



# TRADING POWER

**18** INTERVIEWS WITH PHILANTHROPIC LEADERS WHO TALK ABOUT WHAT THE  
**NEXT GENERATION** HAS TO OFFER IN EXCHANGE  
FOR WHAT **SEASONED LEADERS** CAN PROVIDE

## Council on Foundations



The Council on Foundations is a national nonprofit association of approximately 2,000 grantmaking foundations and corporations. As a leader in philanthropy, we strive to increase the effectiveness, stewardship, and accountability of our sector while providing our members with the services and support they need for success.

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21/64 is a non-profit consulting division of the Andrea and Charles Bronfman Philanthropies specializing in next generation and multi-generational strategic philanthropy. As families engage the next generation in their foundations, donor advised funds, and other forms of family enterprises, there is an increased need for clarity, communication, and multigenerational collaboration. While these endeavors are wonderful opportunities for families to work together, challenges can and often do arise when multiple generations and family members with relationship dynamics begin to make decisions together. 21/64 offers consulting, speaking, training and uniquely-developed resource tools to assist families during these times of generational transitions.

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## Resource Generation



Resource Generation (RG) is a national nonprofit that organizes young people with financial wealth to leverage resources and privilege for social change. RG's purpose is to promote innovative ways for young people with wealth to align their personal values and political vision with their financial resources to deepen their social and civic engagement. Resource Generation supports and challenges young people with wealth to better understand themselves as philanthropists, their place in the socio-economic system, and their capacities to contribute to social change. A critical part of our work is organizing national conferences, workshops and other programming for young board members and trustees who want to transform their families funds' and the field of philanthropy for social change.

[www.resourcegeneration.org](http://www.resourcegeneration.org)

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# TRADING POWER:

18 interviews with philanthropic leaders who talk about what the next generation has to offer in exchange for what seasoned leaders can provide.

by Ambrose Clancy

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## Our Purpose

The Council on Foundations is proud to release this publication at its 2010 Family Philanthropy Conference. As the Council has worked both to broaden services and enhance options for Next Gen leaders, basic questions about increasing Next Gen representation in leadership positions across philanthropy surfaced again and again: Why? How? Who? When? What would it look like? *Trading Power*, the outgrowth of interviews with more than 15 seasoned and next generation philanthropic executives and trustees, offers candid insights worthy of action.

## Nat Chioke Williams had played the scene before, but now the roles were reversed.

Williams, executive director of the Hill-Snowdon Foundation, was recently interviewing a young man looking for a job. He asked the prospect where he wanted to be in five years.

“Director of a foundation,” the young man replied immediately.

Williams smiled, remembering when a friend told him more than a decade ago that he had no direction. She’d told Williams squarely: “You don’t know where you’re going.” Williams took the challenge and mapped out a plan. At the top of a page he wrote “director of a foundation in five years” and added a list of tools he’d need to carry him along the way.

“I achieved the goal,” Williams said. “It was opportunistic but it was also having that vision.”

Flash forward a decade and Williams is telling the young man that he’d hire him and help him.

“I said to the young man, ‘We’ll

figure out what you need to do here, who you need to associate with and what kind of networks you need to be in, what skills you need to develop to take with you when you leave.’”

The last part of the offer—acknowledging bluntly that younger people see their careers as a train making several stops—is becoming a solid recruiting tool bringing a new generation into philanthropy.

According to more than 15 foundation executives and trustees interviewed recently, the one holding power must realize the young person in the room is not looking to land a job for life but, instead, hopes to construct a portfolio of positions over time with increasing leadership and responsibility.

Listen to Nicole Robinson, director of corporate giving at Kraft Foods and vice president of its foundation: “There’s a general attitude of the

next generation that you won't be a lifer at any one institution. It's about building your professional tool kit, and it is philanthropy's responsibility to offer models for what great leadership looks like."

Great leadership, especially multi-generational leadership, requires reciprocity, said Ashley Blanchard, president of the Hill-Snowdon Foundation. "New leaders need to recognize what they can learn from those who have more experience, while seasoned leaders have to recognize the value of engaging new voices and perspectives."

Some of those interviewed said that strategy is just part of a package that should be in play to ensure that the brightest, most ambitious, and hardest working members of a new generation will not only join philanthropy but will want to stay in philanthropy.

Others thought the issue is not of a lack of qualified younger people ready and eager to step into leadership roles. Rather, according to Blanchard, "there is a demand problem. People stay in jobs and on boards in philanthropy for a really long time."

Along with a cold-eyed view of how careers proceed in the 21st century, a consensus formed among executives and trustees interviewed—ages ranging from their 60s to their 20s—is that a seat at the power table where real decisions are made has to be part of the bargain. There must be an offer of true access to power rather than just clichéd noise such as "empowerment."

Combine this strategy with understanding and respecting new methods of communication and new blood in philanthropy is practically guaranteed.

### Is it time to start worrying?

There is no crisis, no despair on the order of Antonio Gramsci's classic analysis of a looming catastrophe, where "the old is dying and the new cannot be born."

But there is real concern about who will write the next chapter in the history of American foundations, and when this chapter can start to be written.

Ashley Blanchard said, "The fact that there are contradictory perceptions—that Baby Boomers say they have problems finding high quality leaders,



**Nicole Robinson**  
Director of Corporate Giving  
Kraft Foods

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while many next generation staff and trustees think the issue is about making space in positions of leadership—indicates the crux of the concern."

Rusty Stahl, like any optimist worth his sunny side, said hand-wringing over a new generation failing to emerge only obscures opportunities.

Stahl, founding executive director of Emerging Practitioners in Philanthropy, believes the current situation is not due to new talent being uninterested in taking on leadership, but rather that the old guard

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can't see this new talent hiding in plain sight and therefore won't invest in it.

"This is a great opportunity that the field is unprepared for," the 33-year-old executive added.

Darryl Lester agrees. Founder and president of HindSight Consulting and the Community Investment Network, Lester said that the lack of a smooth hand-off on the part of the older generation plays a role.

"There aren't many spaces to have conversations between generations," he said. "We're running a relay with the baton not being handed off but tussled with."

Also, "with average life spans increasing," said Sharna Goldseker, Director of 21/64, a division of the Andrea and Charles Bronfman Philanthropies specializing in next generation and multigenerational strategic philanthropy, "four generations are above the age of 21 and interested in philanthropic stewardship and leadership at the same time. The question for the field is if Baby Boomers aren't ready to pass their batons yet, how can Generations X and Y participate in the race?"

Goldseker, who has written extensively on generational issues, said Generation X (born between 1965-80) are the generation doomed as slackers; however, it is actually one of the most resourceful and pragmatic cohorts because they see things the way they are. Involving them could provide valuable new skills and insights that would benefit the whole team.

"Seasoned leaders may not be eager to have new voices in the room when there's no market forcing adaptation or innovation, no one telling them change is necessary," said Ashley Blanchard. "But in the meantime, Next Gen leaders will be applying their skills and know-how in other fields if philanthropy doesn't recognize what they have to offer."

New leaders are here, now, if only time is taken to see them, and a clear-eyed approach is deployed to engage them.

## TRAPPED AT THE TOP

**With a crumbling economy sending retirement plans spiraling south, many executives are digging into positions they thought they'd be free of just a few years ago. The result is Next Gen leaders looking up, wondering when or if their careers will take the next step.**

Some creative execs are turning more to a model of "leadership expansion" rather than "leadership transfer," according to Michael Gast, family philanthropy coordinator for Resource Generation.

He recalled meeting recently with a founder and chief executive of a nonprofit who is now trapped in the dilemma of wanting to go but having to stay.

"Since the market crash I've been in a Catch-22 situation," she told Gast. "I can't retire and I know there are people here who want to move up. This generational change is a live experience for me."

Her organization is now exploring the possibility of expanding leadership at the top by moving the founder sideways into some sort of executive emeritus position.

Mark Leach has written a report titled "Table for Two" for the Management Assistance Group on the advantages of leadership expansion and methods to achieve that goal. Leach points out that executives being forced financially to cling to power can damage the institution.

"When faced with the choice

of leaving completely or staying on as CEO," Leach writes, "some founders may delay stepping down as CEO long beyond what is good for them or their organization."

The upside of leadership expansion is an everyday consultant in the office down the hall providing immediate and irreplaceable institutional knowledge.

What Leach terms "the mutual success" model will work if two powerhouse personalities from different generations can peacefully coexist, if ideas are shared, and if the older executive can accept the organization tracking in directions she herself hasn't mapped out.

Those are heavy "ifs." But with a plan in place, along with stated responsibilities and genuine openness from the individual stepping up and the one stepping to the side, the organization gains strength during and after the shift in control.

"Appropriate power flow and role boundaries can be maintained even if the founder remains with the organization," Leach writes.

While this is the first time in history we are experiencing this particular delay in leadership transition, as retirement age is pushed to 65 and over, organizations are experimenting with ways of engaging multiple generations in leadership roles. It's possible that each generation can bring their unique strengths to the table and trade power for ideas.

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**"The idea of autonomy is very attractive. Our staff is appreciated by being treated like adults."**

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## Power to the (young) people

Perhaps it was Daniel Jae-Won Lee's close study of early Christian heretics in school that made him allergic to unbending orthodoxy in philanthropy.

Lee, now executive director of the Levi Strauss Foundation, had attended some conferences early in his non-profit career that were revealing more for the style of the participants than for what they were saying.

"There were levels of formality and sometimes pretense, to be honest," Lee said. "I was fortunate I wasn't constrained by the environment around me and didn't have to get involved in method acting by wearing certain clothes and sitting in a certain way."

After working for The International Gay and Lesbian Human Rights Commission, Lee was offered a position at Levi Strauss. He sought two opportunities: a real challenge and a post in Asia.

"I wanted the opportunity to cover a fairly extensive turf," Lee said.

He got the power and responsibility and a posting in Singapore, and he didn't need his arm twisted to accept the offer.

"I was accorded and earned a

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## "For me, the important question is not about 'power' but rather the responsibility and work that goes along with being trusted."

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good amount of influence, and I lived in Singapore my first four years in philanthropy," he said. "I was able to dig in and grind on my own."

Randi Hewit tells new job prospects they will have the autonomy Lee was granted. She's up-front about her anti-clock beliefs.

"There's no clock watching and no punching in," said Hewit, the president of the Community Foundation of Elmira-Corning and the Finger Lakes. "The idea of autonomy is very attractive. Our staff is appreciated by being treated like adults."

It's no accident Hewit termed the work of her charges "stellar." Saying yes to the new idea that is practical yet idealistic brings renewed passion to any

organization. Ask James K. Cummings, whose grandfather founded The Nathan Cummings Foundation. As a member of the third generation of the family, Cummings remembers some eye rolling on the part of the older generation when environmental issues were promoted by younger family members.

But soon the old guard saw the light. "They are now embracing problems around global warming, clean water, and corporate transparency," said Cummings, currently the vice chair of the board of trustees.

This led him into a déjà vu moment not long ago when members of the fourth generation, mainly women, were advocating a strong position on women's issues for the foundation.

"I've considered myself a feminist man for a long time. But when that issue came up, I didn't roll my eyes, but I certainly sat up straighter," he said.

His first reaction was: "How is this going to change what we're doing and leave something behind?"

But Cummings realized the future is always now, and there it was, in front of him.

The fourth generation and their ideas "would continue to serve the values of the foundation," Cummings said. "They're stakeholders, but on *their* terms. Always look for greater engagement and don't patronize them."

When Jason Burnett, 33, was younger, he saw his mother and aunt moving his family's foundation more into marine science issues, which the founder and his grandfather, David Packard, wasn't terribly interested in.

"But he was encouraging and eventually adopted the ideas and it became his passion," said Burnett, a trustee of the David and Lucile Packard Foundation. Burnett has a nuanced view of what real power means:

"For me, the important question is not about 'power' but rather the

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**Nathan Cummings**

Pictured with 7 of his grandchildren, taken from the late 1950s.

# TIPS FOR SEASONED LEADERS

responsibility and work that goes along with being trusted (hence the title ‘trustee’ of a foundation). Power in an organization flows from being careful, thoughtful, responsible, and putting in hard work. Power is a side effect and is not (or should not be) the objective. I hope that I have influence on the Packard board in so far as people believe that I have something thoughtful to say when I open my mouth. I would hope that I do not have power simply because of my position as a family member. The reality of course is that I would not be on the board without being a family member but my effectiveness as a board member (I hope) stems from how I act, not who I am.”

When Burnett came along, he joined several others in urging the foundation to look into the intersection of agriculture and the environment, and his ideas were welcomed at the board table.

## Face time

Guaranteeing a prospective new hire they will have the power to represent the organization is a seductive tool to close the deal. But unhappily in some cases the face philanthropy presents is far from fresh.

“I’ve been to Next Gen events where they always bring out an older person as the expert,” Darryl Lester said. “Why can’t the expert come from the Next Gen’s peers?”

Robert Collier, president and CEO of the Council of Michigan Foundations, believes in sending their youth grantmakers to the front lines.

“I send out my youth committee, who are all college students, to give speeches and presentations and do trainings,” Collier said. “We’ve got to take advantage of their passion and energy and also give them the opportunity to learn how to communicate.”

There were a host of things that attracted Sterling Speirn to join the Peninsula Community Foundation years ago, but one of the most

## HOW TO ENGAGE A NEW GENERATION OF PHILANTHROPIC LEADERS

- Guaranteeing that power will be traded, that Next Gen individuals will have seats at the table in exchange for their ideas.
- Recognizing that Next Gen people will have multiple stops in their careers, and each organization will be one place where they can both contribute and learn new skills about “what great leadership looks like” to help them when they make a move.
- Informing new staff members or trustees they will be challenged and given opportunities to represent the foundation in the field.
- Accepting the fact that positions aren’t filled by osmosis but rather by aggressively talent spotting.
- Creating multiple paths that the Next Gen can benefit from—such as leadership development programs, fellowships offered by regional and national organizations.
- Modeling next generation leadership on your board, among your staff—or when an expert is brought in to speak to a Next Gen group, consider having a Next Gen presenter.

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**“But online media is more than information. It’s about building a community of peers. Gen Yers now know how to convene others and take action online.”**

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alluring was he would be one of the faces of the organization and not condemned to a cubicle.

“Instantly I was sent to meetings representing the foundation,” said Speirn, now president and CEO of the W.K. Kellogg Foundation. “I was offered real responsibility to do real work and have a daily seminar on the values, insights, and wisdom that role models or colleagues live and breathe every day.”

What talented person, with ideas about social change, can turn down a deal like that?

## Say what?

Audrey Jacobs, 45, the director of the Center for Family Philanthropy at The Community Foundation of Greater Atlanta, was helping 33-year-old colleague, Erin Drury, a philanthropic advisor at the foundation, to organize a Next Gen event.

When it came time to decide how to promote the evening with Next Gen leaders in the nonprofit, philanthropy, and for-profit sectors—all of whom had a passion for being involved in their communities and in philanthropy,

# THE STRENGTHS OF A NEW GENERATION

## HOW NEXT GENERATION ENGAGEMENT STRENGTHENS THE PHILANTHROPIC LANDSCAPE

A new generation entering the field of philanthropy brings new blood, new energy and new ideas. While it may feel hard to make room at the table for leaders with fewer years of experience, members of Generations X and Y have a greater understanding of today's global and connected world; their know-how and skills can benefit a foundation's grantmaking and communications.

**One advantage many Next Generation leaders have is that they're already seasoned.** They don't need an excessive amount of coaching and can fit into philanthropy quickly because they have been exposed to the places and people philanthropy operate in at a younger age.

Nat Chioke Williams, currently executive director of the Hill-Snowdon Foundation in Washington, D.C., worked as a community organizer in New York City and was teaching before he decided to step up to a larger stage.

"My purpose was to try and figure out how I could have a more direct hand in helping individual community members achieve their vision of change," Williams said. "And that way was through philanthropy."

Fortunately for both parties, the New York Foundation recognized Williams as a young man who wouldn't have to be closely nurtured but would bring skills along with passion when he was offered a position.

**Diversity isn't just a feel-good buzzword but has practical aspects.** The next generation is more diverse

than ever, so as grantmakers across the field seek more diversity, the next generation is already there.

A more diverse generation has to be recruited, said Darryl Lester, founder and president of HindSight Consulting and the Community Investment Network.

Born and raised in the rural south, Lester said "philanthropy has a level of exclusion in it, with a lot of the rooms not as diverse as they should be."

The breakdown is simple for a more diverse Next Gen, Lester said: "Just as Baby Boomers know things we don't from their years of experience, Generations X and Y can explain things as well because we have lived a more diverse experience. We can help the field get past this issue," Lester said. "But not if we're still asking for permission."

### **Turning over the reins of power enables a fresh perspective.**

A new generation, suitably challenged with the task, will bring a fresh take on remembering the original purposes of the foundation, which in some cases have atrophied over time.

Rebecca Richards, a trustee of the Maxine and Jack Zarrow Family Foundation, said, as a Next Gen leader, she has the power to "push [the foundation] into being more thoughtful and strategic."

With new blood in the boardroom, Richards said, "We've started moving in a more strategic direction in terms [of] thinking about our values and then prioritizing our values."

Jacobs took her younger colleague's lead and ditched the traditional route.

"No hand-written invitations," Jacobs said. "This was a directive from our President, Alicia Philipp. United Way of Metropolitan Atlanta hosted an event for the Next Gen and used e-mail. The response was tremendous. So we did it with viral e-mail and had an attendance of 140 young people, unlike anything we'd ever seen before."

Next Gen staff makes up about 50 percent of the foundation, Jacobs said, and now use social media, including Twitter and Facebook, as a regular mode of communication when planning task forces or events.

Living in cyberspace is about ubiquitous information, Sharna Goldseker noted. "Next generation funders often know about foundations before we can tell them," she said. "But online media is more than information. It's about building a community of peers."

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**"We emphasize volunteer work," Disney said. "Money is such an abstract thing and socially so complicated. A checkbook is often used to make people go away."**

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**Abigail Disney**, with Leymah Gbowee, the central figure in Disney's film, *Pray the Devil Back to Hell*.



Gen Yers now know how to convene others and take action online.”

Kraft Foods wants to be known as a place where the new language is appreciated and new ideas nurtured, Nicole Robinson said.

“We’re looking into nontraditional ways to engage individuals around volunteering,” she said. “Ideas have emerged about micro-volunteering.”

One method under discussion is having an application for iPhones that will identify tasks that can be done using the phone, such as translating a document or getting the word out if an organization is looking for a site to build a facility, she said.

“It’s a little quirky, not proven, but we’re getting people to think about possibilities,” Robinson added.

Those who haven’t noticed that a new generation is communicating in new ways will soon be talking to themselves.

### Keeping it in the family

Family foundations are different from other philanthropies but share the same concerns of attracting a new generation. They also can use the same methods of other foundations, by guaranteeing a voice in decision making and tolerance for new ideas, as James Cummings and Jason Burnett related.

But to have successive generations on board it’s necessary to show rather than tell family members from an early age the importance of generosity.

Abigail Disney, co-founder and co-president of the Daphne Foundation, believes coming on too strong can frighten kids away.

She and her husband Pierre Hauser—co-founder and co-president of the foundation—have raised their four children to view giving as a concrete and real part of life and not something special done in special places.

“We emphasize volunteer work,” Disney said. “Money is such

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**“It makes a difference when you can sit down with your parents and grandparents and are confident you belong at the table,” Gast said. “The support, skills, and confidence you gain from a community of peers and allies is invaluable.”**

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an abstract thing and socially so complicated. A checkbook is often used to make people go away.”

Rebecca Richards can’t remember a time when her family wasn’t emphasizing the idea of counting your blessings and offering help when you can. “We were always cleaning out closets for clothes that were too small and pantries for extra food to take to shelters or the food bank,” said Richards, 33, a trustee of the Maxine and Jack Zarrow Family Foundation for the past seven years.

After college she became a trustee of the foundation, going on site visits but also taking on the less sexy tasks of processing paper in the offices. “It made me appreciate that this was a lot of work,” she said with a laugh. “There is so much more than just actually giving away resources. It took education to prepare for the role and constant learning to stay effective. Through the foundation, I’ve been provided opportunities to educate myself and strategize with my peers; and from these experiences, I have gained credibility and learned how to bring new ideas to the table and have my voice heard.”

New eyes can distinguish that forest from all those trees at a foundation. Richards has pushed the board to constantly revisit why the foundation was created, through her questioning and sharing of ideas. She continued, “As a result, over the last few years we’ve altered our giving so that it more closely aligns with our values and in



**Zoe Estrin**, of the General Service Foundation and The John M. Lloyd Foundation, with her twin brothers, Jesse (L) and Eliot (R).

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**“There is so much more than just actually giving away resources. It took education to prepare for the role and constant learning to stay effective.”**

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particular, we've moved away from purely checkbook philanthropy towards being more strategic in our approach."

Jason Burnett understands the concept of being prepared at a young age to become a philanthropist. When Jason was a child, his grandfather David Packard was his fishing buddy and teacher, who taught him the art of fly fishing. "He was never dictatorial," Burnett remembered. "He always recognized that times change and he never saddled anyone with the burden of a direction he'd set. I respect that. He allowed you to do your own thing. His excitement was infectious and authentic."

Soon after graduating from college, Zoe Estrin was interested in getting more involved in her family's funds, The General Service Foundation and The John M. Lloyd Foundation, but was unsure how to get started. "She didn't know how philanthropy operated or what

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## Along with talent spotting, effort must be made and money spent on programs targeting next generation professionals and trustees.

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**Sterling K. Speirn**  
President and CEO  
W.K. Kellogg Foundation

role she could play in the foundation," said Michael Gast, family philanthropy coordinator for Resource Generation, a national nonprofit organizing young people with wealth to leverage resources and privilege for social change.

Estrin attended a retreat organized by Resource Generation specifically for Next Gen family members and trustees.

"She found a community of peers and soon after stepped up as a trustee and then as vice-chair of both her families' foundations," Gast said.

Since encountering other young faces in philanthropy—which Darryl Lester insists must be a part of any recruitment package—Estrin has helped inspire her younger twin brothers, Jesse and Eliot, who initially had little interest in the foundations, to get involved with Resource Generation, find their own peer community, and take their first steps into philanthropy.

By receiving training and direction through Resource Generation, Estrin has laid a new cornerstone for the stability of The General Service Foundation and The John M. Lloyd Foundation.

"It makes a difference when you can sit down with your parents and grandparents and are confident you belong at the table," Gast said. "The support, skills, and confidence you gain from a community of peers and allies is invaluable."

Credibility is a priority for a family member when they want to get really involved in the foundation's work, said Carol Larson, president and CEO of the David and Lucile Packard Foundation.

But power must be accessible. That's why the Packard foundation amended bylaws in 2007 to create two Next Gen seats on the board consisting of one- and two-year terms.

This allows younger members to see how the board functions and is a bridge to continuity. "It shows the younger generation that the foundation is an organization of many

responsibilities, including fiduciary responsibilities," Larson said.

It also teaches that the work is a group effort and that "facts and careful analysis are important, in addition to emotions," Larson said.

### Mastering the obvious

Several of the executives interviewed went into philanthropy because they were invited aboard. Rob Collier was 24 and working in juvenile probation when he wrote a letter to a foundation suggesting there were new approaches to deal with delinquent youths.

"I was invited in for a conversation and was offered a position," Collier said.

Sterling Speirn met Bill Somerville, president of the Peninsula Community Foundation, at a career night. After a brief conversation, Somerville said, "Send me your resume and tell me when you want to go to work."

Along with talent spotting, effort must be made and money spent on programs targeting next generation professionals and trustees. To their credit, many foundations are doing just that, providing programs and events that are meaningful to the Next Gen.

And when power from established leaders is traded for the new ideas (and passion and commitment) from the next generation—everyone benefits. ■

#### RESOURCES

Go to the Trading Power website for a list of articles, books, and resources on next generation philanthropy at [www.cof.org/tradingpower](http://www.cof.org/tradingpower)

# Q&A: STEVE GUNDERSON

## AN INTERVIEW WITH COUNCIL ON FOUNDATIONS PRESIDENT AND CEO STEVE GUNDERSON

*Q: Do you believe in “trading power” – which means seasoned philanthropic leaders offering Next Gen leaders true access to power?*

**S.G.:** Absolutely. But this isn’t an “either-or” trade. Rather, it’s a “both-and” circumstance in which we must engage the experience, the views, and the communications techniques of all generations. Philanthropy today is not the possession of any one generation. It may include three or even four generations at the same time. We must learn to work differently, in ways that celebrate the value each group brings to this important work.

I’ve met many tremendously talented Next Gen leaders across philanthropy with the passion, energy, and commitment to set strong examples of leadership for the field. We need to open our doors and welcome them into full participation!

*Q: Can you give us an example of your personal involvement or contact with Next Gen leadership?*

**S.G.:** The Council’s Board Chair Ralph Smith and I have made engaging next generation voices in our committees and task forces a high priority. In every case, we’ve been awakened by the new world views they bring and impressed by the new strategies they advance. There are many examples to share.

For instance, I wish you all could have watched members of the Council’s Trustee Engagement Task Force be captivated by Jos Thalheimer, a founder of Grand Street, a network for young adults who are or will be involved as leaders in their family’s philanthropy. Jos’ explanation of the inter-generational engagement between Gens X and Y and among those generations and Baby Boomers on the current state of philanthropy only reinforced my view that the next generation needs to be an integral part of the Council’s mission and vision moving forward.

*Q: What is the Council doing to engage the next generation in philanthropy?*

**S.G.:** Earlier this year, the Council created a Next Generation Task Force focused on providing guidance to shape future programs and services for the next generation of philanthropic leaders.

The task force, in addition to leading the efforts on this publication, encourages greater involvement of Next Gen philanthropy leaders across the Council board, committees, and task forces. Our 2010 Family Philanthropy Conference—co-chaired by Mary Galeti, Vice Chair of the Tecovas Foundation—a member of the next generation—is a good example of our commitment!

### About the author

Ambrose Clancy is an award winning journalist who files with, among other publications, *The Washington Post*, *The Los Angeles Times*, *The Baltimore Sun*, *GQ* and *The Nation*. He is the author of a novel, *Blind Pilot*, and a work of non-fiction, *The Night Line*.



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