

The  
Family  
Philanthropy  
Institute

The Jewish Community Foundation of Montreal  
Family Philanthropy Institute



## Workbook for Families



*Taking care of tomorrow... today*

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## IDENTIFYING FAMILY VALUES AND STRATEGIC FOCUS

### 1. The world would be a better place if:

What are we hoping will happen in the near or more distant future?

What do we really believe in? What are we especially concerned about or fascinated by? i.e.: What are our family values?

(List the top three).

### 2. To accomplish our world vision, we will want to concentrate on:

- Social services
- Health
- Arts and culture
- Education
- Environment
- Social and political issues
- Federation CJA
- Other:

### 3. We'll want to focus our efforts on:

- The Montreal Jewish community
- The broader Montreal community
- Israel
- Canada
- The world
- Other:



**4. To intensify our focus, we'll want to participate in:**

- \_\_\_ Enhancing individual lives
- \_\_\_ Providing services to the community
- \_\_\_ Improving organizations and institutions
- \_\_\_ Disseminating information; encouraging understanding
- \_\_\_ Promoting issue and policy discussions
- \_\_\_ Impacting on the present
- \_\_\_ Looking towards the future
- \_\_\_ Other:

**5. In a review of our recent giving history:**

a) The most satisfaction seems to have come from:

b) The least from:

**6. Based on the review of our giving history:**

a) We should continue to:

b) We should change to/also include:

7. To accomplish our vision for a better world and focus on our philanthropic priorities:

a) Here's what we'd **like** to do:

b) Here's what we're **able** and **willing** to do.

(Who will we serve, in what areas and how?):

8. To begin moving towards a more strategic and focused approach to our philanthropy, we will start with these steps:





## ESTABLISHING GOALS, OBJECTIVES AND GRANTING CRITERIA

1. To which of these causes have you donated in the last 3 years?

- Social services
- Health
- Arts and culture
- Education
- Environment
- Social and political issues
- Federation CJA
- Other:

Which donations have been the most and least gratifying and why?

2. How would you sum up your philanthropic aspirations / agenda?

(What's important to us? What do we really value?)

3. How do your previous giving activities match up with your philanthropic aims?

4. In which communities would you now like to focus?

- The Montreal Jewish community
- The broader Montreal community
- Israel
- Canada
- The world
- Other:



**What activities do you most want to support?**

- Enhancing individual lives
- Providing services to the community
- Improving organizations and institutions
- Disseminating information; encouraging understanding
- Promoting issue and policy discussions
- Impacting on the present
- Looking towards the future
- Other:

5. **In view of your selections in 4, choosing three priorities** in terms of causes and/or constituencies, develop goal statements that describe the **outcomes** the family wishes (realistically) to achieve in accomplishing its philanthropic aims and that will give direction to your activities over the next 3-5 years.

6. **Choose your preferred community participation style(s):**

- Removed vs.  Participative
- Donor vs.  Investor
- Responsive vs.  Proactive
- Solo vs.  Collaborative
- Single contact vs.  Relationship building
- Basic due diligence vs.  Intensive evaluation
- Low profile vs.  Taking a leadership role

7. **Select the funding methodologies best suited to your philanthropic goals:**

- Support for operations  projects/programs or  capital campaigns
- Many small grants or  fewer larger gifts
- One-time donations or  commitments over time
- Unspecified donations to Federation CJA or  "donor advised" JCF funds
- Loans, "seed" money, or "venture" investments
- Challenge or matching grants
- Partnering with other families or organizations
- Volunteer work time and other "in-kind" donations
- Other:

8. Objectives are the specific steps to accomplish in moving the family towards its stated goals and preferred methodologies. **Choose a goal** you have established from your list in #5 and develop one or two objectives---targets to aim for in the coming year.

9. In response to all of the above considerations, **set out some specific criteria** ("must include" and "preferred") that you would look for in assessing grant proposals submitted to the family in the coming year. (Note that this does not include the "due diligence" type of review that you would apply to a given organization, project, etc., after having established that the proposal fits within your overall granting criteria.)





## GOVERNANCE AND SUCCESSION PLANNING

*This 'mini-survey' will assist you in identifying priorities for consideration when planning for governance of and succession for your family's philanthropic program.*

<b>Legacy</b>	<b>Yes</b>	<b>No</b>	<b>_ ?</b>
1. Everyone in the family would be able to define our philanthropic mission.	___	___	___
2. There is strong agreement about the aims and directions of our philanthropy.	___	___	___
3. Our stated mission consistently provides the guiding light for our decisions regarding individual grants and projects.	___	___	___
4. The next generation would readily support the values and activities we are currently focused on, once they have stepped into the leadership role.	___	___	___
5. Everyone is very proud of the work we do in the community and enthusiastic about their involvement in the family's philanthropic activities.	___	___	___

## Governance

1. There is a structured framework for participation on our foundation board and/or in the management of our family giving plan.	___	___	___
2. All of the legal, financial and administrative aspects of our philanthropic program are organized and managed to professional standards.	___	___	___
3. There is a detailed succession plan in place to pave the way for governance by the next generation of family philanthropists.	___	___	___



	Yes	No	?
4. The family's philanthropy is built around a strategic plan that is accepted and understood by all relevant stakeholders.	_____	_____	_____
5. Formal and regularly scheduled meetings are held to conduct the family's philanthropic business.	_____	_____	_____

### Leadership and Participation

1. Each family member has a well-defined part to play in the family's philanthropic affairs.	_____	_____	_____
2. The role of the leader is understood and accepted by all family members.	_____	_____	_____
3. Committee work and/or special assignments are employed to ensure meaningful participation for all members.	_____	_____	_____
4. Jobs are rotated so that everyone has a chance to participate in positions of responsibility and authority.	_____	_____	_____
5. We have a structure that includes "in-laws" and "step" relatives (where applicable) as active participants in our philanthropy.	_____	_____	_____

### Succession Planning

1. We have a structured plan for "passing the torch" to the next generation(s) of family philanthropists.	_____	_____	_____
2. We are cognizant of the importance of educating the next generation and work at exposing them to all sides of the philanthropic process.	_____	_____	_____
3. We are training the next generation by delegating functions to them of increasing responsibility and authority.	_____	_____	_____

Yes      No      ?

- |  |       |       |       |
|--|-------|-------|-------|
| 4. We have envisioned a different future world and have engaged the next generation in discussions about maintaining the family's philanthropic legacy in an ever-changing environment.                | _____ | _____ | _____ |
| 5. We are considering a variety of governance and leadership models that will allow us to adapt to the growing numbers and diverse personalities that our family will encompass in future generations. | _____ | _____ | _____ |

### Family Interactions

- |  |       |       |       |
|--|-------|-------|-------|
| 1. All family members feel they have a meaningful and enjoyable stake in the family's philanthropy.  | _____ | _____ | _____ |
| 2. Decision-making is a fair and equitable process.  | _____ | _____ | _____ |
| 3. We communicate well and deal with conflict in a constructive fashion.   | _____ | _____ | _____ |
| 4. Traditional rivalries, alliances and other family group dynamics do not unduly interfere with our philanthropy.                             | _____ | _____ | _____ |
| 5. We are able to accommodate differences in values, interests and priorities and still find a common ground for our philanthropic endeavours. | _____ | _____ | _____ |

### GOVERNANCE AND SUCCESSION PLANNING

*The following provides some guidelines for getting started on the priorities you have identified for organizing the governance and/or succession of your family philanthropic program. Along with the suggestions detailed here, you are invited to refer to the listing of “**Organizations and Websites Serving the Philanthropic Community**” should you want to access additional resources.*

#### Legacy

To begin a review of the issues surrounding your family’s philanthropic legacy, it is recommended that you go through the “**Identifying Family Values and Strategic Focus**” worksheet included in this Family Philanthropy Forum workbook.

#### Governance, Leadership and Participation

1. Make a list of all of the functions that are (or should be) associated with managing the family’s philanthropic program (e.g.: investments, research, due diligence, administration, communications, grant selection, etc.)
2. Decide, for each function, whether a person or committee should be handling the task or whether it should be addressed with outside professional assistance.
3. If there are formal board membership and/or assigned leadership functions, decide on the “qualifications” required for each role (e.g.: immediate family membership, specific skills, experience, knowledge, interests, etc.)

4. Assign roles and responsibilities (for individual jobs and/or committee work) to designated family members for a specific period of time.
  
5. Develop a plan for the rotation of jobs and succession of the next generation into more senior levels of responsibility. (See the section below on “Succession Planning”).
  
6. A long-term organizational and strategic program plan should be written and distributed to all family members and relevant stakeholders.
  
7. A meeting schedule for family philanthropy should be established for at least six months out and formal agendas created and distributed one week prior to each meeting.

## **Succession Planning**

1. Choose or create a model of leadership/governance/succession planning that best suits the needs and culture of your family philanthropic endeavours. (See “**Leadership/Governance/Succession Planning Models**” for some options to consider singly or in combination.)
  
2. Develop an “organizational chart” for the operations of the family philanthropy program now and in the near future. (See the section above on “Governance, Leadership and Participation”.)

3. At 3-5 year intervals, anticipate and write a plan for the evolution of the family cycle (e.g.: retirement, marriages, coming of age of the next generation, additional family branches, etc.).
4. Identify the family members likely to take on leadership roles in the family's philanthropic program. For each, develop an "education plan" (job rotations, organizational memberships, courses of study, etc.) that would prepare them for future responsibilities.
5. Establish an educational committee charged with organizing a continuing education program for all family members. Ensure exposure to all areas of a well-run philanthropic program: fiduciary responsibilities, due diligence, research, public relations, strategic planning, alternative program and funding strategies, evaluation, etc.

## Family Interactions

1. Conduct a written "family survey" that invites (anonymous) commentary from each member on issues such as: levels of satisfaction with the current giving program, family dynamics, reasons for participating (or not), concerns about the future, etc. (Outside "objective" assistance is recommended here.)
2. Where deemed necessary, go back to basics in terms of establishing a set of values and strategic identity that all family members can subscribe to. (See the "**Identifying Family Values and Strategic Focus**" **worksheet**.) (An outside facilitator may be beneficial here.)

3. When barriers to open communications and effective decision-making are evident, consider an alternative leadership and governance model for the family.  
(See: "**Leadership/Governance/Succession Planning Models**".)
  
4. If conflict is overt and continuous, think about engaging an outside family mediator to assist you in working through the difficult issues.

### **LEADERSHIP/GOVERNANCE/SUCCESSION**

#### **Traditional:**

- Generational, birth order and (often) gender determination of succession
- Founder usually makes all the decisions and “passes the torch”.

#### **Democratic:**

- Majority rules
- One member-one vote
- Outside trustees or advisors are often included.

#### **Functional:**

- Individuals or committees represent specific areas of interest
- Chairmanship of meetings is generally rotated.

#### **Structured Leadership:**

- Term limits for the various leadership roles
- Organized job rotation system
- Established guidelines for organizational governance
- Structured succession plan.

#### **Representative, “Constituent” Boards:**

- Defined family branch representation on governing boards
- Rotation system on and off the board from each of the branches
- “Sub-committees” to maintain participation levels and provide training for the next generations.

#### **Formal Divisions:**

- Total division of funds or discretionary allotments for specific projects
- Separation of family branches or working independently under the foundation or family fund “umbrella”.

## ORGANIZATIONS AND WEBSITES FOR PHILANTHROPISTS

### Canadian:

- The Jewish Community Foundation of Montreal  
[www.jcfmontreal.org](http://www.jcfmontreal.org)
- The Canadian Centre for Philanthropy  
[www.ccp.ca](http://www.ccp.ca)
- Philanthropic Foundations Canada  
[www.pfc.ca](http://www.pfc.ca)
- Charity Village  
[www.charityvillage.com](http://www.charityvillage.com)

### American:

- Jewish Funders Network  
[www.jfunders.org](http://www.jfunders.org)
- The Council on Foundations  
[www.cof.org](http://www.cof.org)
- National Center for Family Philanthropy  
[www.ncfp.org](http://www.ncfp.org)
- The Philanthropy Roundtable  
[www.philanthropyroundtable.org](http://www.philanthropyroundtable.org)
- The Foundation Center  
[www.fdncenter.org](http://www.fdncenter.org)
- The Philanthropic Initiative  
[www.tpi.org](http://www.tpi.org)
- Association of Small Foundations  
[www.smallfoundations.org](http://www.smallfoundations.org)

For information on consultants serving the Montreal community, call:

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