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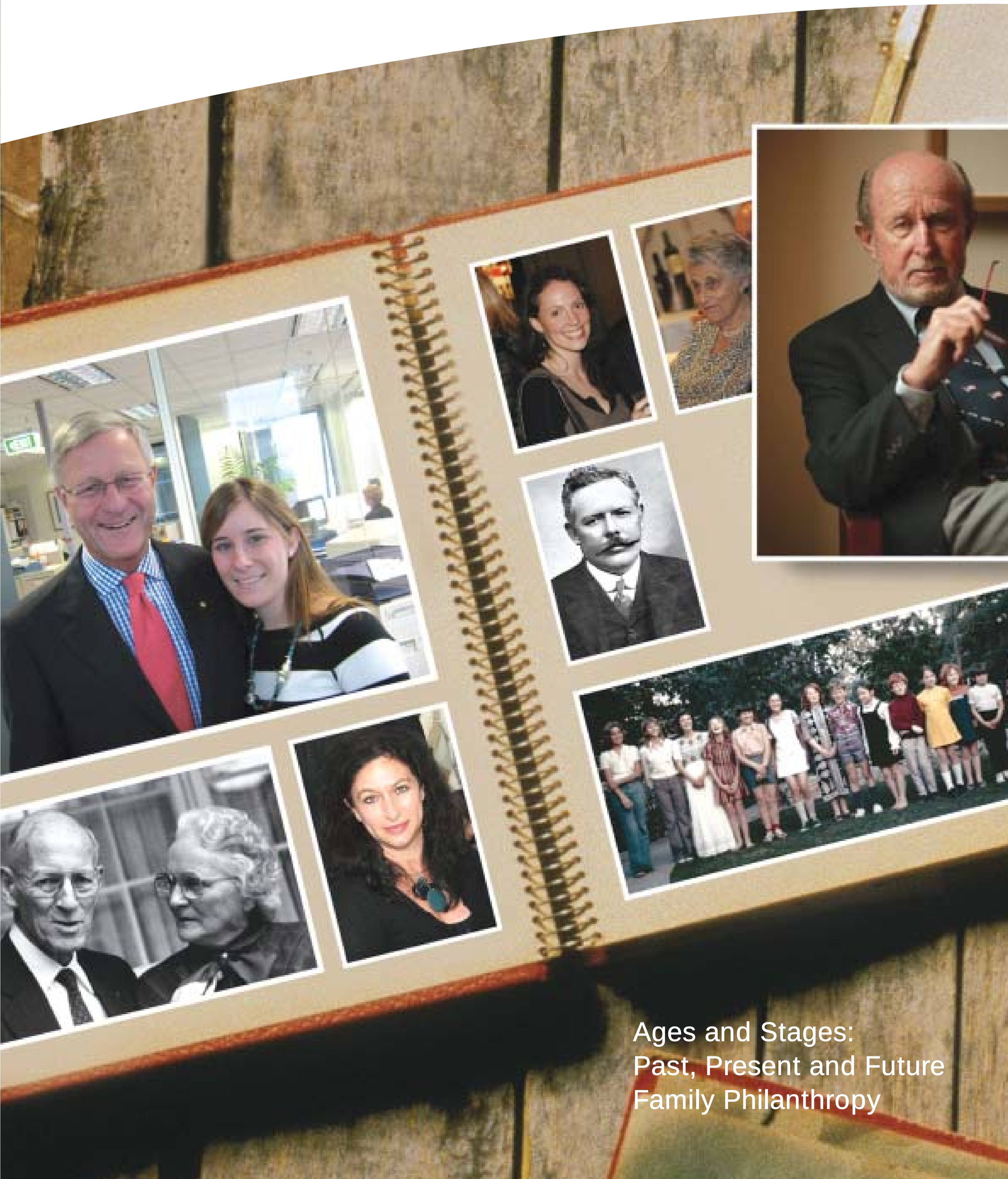

Ages and Stages: Past, Present and Future Family Philanthropy

Front cover: Our cover features photographs from stories in this issue. Left page, clockwise from top: Tim and Prue Fairfax, Karen Mahlab, Sir John and Lady Reid. Right page, clockwise from top left: Anna Spraggett, Lady Southey, Jack Bendat, Sir John and Lady Reid's grandchildren and Hugh Victor McKay.

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From the President

Bruce Bonyhady, President

We are delighted that a number of families, themselves members of our wider philanthropic 'family', have been willing to share their stories and insights in this edition of *Australian Philanthropy*. From Philanthropy Australia's perspective, family philanthropy is vital to fulfilling our mission to inspire a larger and more vibrant philanthropic sector.

Family philanthropy does not require deep pockets or vast resources to begin, only a dream of a better world, practical methods of implementing that dream, and a determination to pass on this aspiration as a legacy to the next generation. The inspiration in this journal lies in the joy that successive generations of Australian families have experienced through their family philanthropy.

These examples of outstanding family philanthropy are important, because they provide a lodestar to others at a time when many newly wealthy families, and families who feel they have 'enough', are weighing and balancing their own commitment to philanthropy. In doing so they are also balancing the needs and aspirations of current and future generations of their immediate families, extended families and their community.

Family philanthropy is part of a broader question of how each of us seeks to pass on our vision, values and aspirations to the next generation, while also trusting in the wisdom of those who succeed us.

The process of setting priorities, engaging with people from different walks of life, giving resources, and receiving knowledge and understanding, can be a wonderful means to enhancing family relationships, passing on important values and giving families a sense of place, connection and identity, as well as contributing to community well-being.

As the following pages reveal, each generation brings its own contemporary perspective to this vital issue.

From my Perspective

Gina Anderson, CEO

In the past few years we have seen tremendous change in the interest in and profile of philanthropy in Australia and around the world. One of the most exciting changes is the growth in the scale of and engagement in family philanthropy. Families for whom philanthropy has long been a central calling are going through generational change and succession, while the introduction of the Prescribed Private Fund has encouraged many more families to become involved in philanthropy for the first time. The confirmation and reinforcement of family values is seen as a key reason for family involvement. In many cases family philanthropy brings together disparate family members of different generations around the same table to share and discuss their passions and their giving. The chance for family members to engage in philanthropic giving provides an opportunity for family focus and unity beyond domestic matters.

Traditionally in Australia, for a variety of reasons, philanthropists and their families have preferred anonymity. However we are starting to see families talking about their philanthropic gifts. This change has come about for many reasons. For some it is a way to engage others in their passions, for some it is realisation that talking about their philanthropic giving encourages others to give too and for the younger generation in particular it is because they are proud of their family's contribution to society. Whatever the reason, these families are showing leadership in the philanthropic sector by telling their stories and inspiring others to do the same.

But where to start? So often it is the discussion at the family kitchen table about caring for others, answering children's questions, sponsoring a child or volunteering through school. This then builds over time a sense that there is value in community participation that later translates into giving. Significantly, by sharing their past experience and plans for the future, philanthropic families are providing guidance to others on how to manage this important change.

Introducing family foundations

By Genevieve Timmons , Philanthropic Executive, Portland House Foundation

Looking back over the last 50 years, the spine of Australia's philanthropy has undoubtedly been family foundations – people who have chosen to dedicate their family wealth to social benefit, and maintain control over how it is distributed. This early legacy of family foundations has shaped much of the character of our philanthropy sector, although the number and variety of structures for giving has grown dramatically in the last two decades, along with the sheer number of dollars given.

Among this array of structures that have colonised Australia's philanthropy sector – community foundations, government initiated foundations, corporate foundations, trustee companies and Prescribed Private Funds – what is it about family foundations that remains distinct and unique?

Defining family foundations

In fact there is nothing that legally defines family foundations as distinct from other philanthropic structures. Family giving can occur without establishing a charitable structure, or it can be regulated as a legal entity with a dedicated corpus. The largest philanthropic foundations in Australia are run by families, and also the smallest. Some family foundations are fiercely private, and others maintain a professional public profile.

Grantmaking by some family foundations is directed to an exclusive, narrow mission, while others invest their grants across a full continuum of interests. Some direct their grants to radical social change projects, and others stay focussed on more traditional charitable giving. Some employ professional expertise to manage their philanthropy, while others prefer to sit around the table after Sunday dinner with a box of funding requests and a cheque book.

The distinguishing feature for family foundations is that membership is defined by bloodlines and lineage, and according to Paul Ylvisaker, a sage from the Council of Foundations in the USA. "The only difference between family foundations and other foundations is that people stay.

Why create a family foundation?

Families choose to give for many reasons, and with varying degrees of success and influence. The place of the Medici family in history is a striking illustration of what is possible – their philanthropic wealth and social vision was a critical ingredient during the Renaissance, when church and state came together and many thousands of artworks were created which still arrest the attention of people today.

Why would families choose to set up a foundation, when it requires an on-going time commitment from people who are often already juggling multiple demands? It may take years to arrive at a common purpose, and debate the many questions that arise: What will be funded? What values underpin the work? Who is family? What is the role of board and staff? Carrying on the tradition of an already established family foundation is equally demanding, with challenges to work together across generations, plan succession, and regenerate the foundation's spirit and direction to remain relevant in a changing world.

"Unlike other foundations, trustees make decisions that affect both the organisation and the family. That awareness often complicates and confuses issues as trustees struggle with the question of whether loyalty is owed first to the family or to the foundation. Of course, family issues can never be completely separated from foundation issues, but well-thought-out policies can draw firmer boundaries between the two. How families address issues of the foundation is inevitably influenced by factors such as family culture, family systems, stage-of-life issues, and personality types." Paul Ylvisaker, Council On Foundations Family Issues Series 2003. The foundation structure offers an organised, systematic vehicle for charitable giving to replace last minute, unfocussed and ad hoc giving. For family members who are looking for meaningful engagement, it affords a privileged access point to the inner workings of a foundation, with exposure to the work of nonprofit organisations and direct access to ideas, people and skills development for meaningful careers. A formalised giving program also provides a buffer for solicitations from grantseekers, and a legitimate way to reduce tax obligations.

Other more altruistic motivations stem from a commitment to give back to society some of the wealth that has been generated, and to ensure that attention is paid to personal and family priorities in wider society. The foundation may also be an enduring reminder of the generosity, passions and interests of a family members or board members.

Finally, one of the most compelling motivations is to provide a means for the family to engage together, to promote unity and common purpose. This can be particularly relevant when it comes to passing on to children and future generations the commitment to philanthropy and generosity, and the shared values that underpin this commitment.

Bringing in the new… involving younger generations

Bringing in new generations and fostering the interests of younger family members is often a key priority for families involved in giving. The foundation structure is an invaluable vehicle to pass on common interests and values, and provide young people with a window on the world of social, environmental and artistic endeavours. A solid succession plan also depends on the interest and engagement of the next generation.

However, experience shows that the teenage and early adult years can be the most complex and tumultuous, when studies and work are being juggled with travel, social life, forming relationships and putting down roots or gaining independence from the family. When the work of the family foundation might be competing with many other interests, how can young people best be kept involved on their own terms?

Survey

In 2004, the Council on Foundations surveyed family foundations as part of their *Family Matters Series*. They asked how younger family members prepared for involvement with their family boards. The following options are ranked in order of popularity:

- family retreats and dedicated time together, not focussed on day to day affairs of the foundation – 70 per cent
- site visits to organisations applying for funding – 65 per cent
- attending relevant conferences and seminars about philanthropy – 45 per cent
- making discretionary grants on their own terms – 27 per cent
- matching gifts from the foundation to support personal interests – 22 per cent
- being appointed to advisory committees – 18 per cent
- completing internships in the family foundation office – (not ranked)
- establishing a junior board – (not ranked)
- ‘passing the torch’ sessions between family generations through story telling and discussions on family history – (not ranked)

Suggestions

The following suggestions are also practical and flexible ways to prepare and encourage young members of family foundations:

- enable them to attend board meetings, site visits and retreats before formally joining the board;
- encourage involvement in board meetings, with an easy exit and entry strategy, and negotiate an appropriate age to be appointed as a formal board member;
- bring in training and expert advisors to familiarise people on how a foundation operates, including how the granting works, how to assess a funding proposal, and how board meetings are run;
- make explicit the willingness of older board members to listen to and respect the ideas of younger members;
- encourage them to find a mentor and help them to organise this;
- provide work experience opportunities in the foundation office;
- set up a separate discretionary fund, and allow them to make their own grant allocations according to their interests and nonprofit involvements; and
- make it clear that there are dedicated resources for the work of the next generation as they need it.

Guiding principles

In a bid to address the unique issues and requirements of family foundations, a set of ‘Stewardship Principles for Family Foundations’ was adopted by the Committee on Family Foundations (Council On Foundations) in 2004.

http://www.cof.org/learn/content.cfm?ItemNumber=4658&navItemNumber=9557

The Principles are intended as a general guide, but application is conditional on where the foundation is in its life cycle, and other variables such as restrictions of the deed, size of the corpus and grants given, available staffing and resources, and whether family or non-family members make up the foundation board.

Earlier times of invisible and personalised giving are now largely gone. For any family foundation seeking to have a lasting and positive impact on society, their challenge is first to look outward, to monitor and understand the current landscape for their philanthropic grantmaking; second to look inward, to remain vigilant and constantly aware of the impact and positioning of the foundation; *and* third to balance and align family interests as people change and move through life cycles, creating implications for the cohesion of the family and the foundation.

Stewardship principles for family foundations

Governance

1. Ensure the governing board establishes the mission, guides the operations and policies, and ensures the ethical conduct of the foundation.
2. Understand the authority vested in the board, and ensure each member is equipped to advance the mission of the foundation.
3. Consider multiple strategies to further the mission.
4. Exercise active oversight of the finances.

Ethics and accountability

5. Recognise and act on obligations to multiple stakeholders: the donor, the donor’s family, grantseekers and grant recipients, the public and government bodies.
6. Respect the missions and expertise of grantseekers and grant recipients, striving for relationships based on candour, understanding and fairness.
7. Welcome public interest and communicate openly.

Family legacy

8. Respect donor intent and the interests of later generations while also considering the demands of a changing world.
9. Plan for continuity in leadership.

Further resources

Council On Foundations – Family Foundations Services

http://www.cof.org/Members/content.cfm?itemnumber=573&navItemNumber=1993

Some pages are locked for members only.

Council On Foundations – Key topics for family foundations

http://www.cof.org/Members/content.cfm?ItemNumber=4957&navItemNumber=2720

National Center for Family Philanthropy
http://www.ncfp.org/

The Columbus Foundation Family Philanthropy Toolkit

http://www.columbusfoundation.org/gd/gd.aspx?page=70

The Nelson Meers Foundation

By Nelson Meers, Founder of the Nelson Meers Foundation

We created the Nelson Meers Foundation when we first became aware in 1999 that legislation to enable the establishment of Prescribed Private Funds (PPFs) was mooted. However, the concept of the Foundation was something we had discussed as a family for many years. My commitment to philanthropy was sparked over 40 years ago, when I had the opportunity to observe first-hand how philanthropy had created some of America's greatest and most important institutions.

We discussed as a family what our giving priorities should be, taking into account the funds that would be available to the Foundation and the level of funding enjoyed by the various sectors we were interested in. Two principles guided our decision-making: that it was important to choose just one focus area, so that we could develop some level of expertise in that area; and that we could sustain an enthusiastic commitment. We unanimously agreed upon the arts, which we see as an extremely useful and often underrated means of dealing with disadvantage.

Nelson Meers, Founder and Samantha Meers, Executive Director, Nelson Meers Foundation.

My eldest daughter, Samantha, is the Foundation's Executive Director, and all members of the family are involved in decision-making on various levels. What has delighted me is that everyone wants to be involved, and everyone has an opinion!

I believe that children can become involved in family philanthropy as soon as they are capable of appreciating the importance of the Foundation's activities. We planned the Foundation with the intention that my grandchildren, and subsequent generations, would be involved in due course.

Continuity is important, but I strongly believe that this is a matter for each generation to consider afresh. Philanthropy is something that cannot be done well or effectively without commitment and enthusiasm. I hope that I have instilled in my children a strong belief in the importance of philanthropy, and that they will in turn communicate this to their children, so that the Nelson Meers Foundation will endure for many generations. So far, the joint enterprise of philanthropic activities has been an emulsion for a closer family, and the Foundation has definitely been a means of strengthening family bonds.

The importance of civic responsibility is central to my public philanthropy, and this is a value I have sought to instill in my children. The willingness of my children to participate in, and actively support, our philanthropic activity is, I hope, an indication that I succeeded in some small measure in this mission.

I often say that I don't wish to burden my children with uncomfortable wealth, because I don't want to curtail their own ambitions. We discussed this as a family, and my children supported the establishment of the Foundation with the knowledge that I would be giving away their inheritance!

We considered a sunset clause, but rejected it because we didn't wish to set arbitrary time constraints on the Foundation's existence. It will be a matter for each generation to develop its own philosophy according to the times. Perhaps the Nelson Meers Foundation's funding priorities will shift over time, but we believe that the flexibility of the PPF structure will accommodate this. I hope that the Foundation will therefore be 'renewable' because of the different interests and passions of each generation.

Communication is very important because we believe passionately in the need for philanthropy. There are many ugly faces of capitalism, but it is inextricably linked with democracy. This is why it is essential that those that have benefited from the capitalist system demonstrate conspicuously a desire to contribute to society.

We believe strongly in the 'conspicuous philanthropy' model, and we have therefore followed a positive strategy of speaking publicly about our giving, and the benefits of philanthropy more generally. Anonymous giving does little to encourage others, nor does it assist the organisation you are supporting. Anonymous giving also implies a passive role in the giving process. We believe it's important to have a positive, interactive relationship with the organisations we support. I think people often underestimate the great pleasure and learning that one derives from these relationships.

The Sunshine Foundation

By Robin Hunt, Chairman of Trustees, Sunshine Foundation

Robin Hunt, Trustee of the Sunshine Foundation, reflects on the links between family and philanthropy, with particular emphasis on the importance of the intergenerational transfer of responsibility (rather than wealth) for family philanthropic activity.

Hugh Victor McKay. Photograph reproduced courtesy of Museum Victoria.

The Sunshine Foundation was established in the mid 1950s by three children of Hugh Victor McKay (who had established the 'HV McKay Charitable Trust' in 1926).

The Board is now comprised of three third generation and two fourth generation McKay family members; the first and second generations having taken responsibility from inception to the 1980s. The best time for a younger generation to become involved in their family's philanthropic work is: (a) when they have the requisite maturity and (b) when they have something to offer the Board. Of course, one doesn't have to join a 'board' to become involved in philanthropy; there are plenty of informal avenues for participation.

It is not a 'birthright' to join such a board. Boards have to be comprised of people with a complex mix of skills and experiences. Certainly, some 'learning' will take place after joining, but board members have legal responsibilities and trustees have to work within a particular framework. Board members are expected to draw on their educational, cultural, work/business, social and professional experiences.

It needs to be remembered that for many foundations, including the Sunshine Foundation, becoming a trustee is a life-time appointment. This makes it important to ensure that new trustees are willing and able to make the necessary commitment. In one case I am aware of, a board carried a board member with a disabling stroke for many years as it was the wish of his family that he still be a formal board member.

One of our trustees has just resigned after 39 years' of distinguished service. He was appointed quite young and was still very active (perhaps more so) towards his departure time. Older age (any one under 70 now seems 'young' to me) should not necessarily be a disadvantage with regard to participation. With age comes wisdom and experience (someone once said) and time to devote to things like philanthropy.

Maintaining continuity has been very important in the case of the McKay family. Foundation Board membership has proved to be a 'linking agent' between, say, third cousins who would never know each other otherwise. It also allows descendants of HV McKay to continue to carry out his wishes to 'put something back into the community'.

As a family we try to transmit the values of philanthropy across the generations through committee and board membership, participation in Philanthropy Australia meetings and circulation of Philanthropy Australia material. Younger family members are now establishing their own personal links with other philanthropists and persons of influence without the need for any direct encouragement from senior family members.

The corpus of the Sunshine Foundation is totally separate from McKay family members' individual wealth. It is very important to make the distinction. All trustees should be clear that it is not 'my' or even 'our' philanthropy, unless it comes directly out of one's own pocket. In some US family foundations, the amount available to be given away each year depends on the success of the family business. This is less the situation in Australia. The Sunshine Foundation is 'closed' i.e. it cannot accept any further donations and any growth in the corpus has to be organic i.e. come from within via sound asset management.

Our Foundation can continue in perpetuity but trustees have the power to give away the entire corpus and thus wind up the Foundation. Every few years, trustees review this decision and continuation has always been unanimously supported.

Earlier generations saw their philanthropic activities as being somewhat private in nature; younger trustees seem to be willing to be more open. An annual report is now produced which names trustees and shows where grants have been made. It is my personal opinion that this is very necessary given that philanthropic activity is not taxed and yet there needs to be ways to demonstrate accountability. Perhaps a Code of Conduct initiated by Philanthropy Australia and imposed on its members would be a good start.*

Our family philanthropy continues to evolve but we are always conscious of what we think HV McKay would have wanted. It is after all, not our own assets that we are making decisions about, but funds held in trust for the community. We continue to operate Australia-wide, we support rural projects and we feel a responsibility towards Melbourne's western suburbs – especially Sunshine (aka Brimbank).

We are certainly moving towards making a smaller number of larger grants; some of us would like to 'address root causes' – rather than filling in gaps of need not met by government. We all recognise that a number of small not-for-profit organisations rely on foundations such as ours for small grants in order to survive.

* Editor's note: Philanthropy Australia has a voluntary Code of Practice – www.philanthropy.org.au/membership/cop.htm

The Besen Family Foundation

By Debbie Dadon, Chief Executive Director, The Besen Family Foundation

The Besen Family Foundation was established in 1975 to build on the philanthropic tradition of Eva and Marc Besen. This tradition has now evolved to encompass three broad areas through which the Foundation can express its community involvement and commitment: Arts and Culture, Health, Welfare and Education and Jewish Interests.

Debbie Dadon,Chief Executive Officer of the Besen Family Foundation, speaking at the launch of the Ardoch Western LinCS Project.

The Besen Family Foundation seeks to encourage, nurture and assist in maintaining and developing important programs and projects. It provides support mainly through financial grants. The essence of the Foundation is the involvement of family members and the desire to encourage a spirit and culture of giving which can be developed and handed on to future generations.

Initially support from the Foundation was largely in response to individual, personal requests to Marc and Eva Besen. Increasingly their donations to a variety of organisations epitomised their philosophy of 'giving back to the community.'

However, involvement in the philanthropic community over a number of years resulted in an increased knowledge of the issues and needs of the broader community. This was a catalyst to formalise the structures and processes of the Foundation in order to create a living, vibrant, sustainable organisation.

There has been much literature published on the sensitivity of family philanthropy and the successful incorporation of future generations. With this in mind, the trustees utilised the services of a professional, Genevieve Timmons, well-versed in foundation work, who could educate the family about organised philanthropy and guide the integration of the second, and subsequently third, generations of the family into the Foundation.

An integral part of this process was the expansion of the number of trustees. Marc and Eva's four children – the second generation – became trustees of the Foundation, along with one non-family trustee, Julie Flemming, who had worked with Mr Besen for many years and had extensive knowledge and involvement with the giving of the Foundation almost since its inception.

In 2001 a decision was made to include grandchildren in the work of the Foundation and the two oldest grandchildren, over eighteen years of age, were invited to spend a day with the Executive Officer to learn about the work of the Foundation and to attend a number of site visits to organisations that had previously been given a grant by the Foundation. They were then invited to attend the trustees' meetings as involved observers. Three more grandchildren, now over the age of 18, have since been invited on site visits and to attend the trustees' meetings.

The use of modern technology has made it easier for the wider community to approach the Foundation for assistance for projects within the Foundation's areas of interest.

There have been both philanthropic and family benefits emanating from the Besen Family Foundation. From a philanthropic point of view, greater flexibility in grantmaking facilitates the support of innovative projects with some element of risk. For the family, the intergenerational interaction is an opportunity to share lessons and values, and grow together.

All family members grew up with a culture of giving and volunteering. Eva and Marc were both involved in fundraising and on the boards of a number of community organisations over many years. The tradition continues with many family members now on the boards of various non government organisations.

Three years ago the decision was made to set up a prescribed private fund. The main advantage of this was to allow the family to set up a corpus, an asset, in the new structure, which was not possible under the old charitable trust. This has now been put in place and guarantees the future of the Foundation.

Foundations play a unique role in society. They support the network of non-profit organisations, providing human services to the poor and disadvantaged, as well as cultural sustenance to people of all economic levels. Clearly a large portion of philanthropy today has shifted from 'cheque book' philanthropy to 'planned giving' and even pro-active giving. This evolution is reflected in the pattern of philanthropy of our Foundation. Currently, the Foundation is involved in a long term partnership with Ardoch Youth Foundation, funding a project designed to be sustainable beyond the five year funding period, therefore empowering the community to be self supporting.

Is early engagement always best?

By Caroline D Avery, President of The Durfee Foundation, Santa Monica, California – this is an extract from an article first published in Foundation News & Commentary, September/October 2006

It seems the accepted wisdom these days is that the earlier children are involved in their family's philanthropy, the better.

We have all read articles about admirable families who bring their youngsters to board meetings, engage their teens in grantmaking and otherwise equip their offspring for a lifetime of fulfilled engagement. My hat is off to those families who manage to do this. I would like to present a contrary point of view. Early engagement is not the only path to long term satisfaction with family philanthropy. Just as there is an enormous diversity in family foundations, there are myriad ways to engage the next generation in philanthropy.

> "If I had been expected to join the Durfee Board at 18, or 21, it would have felt like a burden, not an opportunity. I might very well have resigned in a post-adolescent rebellion and missed one of the most rewarding undertakings of my life."

Speaking as a daughter and granddaughter of a philanthropic family, and also as the mother of two boys, I would like to advocate the wisdom of not engaging young family members in family philanthropy.

This topic brings to mind Charles Dickens' Bleak House, which is most often cited as a condemnation of the legal system, but which also offers a juicy send-up of philanthropy. In the novel, we meet Mrs Pardiggle, "a formidable style of lady," who introduces her five young sons and recounts with pride the charities to which each boy has pledged the entirety of his allowance. She also identifies all of the good works in which she participates, and remarks that her sons "are my companions everywhere; and by these means they acquire that knowledge of the poor, and that capacity of doing charitable business in general – in short, that taste for the sort of thing – which will render them in afterlife a service to their neighbours, and a satisfaction to themselves."

When Mrs Pardiggle describes how her youngest, Alfred, signed up for the Infant Bonds of Joy (pledging never to use tobacco) after attending a two-hour evening lecture on the subject, the narrator observes, "Alfred glowered at us as if he never could, or would, forgive the injury of that night."

I am not taking the position that young people should not participate in charitable acts or give money to those less fortunate. I am a believer in community service; my children attend a school with a strong service learning program and I was as proud as the next parent when they sold baked goods to help the victims of Hurricane Katrina. However, I do want to caution against taking a heavy-handed Mrs Pardiggle approach, which could backfire. Rather than inspiring a lifelong commitment to community service and philanthropy, such an approach could create a lifelong aversion.

Waiting for life experience

Running a family foundation is a tricky business. Seeing that a family foundation not only survives but thrives through the generations is even trickier. Statistics show that few foundations make it to the fourth generation of family involvement. (This is not necessarily a bad thing – longevity alone is not an effective philanthropic instrument).

The Durfee Foundation, established in 1960 by my grandparents, R Stanton and Dorothy Durfee Avery, has a board of almost all third-generation family members. By many measurements, Durfee is a family foundation success story. We have survived the death of the original donors, we have a very engaged board, we get positive feedback from the community about our responsive grantmaking and our trustees actually get along with one another. From time to time, I receive phone calls from colleagues or people writing articles about philanthropy and the next generation, asking how the foundation prepares young family members to be new trustees. Do we have an advisory board for teens? Is there a discretionary grant pool that younger family members can access to learn how to make grants? Sadly, I don't have much to say.

What I do say is that Durfee's practice has not been to engage family members at a young age, but to wait to reach out to them when they are in their mid 20s. The thinking behind this approach is that before they are 25 or so, most young people have a tremendous amount going on in their lives as they finish college, embark on a career path, decide where to live and perhaps choose a mate. Many people at this stage in life change directions, and addresses, several times before choosing a path. We want our trustees to be at a place in their lives when they choose to join the foundation, not enlist simply because it is expected of them. We also believe that trustees bring more to the foundation when they have made their way in life a bit and can bring those experiences to the boardroom.

Even though I now thoroughly enjoy my life in philanthropy, I would not have benefited from, nor would I have added much to, the Durfee Foundation had I been groomed to join the board at a young age. Upon graduating from college, I stuffed my futon into the back of my Honda hatchback, drove around the country, and ended up opening and running a bakery in Indiana with my then-boyfriend. Much to my family's relief, the futon and I (but not the boyfriend) ended up back in California and I took the LSAT (Law School Admission Test).

I joined the Durfee Board when I was in my second year of law school, when I was more settled and able to take on the responsibilities of being a trustee. I had also, on my own, gained valuable experience during those pre-trustee years by volunteering at a nonprofit, registering voters and running a business. If I had been expected to join the Durfee Board at 18, or 21, it would have felt like a burden, not an opportunity. I might very well have resigned in a post-adolescent rebellion and missed one of the most rewarding undertakings of my life.

Enriched by service

At its best, family philanthropy offers amazing opportunities to those who are lucky enough to participate in it. My life has been enriched immeasurably through board service. It has given me the chance to learn from my grandfather the art of gracious leadership transition, to appreciate the passions of my siblings and cousin as we craft new grant programs together, as well as the opportunity to solidify my grandparents' commitment to supporting the Los Angeles region, even though most of the family Board members no longer live there. Beyond my family foundation, I have found participation in the philanthropic and nonprofit sector to be stimulating, allowing me to work with some of the brightest and most caring people I know.

I hope that my sons' lives will be enriched by participating in family philanthropy, as mine has. I just don't want to force it on them now.

For every story I read about amazing teens who bring commitment and zeal to their family foundations, I hear another, less happy story, off the record. The son who felt pressured to join the family foundation board, did not enjoy it, and disappointed his father when he resigned. The cousins who got along fine until they were expected to work together as a board. The trustee who wanted to relate to the others as family, not as co-workers at a multi-million dollar enterprise, and quit the board in frustration.

And then there is little Alfred Pardiggle, who I can only imagine broke the Infant Bonds of Joy at his first opportunity and developed a lifelong addiction to nicotine to overcompensate for the resentment he felt about his mother's pressure to do good works.

For my own sons, I will encourage them to continue their community service, but try to avoid the self-righteous expectations of Mrs Pardiggle in the hope that they will freely choose a fulfilling life in philanthropy when they are ready to serve.

There is a link to the full version of this article on our website http://www.philanthropy.org.au/services/journal.htm

Is early engagement always best? Comment by Carrillo Gantner AO

By Carrillo Gantner, Chairman, The Sidney Myer Fund and President, The Myer Foundation

Like any aspect of parenting, how you choose to introduce your children to organised philanthropy is a very personal matter. Of course I want my children to be appreciative of their blessings, sensitive to the needs of others, committed to the causes about which they really care and generous in response. But I want much more than that: I want them to be independent and international in their outlook; I want them to grow up with a strong set of personal values honed through experience; I want them to make their own way in the world and build their own professional careers and networks. So I do not encourage their early involvement in the formal structures of Myer Family Philanthropy, and especially the Myer Foundation with its 4G Committee and programs to encourage younger members of the family to be involved.

Other family members have different views and raise their children accordingly, but I personally think there is a danger that early involvement in grantmaking with significant sums of money can encourage dependence, a false sense of self esteem and a feeling that they are being generous when in fact they are merely administering the generosity of others. Assessing and making recommendations on grant applications can also change their relationship with others their own age who might be on the other side of the funding equation.

When my children are growing up and establishing themselves in the world, I would much prefer that they gave their heart, their time and what they make themselves to the causes that they care about. If they are lucky enough to make these causes their life-long professional vocation, or linked directly to their vocation, so much the better for them. Then they will be blessed in life by not separating work and personal passions. Later in life if they then want to return to The Myer Foundation or any other organised philanthropy, they will then be able to bring to the table a clear sense of purpose, values and clarity drawn from their own broad life experience.

Not a family picnic: the John T Reid Charitable Trusts

By Jane Sandilands – Jane was commissioned to write the history of the John T Reid Charitable Trusts 'Doing What Needs to be Done', published in 2006

Dedicated professionalism, a degree of formality and the ability to adapt to change are the hallmarks of the family-run John T Reid Charitable Trusts.

When Margaret Ross AM, Chairman of the John T Reid Charitable Trusts, takes her place at the regular meetings of the Trusts, members of the Reid family sit at the table as trustees and colleagues. "In the meetings, we effectively stop being family members. Our age difference and our positions in the family have no meaning at all. We are trustees and that is how we operate."

While there can be an inherent difficulty in running a board of trustees where the members are predominantly family members, this difficulty was overcome early in the Trust's 50-year history. Margaret Ross' father and the Trusts' Founder, Sir John Reid, established clear rules for conducting trust meetings professionally and they guide the trustees to this day. Margaret said: "Perhaps the most challenging is keeping the ethos of the Trust properly, not allowing the meeting to become a family picnic. Part of this is in the formality of treating the Chairman as Chairman, of being thoroughly prepared for each meeting, of having a degree of formality, reflected in dress, for example. It's a matter of asking the question – do you respect your own position as a trustee?"

In a very deliberate decision to have close involvement with each of the grants made, the trustees take on all the extensive research and groundwork required before submissions are presented to the Board. Given the range of grants, this is no small feat. The only Trust staff member is the Administrative Manager, who handles all initial queries, prepares necessary paperwork and organises Board papers and correspondence. The Trusts meet twice each year and funding distribution is across the areas of Aged and Palliative Care, Arts and Cultural Heritage, Community and Social Welfare, Education and Youth, Environment and Health Facilities and Medical Research. In 2006, in the last category alone, grants from the Trusts included one to the Walter & Eliza Hall Institute of Medical Research. The 2006 grant followed an earlier grant to found the Reid Rheumatology Laboratory in 1994, reflecting the Trusts' philosophy to revisit and build on previous support. Other significant grants have been made to the National Gallery of Victoria, YWCA, Taralye Foundation, Scope and the Donydji Aboriginal Homeland, in conjunction with the Rotary Club of Melbourne.

Because the role of trustee demands such a high degree of professionalism, to do the job properly, trustees need to be well equipped. In recent years, the trustees have developed a series of papers about the Trusts, the most comprehensive of which is the formal responsibilities and duties of trustees. This emphasises the seriousness and responsibility of the role and begins: "There is an overriding obligation to represent the perceived values of the Founder and act in the best interests of the beneficiaries". It also recognises the effort required of trustees. A quotation from John Boyd Reid in the same paper reads: "The successful giving of money is no act of self indulgence, but requires diligence and energy to work through the opportunities and finally to select those whom we would help."

As trustee, not only are there stringent corporate regulations to be met, but also the professional ability to properly discharge their roles. Margaret Ross said: "You can look for this expertise within the family, and there are some trustees who have extensive experience, both in the community and not-for-profit sector, on corporate boards, and working in professions as well as having wide interests in other aspects of life. If there are trustees who don't have an aligned profession or business, we expect they

Sir John and Lady Reid, founders of the Trust, in 1983.

Sir John's and Lady Reid's 15 grandchildren in 1972 – potential trustees for the future?

will take courses in appropriate areas such as the functions and workings of not-for-profit boards. One family member is currently completing an Institute of Company Directors course, another is doing a course on the duties and responsibilities of Board members and has another planned on financial management. This is the kind of help and professionalism that all trustees need. Many people in many trusts take on this responsible role without formal training. I hope that Philanthropy Australia will consider offering courses like this: when trustees have responsibility for organisations of this magnitude, no-one can take that on without training."

While previously there has only been one non-family member on the Board, thought is being given to an increase in non-family members with specialist skills. "The number of worthwhile submissions increases each year and we often find ourselves pressed for time to investigate and assess each submission in the way it deserves. Some submissions benefit from input from trustees with commercial accounting or legal expertise and this can come from carefully selected people from outside the family. The way we work means that if we accept a submission it is on the books, and one or more of us has done a lot of groundwork, and at meetings everyone needs to offer something." That said, it is not all serious corporate decision-making. "The joyful part are the changes we can make in people's lives and in the way their organisations operate."

Since Margaret's Chairmanship began in 1984, there have been changes, perhaps the most dramatic being the decision to 'go public'. Before 1993, gifts were given anonymously, and could not appear on any public documents of recipient organisations. Even now, the trustees retain control over whether a particular organisation is permitted publicly to acknowledge the source of a grant. The focus, as ever, remains on achieving practical results rather than on creating a higher profile for the Trusts. In 2005, the Trusts celebrated their 50th anniversary, and marked the occasion by commissioning a history of the Trust. This in itself caused some heart searching within the family. "The next generation thought it was terrific. My generation had reservations," Margaret said. "Within a family, there are as many views of memories as there are family members." While the Trusts still do not have a high profile, they have become members of Philanthropy Australia and donations are no longer anonymous.

"Since Margaret's Chairmanship began in 1984 there have been changes, perhaps the most dramatic being the decision to 'go public'."

At the beginning of 2007, Margaret's brother, John Boyd Reid, retired from the Board of Trustees. This occasion, Margaret said, "made us think and evaluate what we are going to do in the future". He had been a trustee (with Sir John Reid and Lady Reid) since the two Trusts began in 1955 and 1963 respectively. On the approach to his retirement, it was this ongoing belief of having others share in guiding the Trusts that led John, long regarded by younger members of the family as the 'elder statesman', to signal his intention to retire 12 months before the event. "As a trustee, John brought both his legal training as well as years of experience at the highest levels of the Australian business world for the benefit of the Trusts and the other trustees. His 50-year contribution has been of enormous value and he will be sorely missed." John's retirement was, Margaret says, a momentous occasion, rivalling the occasion in 1984 when the Trusts' founder, Sir John Reid, retired as Chairman.

At the meeting of trustees in February 2007, at which John was farewelled, Margaret Ross spoke of the essence of a dedicated family trust: "We have a great opportunity here to manage these funds and do some worthwhile things with our donations. We may not change the world, but we can make a big difference to people's health and happiness. We are a fortunate family, and you are all part of a Trust of which I am truly proud. Together we can go on to do even greater things and I look forward to your support."

Note: All photographs are reproduced with the kind permission of Margaret Ross, and the assistance of Tricia Mahoney.

From Vienna to Victoria: keeping the Mahlab family connection

By Karen Mahlab, Founder Pro Bono Australia, Managing Director Mahlab Group

My siblings and I established our sub fund, the Omi-Albers Fund, under the auspices of the Melbourne Community Foundation (MCF) in 2006. Our Fund's main purpose is to fund refugees, children and projects that have a social change bent. The money for the Fund came not from existing family monies but, in 2005, from war reparations through my great grandfather Arthur Albers, who was a generous philanthropist in 1930s Vienna.

Karen Mahlab.

I found that setting a fund up with MCF was easy to do, cost effective and that they provide a donor advice service to their funds which feeds through projects for funding in my stated areas of interest. I think it's a good model for philanthropists to use.

Setting up a foundation or fund is only one way to give. Volunteering is just as important, if not more so, for nurturing a culture in a family. Volunteering has always been a part of my family's culture and I think that learning by seeing the adults do it is the way to instill that ethos at the moment. My kids, who are 11 and 14, have gone to marches and the Make Poverty History concert. In addition, their school places a very high value on 'giving back' through donations and time – practically every week brings something on that front.

I think 'giving back' should be in the family 'air' from the beginning – not so it's forced, but rather as a sense of being able, if you want to, to address inequities in the world we live in. In my family there has always been a sense of standing up for the underdog. Perhaps my kids will carry that on.

I am involved in all things philanthropic in my business life, through Pro Bono Australia, and in my volunteering life, as a Board member of the Melbourne Community Foundation and Patron of the Nation Council of Jewish Women – it's our 80th birthday this year! My kids hear about these things on a daily basis, so hopefully some of it will sink in.

All my siblings have a greater or lesser involvement in giving back in some way, linked to their own cares: For example, my brother and sister-in-law had a very premature baby, who is okay now, but as a result have become involved with the Royal Women's Hospital Foundation.

how we grew up and sits at a very primal base of who we are and how we view the world.

How much will I leave to my kids? Not sure, but, hopefully, something will be left to them to give them a comfortable life, in the way mine has been. That giving – to them – comes from a strong family culture in the generations preceding mine.

I think that over time philanthropists have learned the transformational and innovative impacts philanthropy can have on society. We are no longer just in the 'alleviation of poverty' mode, even though our laws still largely reflect that. My great grandfather funded an orphanage in Vienna in the 1930s and they gave him a birthday party each year. I cant see that happening these days. It would be too much in the 'noblesse oblige' mould.

"I think 'giving back' should be in the family 'air' from the beginning – not so it's forced, but rather as a sense of being able to address inequities…"

Thinking about 'how much is enough' and therefore how much to leave your children is very important. The answer to this varies person by person. Thinking you have 'enough' is an emotional response to circumstances and environment. Some people will never think they have enough when they have millions, others will think they have enough when they have very little. A sense of abundance in order to give money away is an intangible, that some have and some don't, linked to a sense of security and optimism. It depends

There has, and will continue to be, an influx of less traditional donors into philanthropy. Over the next 20 years we will see an enormous intergenerational transfer of wealth – US$41 trillion I understand – and the next generation will have a different attitude toward giving. As a result of the internet, informed giving is much more possible.

The joy of family philanthropy: the Reichstein way

By Jill Reichstein, Chair, Reichstein Foundation. This article is an edited version of a speech Jill gave at the New Zealand Philanthropy Conference, 2007

People often ask me how I feel about my father giving away part of my inheritance. I really believe he gave me a greater gift – I feel very fortunate to be involved with the Foundation and it is a privilege to be able to support community organisations. It has become my life's work.

Apart from leaving a legacy, my father also knew that I was involved with community development around issues involving women and childcare, and no doubt felt the Foundation would be an important factor in my life and thereby creatively developed. I really regret that we never discussed this vision of what the Foundation might look like 10 years, 20 years, and 30 years into the future.

Until now, as an only child, I was the lead family member but as my daughter Lucy settles into her law career in Melbourne, I would hope she will get more involved. At this point my son Tom has not chosen to be involved with the Foundation, but I'm thinking about ways to encourage his engagement.

When I joined the Board in 1972, the Board consisted of the usual suspects – a lawyer, an accountant, a stockbroker, a businessman and myself. I was then a community activist trying to get domestic violence recognised as an issue for the charitable sector. Our Board meetings consisted of four fifths discussion on shares and one fifth to the distribution of the income.

I was on a huge learning curve and just wished my father had shared more of his knowledge and skills. At that point the funds were distributed in a very traditional charitable model – buses and blankets and hospitable beds.

But as Board members resigned and we replaced them with people who had community development as part of their skill base, we ended up with a Board of community activists. We now have a separate financial advisory committee.

Our invited trustees' terms are three years, plus an optional further three years, but family members are there for life. It's not like I can retire yet, which is an interesting concept. My father never told me part of my inheritance was to run this charitable foundation for the next 30 to 40 years!

"Our invited trustees' terms are three years, plus an optional further three years, but family members are there for life. It's not like I can retire yet, which is an interesting concept. My father never told me part of my inheritance was to run this charitable foundation for the next 30 to 40 years!"

With a Board of activists our granting has started to push the boundaries of the charitable field to be more innovative, tackling the root causes of injustice, poverty and unemployment. We want to act as a catalyst for change.

The challenge I believe as the Chair is to engage both my father's grandchildren in the work of the Foundation. How do I juggle my desires as a family member, when I have invited other people to be Board members to fund in a particular way? Should we develop a pool of funds for Tom and Lucy to distribute to learn how to give creatively? I do need to feel connected and passionate about what we are funding, so it is essential to ensure that the Foundation's guidelines mirror the changing interests of family members and trustees.

My desire is that in the not too distant future, my children Lucy and Tom will run the Foundation together. Lucy and I have shared so much through the Foundation, grappling with many issues. It pushes us out of our comfort zone in so many ways that it has been a wonderful connection point around values and ideas and direction to a sense of shared purpose. We have shared panels at conferences and while travelling overseas have met with various foundations in the United States and the United Kingdom to learn about how they fund.

I feel very proud of what the Foundation has achieved over the years, with the collective efforts of past executive officers, trustees and community organisations themselves. We have funded some outstanding projects which have changed people's lives while also deeply affecting all those who have worked with the Foundation.

It is so wonderful to engage in the issues with my children, which instils in them a commitment to generosity and the values which underlie the Foundation. Lucy has often commented that she is so glad to have the Foundation in her life and she feels she has a lot to contribute. We share a common vision.

Being a part of a family foundation has been a privilege although it requires a great commitment. It is, as the Council of Foundations has written, a "great vehicle for family members, connecting families across generations and through the years".

Feature interview: a conversation with Tim and Prue Fairfax

Tim Fairfax is a trustee of the Vincent Fairfax Family Foundation (VFFF), created by his father Sir Vincent Fairfax in 1962. It was the first charitable trust in NSW, and now gives away approximately $5 million per annum. Tim and his wife Gina have started a small foundation of their own, the Tim Fairfax Family Foundation (TFFF), with their four daughters, of whom Prue is the youngest. Tim and Prue spoke with Philanthropy Australia's Louise Arkles about their family philanthropy.

What foundations are you involved with?

Tim: When my father set up his charitable trust, which became the Vincent Fairfax Family Foundation (VFFF) in 1962, he didn't talk much about it. It started off quite small and grew gradually. However we children knew about the Foundation from an early age, as it was something he talked about. My brother and mother were involved from the early 1970s. I took on the role of Director about four years ago. We have an AGM, and all the G3s (the third generation of the family, my children's generation) are invited to attend.

The Tim Fairfax Family Foundation (TFFF) was established three years ago, so it's very much in its embryo stage. My wife and I are the sole trustees at the moment, with input from our four daughters. We are in the process of setting up guidelines, principles and a mission statement. It has a small capital base of about $1.2 million. We are presently applying for PPF status. I am also a board member of the Foundation for Rural and Regional Renewal, Queensland Art Gallery Foundation and Chairman of the University of the Sunshine Coast Foundation.

How involved are the G3s in the VFFF, and do they bring a different perspective?

Tim: Two of them are presently Directors. The G3s bring a new dimension, because they're out there in the world in a different way to me and my generation. The VFFF Board is made up of family members and some external members, and is actually chaired by an external person. It's a great benefit to have people outside the family involved.

Tim and Prue Fairfax.

We bring in people with expertise in specific fields including education, finance and corporate experience.

Are your children involved in the TFFF?

Tim: Yes, their interests are being incorporated into our planning. For example before a recent family holiday I asked them all to think about what issues they'd like to support, and we made time to discuss it while we were away. Out of that came the idea that we would like to make Queensland our focus, where there are fewer trusts and foundations disbursing, and the nonprofit organisations are generally less aware of the philanthropic funds that are available. We can fund more widely across Australia, but we'd like to focus on Queensland, where we live. As we have lived in a rural environment, we are very keen to support rural and regional areas.

Prue: My sisters and I all bring our personal experience to the TFFF, influencing the grantmaking and focus areas. As individuals with our own interests and careers, we bring a wide range of ideas to the table for discussion. I've been working in the philanthropic sector, which has given me an insight into formalised giving. I want to work in philanthropy – it holds a lot of interest for me, not just on the giving side but also the fundraising side.

Tim: It's all very well to give financially, but I think one really needs to be involved as well. For example my eldest daughter spends time one night a week helping out at the Royal Children's Hospital. Another one volunteers with a refugee family, helping the kids with their homework – this is an important part of philanthropy too, giving your time and being involved in the community. Giving time can be really challenging, but I think you make time for things that you really want to do.

Prue: We've learnt by example, as Dad gives over 60 per cent of his time to the nonprofit areas, so volunteering is normal for us, part of everyday life.

Is there a trust deed for the TFFF?

Tim: Not yet, but we will create a deed, taking care that it is not constraining, building in some flexibility. A deed will ensure that future generations know what the wishes of the founder were. One of the benefits of having a formalized giving program, rather than just giving in an informal way, is that you have checks and balances. The discipline of having a trust deed and guidelines really helps, as does requiring feedback on your distributions. Certainly the VFFF requires its recipients to report back, and that feedback informs our grantmaking. We produce an annual report, which is distributed around the family, including the G3s, but it is not public. We do however publish all our grants on our website.

Tim, did you consciously decide to follow the same path of involving your children as your parents involved you?

Tim: Yes, I suppose I have. It's really a matter of keeping them informed, of talking generally about our philanthropy, at family meals. Outside the family, it's interesting to see the change in the general public's attitude to giving which we saw after the tsunami.

Prue, do you think it will be easier to have a conversation about wealth or giving, now that philanthropy has a higher profile, with colleagues or friends?

Prue: Not so much wealth, I don't think that's any easier to talk about, but charity and philanthropy will hopefully become a topic that is easier to discuss and more commonly part of every day conversation.

Tim: I'm very conscious of the fact that our wealth is inherited and we have to preserve that, so there's a great deal of responsibility.

Do you favour using a sunset clause (i.e. spending down the Foundation's capital within a set timeframe), or would you rather the Foundation lived on in perpetuity?

Tim: I haven't come to any conclusion on that. We ask that question every year at the VFFF. We don't know what's around the corner, what the world will be like in 50 years time. The other thought is, would it be better to end the Foundation so the next generation can do something completely fresh? One needs to keep an open mind.

> "It's taken a lot to put ourselves on a website. We didn't want to be in the public domain, and we worried about being inundated with requests… In the end, once the website was established, we did receive submissions but it actually helps because we have our guidelines up there."

What do you think about the theory that young people would be better to go off and find their own way in life before joining a family foundation?

Tim: You have got to be very careful not to push people – it's up to the individual to make the decision to join. It's important for people to be able to develop a career without the pressure to be involved in philanthropy. We've found that if you chew over these issues as a family, over the barbeque and a glass of wine, eventually you become imbued with the idea that we should be giving back to society.

Prue: That's what it is like for us. It is an individual choice and in my case it is something I not only want to be involved in but I want to work in the philanthropic sector as well. Some of my cousins – there are 12 of us G3 – have become involved in the VFFF and others haven't, but they may well over time.

Is 'inspiring others' enough of an incentive for you to talk publicly about your giving?

Tim: We have been very reserved at the VFFF. It's taken a lot to put ourselves on a website (www.vfff.org.au) We didn't want to be in the public domain, and we worried about being inundated with requests. Even joining Philanthropy Australia concerned us initially, being on a public list. In the end, once the website was established, we did receive submissions but it actually helps because we have our guidelines up there. Now it's easy for grantseekers to see whether or not they fit the guidelines and save themselves time.

Prue: Encouraging others is important for me. After working in the field I realise how little the general public knows about philanthropy, so it is imperative to talk about it.

The question of having your name attached to a grant is difficult. It can make a contribution in terms of raising the profile of philanthropy, but it can be hard for younger members of the family when the family name is used in that way. It's easier for me now that I'm working in the field to talk about philanthropy; rather than just being able to talk about my family I can now talk from a more theoretical perspective. I'd really like people to know that philanthropy is not just for the wealthy. It's obviously attached to wealth, but actually anyone can give.

What has been the most fulfilling aspect of your involvement in philanthropy?

Tim: The Rural Education Program within FRRR (Foundation for Rural & Regional Renewal), where myself and my wife Gina, Baillieu and Sarah Myer, and John and Janet Calvert-Jones have pooled our resources, to help fund education initiatives. We go out together on field trips, to Indigenous communities or outback stations or schools in rural towns. We can see first-hand the impact our donations have. One highlight was bringing a group of remote tutors together, mostly mothers or governesses of children living in the outback, to learn about technology and computers and how to use these tools to maximize their children's education.

Another project was that which saw voluntary teachers, often retired teachers, go to remote properties to assist parents with the education of their children, often to the great relief of their parents. This is so rewarding as you can see that you're actually making a difference and it is appreciated by the recipients.

Expect some changes: Generation Y will redefine grantmaking

By Kym Madden, Senior Research Fellow at the Centre of Philanthropy and Nonprofit Studies, Qld University of Technology, Brisbane

Kym Madden.

Is the way you think about philanthropy different from the way your grandparents, or even parents, did? How will your grandchildren, and their children, think about their gifts to charity?

The latest in generational research points to a range of differences between older generations, such as the 'baby boomers' (now 45-65) and 'radio babies' (those over 65), and younger generations, such as Generation Y (those now in their late teens or early 20s).

The basis for identifying such differences is the widely accepted view by social scientists that the particular social, economic and political times that each generation is born into – the zeitgeist – moulds one's understanding of and approach to life.

Here is a brief run-down of the kinds of changes Generation Y is likely to bring to the grantmaking scene.

1. What's low tech?

Generation Y was born surrounded by computers. Using technology easily and experimenting with innovative hi-tech solutions is like breathing to them; it's what they know and, in fact, all they know.

In the philanthropy context, Generation Ys will want to use technology and tailored software solutions to select grant recipients, manage their giving programs, and assess nonprofit performance. Much of the manual sorting of applications and grantee information will be forgotten: there will be little patience for hands-on, laborious processes.

2. When? Now or sooner

Advances in digital technology have meant lightening fast transfers, transactions, interactions… you name it. Generation Ys take high speed for granted, they can't imagine life without it. They will not be content to wait for grantees (or others) to make contact or to report using old-time standards: they will expect things to happen fast. Turnaround time will matter and efficiency will be a baseline expectation.

3. Networked!

Today's younger generations are the most 'connected' generation in history. Their use of new communications technologies mean traditional time-space boundaries no longer exist: in this respect, the world truly is their oyster!

Generation Ys' love of, and dependence on, social networking will mean they will run ideas past their widely dispersed friends and peers instantaneously. As grantmakers, they will find others with whom to co-operate, and swap ideas and resources.

They find it easier than ever to tap into what others – worldwide – have learned about grantmaking and best practices in the nonprofit sector. They will expect greater co-operation among nonprofits and partnerships, in every direction, will make greater sense.

4. Accelerated change

It's hard to grasp that the massive social changes witnessed by the radio babies (those 65 and older) and the revolution to workplaces and communities experienced by TV babies (baby boomers) are just the beginning. Generation Ys will not be amazed like their parents and grandparents, however. Change will be expected and 'no change' will be greeted incredulously.

Generation Y will demand 'news': new experiments in innovative thinking and applications, new advances in managing the risk attached to those experiments, and constant improvements to nonprofit process and outcome. They will expect change, and improved results, in their own grantmaking activities.

5. Who says?

Without doubt, the younger generations are far more willing to question authority and to challenge the status quo than their baby-boomer parents (and they shocked their radio baby parents!). Be prepared for some serious discussions around how things should be done by the family, as well as challenges to staid grantees. Tied to this is the desire for accountability. Respect will not be given unless it is first earned, in their eyes, and this means in part, respecting them.

The bottom line is that Generation Ys distrust authorities – nonprofit or not – and this may distress senior family members who have come to trust a favoured organisation. Rather than passively complain like their older brothers or sisters (and, indeed, parents) are likely to, Ys are action-oriented so be prepared for some decisive action. In this sense, they have been likened to their radio baby grandparents and great grandparents.

6. Flexibility

Discipline is less important to Generation Ys. They are happy with a laid back approach if the results are there. Theirs is a 24-7, customised, highly fluid world and the younger they are, the more this is true.

If you intend to appeal to their good sense by referring to how things have been done in the past, consider the old adage 'there are many ways to skin a cat'. Think 'options' and alternatives in carrying out the family's philanthropic mission. Rigidity in thinking is out and performance is in.

These differences are just some of the ways younger grantmakers are expected to approach philanthropy. This topic is a rich one and your comments are invited!

Kym Madden can be contacted on k.madden@qut.edu.au

Succession planning for families: a family business perspective

By Philippa Taylor, Chief Executive Officer, Family Business Australia

There are quite a few parallels between family businesses and family philanthropy when it comes to succession planning – and 'planning now' is the key.

With the average business owner aged between 50 and 59, most of whom are planning to retire within 10 years, far too few have any idea of how they will exit.

According to the 2005 Family Business Australia, Deakin and KPMG study, 68 per cent of business owners do not have a succession plan. While there are no comparable figures for philanthropic boards of trustees with no succession plan, it is likely to be much higher.

We may question why this is the case, when not identifying an exit strategy has the potential to seriously slow a business, or even destroy it. Many answers have been put forward, including refusing to recognise one's own mortality, putting the issue in the 'too hard basket' or putting off any decision because it will 'rock the boat'. In some cases it can be a combination of all these.

Many would agree that the most desirable outcome would be for the business, or foundation, to pass to the next generation. But this is not always possible; maybe there is no family member who is ready, willing and able. This means the current leader may need to look at other options, such as selling a business or bringing in external staff or trustees for a foundation.

Family Business Australia, the peak body for family businesses in Australia maintains, as does Philanthropy Australia, that there is no 'right' or 'wrong' exit plan. The only thing wrong is not planning!

The backbone of any successful succession is a good plan. The document is the culmination of a process, and acts as a guide to managing all the issues that are likely to surface. It will deal with:

Philippa Taylor, Michael Wittner (Chairman of the Next Generation Group), Jeff Kennett and Michael's father, David Wittner at a function the Next Generation Group held, to raise funds for Beyond Blue.

- the process of choosing a successor;
- the personal development of the successor;
- the evolving leadership roles of the incumbent and successor, including job descriptions for both at various stages during the process;
- ensuring a meaningful and secure retirement for the current leader;
- communicating the succession decisions to the family, the company/board, and the community;
- considering future family participation in the business/foundation; and
- future family participation in the business/foundation.

Once complete, the plan should be reviewed annually to ensure that it matches changing circumstances.

A family business case study – funeral directors

One of the more successful transitions from one family leader to another occurred, maybe not surprisingly, in a funeral director's family business. Maybe the core business ensured that the owner was well aware of his own mortality!

The success of this plan was due to starting early – well before the family business leader was actually ready to exit.

The family and staff began the process by collectively identifying what sort of leader the business needed to take it into the next decade. Once it was agreed that some tertiary business training such as an MBA degree was desirable, this process encouraged many who could have considered themselves potential leaders, to self eliminate.

Eventually, the family looked outside those family members employed in the business, and invited a family member working as a solicitor to apply for the position.

The success of this selection process was that the decision wasn't precipitated by death, illness or old age – it was planned, and given the time in hand, was as inclusive of all the key stakeholders as possible. This ensured that the new leader was well supported.

Another stroke of good sense was the incumbent leader's decision to remain in the role of chairman for a period of adjustment – but he deliberately removed himself from his previous head office location – ensuring that staff members referred to his successor and not, out of habit, to him.

Next Generation Group

The emergence of a Next Generation Group in the Family Business Australia membership has added an interesting impetus to the succession issue. As Next Generation member, Danielle Ciliberto said, "We as members of the Next Generation Group realise that we need to assist the process of transition from 'below'. We can't expect our parents to make these decisions without some input from us".

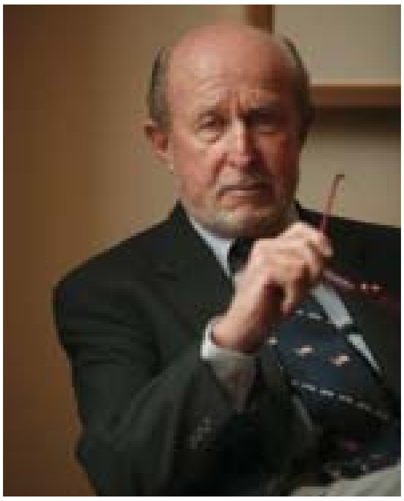
Members of the incoming generation may need to prove that they are 'ready, willing and able' but the sooner the conversation is started, the longer the business or foundation has to prepare for what is, after all, inevitable.

If you would like to learn more about Family Business Australia you can contact us on 1800 249 357 or go to our website www.fambiz.com.au

Tales from two families – Jack Bendat and Peter Sarich

By Sally Edwards

The Bendats and Sariches may have very different histories and different focuses to their giving, but these two Western Australian families have much in common when it comes to their approach to philanthropy. Both families prefer to remain low-key and to deflect focus to the causes they support, but both believe that philanthropists have a role to play in encouraging others to give.



Jack Bendat.

Jack on being the Bendats

Jack Bendat is happy with his life, and with good reason. His chief sources of happiness are his family and his philanthropy. He and his wife, Eleanor, have been married for over 60 years, their children Paul and Laura have both been happily married for over 20 years and there are six grandchildren, each busy building new lives in noble fields such as teaching, law and medicine.

Jack sees his family's philanthropy as both an enormous source of personal joy, and a driving part of his personal and family success. Generosity to others, devotion to your own children and respect for your parents are among the bedrock of values that Jack sees himself and Eleanor as having both inherited and passed on through the generations.

The second of four children born to a Polish-American family, Jack took his own young family to see some of the world in the 1960s. These were not wealthy years for this branch of the Bendats but when they arrived in Perth, Jack says, "We saw a Shangri-La. Finding Western Australia has been the best thing to happen to our family." Jack began building shopping centres, new to Western Australia at the time, and went on to build an exceptionally successful business career spanning broadcasting, viticulture and property development.

Soft of voice and sharp of mind, Jack is in his 80s. Jack credits his own parents for instilling in him the principle if you are given much, you should give in return – and give well. It was a lesson taught by actions as much as words.

Jack's father Benjamin began with a fruit and vegetable store and built his own wealth while always being involved in philanthropy and serving others, including working with Holocaust survivors after World War II. Then at the age of 53 he decided to devote the rest of his life to charity. He lived until the age of 101 and Jack tells how this decision led to an extraordinary life meeting many of the most important leaders of the 20th century.

Jack says his own family's philanthropy is focused on children and young people, directly because of his parents. "For us, giving to projects that will help young people is where the most good can be done. Helping young people is most effective in the long term." This has translated into million of dollars in gifts to several Perth projects for disadvantaged and homeless youth, ranging from drop-in centres to university scholarships for indigenous students.

In 2005 they established the Bendat Family Foundation which is dedicated to providing scholarships for worthy causes including the National Heart Foundation, Variety Club of Western Australia, the Western Australian Youth Jazz Orchestra, Edge Employment and the Western Australian Opera.

The Bendats have now also taken a special interest in cancer. In 2004 they pledged $5 million to help build what is hoped will be the largest stand-alone cancer treatment centre in the Southern Hemisphere. Both Paul, who lives in New York, and Laura are involved and Jack is proud to see them devoted to raising their own children to be what he simply calls 'good citizens.'

The Bendats are a very private family whose giving has been done quietly, but they have come to feel that philanthropists need to speak up a little more to encourage others to give.

Much as he loves his adopted homeland, Jack does wish that Australia had a philanthropic culture. He says, "There is so much wealth out there. Many families have done very well out of this state and yet few of them give. You can only live in one house at a time, sail one boat and drive one car. They will die rich." That strikes Jack Bendat as being very sad.

Peter on the Sariches

The Sarich name became well known in Perth in the 1970s when the skill of engineer turned inventor-businessman Ralph Sarich came to attention for developing the world's first orbital engine.

Ralph's son, Peter who is now the highly-respected Executive Deputy Chairman of the family company, remembers that it was not until he was in his teens that his family became financially wealthy.

The Sarich family has since gone on to forge one of Australia's most successful investment companies with interests in property and boat building, as well as their now long standing involvement in the development of new technologies.

Along the way, Peter, his parents and younger sister Jennifer have donated more than $17 million to a wide range of charities. Peter sees their philanthropy as just as much a family affair as the business has become.

"Even when we were very young, Mum and Dad always encouraged us to be aware and considerate of people who may be disadvantaged. Dad has been a supporter of both the Red Cross and the Salvation Army since he was in his 20s and mum did years of voluntary work for both those organisations as well as for people with paraplegia and quadriplegia."

For the Sariches, their philanthropy is very much informed by their family history. At first glance, their emphasis on giving to support research clearly draws on the family's background of combining business with innovation. But the story is more than that.

Their long standing focus on medical research, especially in the area of spinal and neural trauma, dates back to a car accident in which Ralph was badly injured as a young man. He spent six months in hospital recuperating. This not only led to his links with the Red Cross and Salvation Army but it also forged a lifelong friendship with legendary neurosurgeon Sir George Bedbrook.

> "Theirs is a quietly active form of philanthropy; they are not high profile about giving but they do stay connected. They are also rigorous in making sure an organisation has professional structures and good protocols in place, with good leadership and decision making before 'pressing the green button' on a donation."

This association was particularly fruitful, leading to various collaborations ranging from design improvements to wheelchairs by the engineers at the Sarich's Orbital Engine Company to the establishment of the MEDWA Foundation which supports Australian research into spinal disease, spinal trauma and neurotrauma.

Peter, his parents and younger sister are all involved in the family's philanthropy as well its business interests. Theirs is a quietly active form of philanthropy; they are not high profile about giving but they do stay connected. They are also rigorous in making sure an organisation has professional structures and good protocols in place, with good leadership and decision making before 'pressing the green button' on a donation.

Although happy to stay hands-off when appropriate, such as with their support for Western Australia's Association for the Blind and Princess Margaret Hospital, they will also be hands-on if that is what the project requires. For example, Jennifer, a veterinarian by training, and her father both sat on the board of MEDWA for more than a decade. His own four children are still quite young but Peter is planning to involve the next generation of Sariches too. "I think it is very important that they realise how privileged they are," he says.

But for now there are just two generations involved. Peter says the large giving decisions, which have often gone to support for disabilities as well as medical research, are agreed on unanimously with his sister and parents. Individual family members donate smaller amounts to their own causes. This balances a desire for the family to focus their philanthropy to ensure it is most effective with a desire to give widely and for each family member to pursue their own interests.

Peter credits his family's extensive contact with the United States in the 1980s with influencing their philanthropy.

Along with fellow Western Australian philanthropist, Jack Bendat, Peter Sarich would like to see a much stronger culture of generosity in Australia and sees a role for current philanthropists to encourage this. "There are some people who are extraordinarily generous in giving back," he says but otherwise he sees our level of giving as "Pretty dismal. I think that in general, Australians do not appreciate how lucky we all are. Personally I don't think people at the (financial) top end give enough."

EastWeb – a fresh approach to social change philanthropy

By Gaby Wolkenberg, Board member, EastWeb Fund

Welcome to the EastWeb Fund. We are a group of young people committed to social change who believe that a fresh approach to philanthropy can make it a tool for the development of grassroots communities.

We are not a family fund. The EastWeb Fund was established when the family fund of Michael and Marion Webster was converted into an independent, youth-run fund. Approximately three years ago, Al Webster and his parents decided that the family trust, invested with the Melbourne Community Foundation as a sub-fund already called the EastWeb Fund, could become a more effective vehicle for community giving.

Al recruited two friends and together they began to consider how the Fund could best contribute to social change and community building. It was decided that with its small corpus, EastWeb would be most effective if its giving was focused on asylum-seeker, refugee and Indigenous communities, communities who face significant disadvantage and marginalisation. The EastWeb Fund was officially launched in February 2005.

There are a few central ideologies that govern how EastWeb runs, which are reflected in all our policies, practices and procedures. Firstly, that the current social and economic order creates disadvantage, marginalisation and discrimination. Secondly, that real change will not result from knee-jerk, band-aid charity, but from strategic giving that fosters grassroots capacity building and community growth. Thirdly, that nothing should be repeated simply because it has been done before.

In the two-and-a-half years since EastWeb's reinvigoration, our corpus has almost quadrupled through the Board's fundraising efforts. The youth-run Advisory Board of EastWeb has developed and grown, and is currently made up of eight under 30 year-olds from different backgrounds and fields. Al continues to be Chair of the Board, but both the Fund itself, and the Fund's Advisory Board, are self-sustaining and will continue into the future after Al resigns from the Board.

The idea of a youth advisory board is important on a number of levels. It provides a fresh approach, a new set of priorities and the courage to change paradigms of giving. It is a capacity building project in itself, equipping a new generation with the tools and confidence to engage in the task of creating social change. EastWeb's Advisory Board actively recruits young people from the communities it supports, in this way, the key stakeholders are actively involved in the decision making process. Philanthropy with real community representation and consultation is likely to be more effective.

For Edriess Al-Saleh, an asylum seeker from Sudan, being a Board member is a way he can share his experiences of asylum and ensure that what he has endured and continues to endure can inform the decision-making process of EastWeb and contribute to meaningful support of community projects.

For Kat Monson, a social worker, being on the Board is a way she feels she can contribute to 'big picture' issues. "I feel like I've learnt so much from being involved with the communities we work with, and have found out so many wonderful things about how communities think they can best work towards positive change.

EastWeb believes that true community capacity building comes from ideas generated by the communities themselves. To make the application for funding as simple as possible, often an EastWeb Board member will sit down with a community member and complete the form in conversation with them. The Board's decision-making process then revolves around creating dialogue with the community, around how to engage the wider community in the project, plans for sustainability of the project, and ideas about what future projects might flow from this one.

EastWeb gives grants of up to $2,000, amounts too small for many of the larger funds to consider. If invested in the right project, this money can go a long way. It's important to EastWeb that our contribution is not only financial. A new model of philanthropy values sharing all excess resources, be it money, time, goods or services. EastWeb is in the process of establishing a 'resource bank' of resources to share, including individuals with particular skills, individuals with extra time, businesses with goods to donate and people with money to share. Our application forms ask not only how much money is being requested, but whether there is any other way EastWeb can support the project. We can use our 'resource bank' to match donors or volunteers to a project, or source in-kind support.

The Board of EastWeb at their 'Get Up Stand Up' benefit gig in December 2006. Top row: Kat Monson, Courtney Wamala, Isaac Drandich (past member), Edriess Al-Saleh. Bottom row: Gaby Wolkenberg, Al Webster, Nina Collins.

In this way, a family fund has been used to creatively involve young people, and young people from marginalized communities, in the act of philanthropy, as well as in the long term goal of creating the kind of world that we want to live in.

If you would like to find out more about EastWeb, make a donation, volunteer your time/skills or download an application form, visit our website at www.eastweb.org.au

The next edition of Australian Philanthropy, focusing on small grants, will feature an article on Eastweb's grantmaking.

Giving together as a family: an advisor's perspective

By Peter Winneke, MF Philanthropic Services, The Myer Family Office

Peter Winneke.

In my role at MF Philanthropic Services, I speak with many people who are considering formalising their philanthropy, perhaps by creating a family foundation. These discussions typically raise a few key questions about bequests versus giving now, whether or when to involve the children, and what goals to set for the foundation. Here are some tips I've gleaned about family philanthropy.

Looking to the leaders

What lessons can we learn from one of the world's most experienced philanthropic families? The family's adviser, Rockefeller Philanthropy Advisors (RPA), have observed four basic principles that the Rockefellers have adopted with their philanthropy:

1. The family passes down values, not views. This has allowed for significant flexibility and for individual expression of issues and perspectives.
2. The Rockefellers plan their philanthropy from the long term perspective. Their efforts reflect a true understanding of how long it takes to effect significant change.
3. The Rockefellers have faith in the non profit sector, a factor they believe to be critical to the success of any philanthropic venture. The family is concerned about the increasing level of accountability required by donors and the hostile attitude to non profits that some donors have.
4. Governance is critical. A great deal of thought goes into the structure of their family organisations. RPA believes this has made the family excellent board members and continues to stir their interest in founding new institutions.

I think the key 'take away' for families involved, or considering becoming involved, with philanthropy is that the Rockefellers meet as a group to discuss their principles and their philanthropic objectives. In 1891 John D Rockefeller Sr, became one of the first in history to professionally manage his philanthropy 'as if it were a business'. By setting long term objectives within limited focus areas, as opposed to 'scatter gun' grantmaking, families are more likely to make a difference.

The hidden benefits of family foundations

A key advantage of family philanthropy is the education that it can provide to your children, especially those who are brought on as co-trustees. In many ways a family foundation is a microcosm of a business. As such, a foundation is a valuable practical tool to educate children on a variety of facets of business. These include:

- Budgeting: trustees need to establish a budget considering forecast income, expenses and grant distributions.
- Investment management: establishing an investment strategy dealing with risk profile, asset allocation, target rates of capital and income return, selecting fund managers and monitoring the policy.
- Regulatory matters: family foundations will be subject to various regulatory frameworks, e.g. Tax Office rules or guidelines, or trust deeds.
- Collective decision-making: trustees must collectively sit around the (kitchen) table debating the merits of each potential grant recipient and determining priorities.
- Responsibility of wealth: perhaps most importantly, family members learn about the responsibility of wealth and to use wealth to have a positive impact on society.

How high is the bar?

I was recently reading the thoughts of Dennis Collins, former long-serving CEO of The James Irvine Foundation in the USA (corpus: US$1.5 billion). In his final annual report he shared his thoughts on the evolving practice of philanthropy. One of his strongest assertions was that foundation trustees often set their sights too low. He stated, "Self-stifled imagination, the pulled punch, holds foundations back far more than lack of resources or inadequate know-how. Perhaps fear of risk inhibits imagination as much as lack of imagination inhibits risk, but we are far less likely to risk the big idea if we can't somehow imagine it."

He closes with a quote from Benjamin Mays that we should all dwell upon from time to time: "The tragedy of life does not lie in not reaching your goal. It lies in having no goal to reach. It is not a calamity to die with dreams unfilled, but it is a calamity not to dream."

Give while you live

So when is the best time to get started? It is whilst you are alive! It is whilst you can work with your children and share ideas. It is whilst you have the ability to pass on knowledge to your grand-children and test family values.

It is interesting to note that until late last year Warren Buffet took the view that it made more sense for him to focus on investment returns whilst he was alive, and postpone the bulk of his giving until after his death. As we know (given his recent significant gift to the Bill and Melinda Gates Foundation), he has changed his mind and this is encouraging others to also give whilst they are alive.

Buffett devised an instructive rule of thumb in the mid 1980s, observing that "a very rich person should leave his kids enough to do anything but not enough to do nothing." Now there's food for another kitchen table discussion!

The Carnegie Conundrum: How much should one give?

Christopher Baker, a PhD student from the Centre of Philanthropy and Social Investment at Swinburne University, and Denis Tracey, Deputy Director of the Centre, consider ways in which social investors can avoid the perils of accumulating too much wealth.

In the late 19th century the tradition of philanthropy was given a major and enduring boost by Andrew Carnegie. Perhaps America's greatest philanthropist until this the twenty first century, Carnegie was a generous, considered and determined giver, donating some US$350 million during his lifetime for the establishment of more than 2,500 libraries.

In his 1889 essay 'Wealth' which has become to be known as 'The Gospel of Wealth', Carnegie argued it is 'the duty' of the wealth holder to give all surplus wealth to the benefit of the poor and less fortunate. His most often quoted statement from this essay is "The man who dies thus rich dies disgraced".[1]

The Carnegie Conundrum

The Carnegie Conundrum arises because Andrew Carnegie himself died a very wealthy man. While some have been critical of Carnegie, we share the view expressed by Peter Frumkin in 'Strategic Giving'[2] that seeking to diminish Carnegie's philanthropic contribution requires more than a modicum of hubris. Being a highly successful industrialist, Carnegie continued to generate wealth at the same time as he was giving it away.

Many families involved in philanthropic giving may find themselves in a similar position. The value of assets held by Australians who own assets is continuing to increase at a remarkable rate. In February of this year the Australian Treasury[3] reported the 15th consecutive year of growth in net private wealth per Australian. Averaged across us all, our personal net wealth rose to around $361,000 at 30 June 2006, up from $150,000 only five years before.

Portrait of Andrew Carnegie, National Library of Australia, nla.pic-vn.3639986-v.

This is an exponential increase. As a result, the scale of aggregate assets available for consumption, retention and/or distribution in Australia has grown considerably. The distinction aggregate wealth is an important one, given the uneven distribution of wealth in Australia. Based on the most recent data available, the Australian Bureau of Statistics estimated that in the financial year 2003/04[4]:

"the wealthiest 20 per cent of households in Australia account for 59 per cent of total household net worth, with average net worth of $1.4 million per household … the poorest 20 per cent of households account for 1 per cent of total household net worth, with an average net worth of $23,000 per household."

In such an era of escalating property and equity values, the growth in the value of assets is particularly pronounced for those who start with the most assets. This is exemplified by the entry level for the annual BRW Rich 200: up from $30 million in 1993 to $200 million in 2006. Similarly, reporting on the 2006 release of the Cap Gemini Merryl Lynch 'World Wealth Report', the Melbourne Age noted that in the previous year the number of Australians with more than a million US dollars in investable assets grew by 8.5 per cent to more than 150,000 and the number of ultra-wealthy Australians (more than $30 million US) grew by 16.1 per cent to over 1,000[5].

With 2006 marking the fourth consecutive year of positive, double-digit returns for Australian shares (S&P/ASX 300), there will have been a significant appreciation in both the private and foundational asset values of many Australian philanthropic families. As their entrepreneurial flair and astute investment strategies accelerate both the value of assets and the returns generated by them, the Carnegie Conundrum may be emerging. If a family is contributing a designated dollar amount per annum, then that amount as a proportion of their wealth or their income is likely to be ever diminishing. If each year the family revisits the question of how much to give, this decision-making process is itself time and resource consuming.

The Petre Proposition

Does it matter? Daniel Petre, a past Chairman of ecorp and PBL Director, suggests it does. Since 1996 when he returned from the US and his role there as a Vice President of Microsoft, Daniel Petre has been arguing strongly that the majority of the wealthy in Australia are not merely ungenerous, but are actually miserly. The Petre Proposition is that the wealthy should gift a material proportion of their wealth to philanthropic causes. As a result of research the Petre Foundation commissioned by the Asia Pacific Centre for Philanthropy and Social Investment at Swinburne University

> "Petre has been arguing strongly that the majority of the wealthy in Australia are not merely ungenerous, but are actually miserly."

in Melbourne, Petre established that if Australia's 200 wealthiest each contributed 14.45 per cent of their wealth, (the average gifting of the top 30 in the USA):

- the aggregate corpus would be $11.3 billion;
- the average corpus would be over $56 million; and
- at 6 per cent per annum, the aggregate corpus would generate earnings of approximately $679 million per annum[6].

A similar approach has also been argued recently and most cogently by the Australian philosopher and ethicist Peter Singer. In his article for the New York Times in December 2006 Singer[7] focused on income rather than wealth and argued that the greater the level of income generated by an individual or a family, the greater the proportion of income it can afford to give, without material impact on discretionary spending or on further wealth accumulation. The end point to Singer's argument is formulaic and based on relative income (of US residents).

Such an approach provides both a basis for substantial generosity and a cap. Capping generosity is not the most common of problems however. There are several examples of wealthy families in US dropping off the Forbes 400 rich list as a result of the scale of the fortunes they gave away.

Then there is the extraordinary story of the Philadelphia real-estate millionaire, Zell Kravinsky, who, as reported by The New Yorker in 2004, gave away virtually all of his $40 million fortune and then, convinced that this was inadequate, donated one of his kidneys to a stranger. Mr Kravinski's family and friends considered this frankly insane, and like them we understand that our duty of care towards a person who we can directly see and hear and touch is greater than for one whose connection is less immediate.

Warren's Wriggle

An alternative approach to trying to balancing the rate of wealth accumulation and the rate of giving is that adopted by Warren Buffett. Before 2006, when he made his extraordinary gift (US$37 billion; 85 per cent of his wealth) largely to the Bill and Melinda Gates Foundation, Buffett was known to be a moderate giver. He justified this by pointing out that while his wealth would go eventually to philanthropy, it was far preferable for him to keep doing what he is best at – accumulating wealth, so that there would be a larger amount to give at his death[8].

How much to give?

% of Income Earners, US	Minimum Income Per Annum	Singer Gifting Level	Minimum Income Remaining
0.01%	$5m	33%	$3.3m
0.1%	$1.1m	25%	$0.85m
0.5%	$407k	20%	$325k
1%	$276k	15%	$234k
10%	$132k (av)	10%	$119k (av)

Derived from: Singer, P. (2006) 'What should a billionaire give – and what should you?'.

The challenge of how best to allocate a family's accumulating wealth to philanthropy is one that can be largely removed by the process of proportional giving. The process of determining how much to give is then removed from the realms of a chore and the family's focus can remain steadily on where to direct its philanthropic endeavours and how best to make a meaningful and sustainable difference. Whether it be by way of the good old fashioned receipt of a cheque, or by way of a more sophisticated desire for partnership and access to skills and knowledge of the donors, there is virtue in a simplified process for the recipients of the family's philanthropic endeavours.

Perhaps this is why the notion of proportional giving has such a long tradition across a wide range of cultures and across faiths. In an environment of escalating asset values and revenue generation, then if one gives away 1 per cent, 2.5 per cent, 5 per cent, 10 per cent or more, the residual family assets and income will nevertheless continue to grow as in the case of Andrew Carnegie. The challenge then is to make the most of lifetime philanthropic endeavours and address the issue of how much of the residual to contribute in charitable bequests on one's demise.

1. *Carnegie, A. (1889). *'Wealth' North American Review* CCCXCI.
2. *Frumkin, P. (2006). *Strategic Giving: the art and science of philanthropy*. Chicago, University of Chicago Press.
3. Treasury (2007). Australian Net Private Wealth. *Economic Roundup Summer 2007*. Australian Government Department of the Treasury. Canberra: 83-91.
4. Australian Bureau of Statistics (2005). 6523.0 – Household Income and Income Distribution, Australia, 2003-04. Canberra.
5. *The Age 21 June 2006 *Wealth of Australia's richest hits $628 billion.*
6. *Asia-Pacific Centre for Philanthropy and Social Investment (2004). *How the wealthy give: comparisons between Australia and comparable countries (USA, Britain and Canada).* The Petre Foundation.
7. *Singer, P. (2006). *What should a billionaire give – and what should you?* New York Times. nytimes.com 17 Dec.
8. *See for example *'Warren Buffett gives away his fortune'* Fortune magazine, 25 June 2006 http://money.cnn.com/2006/06/25/magazines/fortune/charity1.fortune/

* These items are available from the Philanthropy Australia Resource Centre. Contact Louise Arkles via email if you would like to borrow any of them: l.arkles@philanthropy.org.au

Two generations of Myer family philanthropy

Lady Southey AC and her granddaughter Anna Spraggett are both heavily involved in their family's philanthropy.

Lady Southey has recently retired as President of Philanthropy Australia and was President of The Myer Foundation from 1995 to 2004. Her granddaughter Anna Spraggett works with the Foundation for Young Australians and has recently stepped down from The Myer Foundation's G4 Fund after many years, having co-founded that group. Anna is now a Director of The Myer Foundation, representing the G4s. They spoke to Louise Arkles about how philanthropy has changed over the generations since Sidney Myer established the Sidney Myer Fund.

> "My grandmother, during the Second World War had a knitting circle with her friends and they used to knit for the troops, so we grew up in an atmosphere where one was always doing something for other people."

How did The Myer Family Philanthropy's G4 Committee come about?

Lady Southey: The G4 grew out of the first 'family muster', which is a family get-together, with as many family members as possible, every second year. The G4 was initiated as a way of getting the fourth generation of the family involved in philanthropy. The first one was in 1995, we had a facilitator and formal sessions, but we also played a lot of games together and had great fun. That first one was very focussed, but now they are more about just getting the family together. There are three of us in the second generation, 13 in the third, 43 in the fourth and two in the fifth – so over 60 now, not including spouses!

Anna: The G4 Fund has recently decided that at age 30 G4 members leave the G4 Committee and can move on to join one of the main committees of The Myer Foundation. Any family members can join a G4 committee at 18, but having a ceiling age creates room for younger family members to join and it's always a workable number. It's really a training ground for the young family members, so the G4 has its own budget for large and small grants, they choose their own focus areas, and there are education programs, such as the customised workshop on grantmaking that Philanthropy Australia ran for us. We're also trying to give members a taste of philanthropy away from the table – getting involved in projects, in research and evaluation, and general volunteering.

Anna, what got you started in philanthropy?

Anna: It was the exposure from the family that opened me up to philanthropy. At the end of school, going into university, I didn't have a firm idea of what I wanted to do. I got involved with the Breakthrough Committee, which was a partnership between The Myer Foundation and the Australian Youth Foundation (the precursor to The Foundation for Young Australians (FYA)). I was involved in a committee looking at youth unemployment and I just loved it, especially meeting the kids in the projects. From there I got more involved with the G4s, and did a few site visits with the program officer, and then took up a position with the FYA.

Is it appropriate for families to actively encourage their young people into philanthropy?

Lady Southey: Yes, but gently, for those that show signs of wanting to be involved. It depends on the person. One thing that's interesting is that there are more women involved in philanthropy than men, which may be due to the lower renumeration rates, or the perception that it is women's work. But in terms of The Myer Foundation there are several G4 men that are becoming involved and participating in our philanthropic activities.

Anna: My brother Tom, for example, has just joined the family company, not the Foundation but the business side of things. I think the question is a lot bigger than it appears – giving isn't just about money but about giving in a wider sense, being involved in the community, your connection to your community. If you bring your kids up to see their family participating in the local community, and educate them about what the family foundation does, then they've got a really wonderful opportunity to do something bigger again.

How different are the giving priorities and practices of different generations?

Lady Southey: Our philanthropy has changed over the years, and is much more 'hands-on' than it used to be, which makes it much more interesting. When my brother Ken was chairing the Foundation we used to sit around the table three or four times a year and go through the papers, and it was a very quick meeting as a rule. Meriel Wilmot was the executive and she'd done all the work. Ken would say "I'll take it everyone is in favour of this next project unless I hear to the contrary as we go round the table". And that would be it – it was a very quick exercise! These days there is much more discussion.

Anna: The level of due diligence and the depth of analysis is far greater now. There are many more legal requirements. We're certainly encouraged to be 'hands-on', to get a real understanding of issues, of where the money is going in the community, to see it and feel it.

What does that mean in practice?

Anna: It means going on site visits. The G4 has just shifted to a new model which reflects more closely the larger grants program, which means more opportunity for research in the focus areas. There's also more on-going involvement with the projects.

Lady Southey, do you remember your parents talking about philanthropy or practicing it?

Lady Southey: I hardly remember my father at all – I was six when he died, but he travelled for six months of every year, so I'd really only had three years with him. I was very close to my mother, who was always busy doing things for other people. She was on the board of the Royal Melbourne Hospital and was Vice President of the Victorian Red Cross. Her mother, my grandmother, during the Second World War had a knitting circle with her friends and they used to knit for the troops, so we grew up in an atmosphere where one was always doing something for other people.

How hard is it to communicate with those outside the family regarding your philanthropy?

Anna: The Myer Foundation is a company, not a family concern as such, so we operate in a very open way. We've always had a policy of being transparent.

Lady Southey: There is an enormous potential impact talking publicly about one's giving. For example, after the tsunami, we gave a grant, via the University of Melbourne, for $350,000 for rebuilding the University in Aceh. It was not so much for the buildings but for the engagement of the staff. This leveraged $3.5 million from the government. So it's important to talk about what you're doing. The more transparent we are the better.

Anna Spraggett and her grandmother Lady Southey at the dinner in April 2007 to honour Lady Southey's contribution to Philanthropy Australia, upon her retirement as President.

> "Our philanthropy has changed over the years, and is much more 'hands-on' than it used to be, which makes it much more interesting."

How should philanthropy be going about engaging those who are not wealthy, to involve everybody?

Lady Southey: We need to hear more about engaging people in philanthropy who are less wealthy. We discussed this question at our last Philanthropy Australia strategy meeting. I think a lot is happening through corporations now, whose staff are salary sacrificing or giving money, or volunteering their time, but we hear very little about it.

Anna: Sportsgirl was a great example of this, for they canvassed their staff across the country about what they were interested in and keen to support, and came up with the Butterfly Foundation. It's so successful because it was bottom up so there is enormous staff engagement.

Lady Southey: In the year 1999, it was the 100 year anniversary since Sidney Myer's arrival. We had a big strategy meeting where we all contributed to the discussion about what we'd like to do for the celebration – what big grants to make. We're going through this again now, as in 2009 it will be 75 years since the establishment of the Sidney Myer Fund, and 50 years since the establishment of the The Myer Foundation, so we have a committee planning now what major projects to undertake in celebration, with ideas coming in from across the family.

Anna: I think the most important thing to encourage all generations to participate is that it has to be relevant and meaningful. If you don't really understand or relate to the issues, or the project, you don't get that rewarding feeling that you're really making a difference.

Do you think your family would be so close if it weren't for the Foundation?

Anna: The Foundation definitely brought us together, but I don't know that it holds us together now. The family muster does that. But I certainly wouldn't have the relationships I have with my second cousins if it weren't for the muster and the G4 Fund.

Lady Southey: No, I don't think we would. We talk about the family glue, that holds us together, which very much came from the muster. As the fourth generation gets older, and produce the fifth, that glue will get thinner as there will be so many more stretches, but our philanthropy will help us keep in touch.

Celebrating 30 years of giving: a tribute to the late Barry Hutchins OAM, Trustee of the Helen Macpherson Smith Trust

By Carole Fabian

Philanthropy has lost one its elder statesmen and much loved members with the passing of Barry Hutchins OAM.

John Barry Hutchins.

John Barry Hutchins (known as Barry) served as a trustee of the Helen Macpherson Smith Trust for three decades, working closely with fellow trustee and Chairman Darvell Hutchinson AM. The partnership came to a close with the retirement of Barry Hutchins as a trustee in February of this year. Sadly, Barry passed away one month later after battling cancer.

The two men were destined to work together, it seems, both professionally and philanthropically. Not only were they school friends, but they were employed as junior audit clerks by the same firm of chartered accountants – Wilson Bishop and Henderson (today PKF) – upon leaving school, and ultimately became senior partners. Both trained overseas at the same time in the London and Toronto offices of Peat Marwick (KPMG) in the late 50s. Both took early retirement in December 1987 after 41 years with their firm, to devote more time to the philanthropic sector.

As executive trustees of the Helen Macpherson Smith Trust, they became an even closer hard-working duo act. Although then a much smaller philanthropic organisation, the Helen Macpherson Smith Trust, under their guidance, built a reputation for thoughtful and innovative grantmaking and community support. Today that Trust is valued at $108 million, and continues to play an important role as a member and supporter of Philanthropy Australia. Darvell Hutchinson AM continues as Chairman of the Trust.

The Trust was established from the endowment of Helen Macpherson Smith, who was born in Scotland in 1874 and came to Victoria as an infant. She married William John Schutt, a barrister, raconteur, Essendon footballer and later a Justice of the Victorian Supreme Court. Helen died in her apartment in Cannes, France, in 1951 after contracting pneumonia. On her death she left, as a lasting legacy to Victoria, a generous endowment of almost £275,000 for the establishment of a perpetual charitable trust now known as the Helen Macpherson Smith Trust (previously known as the Helen M Schutt Trust).

Since its inception, the Trust has made major grants across the whole spectrum of society, but particularly to hospitals, universities, medical research institutes, community service organisations, educational bodies, libraries, museums and galleries.

Barry's dedication to his work with the Trust was matched by his own voluntary community work, particularly in the areas of drug rehabilitation services, education, and aged care. He was awarded the Medal of the Order of Australia in 2000 for his wide community involvement, which included 16 years on the Council of St Leonard's school and nine years on the Council of Ormond College at the University of Melbourne.

Barry Hutchins was deeply interested in reaching out to people with drug dependency problems, and was instrumental in the establishment of Odyssey House in Melbourne. He was a founder, director and honorary treasurer, adding up to nearly 30 years of service. He was recently made an honorary graduate of the program in recognition of his dedication. The graduation certificate reads:

"For demonstrating the capacity to strive and achieve, ensuring Odyssey House Victoria remains an environment where those whose lives are affected by drug and alcohol abuse, can find hope, support and a future for themselves and their families. John Barry Hutchins OAM has gained the respect and admiration of the Board, Staff, Graduates, Past and Current Residents of Odyssey House Victoria."

Barry Hutchins brought the deep understanding gained from his various personal community roles to his work as a trustee of the Helen Macpherson Smith Trust. Philanthropy Australia salutes the tireless work and commitment of Barry Hutchins OAM. He will be deeply missed.

With grateful thanks to Darvell Hutchinson AM, and to Nigel Dick AM, Jon Hutchins and Neil Clerehan for allowing their eulogies for Barry to inform this tribute.

Members of Philanthropy Australia

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Philanthropy Australia would like to warmly welcome the following new members:

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Philanthropy Australia would like to acknowledge the support of:

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