NATIONAL CENTER FOR
FAMILY PHILANTHROPY

SPLENDID LEGACY 2

CREATING AND RE-CREATING YOUR FAMILY FOUNDATION

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SPLENDID LEGACY: ENGAGING THE **NEXT GENERATION**

BY SUSAN CRITES PRICE

When is it the right time to involve the next generation in your foundation's work? Some families begin when their children are as young as 8. Many others wait until their children are well into adulthood. But as you think about when to get your children or grandchildren involved, consider the fact that it's never to early to expose your family to philanthropy.

"Not one person I've met wishes they had waited a little longer to introduce their children, nieces, nephews and other family members to the family's philanthropy," said NCFP President Virginia Esposito. "Those who did start early speak of the joy of sharing a favorite book about giving with a child, a site visit with a pre-teen, or a conversation with or about a grantee over dinner."

If You Build It, **Will They Come?**

When families contact the National Center for Family Philanthropy for advice, their most common questions center on getting the next generation involved in their foundations' work. These questions often include:

- How do we decide whether to involve our next generation in the foundation?
- Once we decide, when and how do we prepare them?
- Can we make sure the next generation understands and appreciates the philanthropic legacy they will inherit?
- How much change can we expect if they join the board?
- How do we raise our children to be philanthropic or have a heart for giving, regardless of whether they participate in the foundation's work?

The answers to these questions will differ because no two families are the same. But there is a common question every family can ask to help clarify its thinking about these issues:"Why do you want family involvement, and what does that mean to you?"

As you think about your answer to this question, be clear about your motives. If your children are not yet adults, are you mainly focused on raising them to be charitable or do you want them to develop certain values? Do you want to prepare them to eventually become foundation trustees? How will involving the next generation in the foundation affect your family's dynamics? Do you hope that working on the foundation will be the glue that holds the family together when it expands and becomes geographically dispersed? Do you want to bring fresh thinking, creativity, and different perspectives to your board deliberations?

Think about your own role, too, and the value of planning ahead. "In some foundations, the senior generation sees its role as evolving from strong leadership to shared leadership to moving on and leaving things in the hands of the next generation," said Alice Buhl, Senior Consultant, Lansberg, Gersick & Associates and NCFP Senior Fellow. "At each step of the way, they plan for a transition." (Ideas for senior generation transitions can be found at the end of this chapter.)

Trends in Next Generation Philanthropy

The National Center for Family Philanthropy's 2015 Trends Study reveals some interesting insights into how families are engaging the next generation:

Overall, 56 percent of family foundations engage younger family members in the foundation.

- As the age of the foundation increases, it is more likely to engage its younger generation.
- There is no statistical difference in engagement by size of foundation.

The most common methods of engaging younger generations include:

- Creating seats on the board for younger generation members (66 percent of those who report engaging the next generation).
- Organizing formal discussions on the core values of the family foundation with younger generation members (64 percent).
- Taking younger generation members on site visits (56 percent).
- Providing discretionary or matching funds for grantmaking by younger generation members (51 percent).

Regardless of age or size, family foundations that are engaging their younger members believe younger generations bring new ideas and vibrancy. But respondents also noted some challenges and potential areas of conflict:

- 40 percent say younger family members have moved away from the foundation's geographic location.
- 40 percent say the younger generation is interested in different issues than the older generation of leaders.
- About a quarter report the younger generation has no time to serve on the board.
- Another quarter say the older generation is reluctant to share decision-making with the younger generation.

Whose Responsibility Is It?

As families cultivate the next generation for work in the foundation, the roles typically split this way:

- **Parents** — Raising children to be compassionate and financially literate and who don't grow up with a sense of entitlement but with a sense of stewardship.
- **Extended Family** — Teaching about the family's history and legacy.
- **Foundation Board** — Planning for the succession and continuity of the family's foundation. (Foundations with staff sometimes delegate to them some responsibility for next generation engagement.)

New Voices, New Roles

If you or your board feel strongly about the way the foundation should be run, it might be difficult to integrate a new generation with its own ideas. It's wise to consider how the views of the newcomers can be heard, respected, and incorporated into the foundation's future direction.

"Parents want their children to be responsible adults who make mature decisions about wealth and philanthropy; however, the actual transition from a parent-child relationship to one of peers can be harder than most families anticipate," said Sharna Goldseker, executive director, 21/64, an organization that specializes in next generation and multi-generational strategic philanthropy.

If you decide you want to include the next generation, the next most critical step is to ask if they want to be involved. Don't assume the younger generation will be interested in serving just because you want them there. To improve the likelihood that they will want to serve, involve them early in your planning. If they have input in the process, they will be more likely to feel invested. You could also start small with an experiment to gauge interest, such as inviting them to go on site visits.

Succession vs. Continuity: What's the Difference?

The terms succession and continuity are often used synonymously in discussing generational issues in foundations, but they are not the same thing. "Succession reflects the sequential aspect of transition, as one thing needs to end and be 'succeeded' by something new," said family systems expert Kelin Gersick, senior partner of Lansberg, Gersick & Associates. "Continuity refers to the part of the present world that needs to be preserved in the new era. Both succession and continuity are essential, in proper balance, in order to minimize the disruptive consequences of generational transition." When the time comes for a formal generational transition, the family must then decide what needs to end and what needs to be preserved in the new era. "Answering these questions is the work that families do together as a framework for thinking about the roles of each generation," said Alice Buhl, Senior Consultant, Lansberg, Gersick & Associates and NCFP Senior Fellow.

Why It Is **Critical to Start Early**?

If you created your foundation to bring your family together around philanthropy, why not invite the next generation to participate from the beginning? If the children are teenagers or younger, it may seem premature, but more foundations are finding ways to include children as young as elementary school age in philanthropic activities that will stimulate their interest in the family's giving.

Waiting until they are 18 or older reduces the chances that the "kids" will have the time or interest to engage in the foundation's work. Young adults may be too busy juggling college, families, travel, or careers. They may not be interested in taking on one more responsibility that can require a lot of time.

Zach Whitten of the Lumpkin Family Foundation was involved in his foundation's next generation programming, including grantmaking, starting at age 10. By the time he was a busy college student, he was hooked on the foundation's work and remained active in its next gen board. "You find time for something you care about," Whitten said. "I think it's a really important thing and I enjoy doing it." He doubts he'd have made the foundation work a priority if his family had waited until he was in college to engage him.

Strategic Planning Timed to a **Generational Transition**

"If you are welcoming the next generation, it's a wonderful time to sit down and reevaluate what you're doing because, even if you're doing wonderful things, people want to feel engaged," says Elizabeth Tauck Walters, President, Tauck Family Foundation. "Even if you go through a strategic planning process and you decide, 'we're going to continue to do the same thing,' those new members feel ownership over that decision. Going into the strategic planning process with our new third generation members at the table really allowed them to feel part of the process and to know that they helped build what we're doing right now."

Inclusion vs. **Selectivity**

When you decide to invite the next generation to join your board, you must decide whether you plan to invite each member of that generation — or only some of them.

Some families prefer to extend the invitation to all family members who reach a certain age, or all of one generation.In small families, including everyone in the invitation might be desirable. But this should be done with the understanding that a newly eligible family member can opt out if the timing isn't right and will be welcomed in the future if or when the situation changes. And no family member should feel there is a stigma for not stepping up to serve now or later. "The family culture needs to let people have options, to opt out of the foundation and still be a member of the family," Buhl saidays.

Other families, particularly large ones, take a more selective approach. They may ask interested family members to apply for open board seats, and set criteria for eligibility, such as going through a period of training and preparation first. For example, prospective board members might be expected to participate first on the next gen board, serve on a board committee, attend a philanthropy conference, or audit a certain number of board meetings.

Some states have age requirements for nonprofit board members. Some states require board members to be at least 21 years old. Others allow boards to include those as young as 16. But some states do not have laws addressing age requirements for board service. Before extending invitations to the next generation, check with your attorney or your state government's department overseeing nonprofit issues to make sure you know the rules.

The process you use will depend on which generation you are bringing on, Buhl said. If the senior generation is bringing on its adult children, "they are dealing with siblings who grew up together and have shared values." The process can get more complicated with the grandchildren. Cousins may not have grown up together or even know each other. "Some are qualified to be board members and some are not," Buhl said. "Some may get to be foundation leaders" but not all. It's hard for parents to make choices among their offspring. An open, transparent process that is created with the involvement of the next generation can make the decisions easier.

Stewardship vs. Entitlement

No members of the family should feel entitled to a board seat. "We need to teach young people the critical difference between the privilege of doing this work and being entitled to be a part of it," Esposito said. "The question is, are you willing to do what it takes to be a good board member," Buhl added.

Options to Board Service

There are many ways to engage in a family's foundation beyond serving on the board. Families should consider creating other opportunities for younger family members to learn and serve, particularly if there are not enough spots on the board to accommodate everyone or if they do not have time to make a commitment to board service.

Examples include:

- Conducting site visits
- Serving on a board committee
- Providing a special skill (such as website design, creating a social media presence for the foundation, conducting oral histories with the senior generation, etc.)
- Being part of a grants review panel
- Organizing a family volunteer project
- Conducting research on an issue area the foundation is exploring
- Serving an internship in the foundation office
- Making videos about grantees

Next Generation Boards

Next generation boards give young family members an opportunity to work together and learn about philanthropy and about the foundation in which they may play a future role. These boards have a number of different names, including junior boards, adjunct boards, junior advisory committees or the "Third" Generation Fund (or higher, depending on which generation it's for).

Foundations can set up their next gen boards a number of different ways. Some next gen boards are required to make their grants within the focus areas of the foundation. Others are allowed to choose their own program areas. Some family foundations provide a fixed grant making budget for the group or per youth member participating. Others provide a percentage of the foundation's projected payout for a given year. Some can send a voting representative to the foundation's board. Others have no voting rights but are invited to sit in on board meetings and go on site visits.

Age requirements vary, too. Some families start when children are as young as age 8, while others require participants to be at least 18. Deciding on an appropriate age range for your board can be a challenge. Say you have 10- to 22-year-olds in the next generation. This might work if the older members mentor their younger family members. In some cases, joint activities such as site visits and volunteering might work well for a diverse range of ages. But some foundations find the older teens want programming separate from the children, including more significant grantmaking responsibilities.

There is no one model that works well for every family. Aim to create a structure that fits your family's needs and invite the next generation's input on how it will work. If they help create it, they will be more enthusiastic participants. But don't stop there. Survey the group at regular intervals to see if the model of your next gen programming needs tweaking, as it likely will as members age and times change.

Foundation boards are legally required to give final approval for all foundation grants. This means that grants decided on by the next gen board must receive official approval even if the next gen's grant decisions are always honored.

Importance of Reflection

Many foundations invite young family members to go on site visits, attend board meetings or participate in family service projects. But Lisa Parker, President of the Laurence Welk Family Foundation, warns that these experiences can be perfunctory without also building in time afterward for reflection.

She suggests asking the following questions:

- What was the experience like?
- What was enjoyable, confusing, uncomfortable, meaningful, surprising?
- How do you feel after having done this?

"This cements the experience for them and allows them to name what was positive about it and where they may have more interests and questions," Parker says. "Intentional reflection should be built into the process."

Engaging the family's younger generation in foundation work will require effort on the part of the board or staff. If you are hiring staff, recruit people who can relate well to young people.

Ideas and Tips for Creating a **Next Gen Program**

The Lumpkin Family Foundation of Mattoon, Ill., has devised a multi-faceted program to engage its youth in philanthropy. Here are some of its key elements:

- Beginning at birth and continuing through young adulthood, each individual gets an age-appropriate book and a letter from the foundation board chair every birthday. This creates a personal philanthropic library and also promotes parental conversations about philanthropy.
- At annual gatherings, family members of all generations go on site visits and volunteer together.
- All family members between the ages of 5 and 21 can participate in a 5-to-1 matching gifts program.
- Youth ages 10 to 15 can join the Sixth Generation Committee with $100 per member allocated for grantmaking.
- The Next Generation Fund for ages 16 to 21 awards $7,500 for youth education in a community where a 6th generation member lives or attends school.
- Family members 5 to 21 who volunteer for nonprofits are eligible for the Mollie Lumpkin Award.

The foundation advises other families to start small and build youth-philanthropy efforts based on what works with their family's culture and the ages of their youth. Lumpkin surveys its next generation every two years to ensure that it is receiving its input. The foundation also suggests using older cousins to help younger ones and to let the youth facilitate their own meetings. The foundation staff also suggests involving parents but treating each child as an individual with an identity distinct from those of their parents.

Some **Cautions**

Next generation boards can become an excuse for the current generation of leadership to put off including the next generation in the leadership of the foundation. Such a board should be set up with the understanding that as the next generation becomes more experienced, its members will be given more responsibilities—–such as larger grantmaking budgets—and that this work is preparing them to ultimately join the full board. Be explicit about when and how next generation board members can be considered for full board membership.

To fully prepare next gen members for the board, don't just give them a pile of money to give away. Participants should learn how the rest of the foundation operates. For example, they should be given the opportunity to learn about community needs, how the nonprofit sector functions, the foundation's mission and programs, and how the grantmaking is funded by the foundation's investment of its endowment. The lessons need to be age appropriate, of course. A 10 year old might not grasp the nuances of investing or reading nonprofit financial statements. But simple concepts can be introduced and expanded on as next gen members gain experience. Don't underestimate what youth are capable of understanding.

To avoid sending the message that philanthropy is just about giving away other people's money, you might encourage young family members' personal giving by having the foundation match their donations to charity. Some foundations also provide discretionary grants to young family members who perform a certain amount of volunteer service. In this way, the young people can provide more help for nonprofits they feel passionate about—and they see that you value their charity work.

How One Family Engages Its **Youngest Members**

When Shirley Welk Fredricks, then president of the Lawrence Welk Family Foundation, decided to create a junior board in 1983, it was one of the first such boards in the country. Her five children plus their five cousins ranged in age from 11 to 23. They attended board meetings, and afterward met as a group to make grants with 10 percent of the foundation's grant budget.

"We weren't restricted by the focus areas of the foundation," said Lisa Parker, the board's current president, who was 13 when the next gen board was created. "We were able to fund programs fighting AIDs and support local environmental organizations." When it came time for the fourth generation to become engaged, some of that generation was still very young — too young for typical junior board activities.

Rather than excluding the youngest members — some of whom were as young as 4 — the family began an event called Cuz-apalooza, which was part of an annual family gathering. "They didn't have fully formed passions yet, so we exposed them to a wide variety including animal causes, conservation, the environment, food justice," Parker said.

Today, the family's next generation take part in volunteer projects, site visits, and fundraising "because we want them to understand that philanthropy isn't just about giving away money but it is about service and fundraising," Parker said. The best part is "they get to do this with their cousins. There are now 40 of us and we live all over the country. We simply wouldn't know each other without this."

Help from the Field

The Frieda C. Fox Family Foundation has been one of the family foundation field's most vocal proponents of engaging young people in philanthropy. In addition to creating its own next gen board in 2006 with family members as young as 8, the foundation has been a leader in helping other foundations engage their youth.

The foundation saw a need for youth from next gen boards to meet with their peers from other foundations, just like adult board members do at their professional conferences. Thus was born Youth Philanthropy Connect (YPC) in 2011 — a first-of-its-kind national convening for family foundation next gen boards. The initial event drew about 30 young people ages 8 to 18 from four family foundations to meet at a Disneyland conference center. The retreat, which was planned by a committee of young people, provided a venue for young grantmakers to explore models used by other youth boards and to make a strategy for staying connected with each other and including other foundations' youth in their network. This effort has continued to grow annually, and YPC now holds numerous training opportunities for young grantmakers and the adults who support them.

Youth Philanthropy Connect (YPC), the youth-led, peer network for young people in philanthropy ages 8 to 21, has created many valuable resources for the field including case studies and an issue paper for NCFP called "Igniting the Spark: Creating Effective Next Gen Boards." The YPC website also has a Resource Room with additional materials from other sources (http://www.fcfox.org/books-and-tools-for-engaging-the-next generation/).

Family **History**

In his book *The Secrets of Happy Families* (2013, HarperCollins), Bruce Feiler wrote that researchers at Emory University found that "the more children knew about their family's history, the stronger their sense of control over their lives, the higher their self-esteem, and the more successfully they believed their families functioned." It's important for families to pass on knowledge about their history to their next generation.

By the third generation of a family foundation, the youngest family members might not have known their grandparents. But you can cultivate a stronger sense of the donor's and the family's history and traditions without stifling fresh perspectives and ideas of the next generation.

The Laird-Norton Family Foundation in Seattle offers an example of how foundations can share their family history with future generations. The seventh generation of the foundation's founders now includes approximately 450 living family members. And while they live all over the world and have many professions, they come together every year to cultivate their strong connections to each other and carry on the family's philanthropic tradition. Over the years, the family has published two volumes of family history, produced a 150th anniversary video, written a play about the founders that is performed periodically at their annual meetings, and even created a coloring book to share their story with their youngest family members.

Kids can interview grandparents or other relatives and put together an audio or video recording as a lasting gift for the family. The Story Corps website (storycorps.org) has sample questions. You can even use their smartphone app to make an audio recording to add to the Story Corps archive.

What About **Other People's Kids?**

Some family foundations make it part of their mission to help raise a new generation of givers beyond their own family's children. They fund youth grantmaking boards so youth in their communities can gain philanthropic experience and learn about the nonprofit sector. Some provide funds for youth grantmaking programs run by community foundations, schools, and other groups. A few run their own programs. For example:

The Highland Street Foundation in Boston partners with schools and community organizations, such as Boys and Girls Clubs, to teach small groups of students how to evaluate nonprofits in their community. They make site visits, present their findings, decide together how to allocate the grants, and present checks to the nonprofits at a ceremony.

"Through our Youth Philanthropy Initiative, our kids learn first-hand that you do not need to be wealthy to contribute to your school, neighborhood and society at large" said Noreen McMahon, senior director of programs. "Our goal is to cultivate a lifelong interest in community and demonstrate that every person can make a difference."

The George Foundation in Richmond, Texas, runs a program for 175 high school juniors and seniors in partnership with area schools, the Chamber of Commerce, businesses, and nonprofits. The students work on a variety of volunteer projects designed by local nonprofits. Through their volunteer experiences, the students become better equipped to determine monetary awards for the nonprofits. The year culminates in a luncheon attended by approximately 800 people where the nonprofits receive their grants, and scholarships are awarded to students.

The Burton D. Morgan Foundation in Hudson, Ohio, supported an unusual, multi-generational project between a middle school class and a retirement community. The foundation paid for a training program used by a teacher to prepare her students for grantmaking, then provided a fund so the students could work with the senior citizens to make grants.

When the Kids Are **Already Adults**

Families may have reasons for waiting until their children are adults before inviting their participation in the foundation. Many of these young adults will welcome an invitation to join the foundation board or participate in other ways. Others will be in a stage of life where busy careers and/or family obligations make serving on the board a challenge. As a result, the opportunity should be presented in such a way that an individual can decide to postpone service on the board until later or turn it down altogether without judgment. A middle ground might be serving on a committee or taking on a particular task to help the foundation in ways other than board service.

As new members join the board, you'll probably need to adjust your practices to accommodate them. Scheduling, location, and frequency of meetings may need to change if the next generation must travel from far away to attend. Use of technology to hold some meetings may be an option.

There will also be a learning curve for new members to grasp the foundation's history, grantmaking, investment strategy, finances, and even the family board dynamics. In some cases, the board chair will be charged with providing orientation for new family board members. In other cases, that task will fall on the foundation's lead professional staff member. Older-generation family members can also be assigned as mentors. Also, it's wise to encourage new or prospective board members to attend philanthropy conferences, webinars, and other training opportunities.

> The National Center for Family Philanthropy's Trustee Education Institute provides a comprehensive overview of the key legal, investment, ethical, grantmaking, and family dynamics issues facing family foundation board members. In addition, NCFP's monthly webinars cover a range of topics. All are archived so that board members can search the Knowledge Center for a subject they need to know more about.

Some foundations use the arrival of next generation board members to totally rethink their mission and grantmaking focus areas. Usually, however, new generation members are joining a foundation with long-established grantmaking priorities that may or may not align with their own interests. As a result, some foundations offer new members discretionary grants so they can support things they are passionate about, particularly in their home communities. Some foundations also offer matching grants to encourage personal giving. Eventually, with the benefit of the younger members' new perspectives and expertise, the senior members may become motivated to revisit their strategies and focus areas. That's when you know the foundation is truly working as a multigenerational organization.

Making Room for the Next Generation

Some foundations are faced with an interesting dilemma when they decide to bring a new generation on board — figuring out how to make room for them at the table. One option is to add seats, but eventually this can become unwieldy. Another is for some senior generation members to "retire" from the board. While some may welcome the chance to step back from their foundation work load or to work on their personal philanthropic interests, others love their roles and aren't ready to give them up. If you are a new foundation, this discussion may seem premature. But thinking ahead about how you might handle a growing, multi-generation board down the road can make the transition easier when the time comes.

Alice Buhl outlined a number of possibilities for including the next generation in "Passing the Baton: Generations Sharing Leadership," (an NCFP Passages issues paper). Here are a few suggested models:

- **Rotate seats.** If the board has permanent seats for the senior generation and a few that next gen members fill in rotation, it could decide that the senior members will rotate off too, giving them the option to serve again in the future.
- **Plan for leadership transition.** If the foundation rotates officers, next gen board members could assume the roles of those who are rotating out of their seats while the senior generation holds on to the other seats on the board. One foundation had next gen members hold titles such as treasurer-elect or chair-elect and shadow the senior member in that office for a year or two to make the leadership transition gradual.
- **Establish an emeritus title.** Some boards set an age at which a family board member becomes emeritus, no longer holding a board seat but still having certain privileges. Term limits are a good idea anyway since lifetime appointments can cause problems when a senior member's health or mental acuity makes serving on the board difficult, but the senior is unwilling to step off the board.
- **Create a Senior Counsel** with privileges of emeritus members, but provide each member with the chance to meet regularly with other senior members. In this case, the Senior Counsel could have an allocation of funds with which to make grants. This lets the seniors fund a program dear to their hearts but not of much interest to the younger generation.

Emeritus status can include a number of benefits such as:

- A fixed discretionary amount per year or a set lifetime gift amount to be given at any time;
- An invitation to attend board meetings as a resource (without vote);
- Opportunity to participate in family discussions about the direction and purpose of the foundation;
- Regular information about what's happening at the foundation;
- A role as a mentor to next generation members.

How to Raise **a Generous Child**

Excerpted from: *Generous Genes: Raising Caring Kids in a Digital Age* by Susan Crites Price, (2015, Majestic Oak Press)

Every family hopes to raise children who are generous, not kids who grow up with a sense of entitlement. Regardless of whether you want them to carry on the family's philanthropy someday, you still want to raise them to be caring adults who will have fulfilling lives with a sense of purpose. That work should start when they are toddlers.

The job has changed in recent years, due in part to technology. We used to talk about teaching kids to share their time, talent, and treasure. Now there is a fourth T—ties. Today's kids literally have the Internet in the palms of their hands thanks to smart phones and tablets. They can be connected to friends or to people around the globe who are trying to change the world.

The Internet has in some ways removed parents as the middlemen for their children's philanthropy. Kids can learn about causes, share their favorites with others, raise money, find volunteer opportunities, play games that teach social good, and advocate for change through online petitions. They can text a donation on their mobile phone or ask all the friends in their social network to sponsor them in a walk to aid the homeless.

With so many options, children can be both inspired and confused about giving. That's why parents need to be their children's generosity coaches. Your coaching role will change over time. For example, with young children—toddlers through early elementary school—you'll typically volunteer together. When they are tweens and teens, they usually want to volunteer with their friends—although they might still enjoy an occasional family volunteer outing, especially if it's a long-standing tradition such as helping prepare a Thanksgiving meal at a soup kitchen. But no matter what the age or stage of your child, you have a role to play in encouraging, providing inspiration and just keeping the conversation going.

Parents aren't the only family members who can help raise giving children. Grandparents can share stories of who helped them when they were growing up, how they help others, and what causes they are passionate about. They also can provide support, such as offering to match donations their grandchildren make from their allowances. When grandparents, aunts, uncles or other relatives live nearby, you can invite them to join your family's volunteering projects. Grandparents also might enjoy volunteering with their grandchildren alone, creating a special bond over a shared experience.

Seven Keys to **Generosity Coaching**

- **Start young.** The earlier you start, the easier giving will become a habit. This doesn't mean that, if your child is a teenager, it's too late to start. It may be harder to get their attention, but it's still worth the effort.
- **Be a role model.** Do your kids know about the volunteering and giving you did as child or do now? Do you tell them about the organizations you donate money to and how you decide among the many that ask you to donate? How you handle giving can help them make their own philanthropic decisions.
- Help them **find their passions** but let them decide. Kids might do a volunteer project you enlist them for once in a while. But they will be much more engaged if it's something they feel passionate about.
- **Support their use of the Internet** as a tool for philanthropy, but not as a substitute for giving of themselves up close and personal.
- Don't underestimate your children. Even very young children are capable of helping—and should be expected to do so.
- **Look for teachable moments**. Read books or see movies together that have a giving theme and discuss them afterward. Devote dinner conversations or long cars rides to questions like "What kind thing did you do today?" or "If you had $1,000 to give to charity, what would you give it to?" And when you go to a children's museum, zoo or other favorite place run by a nonprofit, explain that it's there for all to enjoy because people donate time and money to support it.
- **Teach your children about money.** Financial literacy is important for their future, both for their personal well-being as well as their ability to be good stewards of the family's philanthropy. Give them an allowance starting around age 5 or 6, and let them have some freedom to decide how to use it. Some parents require the allowance to be divided into three funds—sharing, saving, and spending. Don't tie it to chores. Kids should have to do chores as part of their responsibility to the family. If they don't do them, you can take away other privileges, but not the allowance; otherwise you lose it as a money-teaching tool.

Additional Resources on Engaging the Next Generation

21/64 is a nonprofit consulting firm created by the Andrea and Charles Bronfman Philanthropies that specializes in next generation and multi-generation philanthropy. The organization has developed several tools to help generations work together more effectively. (www.2164.net)

The Foundation Center has a publication called "Scanning the Landscape of Youth Philanthropy: Observations and Recommendations for Strengthening a Growing Field." The publication is an in-depth examination of the state of youth grantmaking. Download a copy at http://foundationcenter.org/gainknowledge/research/pdf/youth_philanthropy_2014.pdf.