



Same Cloth, Different Garments An Annotated Resource List

Part I: Enhancing the Diversity of Views and Perspectives in Your Family's Philanthropic Decisions

- **A Place at the Table: Non-Family Membership on the Family Foundation Board*** by Joseph Foote and Dorna L. Allen, published by the National Center for Family Philanthropy, December 2011. When a family foundation board works as a team—with harmony of vision, purpose, and shared expertise—it may see no real need to bring in outside members. The family itself is the board's first and greatest resource. But circumstances may arise where family members are not fully able to meet the board's need for expertise or goals for future governance. More may be required.
- **Building Board Diversity**, by Ellen Bryson, ***Foundation News & Commentary***, November/December 2004. Over the last 50 years, American communities have changed. The idea of a homogeneous culture is a thing of the past. Philanthropy is also changing. With an ever-increasing number of people of color amassing wealth, this new donor diversity has begun to alter foundation views and practices.
- **The Challenge of Diversity**, published by the Jessie Smith Noyes Foundation, 2003. This short pamphlet describes the Jessie Smith Noyes Foundation's decision to actively involve the communities it supports in both the management and governance of the foundation. According to the pamphlet, "The problems we face will become only more diverse. So must our problem solvers. The growth of trust and accountability among family members and staff at the Jessie Smith Noyes Foundation has helped us redefine who we are, and re-enforced our sense of mission."
- **Cultures of Giving: Energizing and Expanding Philanthropy by and for Communities of Color**, published by the W.K. Kellogg Foundation, January 2012. Explores trends in giving within and on behalf of communities of color, often organized through the Cultures of Giving program; the program's strategies; lessons for the field; and ways funders can collaborate with and advance identity-based philanthropy.
- **Grantmaking and Diversity**, by Anne C. Hallett, Executive Director, Wieboldt Foundation, published by the Council on Foundations. The diversity of the Wieboldt Foundation's board of directors reflects its deep Chicago roots. Founded in 1921 by William and Anna Wieboldt, the

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foundation is known for its grants to Chicago's rich mix of community organizations and for its activist board, integrated by race, ethnicity, and gender.

- **“Not in the Family,” by Deborah A. Brody, *Foundation News & Commentary*, May/June 1995.** While family foundations have paid much attention to issues such as whether or not to include “outsiders” and how non-family members should be selected for board service, they seem to have given less consideration to methods for involving non-family members once they’ve been elected.
- **“Who’s On the Board?” by Deanne Stone, *Foundation News & Commentary*, July/August 1993.** In many family foundations, the issue of spouses’ participation on the board never comes up. It is simply understood that anyone who marries into the family can be considered for board membership. But in other foundations, setting policy regarding spouses is a source of emotional turmoil that pits one family member against another.

Part II. Managing Difficult Conversations and Improving Communications

- **Demystifying Decisionmaking In Family Philanthropy***, by Ann Shulman, published by the National Center for Family Philanthropy, 2003. The notion of selecting methods to use in making a decision is foreign to many family foundations and advised funds. Getting board members to agree can be difficult enough. Why would foundations and advisory boards want to add yet another step to the process? This *Passages* issue paper describes different kinds of decisions made under varying conditions and circumstances require different decision-making methods.
- **Difficult Conversations: How to Discuss What Matters Most**, by Douglas Stone, published by Penguin, 2010. We attempt or avoid difficult conversations every day - whether dealing with an underperforming employee, disagreeing with a spouse, or negotiating with a client. From the Harvard Negotiation Project, the organization that brought you *Getting to Yes*, *Difficult Conversations* provides a step-by-step approach to having those tough conversations with less stress and more success.
- **Families In Flux: Guidelines for Participation in Your Family's Philanthropy***, by Deanne Stone, published by the National Center for Family Philanthropy, 2004. Family members marry, divorce, remarry, form domestic partnerships and, in many cases, move far away from the family home. With families growing ever more complex, varied, and far-flung, foundations and donor-advised funds need clear guidelines regarding who participates in their philanthropy and in what roles. This *Passages*

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report addresses changing family composition and circumstances and how philanthropic families may deal with them.

- **Improving Communication and Interaction in Family Foundations," published by GMA Foundations, July 2010.** Are family dynamics getting in the way of board work? Do long-standing patterns of interaction hinder decision-making? Do you wish to avoid potential difficulties in the future if your family foundation is adding new members to its board? This article offers advice on how to achieve good communication and healthy interaction.
- **Managing Conflict and Family Dynamics In Your Family's Philanthropy***, by Deborah Brody Hamilton, published by the National Center for Family Philanthropy, 2002. Philanthropic families face challenges in managing their conflicts from a family dynamics perspective as well as from a philanthropic perspective. This *Passages* issue paper offers advice and guidance from experts on how to manage these conflicts in family philanthropy and describes how conflicts typically surface in families.
- **Balancing Diverse Family Interests: The Roy A. Hunt Foundation," by Kevin Laskowski, published by the National Center for Family Philanthropy, Family Giving News, April 2008.** Like many family foundations of its size and age, the Roy A. Hunt Foundation of Pittsburgh, Pennsylvania faces a number of challenges: carrying on an important charitable legacy while engaging a growing geographically dispersed family, and balancing the diverse interests of that family to make grants that make a difference. It succeeds in navigating these sometimes difficult waters by virtue of its passion for giving and its creativity.

For additional information and resources, please contact the National Center for Family Philanthropy at 202.293.3424 or www.ncfp.org or GMA Foundations at 617-426-7080 or www.gmafoundations.com.

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