

# Detailed Conference Schedule

(last updated 1/17/2005)

## **Sunday, January 23**

### **Conference Orientation for First Time Registrants** **9:00–9:45 a.m.**

Prepare to get the most out of your conference experience. Learn how to choose among conference offerings and also about the resources provided year-round by the Council on Foundations.

### **Opening Plenary Brunch** **10:00–11:30 a.m.**

**Welcome**—*Luba Lynch, 2005 Conference Planning Committee Chair*

**Launch of the Stewardship Principles and Practice Options for Family Foundations**—*Kathleen Odne, Chair, Committee on Family Foundations and Executive Director, Dean & Margaret Lesher Foundation*

### **Strive for Excellence and Accountability**—*Dennis Archer*

Throughout his distinguished career as a judge, elected official and attorney, Dennis Archer has been an advocate for ethical standards and accountability to the community. He is the immediate past president of the American Bar Association, the first African American to hold the office, and during his tenure the ABA examined a Model Judicial Code of Conduct. Archer also served eight years as mayor of Detroit, was president of the National League of Cities and was an associate justice of the Michigan Supreme Court for nine years, during which time he was named the most respected judge in Michigan by *Michigan Lawyers' Weekly*. While mayor, he was named Public Official of the Year by *Governing* magazine.

## **Concurrent Sessions**

### **Listed by Track:**

**I—Institute on Foundation Basics**

**B—Board Governance**

**G—Grantmaking**

**M—Management**

**F—Forum**

*(Related Stewardship Principle or Practice Option listed in italics)*

**12:00–1:30 p.m.**

**What Boards Do [I]**

*I. We have a governing board that establishes the mission, guides the operations, oversees the effectiveness and ensures the ethical conduct of the foundation.*

How does the work of the board actually get done? Who does it, and how do you know you are doing the right thing? Come together with other trustees to learn about the three fundamental legal duties (duties of care, loyalty and obedience), the ten basic responsibilities of board service, committee structures, consent agendas, good meeting design and the differing roles of board and staff.

**Speaker: Ellen Bryson, President, Bryson Consulting**

**Ethical Decision-making: Is Gray Okay? [B]**

*As private entities operating for public purposes, family foundations must comply with federal, state and local law—but most endeavor to go further.*

Because they are closely tied to the source of donor wealth, trustees of family foundations are faced with special ethical considerations. These considerations lie beneath much of day-to-day experience but are seldom articulated. Using case studies, this session will provide a framework for considering some “gray” areas and will examine the moral implications inherent in each decision.

**Speakers: Lynn Getz, Executive Director, Globe Foundation; Rushworth M. Kidder, Trustee, Charles Stewart Mott Foundation; Colburn S. Wilbur, Trustee, The David & Lucile Packard Foundation**

**Do You Know What’s on Your 990 PF? [B]**

*IV. Our governing board exercises active fiscal oversight.*

The IRS isn’t the only one looking at your foundation’s 990-PF. In today’s climate of increased scrutiny of private foundations—and with more online access to foundations’ 990-PFs—reporters, researchers, grantmakers and the public are pouring over them, too. With so many different people looking at it, it is imperative that foundation board members and executives be able to understand and explain their foundation’s tax return.

**Moderator: Andrew Schulz, Deputy General Counsel, Council on Foundations**

**Speakers: Victoria B. Bjorklund, Partner, Simpson, Thacher & Bartlett, LL.P.; Robert Ottenhoff, President, GuideStar**

**Diversity at a Crossroad [G]**

*V. – C. Incorporate diverse people, perspectives, knowledge and experiences into our work.*

Diversity is increasingly recognized as an essential component of governance, management and grantmaking by family foundations. Moving from a “silo” perspective to comprehending and supporting how race, class, gender, sexual orientation and disability intersect can result in more effective philanthropy. Drawing from recently published research, panelists will highlight models that work, and engage the audience in developing diversity blueprints for the future.

**Moderator:** *Alison D. Goldberg, Trustee, Robert P. & Judith N. Goldberg Foundation*

**Speakers:** *Mary Ellen Capek, Consultant, Capek Associates; Sylvia Yee, Vice President of Programs, Evelyn & Walter Haas, Jr. Fund*

**The ABCs of PRIs [G]**

*III. – I. Invest in ways that further the mission (e.g., program-related investments, micro-credit loans, socially responsible investing and proxy voting/shareholder resolutions.*

Many family foundations have begun to maximize the impact of their finite resources by adding financial instruments collectively known as Program Related Investments (“PRIs”) to their traditional repertoire of grants. PRIs need not be limited to large foundations; small foundations can participate as well with a minimum of paperwork. This session will feature leaders in the field of making PRIs who will provide tools and resources to support foundations that want to undertake this type of work or improve on what they are already doing.

**Moderator:** *Shari Berenbach, Executive Director, Calvert Social Investment Foundation*

**Speakers:** *Mary Mountcastle, President and Trustee, Z. Smith Reynolds Foundation; Michael Rauenhorst, President, MGR Family Foundation; Luther Ragin, Vice President, Investments, The F.B. Heron Foundation*

**Effectively Communicate Your Message and Build Relationships [M]**

*VII. We welcome public interest and communicate openly.*

Effective communication is a critical component in establishing quality, long standing relationships that bolster grantees (internal) and raise public acceptance of your foundation’s role and value in the community (external). This session will show the tremendous potential for shaping more favorable public opinion toward foundations and will assist members in crafting their communications strategy. Participants will also learn crucial tips on how to talk to various audiences, including policymakers and the media, about the work your foundation does and its importance as a community resource.

**Speaker:** *Jeff Martin, Director, Media Relations, Council on Foundations*

**National Elections: Impact on Public Policy and Grantees [F]**

*VIII. Our governing board respects donor intent and later generations’ interests while also considering the demands of a changing world.*

This is an opportunity for us all to reflect on the outcomes of the recent election. In a lively discussion with political observers, we’ll explore the big question, “What’s next?” We will discuss the policy landscape and critical social justice issues. Within that context, we can begin to devise strategies for our work going forward.

**Speaker:** *Tom Novick, M&R Strategic Services; Marica Avner, Public Policy Director, Minnesota Council of Nonprofits; Abby Levine, Counsel, Alliance for Justice*

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1:30–2:00 p.m.

## **Break in Resource Central and Book Signing**

Rush Kidder, Center for Global Ethics, will sign copies of his just-released book *Moral Courage* in the COF bookstore.

Family Dynamics Expert and Author Kelin Gersick will sign copies of his book, *Generations of Giving: Leadership and Continuity in Family Foundations*, at the National Center for Family Philanthropy booth.

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## **2:00–3:30 p.m. - Concurrent Sessions**

### **Legal Basics (I)**

*As private entities operating for public purposes, family foundations must comply with federal, state and local law—but most endeavor to go further.*

Learn the fundamental legal rules that govern private foundations in the United States. The session is geared towards family trustees and newer staff just learning about the issues for the first time or for those who need a quick refresher course. Topics include the distinction between private foundations and public charities, an overview of the private foundation rules, the calculation of your annual pay-out requirement and the tax on investment income.

**Speaker:** *Janne Gallagher, Vice President and General Counsel, Council on Foundations*

### **Inclusion vs. Selection: Participating in Your Family’s Foundation [B]**

*II. – A. Identify the desired characteristics of the governing board, including size, composition and member skills and experience; consider diversity and the perspective offered by representatives from outside the family.*

The composition of the family is in continual flux. Family members marry, divorce, remarry, form domestic partnerships and, in many cases, move far away from the family home. Whether expected or unexpected, these changes affect participation in the family’s philanthropy. Yet, few anticipate and plan for these contingencies. Foundations and donor-advised funds need clear guidelines regarding who participates in their philanthropy and in what roles.

**Moderator:** *Deanne Stone, Project Director, Family Foundation Conference*

**Speakers:** *Frank Merrick, President, Merrick Family Foundation; Jaylene L. Moseley, Managing Director, Flintridge Foundation; Elizabeth Riepe, Riepe Family Foundation*

### **Power and Peril of Discretionary Grants [B]**

*II. – D. Stay on mission; all grants are made within grantmaking guidelines. Exceptions are reviewed by the entire board and do not exceed a maximum dollar cap or percentage of total giving.*

Individual giving budgets allow family members to satisfy their own charitable interests and enable the board to focus the foundation's primary giving in areas where there is consensus. They can be an effective training ground for next generation members. However, they can result in disjointed giving, and can raise questions around conflicts of interest. This session will present the pros and cons of discretionary grants and provide ideas for creating an effective discretionary grants program.

**Moderator:** *Lee Draper, President, Draper Consulting Group*

**Speakers:** *Taylor Jordan, Board Member, The Cricket Island Foundation; Lindsey Stammerjohn, Managing Director, John Gogian Family Foundation; Charles Pardoe, Trustee, Samuel P. Pardoe Foundation*

### **Making and Evaluating Public Policy Grants [G]**

*III. – K. Engage in public policy advocacy as permitted by law.*

While a growing number of family foundations support public policy work, the challenge of measuring advocacy success inhibits some funders from engaging in policy grantmaking. This workshop will: explore a new model for evaluating advocacy grants; examine one family foundation's advocacy evaluation efforts; and, clearly distinguish policy evaluation from traditional program evaluation. Participants will review a fictionalized grantee evaluation. Benchmarks for measuring advocacy success and legal considerations related to grantees' activities will be covered.

**Moderator and Session Designer:** *Marcia Egbert, Senior Program Officer–Human Services, The George Gund Foundation*

**Speakers:** *John R. Corlett, Senior Fellow & Director, Public Policy & Advocacy, The Center for Community Solutions; Susan Hoechstetter, Foundation Advocacy Initiative Coordinator, Alliance for Justice*

### **Leadership in a Changed World [M]**

*III. We consider multiple strategies to further our mission.*

How can family foundations foster and support effective and innovative leadership? Small and large foundations are increasingly involved in honing the personal leadership skills of their executives. While personal leadership development is necessary for philanthropy, more focus on building the skills of the nonprofit sector is necessary in our changed world. In this interactive session, we will explore diverse models of leadership, including new visions for personal, non-profit and global leadership, and the need for deeper engagement and investment by the philanthropic community.

**Moderator:** *Carol Goss, President and Chief Executive Officer, The Skillman Foundation*

**Speakers:** *Tanya Dawkins, Director, Collins Center for Public Policy; MaryL. Gregory, Executive Director, Bella Vista Foundation; Sylvia Yee, Vice President of Programs, Evelyn & Walter Haas, Jr. Fund*

### **True Costs of Foundation Administration [M]**

*I. – B. Dedicate sufficient human, financial and technological resources to advance the mission.*

*IV. – B. Ensure that expenses are reasonable and in proportion to amounts spent on grants and technical assistance.*

Do you wonder why some foundations cost more to operate than others, and what's appropriate to spend in administration? Despite the present focus on executive compensation and trustee pay, compensation isn't the most important factor. Join three diverse foundations as they discuss their experiences and budgets in order to discern what drives costs, and why one size does not necessarily fit all.

**Moderator:** *Bruce Karmazin, Executive Director, Lumpkin Foundation*

**Speakers:** *Elizabeth Mead, President & Treasurer, Mead Family Foundation; Karen Ann Menichelli, Executive Vice President, Benton Foundation; Robert Weiss, Vice President for Administration, The Meadows Foundation*

**Perpetual Motion: Family Foundations and the Future of Philanthropy [F]**

*I. – A. Develop and periodically review the foundation's values and mission statement, goals...and long term objectives.*

This session will look at major trends and change drivers that are shaping philanthropy in the first decades of the 21st century, with specific attention to the implications for family foundations, staff and trustees. Drawing from her book, *Creating Philanthropic Capital Markets: The Deliberate Evolution*, Lucy Bernholz will speak followed by response and relevant thoughts from a family foundation leader.

**Speakers:** *Lucy Bernholz, Ph.D., Blueprint Research & Design, Inc.; Lance Lindblom, President & CEO, The Nathan Cummings Foundation*

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**3:30–4:15 p.m.**

**Afternoon Tea in Resource Central**  
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**4:30–5:45 p.m.**

**Afternoon Plenary**

**Thinking It Through: What Implementing the Stewardship Principles Means to Different Size Foundations**

This is where the rubber hits the road! For the Stewardship Principles to have any impact on the field, foundations have to implement them. Here's your opportunity to explore with foundations, similar to yours in size, the challenges and opportunities of undertaking specific practices to strengthen performance. Share with your peers your own techniques and learn from theirs. Pick a category—Board Governance, Management or Family Legacy—and join a table with like-sized colleagues for a facilitated discussion.

**5:45-6:45 p.m.**

## **Sunset Reception on the Lawn and Nonprofit Marketplace**

You deserve a break after your hard work thinking through the stewardship principles, so join us on the hotel lawn to watch the sunset, have a drink, meet old friends, make new ones and even shop! Local nonprofits will showcase their crafts. In case of inclement weather, we'll gather in the ballroom.

**7:00-9:00 p.m.**

### **Food and a Flick with the Producers**

**(Open only to those who have pre-registered.)**

The Council on Foundations, Grantmakers in Film and Electronic Media, Grantmakers for Children, Youth & Families and Women & Philanthropy present the Oscar-nominated and 2004 Henry Hampton Award-winning film *Why Can't We Be A Family Again?* This powerful film explores the inspiring story of two brothers, Daniel and Raymond, as they struggle to reunite with their drug-dependent mother. It also chronicles their grandmother's efforts to keep the family together. Share food and discuss the film and the issues it raises with the Jacob brothers, their grandmother Erslena, and producers Roger Weisberg and Murray Nossel.

**7:00 p.m.**

### **Jewish Funders Network Reception**

Light dinner at a local waterfront home. All are welcome. Depart by bus from the Loews lobby promptly at 7:00 p.m.

## **Monday, January 24**

**8:00–9:30 a.m.**

### **Breakfast Plenary**

**Cross-Cultural Lessons from Miami - Alberto Ibargüen**

### **Introductory remarks by Dot Ridings, President and CEO, Council on Foundations**

As publisher of both the *Miami Herald* and Miami's leading Spanish-language paper, *El Nuevo Herald*, Alberto Ibargüen is a preeminent observer of the ways Miami's educational, cultural and civic institutions have been shaped by the immigrant groups that now call the city home. Ibargüen has been a newspaper executive since 1984, first at the *Hartford Courant*, then New York *Newsday*, before moving to the Knight Ridder Newspapers in Miami in 1996. A former Peace Corps volunteer in Venezuela and Colombia, Ibargüen also chairs the board of the Public Broadcasting Service and serves on the boards of the Freedom Forum, the Committee to Protect Journalists and the University of Miami.

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**9:45 a.m.–12:00 p.m.**

**Morning Site Visits**

**Little Haiti  
Or  
Community Partnership for the Homeless**  
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**10:00–11:30 a.m. - Concurrent Sessions**

**Grantmaking Basics [I]**

*VI. – A. Develop transparent grants management processes.*

Establishing and implementing a successful grantmaking approach is the key to giving with impact and satisfaction. How do you start to select among the overwhelming number of requests, issues and needs? How do you develop a grantmaking strategy that supports your foundation's goals? Should you accept proposals or seek out programs that address issues that are important to you? What kinds of information do you need to form a productive relationship between your foundation and your beneficiary partners? At this session you will learn how to develop good grantmaking guidelines, manage your application and review process, assess proposals and evaluate results.

**Speaker:** *Bruce Maza, Executive Director, C.E. & S. Foundation*

**Intergenerational Dialogue [B]**

*IX. We plan for family leadership continuity.*

Questions regarding intergenerational philanthropy are arising around many family foundation board tables. This workshop will enable participants to explore the different experiences, values and interests of each generation involved in the foundation and how distinct generational perspectives can present opportunities and challenges affecting family dynamics and decision-making. Through small-group work and full-group facilitated conversations, we will engage participants in clarifying their own perspectives and model methods for communication across the generations.

**Facilitators:** *Alison D. Goldberg, Trustee, Robert P. & Judith N. Goldberg Foundation; Sharna Goldseker, Director of Special Projects, Andrea & Charles Bronfman Philanthropies*  
**Speakers:** *Stephen R. Treat, Director & CEO, Council for Relationships; Cameron Jordan, Board Member, The Cricket Island Foundation*

**Communities in Transition [G]**

Children thrive when their families are strong, and families thrive when they live in supportive communities. In this session, participants will explore how to meet the social service and educational needs of immigrant families while supporting family values and honoring cultures. It will address the additional barriers faced by immigrant populations and how family foundations can support programming that targets this population.

**Moderator and Co-Session Designer:** *Stephanie McGencey, Executive Director, Grantmakers for Children, Youth & Families*

**Speakers:** *Julie Kohler, National Venture Fund Program Officer, John S. & James L. Knight Foundation; Joan Lombardi, Director, The Children's Project; Rosa Pizzi, Abriendo Puertas*

### **Top 10 Ways Family Foundations Get into Trouble [M]**

*As private entities operating for public purposes, family foundations must comply with federal, state and local law—but most endeavor to go further.*

Whether you are new to the field or a seasoned expert, this session touches on the most important legal questions that arise in the day-to-day business of running a foundation. Topics include self-dealing, compensation, conflicts of interest, grants to non-charities, use of fiscal agents and tickets to fund raisers.

**Speaker:** *Andrew Schulz, Deputy General Counsel, Council on Foundations*

### **Re-thinking Board Compensation [M]**

- IV. - C. Expect board members to serve the foundation without compensation, recognizing*
- i. that reimbursement of reasonable expenses directly related to board service does not constitute compensation*
  - ii. that board members who perform staff functions may be compensated as staff. Like all staff these individuals should be reasonably compensated, document time spent, and have a job description, performance objectives and evaluations.*

The Stewardship Principles recommend that family foundation board members serve without compensation. If your board is compensated, and you're of two minds about it, join your peers to discuss thorny issues including how to raise the subject if your board is divided on whether or not to compensate, what others do and how to decide if--and document when-- a board member is performing as staff and compensated as such.

**Facilitator:** *Kathleen Odne, Executive Director, Dean & Margaret Lesher Foundation and Chair, COF Committee on Family Foundations*

### **Legislation and Regulation Update--Federal and State [M]**

*We recognize and act upon our obligations to multiple stakeholders: the donor and the donor's family, grantees and grantseekers, the public and governmental bodies.*

Find out the latest developments in Washington and in the states that could affect the field of philanthropy or the way your foundation operates.

**Speaker:** *Diane Canova, Vice President, Government Relations and Public Policy, General Counsel, Council on Foundations*

### **New Frames on Leadership [F]**

*II. Authority is vested in the governing board as a whole, and each member is equipped to advance the foundation's mission.*

Want to be a more effective leader? In this session, participants will analyze four key leadership roles and identify their personal style within these roles. Then you'll assess both the positive and negative aspects of your personal leadership styles and identify situations in which each of the roles is appropriate.

**Speaker: Karen McNeil-Miller, Vice President, Corporate Resources, Center for Creative Leadership**

**12:00–1:30 p.m.– Luncheon Roundtable by Topic and Presentation by the UN Foundation on Tsunami Grantmaking**

or

**12:00–1:30 p.m.**

**Meet the Filmmaker: *Discovering Dominga* (Box lunch provided on a first-come, first-served basis. Space is limited.)**

This compelling film by Patricia Flynn and Mary Jo McConahay tells the story of 29-year-old Iowa housewife Denese Becker, who returns to the Guatemalan village where she was born, beginning a journey to find her roots, but one filled with harrowing revelations. Denese, born Dominga, was nine when she became her family's sole survivor of a massacre of Mayan peasants. Two years later, she was adopted by an American family. Denese's journey home is both a voyage of self-discovery that changes her life at home, and a political awakening that sheds light on an act of genocide against this hemisphere's largest Indian majority. After the screening, join director Patricia Flynn for a discussion of the film.

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**1:15-3:30 p.m.**  
**Afternoon Site Visits**

**Little Havana**  
**Or**  
**Overtown Youth Center**  
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**2:00–3:30 p.m. – Concurrent Sessions**

**Investment Basics [I]**

*IV. – E. Ensure that the foundation has a written investment policy adequate for its size and complexity that includes: investment objectives, asset allocation strategy, spending and/or pay-out policy, rationale for selecting and evaluating investment managers/advisors.*

This session will provide you with a process for prudent and effective investment management. Get acquainted with investment management concepts and how to apply them. Learn how to develop an asset allocation strategy, establish investment policies and guidelines, select consultants and managers, and monitor and evaluate investment performance. Fiduciary

responsibility and the interrelationship between spending and investment policies will also be covered.

**Speaker:** *Howard Weiss, Consulting Specialist, Bank of America*

**Empowering Your Family Board: Why Your Board Meeting Should be Different from Your Thanksgiving Dinner [B]**

*VIII. Our governing board respects donor intent and later generations' interests while also considering the demands of a changing world.*

How can family foundation members transition more effectively from family roles to board roles? How can board members deal creatively with conflicts—generational, philosophical, financial—that naturally emerge? This session will explore the challenge of balancing family and foundation roles and will show how board meetings can be conducted so that both personal and work relationships are strengthened.

**Speaker:** *Mark Gerzon, President, Mediators Foundation*

**To Whom Are We Accountable? [B]**

*V. We recognize and act upon our obligations to multiple stakeholders: the donor, grantees and grantseekers, the public and governmental bodies.*

Accountability is a word on everyone's lips in family philanthropy. Without a doubt, there are guidelines to adhere to and regulations to abide by. But what else should or could family foundations be doing? From what other models or efforts can we learn? Is there any way to make "private action for public good" more accountable than it already is? Join us for a provocative discussion featuring watchdogs, reformers and savvy practitioners.

**Moderator and Session Designer:** *Douglas Bauer, Vice President and Philanthropic Advisor, Rockefeller Philanthropy Advisors*

**Speakers:** *Richard Cohen, Executive Director, National Committee for Responsive Philanthropy; H. Art Taylor, President and CEO, Better Business Bureau Wise Giving Alliance; William Josephson, Attorney, Fried, Frank, Harris, Shriver & Jacobson*

**Family and Community: Building Connections [G]**

*V. – C. Incorporate diverse people, perspectives, knowledge and experience into the work.*

An increasing number of family foundations are compelled to involve and learn from the communities they serve. But even when families are dedicated to this idea, they can be daunted by the prospect of figuring out how to navigate the complex dynamics of diversity and change. Through storytelling, discussions and action planning, family foundations will leave with an understanding of the value of community-based philanthropy and practical tools for taking next steps.

**Moderator:** *Pilar Gonzales, President, Changemakers Foundation*

**Speakers:** *Armando R. Castellano, Family Member, Castellano Family Foundation; Barbara C. Meyer, President, Bert & Mary Meyer Foundation; Miles Smith, Trustee, East Bay Community Foundation*

#### **Grantmaking in Age of Terrorism [G]**

*IV. – D. Confirm that proper due diligence is performed to ensure grantees' fiscal and organizational viability and that grants are used for charitable purposes.*

Some foundations don't realize that the U.S. Government's new counter-terrorism measures apply to both domestic and international grantmaking. Because guidance from the government about how to comply with these requirements is either lacking, confusing or contradictory, many family foundations are uncertain about what they should do. This session will explain the relevant provisions of Executive Order 13224, the USA Patriot Act and other government measures and will provide a framework to help foundations think through what compliance steps are reasonable and appropriate for their particular circumstances.

**Moderator and Session Designer:** *Rob Buchanan, Director, International Programs, Council on Foundations*

**Speakers:** *Lisa Hiller, Vice President– Administration, Helen Bader Foundation; Colburn S. Wilbur, Trustee, The David & Lucile Packard Foundation; Janne Gallagher, Vice President and General Counsel, Council on Foundations*

#### **Working Effectively with Consultants [M]**

*I. – B. Dedicate sufficient human, financial and technological resources to advance the mission.*

Thinking of hiring a consultant? Like to have better relationships with the consultants you've already hired? Whether you use outside advice for investments, administration, grantmaking or governance, navigating the consulting waters can be tricky. Come learn from your peers how to decide if you need one, what questions to ask when hiring, how to design a contract, and how to develop and maintain good working relationships with consultants.

**Moderator:** *Wendy Masi, Trustee, The A.L. Mailman Family Foundation*

**Speakers:** *Kerrie Blevins, Foundation Director, Patrick & Aimee Butler Family Foundation; Douglas K. Freeman, Chairman and National Managing Partner, IFF Advisors; Ben Maddox, Director, J.F. Maddox Foundation*

#### **Enforcing the Unenforceable? [F]**

*All Stewardship Principles*

In the current climate of public scrutiny, is it enough simply to issue Stewardship Principles and hope they will be implemented or will we need greater proof of our accountability? Is it better to self-regulate now or wait and react to government regulation as it comes? This session will engage experienced grantmakers in a provocative discussion about ways to preempt increased regulation. Do some of us feel there should be a Council-sanctioned peer review process, including a "Good Housekeeping" seal of approval or some other measure of performance? Could a peer review process also be an opportunity for capacity building that would lead

foundations to better ways of operating? Come and explore these controversial issues as we strive to give weight and meaning to the Stewardship Principles.

**Moderator:** *Patricia Lieberman, Trustee and Chair, The A.L. Mailman Family Foundation*  
**Speakers:** *Lucy Bernholz, Ph.D., President, Blueprint Research & Design, Inc.; Jennifer Leonard, President and Executive Director, Rochester (NY) Area Community Foundation*

**3:45–5:00 – Walk the Talk**

**Open Space and Affinity-Group Led Conversations:**

***Community Giving Resource (CGR)***

**Led by: Spence Limbocker, Neighborhood Funders Group**

CGR is a new resource created *especially to help you*—the foundation trustee, staff person or individual philanthropist—explore grantmaking issues and opportunities in low-income communities. It will help you to identify the role your foundation can play, offer tips and resources on issues and provide opportunities to network with other grantmakers.

***Courage or Catastrophe: What Can Philanthropy Learn from School Reform Efforts in the Sunshine State?***

**Led by: Bill Porter, Grantmakers in Education**

For funders interested in advancing wholesale change in the public education system, Florida—with its emphasis on high-stakes tests, accountability and vouchers—is on the cutting edge. Join Grantmakers for Education, a national network of foundations working to improve educational outcomes, as we convene key Florida leaders to debate and discuss which efforts are working, which aren't and why.

***Approaches to Media Funding***

**Led by: David Haas, Grantmakers in Film and Electronic Media**

From social issue documentaries, to youth media, to media policy reform, grantmakers are finding important ways to support civic engagement, further the work of innovative artists, and bring diverse voices into a media environment otherwise dominated by commercial concerns. Learn about approaches to media funding and share ideas on notable projects.

***Disaster Grantmaking***

**Led by: Deborah Bussel, Trustee, Shepard Broad Foundation**

The recent tsunami has put this issue on many foundations' agendas. Hear lessons learned from past disasters including last fall's Florida hurricanes as well as Sept. 11 in New York. Discuss how foundations are responding to the tsunami recovery efforts and ways to plan for future disasters.

**OR**

### **Take A Walk**

—Art Deco Tour

—Art Center of South Florida

—Beach Walk

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### **Be a Kid Again:**

### **Networking Event at the Miami Children’s Museum**

**6:30-8:00 p.m.**

Satisfy your whimsical side at Miami’s new children’s museum. Enjoy drinks and hors d’oeuvres, then play, learn, imagine and create in 12 galleries of bilingual, interactive exhibits. The museum’s offerings explore the arts, cultures and community of South Florida, from the ocean to the neighborhoods, from cruise ships to agriculture and the Everglades. Conclude your evening with a stop at the educational gift shop to support this outstanding institution dedicated to enriching the lives of the area’s children.

Note: Look for family foundation funders of the museum serving as ambassadors for the evening. They can tell you how the museum was created, how families were involved and how it benefits children, youth and families. The ambassadors will be wearing ASK ME buttons.

### **Tuesday, January 25**

**7:45–9:30 a.m. – Breakfast Plenary Seated by Region**

### **Progress Update on the National Panel on the Nonprofit Sector**

The National Panel was formed at the encouragement of the Senate Finance Committee to consider and make recommendations to help legislators address reported ethical lapses in governance, fundraising and other practices. Attendees at this plenary will get an early look at the panel’s thinking as it prepares its preliminary proposals. The Council on Foundations is playing a key leadership role in this effort, and several family foundation leaders serve on the 24-member panel. Our speakers—two members of the panel and its executive director—will share their views and highlight the impact of these recommendations on family foundations.

**Moderator:** *Dorothy S. Ridings, Council on Foundations President and CEO*

**Speakers:** *Linda Evans, President and CEO, Meadows Foundation, and Diana Aviv, President and CEO, Independent Sector and Executive Director of the National Panel*

**10:00–11:30 a.m. – Concurrent Sessions**

## **Managing the Foundation Office [I]**

*I. – B. Dedicate sufficient human, financial and technological resources to advance the mission.*

Experience a day in the life of a family foundation. This session will provide practical advice on how to get your job done, day-by-day. Should you hire staff and consultants or rely on family member volunteers? How should you manage records and files? What software and communications tools are available to make your job easier? Here are the answers to these questions and more.

**Speaker:** *Richard L. Moore, President, Weaver Foundation*

## **Donor Intent: Yesterday, Today, Tomorrow [B]**

*VIII. Our governing board respects donor intent and later generations' interests while also considering the demands of a changing world.*

Creating a family foundation can help fulfill your life's interests. The wording used in the founding instrument is important in relaying your intent to future generations. However, can you relay the importance of your intent beyond the written word? Are there ways of incorporating different family interests into your goals while maintaining the core of your mission intact? Learn how families are negotiating these delicate matters while continuing to develop their philanthropic activities.

**Moderator:** *Jacqueline Elias, Vice President, Taconic Foundation, Inc.*

**Speakers:** *Erika Lynn Binger, Chair, The McKnight Foundation; James K. Cummings, Trustee, The Nathan Cummings Foundation; David Perrin, Trustee and Program Associate, Perrin Family Foundation*

## **Collaboration—The Bigger Picture [G]**

*III. – J. Convene community leaders, nonprofits and/or other funders doing similar work.*

Collaboration is a key component to the successful work of a family foundation. By creating community partnerships with large and small private foundations, corporate giving programs and corporate funders, you can leverage limited resources to make a large community impact. Two foundations will share their experiences and a collaboration expert will lead us to envision a learning community that uses resources and information to facilitate effective collaboration among diverse, and often geographically separate, participants.

**Speakers:** *Jay Connor, Founder, The Collaboratory for Community Support; Betsi Kassebaum, Executive Director, The Toppel Family Foundation; Gary Landwirth, Board Member, The Fanny Landwirth Foundation*

## **Engaging Youth in Philanthropy [G]**

Training the grantmakers of tomorrow is the goal for a growing number of family foundations. Foundations, individually and in groups, are partnering with other community organizations to give local high schools' teenagers a hands-on opportunity to learn about grantmaking. Even a

small foundation can make a big impact on the next generation. Come learn about various program models, available tools such as grantmaking curriculums and practical tips for starting your own teen grantmaking program. And, learn from the young people themselves about the impact these programs are having on their lives and their communities.

**Moderator:** *J. Mac Bennett, Executive Director, Central Carolina Community Foundation*  
**Speakers:** *Nell Warthen, Student, College of Charleston; Joveania Alexandre, Student, South Plantation High School; Nancy Platt, Director, SHAPE, Mark J. Gordon Foundation*

### **Getting the Most from Technology [M]**

*I. – B. Dedicate sufficient human, financial and technological resources to advance the mission.*

How good a client are you? Is your consultant an adversary or trusted partner? Whether you consider your foundation's adoption of technology to be cutting edge or trailing end, it's important to understand and manage the lifecycle of the technical consulting relationship. Defining your technology needs, devising a plan that matches needs and budgets, and effective project management depend on a mutual understanding of technology, the foundation's business requirements and a shared vocabulary to describe them.

**Speakers:** *Jeff Clarke, Chief Administrative Officer, Rasmuson Foundation; Mark Bolgiano, Chief Information Officer, Council on Foundations*

### **Evaluating Foundation Effectiveness [M]**

*I. – D. Assess the relevance and effectiveness of the foundation's grantmaking, board governance, management and investments.*

Do you ever wonder what grantees say about the effectiveness of foundations? In this session, you'll learn about the latest research on foundation performance and effectiveness including the first ever national assessment of philanthropic practice and effectiveness conducted by the Urban Institute and Grantmakers for Effective Organizations. You'll also hear from foundation colleagues who have accepted the challenge of designing a process for evaluating their own foundation's effectiveness.

**Speakers:** *Dave Beckwith, Executive Director, The Needmor Fund; Christine A. Elbel, Executive Director, Fleishhacker Foundation; Kathleen P. Enright, Executive Director, Grantmakers for Effective Organizations*

### **Determining Your Philanthropic Legacy: Faith and Values [F]**

*VIII. Our governing board respects donor intent and later generations' interests while also considering the demands of a changing world.*

Grantmaking guidelines are often passed on to new generations of family members or staff without a clear explanation and understanding of how the mission was originally established. This session provides tools to help foundations examine their core values and interests and compare them with their current grantmaking. Two exercises, "The Ethical Will" and "The Philanthropic Autobiography" will allow participants to think consciously about their

involvement with philanthropy, volunteerism, and the nonprofit sector. Using the Lake Family Institute on Faith and Giving at the Center, we will also explore the specific influence that faith values have played in the development of grantmaking guidelines for foundations.

**Speakers:** *William Enright, Director, Lake Family Institute on Faith and Giving, and Eugene Tempel, Executive Director, The Center on Philanthropy at Indiana University*

**12:00–1:30 p.m. – Closing Lunch Plenary**

**How to Save the World: David Bornstein**

Author of *How to Save the World: Social Entrepreneurs and the Power of New Ideas* (Oxford Press 2004,) freelance journalist David Bornstein chronicles with words and pictures the work of people who are addressing social problems on a major scale, in this country and abroad. His book was described by the *New York Times* as “must reading” for “anyone who cares about building a more equitable and stable world.” Bornstein’s first book, *The Price of a Dream: The Story of the Grameen Bank* (Simon and Schuster, 1996) about the emergence of micro-credit, was a finalist for the New York Public Library Book Award for Excellence in Journalism and was selected by the *San Francisco Chronicle* as one of the best business books of 1996.