to address these conflicts productively; and how families can either prevent some of these conflicts from arising or nip them in the bud. At the same time, it is important to remember that conflict is not necessarily a bad thing. It is often a positive sign when people are engaged in their work and ready to communicate and be productive.

Figures 1 and 2 suggest several guiding principles regarding conflict in families, and a context for how to think constructively about responding to conflict.

## FIGURE 1: ADVICE FROM THE EXPERTS

**The following is adapted from a workshop for the Council on Foundations Family Foundation Conference led by Ivan Lansberg in 1993:**

**Basic assumptions about managing conflict:**

- Conflict is an inevitable byproduct of being in a family foundation
- Conflict in itself is neither good nor bad
- There are better and worse ways of managing conflict

**Common types of family foundation conflicts:**

- Structural conflicts
- Generational conflicts
- Sibling conflicts
- Communication conflicts
- Conflicts over separateness versus togetherness

**Strategies for structuring conflict management:**

- Clarify boundaries
- Help people identify the issues and concerns common to their group
- Help establish the structures for groups to negotiate constructively

**Strategies for managing generational conflicts:**

- Educate family members about life cycle issues
- Encourage family relationships outside of the foundation
- Avoid evaluating your children
- Develop clear performance criteria
- Give family members real jobs with accountability
- Plan retirement
- Consider ways of keeping family members involved after retirement

**Strategies for managing sibling conflicts:**

- Build shared objectives
- Set clear boundaries towards others in the family
- Pay attention to adult sibling rivalry
- Pay attention to birth order

**Strategies for managing communications conflicts:**

- Improve communications skills
- Watch out for triangular communication
- Pay attention to the family's private language

**Strategies for managing conflicts over separateness versus togetherness:**

For separateness:

- Encourage freedom of choice
- Encourage autonomy and self-expression
- Make it easy for people to exit
- Celebrate risk-taking and entrepreneurship

For togetherness:

- Celebrate family
- Attend to each member's needs

## WHY AND HOW DOES CONFLICT OCCUR IN FAMILY PHILANTHROPIES?

Shirley Fredricks, vice president and a family trustee of the Lawrence Welk Foundation, believes that conflicts get triggered within family philanthropies because people "underestimate how important family dynamics is." In her experience, family dynamics deeply affect management decisions, and some families avoid making decisions that need to be made because they are concerned that they might upset some family members.

> "Families are set up to **nurture**, **love**, and **value** everybody that participates. We try to correct behavior by loving. When you move that behavior to a foundation with a public **responsibility**, it must start functioning like a business."

One former family foundation executive director (not a family member) believes that most family foundation conflicts result from underlying family tensions that play themselves out in the context of foundation discussions and decisions. In his foundation, the lack of clarity about the foundation's role and how the family members would be involved and make decisions—especially when the family had several branches and multiple generations—also led to dissent.

Judy Barber, a consultant to families regarding family business and succession issues, adds that when a family gets together to give away money, there is the potential that family members will begin to relate to one another as they did when the younger generation were little children. A parent may look at an adult child the same way that he did when the child was young. If the parent thought the child had harebrained ideas as a youngster, his ideas as an adult may be easily dismissed with the words, "Oh, that's something he would do."

According to Lansberg, Gersick, and Associates, a consulting firm that works with family business and philanthropies, complicated family structures may also lead to discord:

> *The more complex the family structure, the stronger the tendency to create a complex design for the [giving program's] structure. In large families, there is pressure to involve a larger group of people in the [giving program's] administrative process, regardless of the number of people that are actually required to get the work done. If there is conflict over [family] branch representation, there may be pressure to establish clear norms for monitoring the entry and exit of relatives. These norms may be reflected in increasingly specific rules, procedures, work assignments, and the use of performance assessment, instead of family ties and interpersonal comfort as the criteria for selecting and retaining board members. In this way, formalized structure is used to manage family conflict in those cases where the informal kinship ties and affection are too weak to do so.*

Lansberg, Gersick, and Associates have also found in their research and practice that, while nonfamily board members can at times help deflect conflict, they may end up adding to it. On the one hand, "outsiders" can offer objective points of view and technical expertise; however, they can also add to the competition between family factions on the board that vie for the support of the nonfamily members. "They represent a kind of "swing vote," particularly at times of transition of power from one generation to the next."

Curtis Meadows, former president (and currently director emeritus) of the Meadows Foundation in Dallas, Texas and an attorney, businessman, and professor, believes that family foundations hold public assets and their boards must run the foundation like a business. At the same time, according to Meadows, there is an inherent conflict between being a family and having to take care of important business. "Families are set up to nurture, love, and value everybody that participates. We try to correct behavior by loving. When you move that behavior to a foundation with a public responsibility, it must start functioning like a business." For example, should family staff also be allowed to be trustees? How will family members who serve as staff be compensated? How will the board select new trustees? All of these situations are potentially fraught with conflicts when the family is running the philanthropy. According to Meadows, "Unresolved family conflict underlies many of the difficulties families have in operating their foundations."

Margie Siegel, a consultant to several family foundations, agrees. She says that conflicts often occur when families slip from business mode to family mode; for example, someone

### FIGURE 2: ADVICE FROM THE EXPERTS

**The following is adapted from *Getting to Yes* by Roger Fisher and William Ury:**

- Focus on *Interests* rather than Bargaining Over Positions
- Tackle the *Problem* not the *People*
- Invent *Options* for Mutual Gain
- Insist on Using *Objective Criteria* when Implementing New Strategies

does something that causes the family to "regress," such as dad trying to lay down the law, or a daughter making a sarcastic comment about a sibling. John Darrow, a family trustee of the Wieboldt Foundation, tells the story of when his mother, Onnie, told him to "sit up straight" at a foundation board meeting—in front of family members and community board members!

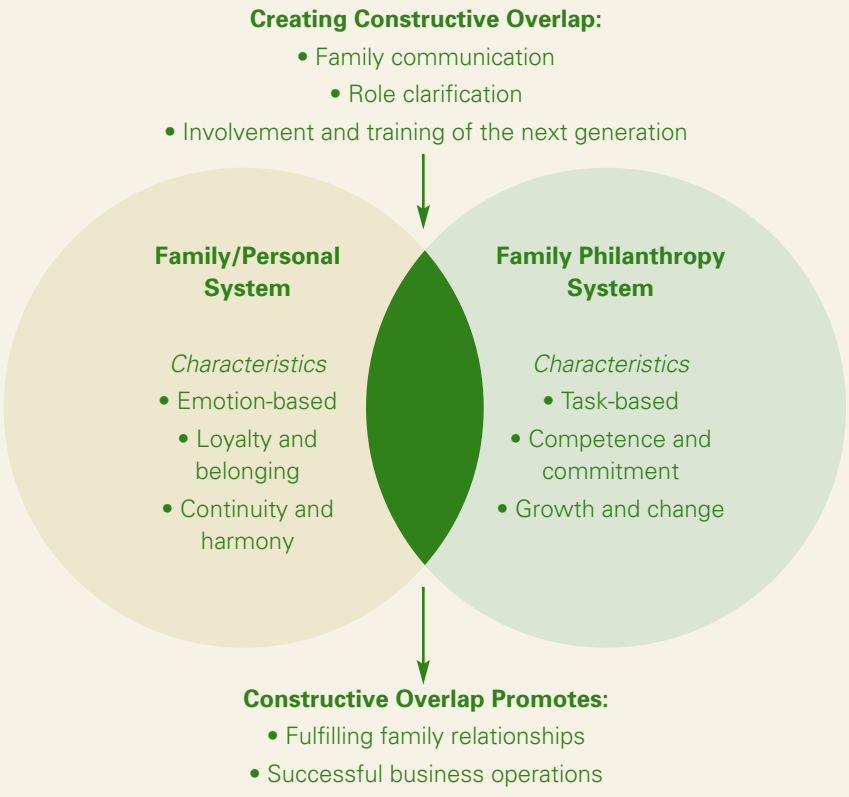
One family foundation program officer reports that "the conflicts in our foundation stem either from a lack of decisionmaking or from not sticking to decisions the board has made (e.g., adhering to the grantmaking guidelines)." The family members do not want to confront one another on difficult issues. For example, they cannot decide if they are only funding within the United States or internationally. Two family members live in Europe full-time; one lives there part-time. One would walk away from the foundation if it did not fund in Europe. Hers is a swing vote for her branch of the family. The foundation's executive director pushes the family to be pragmatic as the funds can only be spread so thin. His role is to be a mediator.

David Gage, a psychologist and mediator for family businesses and families in conflict over trust and estate matters, says that another potent and common source of conflict in families is the feeling that something is not fair—that somebody is getting more than someone else and does not deserve it. He adds, "It only takes one person feeling this way to upset an entire family." Often fairness is a perception based upon years of family history, so trying to convince someone that a situation really is fair can be a futile and frustrating exercise. "Once family members have slipped into conflict," says Gage, "they tend to see the problem as the other person's." That view is usually peppered with blame, recrimination, and defensiveness. Alienation and disagreement are sure to follow.

Although conflict is inevitable and often caused by existing family dynamics, when properly handled, family dynamics and conflict can actually strengthen family relationships and communication. Figure 3 presents a visual model of how your family's personal relationships may successfully overlap with your family philanthropy.

**FIGURE 3: SYSTEM DIFFERENCES BETWEEN A FAMILY AND A PHILANTHROPY***

How do your family's personal relationships overlap with your philanthropic giving?
How can you create constructive overlap for your family and your philanthropy?




*Based on a presentation by Judy Barber at a 1995 workshop for The Philanthropic Initiative

## STRATEGIES FOR DEALING WITH CONFLICT

William Ury, a Harvard University anthropologist, has looked extensively at whether fighting is an unavoidable fact of human nature, or whether it is learned behavior that can be changed. In his book, *The Third Side,* he urges families to "change the story:"

> *Perhaps the principal obstacle to preventing destructive conflict lies in our own minds—in the fatalistic beliefs that discourage people from even trying. The story that humans have always warred, and always will, is spread unchallenged from person to person and from parent to child . . . It is time to give our children—and ourselves—a more accurate and more positive picture of our past and our future prospects.*

Lance Lindblom, president of the Nathan Cummings Foundation, recommends several practical ways for families to prevent or mitigate conflicts:

- If there is any difference of opinion, do not select a family member to be the foundation's staff
- Set up clear, written grant guidelines and operating policies and follow them
- Be clear up front about what you want your philanthropy to be and do
- Be even-handed and above board in your decision-making
- Think ahead about how you want to involve the next generation and—better yet—involve the next generation in this planning

One woman who had a painful experience working in her family's business used it as a learning experience and went on to run a successful business with her husband:

> *My father fired me from his company. I believe he did this to appease his wife (my stepmother). They were at a point in their relationship where she needed his undivided attention—even in the workplace. I was a threat to her. It turned out to be a very good thing for me to get away from the two of them. I found a great job as a result of the experience I gained while being employed with them. I also got the time and distance I needed to work on the other issues that I had had with my dad for years. The relationship I have with my husband in our family business is much healthier than the one I had with my father. We try to focus on each other's strengths. I spend my time doing what I do well, and my husband spends his time doing what he does well. Also, I work from home, and he works from an office. We discuss business items daily, but it is not the only focus of our discussions.*

In another case, a married couple of trustees in a family foundation decided to divorce. The foundation had established funding guidelines but also allowed for a fair amount of autonomy for individual trustees to make grants. The ex-spouse did not want to relinquish her board seat, but the rest of the board wanted her to resign, not because of any disagreement regarding grants but rather because of their personal discomfort. To minimize the conflict—and to recognize the ex-spouse's ongoing commitment to philanthropy—the trustees made a grant to set up a donor-advised fund in a local community foundation in the former spouse's name.

Coping with conflict requires the ability to put oneself in another's position, as well as the patience to clearly communicate and clarify your position on a particular issue. Figure 4 on page 6 presents several important guidelines for handling conflict constructively.

## WHAT OTHER STRATEGIES ARE AVAILABLE FOR FAMILIES STUCK IN CONFLICT?

*In one of Aesop's fables, the North Wind and the Sun were arguing about who was more powerful. They finally agreed to a contest: Whoever could strip a wandering shepherd boy of his cloak would win the argument. The North Wind blew first, blowing with all his might, but the harder he blew, the more tightly the boy held on to his cloak. It was the Sun's turn next; she warmed the boy with her rays. In no time at all, the boy had decided to cast off his cloak and bathe in the sun.*

—*from* The Third Side *By William Ury*

Helmer Ekstrom, a former community foundation president and a consultant to nonprofits and foundations, believes that it is essential to "head conflicts off at the pass," whenever possible. He suggests creating groundrules that everybody can live with, learning to appreciate different viewpoints, and involving a neutral third party to help sort things out when people get stuck.

A daughter who was fired from her family's business advises adult children working in a family business who are feeling stuck to see a therapist. "My experience with my dad was extremely painful. Working with him brought out patterns of behavior that my dad and I had followed for my entire life. I went to therapy for years after being fired from my dad's company. But the issues I discussed in therapy had more to do with the patterns of behavior than with the specifics of the work situation."

In Margie Siegel's experience, families generally behave better and are more productive when an outsider (i.e., non-family member) is in the room. "When they feel stuck, my advice is to hire a facilitator to help them work through the

issues, without getting too deeply into the family dynamics. It also helps to have a strong board chair who can remind the family that this is about the philanthropy—not about the family."

David Gage believes that mediation is a more effective and efficient approach than family therapy for people who need to make decisions together in their family foundation, business, or estate. He explains it this way, "Family members who are working together have a job to do, and it works much better to approach their conflicts by focusing on how they can get along better today than by focusing on what Johnny did to Susie when they were kids. By making present relationships more satisfying, it can actually alter the way people feel about what happened 20 years ago!"

Creating healthier relationships with family is immensely helpful because these bonds are among the most important relationships people have in their entire lifetimes. Working through difficulties with family members is one of the most therapeutic experiences anyone can have because it leads to changes in relationships with other people.

**FIGURE 4: SEVEN GUIDELINES FOR HANDLING CONFLICTS CONSTRUCTIVELY***

1. **Ask yourself what it is you don't know yet.** Keep in mind that you don't know what story is foremost in other people's minds. Each individual has his or her own story about what is important and why. Insight into these different stories can make a great difference for how you and other people handle the conflict. Take on conflict situations with an intention to understand more about what is going on. Ask open-ended questions, questions that help you to understand the background of the conflict better. People's images of what is significant in specific situations are important causes to how they behave. These images can change. Remember also to remain open to learning new things about yourself and how other people perceive you. Maybe other parties feel that you have contributed more to the problems than you are aware of.

2. **Separate the problem from the person.** Formulate the conflict issues as shared problems that you have to solve cooperatively. Abstain from blaming and voicing negative opinions about others. State clearly what you feel and want and invite your counterpart to help finding solutions. Opinions and emotions should be expressed in ways that facilitate the process of achieving satisfying outcomes. Keep in mind that there is always some kind of positive intention behind people's actions, even if unskillfully expressed.

3. **Be clear, straightforward and concrete in you communication.** State clearly what you have seen, heard and experienced that influenced your views in the matter at hand. Tell the other person what is important to you, why you find it important, what you feel and what you hope for. Express you own emotions and frustrated needs in clear and concrete words. Ask for the counterpart's feelings and needs in a way that conveys that you care about them.

4. **Maintain the contact with your counterpart.** Breaking off the contact with the counterpart in a conflict often leads to a rapid conflict escalation. Do what you can to keep the communication going. Work to improve your relationship even if there are conflict issues that seem impossible to resolve. Offer to do something small that meets one of your counterpart's wishes and suggest small things your counterpart can do to meet your own needs and wishes. Even if marginal, such acts can strengthen the hope that it will be possible to change the nature of the relationship in a positive direction.

5. **Look for the needs and interests that lie behind concrete standpoints.** Bargaining about standpoints often leads to stalemates or unsatisfying solutions. Inquire into what needs and interests would be satisfied by certain concrete demands and explore if there are alternative and mutually acceptable ways of satisfying those needs and interests. Regard blaming, accusations and negative opinions as unskillful ways of expressing emotions. Show understanding for the feelings of the counterpart without letting yourself be provoked by the attacks you are the target for. Inquire into what is really important and significant for you and keep those values and needs in mind during the course of the conflict.

6. **Make it easy for your counterpart to be constructive.** Avoid triggering the defensiveness of your counterpart by blaming, accusing, criticizing and diagnosing. Extend appreciation and respect for the counterpart where you can do so sincerely. Show your counterpart that you care about the issues and needs that are important to him or her. Take responsibility for your own contributions to the conflict's events.

7. **Develop your ability to look at the conflict from the outside.** Review the conflict history in its entirety. Notice what kinds of actions influence the tensions of the conflict in positive and negative directions. Take care to develop your awareness of how you can influence the further course of events in the conflict in a constructive direction. Test your own image of what is going on by talking with impartial persons. Assume responsibility for what happens. Take on problems you see as early as possible, before they have a chance to develop into major conflict issues.

**Source: Compiled by Thomas Jordan. Please see http://www.mediation.nl/pdf-documenten/samenvattingUry-Fisher.pdf for complete source details.*

Mediation can be extremely helpful in a range of conflicts such as when a family member feels that they are being treated unfairly, or to assist with negotiations over who has what responsibilities or authority. Mediators often help foundation boards come to agreement on principles for making decisions and guidelines to follow if various crises should occur. A distinct advantage of this type of process is that mediators assist the participants to collaborate, see their problem as one they share, and develop agreements that have everyone's backing and support because they helped create the agreements.

> "By making present relationships more satisfying, it can actually alter the way people feel about what happened 20 years ago!"

The Buttercup Foundation (not its real name) took just this approach. The foundation, which was formed from the proceeds of the sale of a meatpacking plant, had been making grants in its local community for more than 20 years. The board was dominated by the senior generation who each had their own pet projects and grantees, including the United Way, the Salvation Army, the local community college, and the local horticultural society. When they began to elect members of the second generation to the board, several of the younger board members wanted to focus the foundation's grantmaking on animal rights.

This started a fight that almost resulted in the younger members being asked to leave the board. If they refused to step down, the senior generation threatened, the foundation would be dissolved. As a last resort, the founder, who did not want to see his family pulled apart in this way and his legacy disbanded, hired a well-respected mediator who he knew from his days running the family business. The mediator led the family members through a process where they first examined their feelings from the past, and then focused on developing productive solutions for moving forward. The foundation eventually decided to create matching discretionary funds for each board member, while focusing the rest of its grantmaking in the areas of solving hunger and educating the public about good nutrition.

Differences between generations are perhaps the most common variety—and cause—of family conflict. Figure 5 shares messages from parents and children about how different generations can best work together.

The father and primary donor of one family foundation board wanted to call all of the shots. The donor, Frank (not his real name) insisted that his wife, Frances, their three children (now in their 40's and 50's), and their two closest friends participate on the foundation board. At the same time, he did not want them to bring new ideas to the table or to vote against him. Frank's motto was, "All in favor, say 'yes,' all opposed, please resign." He was particularly opposed to any of the children making suggestions. When they tried, he bullied and embarrassed them into submission. After several rounds of this, the children rebelled and refused to participate in board meetings. The two friends were uncomfortable and embarrassed but afraid to speak up. Frances became furious with her husband and did not know what to do. Although this was how he ran his business, she knew it was not an appropriate way to run the foundation.

Frances resorted to an approach sometimes called an "intervention." She turned to the other board members for help. They called a meeting with Frank. One by one they told him how much he meant to them and recounted specific incidents where his behavior at foundation board meetings had embarrassed them and were detrimental to both their relationships with him and to the family's philanthropy. Faced with an outpouring of concern and pressure from the people he most cared about, Frank decided to change his approach. (Adapted from *The Third Side* by William Ury)

## CONCLUSION: LETTING EVERYONE IN

The bottom line for families in conflict is to figure out how best to take constructive steps to resolve the situation. This often requires some form of outside, objective assistance, such as a trusted family advisor, a professional mediator, a professional facilitator, an organizational effectiveness consultant, or perhaps even a senior family member.

### FIGURE 5: GENERATIONAL DIFFERENCES*

**Messages from parents:**

- We must listen to and consider your ideas
- Sometimes we get frustrated when we feel you want change to happen faster than we are ready for
- Our legacy is to pass along our family's values and ethics

**Messages from children:**

- We appreciate the opportunity to give
- Allow us the freedom to make mistakes
- Be more open-minded about change
- Outside (nonfamily) board members are important
- In-laws, please feel free to share things with the whole family, not just with your spouse

**Source: "Family Dynamics in Giving Families" from the Baylor Institute for Family Business (adapted from The Gathering Web Site: www.gatheringweb.com).*

The best help is often from someone who is impartial, practical, and to the point—while still being sensitive to the family's dynamics and individual's feelings. In an article from the January/February 2000 issue of *Fast Company*, Susan Podziba, a consultant from the Program on Negotiation at Harvard Law School says that, "Life isn't fair. The reality is that people everywhere have hard choices to make. My job is to challenge people to see the complexity of a situation and to encourage them to take an active part in making these hard choices."

Life may not be fair, and it definitely is not easy. But being in a position to be philanthropic with your family, close friends, and trusted advisors puts you way ahead of the game. The fact that your family cares enough to participate in the family's philanthropy can and should ultimately be positive for both individual family members and the family as a whole. And it should give your family the impetus to take part together in many years of important conversations and meaningful decisions.

As the old Irish saying goes "Is this a private fight or can anyone get in?" Go ahead—let everyone in!

## ADDITIONAL RESOURCES

### BOOKS AND ARTICLES

For additional information about many of the below publications, please go to the website of the Conflict Magnagement Group, http://www.cmgroup.org/publications.htm.


- *Difficult Conversations* by Douglas Stone, Bruce Patton, and Sheila Heen, Viking, 1999.
- *Generation to Generation: Life Cycles of the Family Business,* by Kelin E. Gersick (Editor), John A. Davis, and Marion McCollom Hampton, Harvard Business School Press, January 1997.
- *Getting to Yes* by Roger Fisher and William Ury, Penguin Books, 1981; revised, 1993.
- *Getting Together* by Roger Fisher and Scott Brown, Houghton Mifflin Company, 1988.
- *Getting Past No* by William Ury, Bantam Books, 1991.
- *I Only Say This Because I Love You: Talking to Your Parents, Partner, Sibs, and Kids When You're All Adults* by Deborah Tannen, Ballantine Books, 2002.
- "Making Peace between the Generations in Family Businesses," By Thomas D. Davidow, Ed.D., and Richard L. Narva, Esq., http://www.genusresources.com/crsr_1.html.
- *The Third Side* by William Ury, Penguin Books, 2000.


### ORGANIZATIONS:

The following organizations provide research and information on issues related to conflict management, including referrals to individual mediators and organizations.

- **Association for Conflict Resolution,** 202.667.9700, www.acresolution.org
- **American Arbitration Association,** 212.716.5800, http://www.adr.org/
- **Better Business Bureau, Dispute Resolution Program,** 800.334.2406, http://www.adr.bbb.org
- **International Academy of Mediators,** http://www.iamed.org/
- **National Association for Community Mediation,** 202.667.9200, http://www.nafcm.org
- **The Ombudsman Association,** 908.359.1184, http://www.ombuds-toa.org



By Deborah Brody Hamilton

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### WE WELCOME YOUR COMMENTS

The National Center for Family Philanthropy, a nonprofit 501(c)(3) organization, encourages families and individuals to create and sustain their philanthropic missions. In doing so, we are guided by a set of values and principles that reflect our own understanding of the importance, opportunity, and genius of family philanthropy. These values include:

- We value the participation of individuals and families in private, organized philanthropy.
- We value the donor's right and ability to direct charitable assets through the philanthropic vehicles and to programs of choice.
- We value the personal—and sometimes anonymous—acts of generosity that inspire private philanthropy.
- We value the pursuit of excellence in philanthropy.
- We value the role that philanthropy and philanthropic citizenship plays in a civil society.
- We value the participation of new voices in our field
- We value collaboration and respect our colleagues in this work.

A full statement of these values and guiding principles is available on our website at www.ncfp.org.

Do you have an idea for a future issue of *Passages*? Contact: jason@ncfp.org