



Giving Together:

A Workbook for Family Philanthropy

Uniting families behind more effective and fulfilling philanthropy.



Act boldly. Give wisely.

Preface

This workbook is designed to be used in conjunction with TPI's **Giving Together: A Primer for Strategic Family Philanthropy** and can be a guide for answering the questions that are common to family giving experiences.

The exercises in this workbook are based on our experience working with hundreds of family philanthropies over TPI's 20 years of philanthropic consulting. Every family we meet brings its own unique culture, goals, and strengths to the journey of creating a family philanthropic enterprise. The resulting governance structures, funding approaches, and operating models are nearly as varied as the families themselves.

The exercises in this workbook acknowledge and reflect this diversity, while at the same time providing you with a logical approach, including the important questions and steps towards creating an effective and rewarding shared experience.

Although we believe that the best and most effective philanthropy begins with an examination of values and passions and an articulation of goals, this workbook is designed to be used in whatever order works best for your family. You may find that your family is not ready to answer some of the questions posed in the workbook. Don't worry. You can come back to them another day.

The workbook is organized into the following three components critical for designing a family giving enterprise:

1. Establishing Goals and Getting Started

2. Developing Focus, Vision, and Mission

3. Establishing Operations and Implementation

We encourage you to use the worksheets to explore and understand key decisions and the range of options available to philanthropic families.

There are some worksheets that are intended primarily for the donor generation, particularly if yours is a new family endeavor. These exercises (1–5) are intended to help clarify your goals and interests so that you can clearly communicate what kind of a family philanthropy you are inviting other family members to join. Most of the worksheets are meant for your family to work on together in a spirit of learning and sharing more about one another and your common interests.

Finally, a word both of caution and encouragement. While some families easily navigate the waters of creating or refining a family giving experience, others will find that some of this work is neither intuitive nor easily executed. Family conversations about individual or shared values, or how to allocate the responsibilities of operating a family philanthropy, can be challenging. TPI's experience in working with hundreds of families over the years demonstrates that the support, encouragement and experience of skilled facilitators can make the difference between a successful experience and an unsatisfactory one.

We encourage families that may be interested in such assistance to contact TPI to discuss the merits of "facilitated" family philanthropy planning.

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1 Why Philanthropy?

What are your personal reasons and motivations for being philanthropic?

Which of your motivations do you think you share with other members of your family?

People give for many different reasons. Understanding your own motivations will prepare you to conduct a conversation with family members that looks beyond what organizations you support. You will be able to discuss what moves you, what drives your altruism, and the reasons that you care about making a difference.

RATE THE FOLLOWING USING A SCALE OF 1–5, WITH 1 BEING NOT IMPORTANT AND 5 BEING VERY IMPORTANT:

- _____ To share your good fortune by giving back to society
- _____ To help those who have less and meet critical needs in society
- _____ Personal identification and experience with an issue, cause, population or organization
- _____ Religious and/or ethical beliefs
- _____ To improve the quality of life — hospitals, museums, performing groups, theaters, etc.
- _____ To set an example for your family
- _____ To set an example for peers and others
- _____ Social reciprocity — asked by friends and colleagues
- _____ To leave a legacy
- _____ It is enjoyable and fun
- _____ To avoid or reduce taxes
- _____ Other _____

For those to which you give a 5, think about the basis for these motivations and jot down a few notes for yourself.

2

Why Family?

What benefits to the family do you want to gain as a result of giving together?

What are the goals?

There are many different reasons for family members to choose to work together in philanthropy. We believe that taking the time to identify the benefits from working together is a crucial first step and makes many of the other decisions about family involvement, decision making, and strategy easier. In all likelihood your family will have a number of different goals and desired benefits. We encourage you to rank them on this worksheet so that you know which ones are the most important.

In some families, the donor generation may wish to complete this worksheet first so that they can communicate their intent to other family members. All family members may want to complete the worksheet so that you can discuss the responses together.

RATE THE FOLLOWING USING A SCALE OF 1-5, WITH 1 BEING NOT IMPORTANT AND 5 BEING VERY IMPORTANT:

- _____ Bring the family closer together
- _____ Pass on philanthropic values and spirit of giving to the next generation
- _____ Encourage the next generation to give of their own resources
- _____ Learn more about other family members and their interests
- _____ Begin to establish or continue a family philanthropic legacy
- _____ Expose family members to the needs of the community
- _____ Teach family members how to give effectively
- _____ Find a common ground for working together
- _____ Have fun together
- _____ Recognize and celebrate the family business, history and values
- _____ Foster a mindset of abundance
- _____ Other _____



Keeping these goals in mind will help you navigate the bumpy times and maintain a focus on what is most important to you.

3 Who is Family?

1. What family members will be involved?

There are no firm rules about who should be involved in a family's philanthropy. In some family foundations, only blood relatives are invited to participate, while in other families, spouses, partners, cousins, and even close friends may be invited. If you are a donor thinking about this issue, you may want to think both about individuals you would like to involve and also about the broader principles behind your invitation. Are you looking for a certain level of involvement and experience? Or do you want to invite all who consider themselves family to be part of the process? Answers to this question will also reflect your goals from Worksheet 1.

CHECK ALL THAT APPLY:

- Spouse / Partner Children
 In-laws Parents
 Siblings Extended Family
 Family "of the heart" (e.g., close friends who are considered family)
 Trusted advisor (particularly to the founder)
 Other _____

2. What do you think will be the criteria for participation in the family philanthropy?

CHECK ALL THAT APPLY AND DESCRIBE:

- Age _____
 Location _____
 Demonstrated interest _____
 Education _____
 Volunteer or nonprofit board experience _____
 Donation of own funds _____
 Ability to attend meetings _____
 Common funding interests _____
 Completion of orientation or training _____
 Other _____

4 Who is in Charge? Decision-making Models

What are your preliminary thoughts about decision making?
How much will each family member's voice count?

As with Worksheet 1, it may make sense for the donor generation to complete this worksheet and then communicate the results to other family members. As a donor, you may want your family to be part of the philanthropy; however, we encourage you to consider how comfortable you are sharing control. Understanding and communicating openly your feelings about this to other family members is crucial in developing a successful process. Be aware that other family members may choose not to participate if they believe that their input will not be valued.

There are different levels of decision making, from who will take notes at meetings to how grantees will be chosen. The type of decisions you are making will help determine the manner in which you make them, and not all decisions require the same level of consensus or buy-in.

CHECK ALL THAT APPLY:

- Everyone will be included, but realistically, the donor has the only vote
- The donor's vote probably counts more than the others
- The donor will retain veto authority
- We would like it to be a democracy but recognize that others will defer to the donor
- Each family member will make decisions about their own giving
- Decision making will be delegated to certain family members
- A democracy – one person, one vote
- Other _____

Depending on your family style, you can vote openly or cast secret ballots. It is also often helpful to take straw polls to see how people are thinking and feeling in the middle of the process.

- We will make decisions through consensus

Consensus means finding a decision that all parties can live with even if there is not complete agreement.

- Other



Remember that these decisions are not written in stone. Many families find that the criteria for involvement can change over time.

5 How Much?

If you are the donor, you may make many of these decisions before involving the rest of the family. Examine your goals for family philanthropy. If you would like to encourage independent giving, you may want to require that other family members contribute something of their own, in dollars or hours spent volunteering. If you would like to educate the family about issues or philanthropy in general, you may want to consider a budget for conferences and other meetings.

1. If you have a history of family giving, what was the annual charitable-giving budget?

Year _____ Budget _____

2. What will be the annual charitable gifting budget for the family going forward?

This year _____

Next year _____

Moving forward _____

3. What giving vehicles will you use?

_____ Direct gifts

_____ Donor advised fund (through a community foundation or commercial fund)

_____ Private family foundation

4. Do you expect the budget to be allocated in any particular way?

_____ Direct gifts

_____ Amount or percentage for each family member

_____ Amount or percentage for the family to decide upon jointly

_____ Other _____

5. Will there be additional contributions expected of family members either in dollars or volunteer time? Describe.

Your contribution _____

Other family members' contribution _____

6 Shared Values

Since the best philanthropy is guided by values and passions, identifying shared values among family members is an important step in your process. The following questions can help you to identify your core shared values and the relationship of those values to your charitable giving. The simplest way to use them is first as a personal reflection exercise, completed by individual family members. Next, you can come together to discuss and explore areas of commonality. Much of the benefit of this exercise comes from the shared conversation.

INDIVIDUAL REFLECTION QUESTIONS:

1. Think about two or three formative experiences in your life. How did they shape your core values?

2. Identify two or three people (they could be family members, other people you know, or historic figures) who have been strong influences on you. What values did they transmit to you?

3. What is important to you and what values guide the choices you make in life? What would you consider your most important values? (If needed, see attached inventory of values.)

4. What values did your parents pass on to you? What do you think are the values common to your family?

5. How do the values you have identified speak to the kind of giver you want to be?

6 Family Discussion Guide

Together with other family members, share and discuss your questions on the preceding page, especially #3 and #4. You may want to put all family members' answers up on a piece of easel paper for clear viewing and identify values or clusters of values that seem to be shared by many in the family. Elaborate on them by sharing family stories illustrating the values.

DISCUSS THE FOLLOWING QUESTIONS:

1. What are your core family values? What does the family stand for? Narrow down your list to 4–6 core values.

2. How do these values speak to the kind of philanthropy you want to do? The philanthropy that you want to be known for?

3. Do they have implications for the kinds of organizations and causes that you want to support?

4. What values did your parents pass on to you? What do you think are the values common to your family?

5. Do they have implications for how you want to work together as a family?



Use the answers to these questions to define your family philanthropy vision, mission, goals, and approaches to working together. Continually test and refine these values as you observe the philanthropic choices that the family makes.

6 Values Inventory

FROM THE LIST BELOW, SELECT WHAT YOU SEE AS YOUR SIX MOST IMPORTANT VALUES.

Acceptance	Democracy	Honesty	Growth
Access	Dignity	Humility	Preservation
Achievement	Diversity	Independence	Pride
Acknowledgement	Education	Innovation	Privacy
Adventure	Empathy	Integrity	Respect
Agility	Entrepreneurship	Interdependence	Responsibility
Arts	Equality	Involvement	Security
Beauty	Excellence	Joy	Self-expression
Change	Expertise	Justice	Self-reliance
Collaboration	Fairness	Knowledge	Service
Comfort	Faith	Leadership	Simplicity
Commitment	Family	Love	Stability
Communication	Flexibility	Loyalty	Stewardship
Community	Freedom	Mastery	Tolerance
Compassion	Generosity	Merit	Transformation
Conservation	Happiness	Opportunity	Truth
Courage	Harmony	Peace	Wisdom Others
Creativity	Healing	Personal	



Identifying shared values can make you more aware of what you have in common and what keeps your family close. Acknowledging them can give you an understanding of what you want to accomplish together and why.

7 Giving History

Sharing each family member's philanthropic experience can reveal common interests. Again, these questions work best when you try them individually for personal reflection and then come together to share and discuss.

DISCUSS THE FOLLOWING QUESTIONS:

1. As a donor and volunteer, why have you made gifts of money and time?

2. Which of your gifts have given you the most satisfaction? In what way?

3. Which have given the least? Why?

4. What do you feel have been your most important gifts? What made them significant?

5. What skills would you like to offer to the family philanthropic enterprise?

6. What skills would you like to learn from the enterprise?

8 Focus and Interest Areas

Many families choose to focus some or all of their giving on selected issue areas, populations or locations in an effort to make more of a difference and to gain greater control over the giving process. Others elect to keep their giving options open-ended so they can respond to arising needs and diverse interests within their family. For many families, combining the two approaches encourages the greatest involvement of all family members. Determine which approach will work for you.

1. Interests and Passions

Are there any issues, causes, places or populations that you care about deeply? Consider the following questions to uncover your philanthropic passions:

- > What outrages or angers you about the status quo?
- > What inspires you about what is possible for the future?
- > Has any event, individual, or organization moved or touched you in a significant way?
- > Have you had an intense personal or family experience with an issue or cause?
- > Do you have a desire to honor a family member or close friend?
- > Are you currently involved in an issue or organization where you can imagine becoming more deeply engaged?

2. Issue Areas

Are there any issues, causes, places or populations that you care about deeply? Consider the following questions to uncover your philanthropic passions:

PLEASE RATE THEM WITH 1 BEING NOT INTERESTED TO 5 BEING VERY INTERESTED:

___ Addiction	___ Economic justice	___ Health care	___ Poverty
___ Arts and culture	___ Education	___ Housing & homelessness	___ Prison reform
___ Biodiversity	___ Elderly	___ Human rights	___ Reproductive rights
___ Children & families	___ Employment & training	___ Immigrant issues	___ Science & technology
___ Civil rights	___ End of life issues	___ Indigenous rights	___ Spirituality
___ Civic engagement	___ Environment	___ International development	___ Violence prevention
___ Community development	___ Environmental justice	___ Literacy	___ Women's rights
___ Disaster relief	___ Food security	___ Mental health	___ Youth development
___ Domestic violence	___ Gay rights	___ Peace	___ Other
___ Early childhood	___ Health-specific disease	___ Persons with disabilities	

8 Focus and Interest Areas

3. Finding a Family Focus

Determining focus area(s) for the family is usually the result of a process of identifying shared family passions and interests. Some of the ways that you can accommodate very different family interests follow. Which of these might work for your family?

CHECK ALL THAT MIGHT APPLY:

- Find the intersection of different interest areas
- Choose multiple focus areas that reflect different family interests
- Plan to shift focus periodically (no less than 3–5 years)
- Allocate separate resources for individual and family giving
- Experiment with one focused project for a portion of the giving
- Other _____

4. Individual/Family Balance

To what degree would you like the family philanthropy to serve individual interests vs. shared family interests? Which of the following options are you considering?

CHECK ONE:

- All of the giving will be devoted to shared family interests
- All of the giving will reflect individual interests of family members
- The giving will be a mix of shared family interests and individuals' interests

What percentage will you devote to individual versus shared interests?

- 10/90 25/75 50/50 Other

5. Geography

CHECK ALL THAT APPLY:

All/most of the gifts should:

- Go to the community in which the family was raised
- Go to the communities where family members currently reside
- Be focused on _____
- I am interested in international giving
- Geography is not an important factor

9 Bringing Values and Interests Together

Although the connections may not be obvious, it is possible to find unexpected ways in which your shared values and different interests can lead to common ground.

If you have identified values that your family shares, list them below. Next, list the top focus or interests for each of you, trying to keep the total to four.

Values

Are there any issues, causes, places, or populations that you care about deeply? Consider the following questions to uncover your philanthropic passions:

- > _____
- > _____
- > _____
- > _____

Interests or Focus

- > _____
- > _____
- > _____
- > _____

Think about how these values and interests might relate to each other and what the intersections could suggest for what and how you could give. For an interesting example, see the story on page 9 of the Primer.



In looking at all of the issues delineated above, keep in mind that there are no right and wrong answers to the questions. In addition, as you work together, you may find that periodically you want to adjust how and where you are giving.

10 Developing a Vision

Creating a vision for your philanthropy is an opportunity to imagine and dream about the potential results of your giving. Many people find that drafting a vision statement first allows them to more easily create a mission statement later.

A vision statement is an image of the mission accomplished, a picture of the ideal future state.

TO HELP YOU DEVELOP A VISION STATEMENT, TRY THE FOLLOWING EXERCISE:

1. Imagine a newspaper story 20 years from now, announcing an event to honor your family philanthropy for 20 years of high-impact charitable giving and for having changed the world in some significant way. How would the headline read? Fill in some of the details under the headline that provide some specifics.
2. Imagine your family involving the next generation 15 years from now in the family philanthropy. What will the relationships be like between generations? Within the next generation? How will family members communicate, make decisions and spend time together on their philanthropy?

11 Guiding Principles, Impact, and Scope

You may also find it useful to establish a set of “guiding principles” for your giving. These may be descriptors of how the family wants to work together and/or work with grantees, and are often a reflection of your shared values. They may also help you identify the kinds of organizations and programs you wish to fund.

WHICH GUIDING PRINCIPLES WOULD YOU CHOOSE FOR YOUR FAMILY'S GIVING?

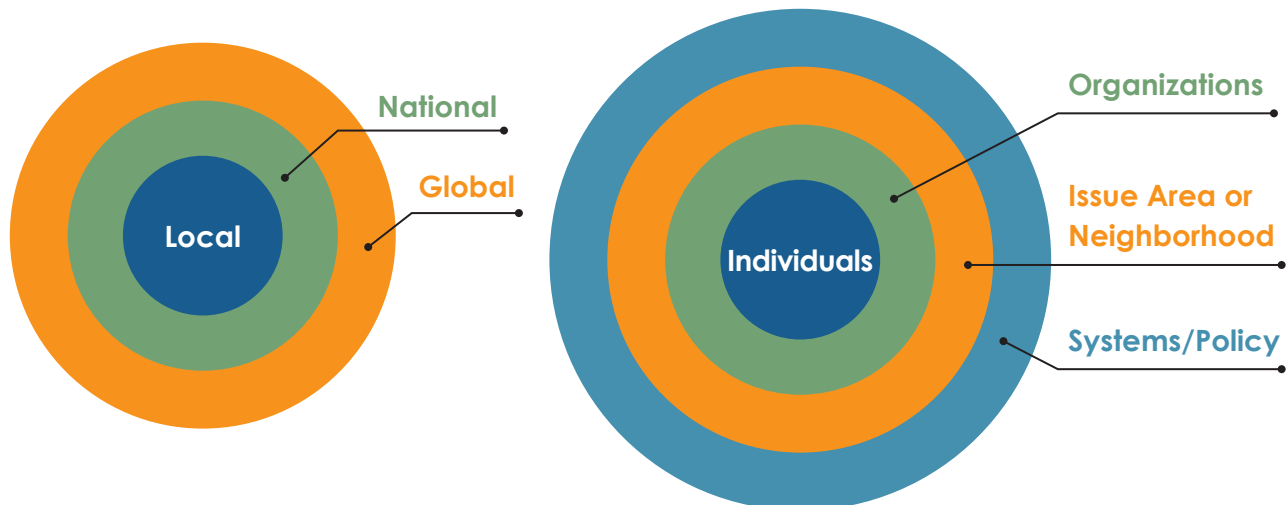
- | | | |
|--|---|--|
| <input type="checkbox"/> Ambitious | <input type="checkbox"/> Innovative | <input type="checkbox"/> Responsive |
| <input type="checkbox"/> Bridging | <input type="checkbox"/> Leveraged | <input type="checkbox"/> Risk tolerant |
| <input type="checkbox"/> Challenging | <input type="checkbox"/> Nimble | <input type="checkbox"/> Supporting success |
| <input type="checkbox"/> Collaborative | <input type="checkbox"/> Partnering | <input type="checkbox"/> Targeted for impact |
| <input type="checkbox"/> Entrepreneurial | <input type="checkbox"/> Proactive | <input type="checkbox"/> Visible |
| <input type="checkbox"/> Flexible | <input type="checkbox"/> Proven | <input type="checkbox"/> Other _____ |
| <input type="checkbox"/> Hands-on | <input type="checkbox"/> Quiet, behind the scenes | _____ |
| <input type="checkbox"/> Inclusive | | _____ |

In thinking about where you would like to have impact with your giving, consider whether you will give locally, nationally or internationally. If your family is geographically dispersed, you might give to similar organizations in different locations. On the other hand, making gifts internationally can allow your dollars to go much further.

If you have an issue of particular interest, do you think about affecting individual lives, supporting organizations, giving to an issue area in general, or perhaps to affect systems and policy on a local or national level? There are no right or wrong answers.

LEVEL OF IMPACT AND GEOGRAPHIC SCOPE

Which of the following impact levels interest you the most?



12 Developing a Mission Statement

Your family may find it useful to develop a mission statement for your giving. The mission statement articulates the values and purpose of the family philanthropy to the outside world—potential grantees or other donors—and to family members themselves. Many families, however, want to experiment with their giving before they develop a formal mission statement. You can review the mission statement on a regular basis to see whether it continues to reflect the family’s goals. Examples of mission statements follow. The most useful mission statements address the following questions:

- > What is the philanthropy’s purpose?
- > How will it achieve its purpose?
- > What are its core values?

1. What are some of the words and phrases that you think should be captured in your family philanthropy’s mission statement?

[Look to your values (worksheet #6) and guiding principles (worksheet #11) for some ideas.]

2. Create a draft mission statement here.

You may have one family member who writes a first draft for others to review, or a committee of family members who draft one or more alternatives.

“Our family seeks to bring opportunity to the disadvantaged, strengthen the bond of families, and improve the quality of people’s lives.”

“We are very concerned about the impact of urban sprawl and other environmental consequences of population growth. Through our family philanthropy, we will seek to find new solutions to these problems and enable grassroots groups to exert their voice and influence.”

“Through our family philanthropy, we would like to support strong institutions that contribute to the civic and cultural fabric of our community.”

“Our family’s goal is to support and inspire creativity in the communities in which we live.”

“We will seek opportunities to fund responsible organizations that help people to build their communities from the inside out. We look to support those projects that mobilize local resources, work collaboratively, and produce measurable results.”

“Our family seeks to reduce youth and female poverty by helping disadvantaged adolescent and preadolescent girls take charge of their own lives.”

13 Finding Organizations to Fund

How will the family identify funding opportunities?

CHECK ALL THAT APPLY:

There are many different ways to identify promising funding opportunities and organizations that meet your shared goals and criteria. Your family may choose several of these approaches or may find that one approach makes more sense at a given point in time. It is important to openly communicate your process to potential grant seekers, even if that means advising them that you will not accept unsolicited proposals.

- Family members will identify organizations and projects
- We will look for information through outside sources, such as community foundations or affinity groups, to help us identify organizations and projects that match our interests
- We will write “guidelines” for our family philanthropy and let organizations apply for funding
- We will develop a formal Request for Proposals and invite specific organizations to apply
- We will develop a formal Request for Concept papers, followed by full proposals to those that look most promising
- Other _____

14 Creating Criteria for Choosing

Once you have found organizations that interest you, choosing among them can be even more challenging. One of the overarching goals of a good decision making process is to try to judge consistently so that those decisions don't feel arbitrary. Creating criteria for making decisions can also help you focus on what you think are the most important qualities of an organization and proposal.

SHARE WHAT THE FOLLOWING CRITERIA MEAN TO YOU. RANK THEM IN ORDER OF IMPORTANCE FROM 1-8, WITH 1 BEING OF GREATEST IMPORTANCE.

Possible Criteria

- _____ Potential Impact

- _____ Urgency of Need

- _____ Appropriateness and Strength of the Proposed Approach

- _____ Quality of Leadership and Management

- _____ Track Record and Stability

- _____ Degree of Risk

- _____ Gut Feeling

- _____ Other

15 Size and Duration of Grants

Although there are no rules concerning grant size, be aware of the work required of nonprofits to put together grant proposals. If you are making gifts of only a few thousand dollars or less, you may want to make your decision based on a very simple application process. For larger grants, you may be more comfortable asking for proposals with financial statements and more detailed information on the operations of the organization.

1. Does the family have any thoughts with regard to the minimum, maximum or average size of the grants?

CHECK ALL THAT APPLY:

- Yes, the minimum gift will be \$ _____ , the maximum will be \$ _____ , and the average will be \$ _____
- Different family members will have different parameters (e.g., donor vs. other family members) _____
- Matching gifts will be made to organizations that family members support up to \$ _____
- No expectations at this time
- Other _____

2. Does the family have any thoughts about the duration of the grants?

CHECK ALL THAT APPLY:

- 1-year gifts only
- 1-year gifts that are renewable based on performance
- Multi-year gifts
- No expectations either way
- Other _____

16 Creating a Calendar

As you create a calendar for the family philanthropy, you may want to consider combining meeting times with family reunions, holidays, or other gathering times. Some family foundations organize grantmaking meetings that include opportunities for the family to share family stories, listen to experts in a field of interest, or do site visits together to interesting nonprofits.

1. How frequently will the family make grant decisions?

- Once a year we will have a family meeting
When? _____
- Twice a year
When? _____
- More than twice a year
How often? _____
- We will set up a process so we can make gifts anytime
- Other _____

2. Will the family meet at other times for such purposes as learning about community issues, discussing the results of past grants, or planning the future of the family philanthropy?

CHECK ALL THAT APPLY:

- In-person meetings
- Conference call meetings
- Combined with other family activities (e.g., vacations, holidays)
- Other _____

17 Getting It Done

1. How will the tasks of organizing and running the family philanthropy be accomplished? Who will take responsibility within the family? For which tasks will you look for help outside the family?

PLEASE FILL IN THE FOLLOWING TABLE:

TASK	PERSON OR COMMITTEE RESPONSIBLE
Learning more about the needs of the community or issue area	
Identifying funding ideas and organizations	
Due diligence on organizations you are considering funding (site visits, proposal review, review of financials)	
Communicating with organizations that apply for funding and/or receive funding	
Preparing materials for family meetings	
Running the family meetings	
Keeping notes of family meetings	
Communicating within/to the family about the grantmaking and grantees	
Monitoring/evaluating the gifts that have been made	
File management	
Overseeing the finances and investments of the fund	
Communicating with the outside world about your grantees and the work you are doing together	
Ensuring that family members grow and learn as philanthropists	

2. What if any outside assistance will you use?

- _____ Your local community foundations
- _____ Philanthropy Advisor _____ Attorney
- _____ Staff _____ Accountants
- _____ Wealth Advisor _____ Other _____

18 Assessment and Learning

1. How will the family learn from, evaluate or monitor the impact of its grantmaking? What approaches are you interested in?

CHECK ALL THAT APPLY:

(Also see TPI's "Making a Difference: Evaluating Your Philanthropy" Primer)*

- Progress reports from the organizations
- Visits to the organizations to see the results of the giving
- Provide self-assessment tools so organizations can evaluate themselves
- Peer review
- Invite grantees to make presentations to the board
- Staff/consultants will keep us informed
- Pay for an outside evaluator
- We know these organizations and will keep in touch
- Other _____

2. Learning

Investing in your family's learning is an important component of giving well. In addition to learning from your grantees, there are many resources for learning about philanthropy in general as well as about your particular areas of interest. Consider what kinds of experiences you would like to have and how much you wish to budget for family learning.

CHECK ALL THAT APPLY:

- National conferences for families and other donors
- National conferences on particular focus areas
- Local community foundation presentations and workshops
- Giving circles for sharing experiences with others
- Regional workshops and conferences on general philanthropic topics
- Next generation workshops and conferences

Note: TPI offers workshops on a variety of subjects for families and others.



Some opportunities may be offered without charge by your local community foundation. There are also many interesting courses and conferences available. You can refer to the list of resources in the Primer for some ideas and suggestions.

Final Words

Remember, although we hope that your family philanthropy will be for a lifetime, the decisions you make as you begin the process are not. You can and should revisit these questions and worksheets whenever you feel that your process needs adjustment. And you may want to take a look at them on a regular basis. As your family grows, adds new members, and becomes more experienced in giving together, many of your ideas and answers from today will need revision. Your shared values are likely to remain the same, but everything else will evolve as you do.

And don't forget, getting help for the initial process of working together can add inestimably to your shared process.

We would love to hear from you to know how this publication has been useful. If you have comments, questions or suggestions, please be in touch with Ellen Remmer at eremmer@tpi.org.

The Philanthropic Initiative (TPI) is a nonprofit philanthropic consulting practice that helps companies, foundations, families, and individuals find innovative ways to maximize the impact of their giving. Working around the globe, we partner with clients to create, implement, and evaluate customized philanthropic strategies. We are committed to helping clients utilize all of their resources (financial, intellectual, human, and social) for social change, including non-traditional approaches such as impact investing. In partnership with your financial and wealth advisors, we can help you:

- Understand the field of impact investing and consider how it might support your goals
- Scan the environment and assess the potential market, gaps and opportunities for impact
- Define strategies, policies and capabilities for implementation
- Identify and analyze emerging deals and opportunities
- Track the impact of your investments

TPI is also committed to actively promoting and advancing strategic philanthropy. We conduct cutting edge research and train individuals, organizations, and advisors in best practices. Our promotional work informs our advising work – to the benefit of our clients and the global philanthropic community.



Act boldly. Give wisely.

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