giving. Plan a board meeting in conjunction with a family reunion so you can brief family members on community issues and your foundation’s response.

All of these activities will help you to send an important, all-encompassing message: we are all—as a family—in service to our communities and trying to make the world a better place. What a wonderful responsibility to share and what an important legacy to pass on to the next generation!

CONCLUSION: RAISING SUCCESSFUL SUCCESSORS

If this paper began by stating that there are few constants in the field of family philanthropy, let it end with a correction. One constant is the generosity of experienced grantmakers in sharing their stories with others. Those stories are captured in part by the twelve suggestions above for planning for generational succession. And what of the experiences of those families who have four, five, even six generations of history of family philanthropic giving?

A family member once remarked that she believes the reason her family’s foundation has lasted through so many generations is because they “keep the reason for the family participation firmly in mind.” And that is? “To carry out the giving.” She commented that this didn’t mean there are not great benefits to the family. The family is constantly inspired and feels privileged to be associated with the work of the foundation and the foundation’s grantees. But when they come together in the foundation, the most important question they ask themselves is how this will help us make great grants.

The benefits to your family may include many of the things mentioned in this essay and many more yet to be discovered. You can raise charitably minded children, ensure good governance, and make effective grants to many worthwhile individuals and organizations. Your goals for future generations and for your giving can complement and enhance one another in countless, wonderful ways. If they don’t seem to be, consider a review of the motivations and

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I don’t know what your destiny will be, but one thing I know; the only ones among you who will be really happy are those who will have sought and found how to serve.

—Albert Schweitzer

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TWELVE TIPS FOR SUCCESSFUL SUCCESSION

Tip #1: Start early.

Tip #2: Cultivate a strong sense of donor and family history and tradition, while welcoming the fresh perspectives and ideas of new participants.

Tip #3: Encourage your children in their personal accomplishments.

Tip #4: Develop criteria for participation along with a set of expectations and responsibilities.

Tip #5: Be flexible about time constraints and personal priorities.

Tip #6: Encourage family members to be personally philanthropic.

Tip #7: Articulate your family’s values and develop a mission statement, guidelines, and practices based on these values.

Tip #8: Address questions of perpetuity as early as possible.

Tip #9: Develop structures for governance and family participation that serve the best interests of the foundation and community as well as the family.

Tip #10: Encourage a healthy attitude toward personal and family wealth and ensure your children are financially literate.

Tip #11: Appropriately address issues of family dynamics and other family issues.

Tip #12: Embrace all the family in the work of the philanthropy.