

1) How can families address and work through conflict and challenges that arise?

From Lindsay Hall (Laird Norton Foundation):

They say that relationships move at the speed of trust and relationships move slowly. However, when you've been building those relationships every year at the family summit and through Camp Three Tree, **trust is at the core of what you do**. That trust makes it a lot easier to disagree and find resolution.

The Laird Norton family has a not so secret love affair with Governance, we use it to help create a structure that inspires participation and ensures healthy relationships. For example each FAC has a different focus area, therefore when you join a FAC it's because you are interested in that general focus area.

The overall direction of granting is set and while conflicts may arise about **who** to fund, or **how** to best approach that change, they are usually more easily resolved because the larger existential question about **what** we're focusing on is fixed. Not "fixed" because the focus was chosen by someone else, like a donor's intent, but because we chose and agreed on that funding focus as a family. Also not "fixed" in a way that doesn't allow flexibility, there is always room for things to change and evolve.

This ability to adapt and evolve is really key for the overall health of the foundation - that things can change with time based on who is involved. This is especially **key when trying to engage younger generations**- they need to have a say and be heard, to know they can influence and impact the direction of funding.

In terms of governance, it's also worth noting that when participation numbers get too low, a FAC moves into a probation period. If they don't get their participation numbers up it's a sign that the family's interests have changed and we consider opening it up and changing the focus to match the interests of the family. As a governing board, it is our job to ensure the FAC's overall health. The closing of a FAC and starting a new one has only happened once in the last 20 years and we learned a lot from the experience, again this ability to adapt is key.

On the board we have a set of working agreements that we revisit before every meeting, two of which concern this directly:

- Have the courage to disagree and the willingness to hear dissenting views.
- Lean into discomfort and lean into each other.

These in themselves have allowed our Board to do some really tough, uncomfortable work together.

From Cameron Griffith (Surdna Foundation):

I referenced addressing conflict several times during my remarks, including the creation in 2020 of the Working Group on Surdna History to learn more about our patriarch, John E. Andrus. Part of this process, which is ongoing, involves oral interviews with 4th and 5th generation Andrus family members,

as well as current and former Surdna board members and staff, to probe how the Surdna Foundation decided to name social justice in its mission.

The most recent version of our annual "Concinnity" newsletter, which I displayed during the webinar, had as its cover story an article, entitled "The Andrus Philanthropies' Origin Story." In addition, it included an article written by Surdna's President, Don Chen, entitled "Origins: How the Surdna Foundation Chose its Priorities." This newsletter was mailed to all Andrus family members, and an electronic version of it was circulated via e-mail.

Conflict about Surdna's social justice mission was addressed during our 2023 family reunion (an in-person "Concinnity"), during which there were panel discussions about the Andrus family philanthropies, including Surdna, as well as a presentation about John E. Andrus and his wife, Julia Dyckman Andrus, and how John Andrus acquired his wealth.

2) How do you balance needing to cater to the interests of the younger generation while maintaining consistency/impact of existing grantmaking programs?

From Lindsay Hall:

Like I mentioned before, autonomy is an important factor in engaging the next generation. Not only does it give them agency it also shows that you trust and believe in them.

Our Sapling Fund was built out of a rebellion of our 6th generation. I was a part of this transition 26 years ago. When we realized that the philanthropic voice of the family didn't represent our own, we started the "6th Sense" which ultimately became the "Sapling Fund" as the 7th gen started getting more involved.

Maybe create an independent group just for this younger generation, where they could operate in autonomy and where their funding doesn't need to be consistent with existing grantmaking. Set aside some money for them because it's a truly worth while investment in your youth- the future.

3) Do you have a list of potential giving areas that appeal to younger family members? I'm not surprised to hear that animal causes are popular. We are looking for a list to provide to our teenage family members to jog their thinking for their "birthday grants".

From Lindsay Hall:

I'm not sure how young you're referring to, but I think Lisa probably has some great options and is better suited to answer this question. We've found that the "for youth by youth" general focus is a good guideline.

- 4) Could the speakers elaborate on how they communicate with members? Lindsay outlined all these amazing different ways of participating and that everyone is welcome to attend all meetings, but how do family members find out about these opportunities?**

From Lindsay Hall:

I know Cameron discussed their newsletter, we also have a quarterly newsletter called Woodstock (both in a digital and printed format) to communicate out to the family. We also have a secure family social media platform called trusted family, where we can make announcements and communicate and a less secure Instagram page. We also email, but try to limit that mode of communication. The most effective communication is "word of mouth" or "shoulder tapping", cousins telling cousins, "hey you should come check this out".

I do believe that in general, you have the contingency of people who are very involved and those who are not. It's harder to reach the ones that don't make the effort, "You can lead a horse to water..."

We also use our Family Summit as a way to communicate larger announcements.