BETTER TOGETHER

Realizing the Promise of Collaboration in Family Philanthropy

Insights from the National Summit on Family Philanthropy

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JOHNSON CENTER
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EXECUTIVE SUMMARY

Unique challenges arise, and unique opportunities open up, when family donors get involved in collaborative work in philanthropy. This report explores those special challenges and opportunities, and offers a set of recommendations for how to realize the promise of working better together. The insights here are based primarily on in-depth dialogues about family philanthropy collaboration that occurred during the third National Summit on Family Philanthropy, held in New York City in June, 2015, and hosted by the Dorothy A. Johnson Center on Philanthropy.

The ways in which family donors can collaborate include partnering with other donors or sectors, working with and among grantees, and even engaging across generational or other dimensions within their own families. In these collaborations family donors face distinct challenges related to their own capacity and power, their tolerance for risk and transparency, and the complexities introduced by the personal involvement of donors and by family dynamics.

But family donors also bring distinct advantages and assets to collaborative work, and collaborative ventures can provide special opportunities and benefits for family philanthropists. For instance, family donors often bring nimbleness, independence, and trusting relationships, including close ties to grantees. And by collaborating, family donors can leverage greater impact, share strengths as well as risks, catalyze their own learning, and potentially improve internal family giving processes and next gen engagement.

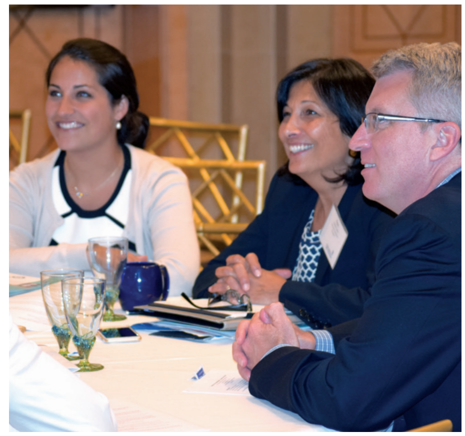
To overcome the challenges and realize the benefits of collaboration, family donors need to be thoughtful about how they engage in this work with others. Practical recommendations for doing so include:

- Know what you bring to collaboration, and know your limits.
- Appreciate and accept the trade-offs.
- Choose partners wisely, and seek out diversity.
- Agree on a shared vision and goals, but know that a shared vision and goals are not enough.
- Work to build both trust and transparency, which takes time and talking.
- Start soon, then stick around. Be fearless, then be patient.
- Be transparent about power and work across it.
- Empower and listen to grantees.
- Embrace learning and share lessons.

“Unique challenges arise, and unique opportunities open up, when family donors get involved in collaborative work in philanthropy.”

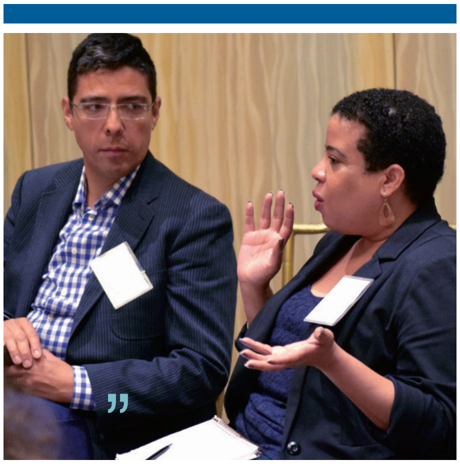
These recommendations are based on the lessons learned by experienced family donors, including three cases of successful collaborative ventures detailed in this report: the Ansara family and the Haiti Fund, the Tow Foundation and juvenile justice reform, and the role of family philanthropists in Detroit’s “Grand Bargain.”

THE PARADOX OF COLLABORATION IN FAMILY PHILANTHROPY



Collaboration in philanthropy is a paradox. On the one hand, by collaborating we can leverage our own contributions to have more impact, and we can bring more diverse voices and resources to address a problem. On the other hand, collaboration is often harder and riskier than going it alone. It takes a lot more time and effort, and more things can go wrong when more people are involved. The very term "collaboration," after all, derives from the concept of "labor." Ending up on the right side of this paradox requires intentional effort to collaborate in smart ways.

In family philanthropy, this collaboration paradox is even more complex. Unique challenges arise, and unique opportunities open up, when family donors are involved in the collaboration. And the ways in which family donors can collaborate are also complex: working with other donors or sectors, with and among grantees, and even within their own families.



Experienced family donors know that collaborative giving can be effective giving, and more and more family donors are looking to create strong, long-lasting partnerships of many kinds. Such collaboration can both expand and extend the impact of their philanthropy, leading to more robust and sustainable outcomes. And family donors bring special assets that can enhance collaborative successes even more.

Yet as family donors pursue these benefits of collaborating in different ways, they confront obstacles. For instance, they might be limited by their own capacity to provide the extra resources – e.g., money or time or expertise – to contribute to the collaboration. Or family donors accustomed to privacy and control might be deterred by the need for greater transparency in a collaborative venture, or the need for placing trust in non-family partners.

This brief report explores the challenges and opportunities for collaborative philanthropy involving family donors, and offers a set of recommendations for how to realize the promise of working better together. The insights here are based primarily on in-depth dialogues about family philanthropy collaboration that occurred during the third National Summit on Family Philanthropy, held in New York City in June, 2015, and hosted by the Dorothy A. Johnson Center for Philanthropy at Grand Valley State University, in cooperation with Philanthropy New York. Quotes from family donors given here come from Summit participants.

The Ansara Family & the Haiti Fund

Before the earthquake of 2010 hit Haiti, Jim and Karen Ansara had already been working closely with NGOs and government officials in that country, had a family fund at the Boston Foundation, and had joined with other donors to form New England International Donors. When the earthquake hit, they quickly took advantage of these established connections to create the Haiti Fund at the Boston Foundation, raising an initial $1 million in less than a month, to match a $1 million challenge grant. Over the course of its 5-year history, the Haiti Fund expanded to a 36-person advisory council and a 12-person grantmaking committee, both with a majority of Haitian and Haitian-American members. The Haiti Fund eventually received nearly $3 million in donations from over 1,600 individual donors and dispersed those funds to over 100 Haitian grassroots organizations, with 20 grants to Haitian American organizations in Boston. The Fund also spawned the Haiti Development Institute.

> “We got tremendous resistance [to our transparency requirements], but that became our basis for working together.”

Right after the earthquake, Karen Ansara's initial concern was that various Haiti funders were disconnected from one another and not engaging in collaborative efforts. So she and Jim, “looked for every funder we could find and we had a Haiti funders meeting. We got folks together to share information.” To make a collaboration work, they insisted on transparency from each funder. “We required them to disclose who their grantees were and how much they were granting to them. We got tremendous resistance to that, but that became our basis for working together." Karen also notes the key role played by the community foundation, explaining, “A big part of the reason we were able to raise $1 million in less than a month is that people trust the Boston Foundation. The staff at the Foundation reached out to many of their donor-advised fund holders and really got an extraordinary response.”

Fostering more collaboration on the ground in Haiti was also an essential part of the work. Karen saw quickly how “the lack of coordination among aid organizations impeded the work in Haiti,” so the donors looked explicitly for ways to help grassroots organizations work together. This was particularly important, Karen says, because local organizations had expertise that needed to be shared – with each other and with outside funders – to make the work effective. She notes, “They taught me things I never would have figured out on my own.” This approach also creates more long-term sustainability, because "raising up and strengthening indigenous leaders” puts these leaders in position to "continue to fight in their own country for the rest of their lives."

Lessons

1 Collaboration can be effective even if the problem is international and even if rapid response to a crisis is necessary. Family donors who want to respond to such crises can have more impact if they can find other donors and respond collectively.

2 If you want to effect great change, you need great networks. Having these networks established before a crisis arises helps immensely when quick action is needed.

3 The people closest to the problem know the most about the problem, and will be closest to the solution. They are also the ones willing to fight the longest to produce sustainable change. Setting them up to succeed even when outside funders might not be around is the best long-term strategy.

4 Trusted, neutral conveners like community foundations can be invaluable in broadening the membership of funder collaboratives as well as making sure they run smoothly. ■

HOW DO FAMILY DONORS COLLABORATE?

First, we need to clarify the myriad ways that family philanthropy institutions and individuals might engage in what we call "collaboration." These dimensions of collaboration include:

- **Funder partnerships:**
  Institutional or individual family donors sometimes join funder collaboratives – e.g., issue- or region-specific donor collaboratives – as well as pooled funds and giving circles, grantmaker networks and associations, etc. These usually involve a mix of family and non-family funders.

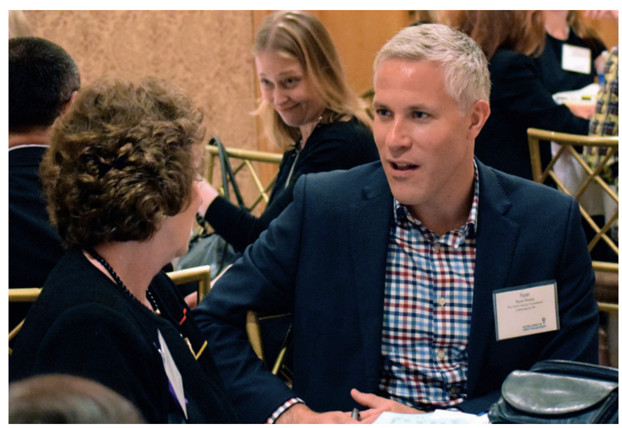
- **Multi-sector collaborations:**
  Often collaboration involves private family donors partnering with government, business, and other community leaders and institutions. This often happens at the community-level – as with "collective impact" initiatives – but can occur at many other levels including international partnerships – e.g., working with foreign governments or international aid agencies.

- **Collaborations among grantees, and between funders and grantees:**
  Many family donors are focused on fostering collaboration among their grantees and others who do the work and implement the solutions that donors support. Sometimes the family donors are directly involved with these collaborations, and other times not. Some donors make a collaborative approach a condition of receiving funding, but most family donors are concerned with facilitating grantee collaboration in an authentic, inclusive way and with providing the resources grantees need to work together productively.

- **Collaboration within a family philanthropic vehicle:**
  A dimension of collaboration unique to family philanthropy is working together *within* a family, whether inside a family foundation, a donor-advised fund, or just at the kitchen table. Multi-generational engagement, and geographic dispersion of family members are often the top challenges for internal family philanthropy collaboration.

- **Various activities:**
  Families collaborate to do many things: from co-funding with others to sharing information, measurement, and even decision-making or operations; from sharing measurement processes to collaborating using technological platforms; from co-learning to co-investing in impact investment partnerships.

- **Various sizes and durations:**
  Collaborations involving family donors can be as simple as co-funding an initiative with a single partner funder to collaboratives involving hundreds of diverse partners. Collaborations can be one-off and short-term, or in-perpetuity, long-term arrangements. They can be place-based and hyper-local, or national and even international.



SPECIAL CHALLENGES

Family donors face distinct challenges when engaging in one or another of the diverse forms of collaboration. Some of these challenges are unique to family donors, while others are challenges for all collaborators that take on a special cast when family is involved.

Capacity and risk:

Family donors often worry about whether they have the extra time, money, and expertise necessary to engage effectively in collaborations. This is particularly the case for small family funders with no or few staff, who fear either being too overburdened or not being able to contribute their share. Family donors are also notoriously risk-averse, and working in partnership certainly feels riskier than going it alone. One donor captured this reticence when talking about their first collaboration, saying, "We had no idea what we were doing or what we could contribute. It was kind of scary."

Voice and power:

Similarly, some family donors find it a challenge to be heard and taken seriously in collaborations – especially alongside larger funders with professional staff. If grantees are involved, these voice and power challenges can arise as family donors struggle to listen to and lift up the voices of those doing the work on the ground.

Transparency and confidentiality:

Family donors are known for being protective of their privacy and wary of transparency, lest this invite unwanted scrutiny and criticism. As one donor put it, they find it hard to "break out of the safe bubble of the family." But collaborations require greater transparency among all parties, requiring donors to open themselves up to various other partners – including grantees, government, etc. – and perhaps to the broader community. Family donors have an especially ardent need to trust that all partners will respect their confidentiality.

Personal involvement of living donors and family:

Certain challenges arise for collaborations when those involved are not just professional staff, but the original donors and/or other family members with deeply personal investments in the mission and success of the family's philanthropic ventures. This not only makes confidentiality that much more imperative, but can raise the stakes of a collaborative venture and heighten the emotional context.

"We had no idea what we were doing or what we could contribute. It was kind of scary."

Family and generational dynamics:

Of course, family funders bring to collaborations not only their financial resources and other assets, but their internal family dynamics as well. And these can at times get in the way of effective participation. Different family members can have different expectations of what they want from a collaboration, or different opinions about how deeply the family should engage. If multiple generations of a family are involved, this can introduce the challenge of different engagement preferences also. For instance, we know that younger generations seek more hands-on involvement, and are more comfortable with intensive peer-to-peer engagement in giving.

The Tow Foundation and Juvenile Justice Reform

When The Tow Foundation, a small family foundation based in Connecticut, began to focus their attention on Connecticut's juvenile justice system in the late 1990s, they encountered an overburdened, ineffective system – with both costs and the recidivism rate unacceptably high. They also noticed little involvement by private funders and no coordination among the various parties interested in improving the system. The family and the foundation quickly realized that there were many opportunities for juvenile justice reform. They asked themselves how could they make an impact? How could they spark reform in a complex and costly public system? The answer was multi-sector collaboration.

> "[What was most needed] was to support the infrastructure, networks, and coalitions of groups of people coming together around issues we care about."

Emily Tow Jackson, president of The Tow Foundation and daughter of the co-founders, describes how the foundation's original strategy was focused on strategic co-funding. This strategy later evolved to include the foundation being a convener and facilitator for change. It was this latter role that allowed this small family foundation to leverage big change and impact a complex system. After seeking advice from experts in the field, Emily concluded that what was most needed "was to support the infrastructure, networks, and coalitions of groups of people coming together around issues we care about." The foundation sponsored gatherings that brought together judges, public defenders, community organizations, service providers, and other experts in the field who, otherwise, would likely never have convened to share ideas about the rehabilitation of the system. Emily was pleased to see how these gatherings soon became known as places "where the magic happens" to create "a real force in the land for change." The meetings led to the formation of a statewide coalition – the Connecticut Juvenile Justice Alliance – in which stakeholders identified gaps in the system that could then be addressed with seed money from philanthropic funders.

This coordinated work and targeted funding lead to major policy and practice changes in Connecticut's juvenile justice system. Funding for family-based services increased dramatically from 2000-2009, and the number of cases referred to Juvenile Court decreased in that same time period. The number of youth convicted in Juvenile Court and removed from their communities also decreased significantly. Emily is quick to point out, though, that there is still much work to be done and the foundation continues supporting and fostering these collaborative efforts in Connecticut and New York.

Lessons

1 Small funders, such as many family foundations, can indeed play a very significant role in initiating change, even in large and complex systems. Taking a collaborative approach is vital if changing such large-scale systems is the goal.

2 One of the best ways for small funders to leverage greater impact on the problems they care about is to serve as a convener of other stakeholders. An intermediary like a family foundation can be ideally situated to coordinate the dialogue on such highly charged issues, in which there are diverse stakeholders coming at the problem from their own distinct vantage points.

3 Collaborative alliances and on-going dialogues can identify the best ways to target limited funding, allowing smaller family foundations to have greater, smarter leverage. ■

SPECIAL OPPORTUNITIES

Family donors who engage in collaborations do not just introduce special challenges and obstacles. They can also bring distinct advantages and assets. And collaborative ventures open special opportunities for family philanthropists, providing benefits they would not realize if they always stayed within the "family bubble."

> "We collaborate to extend our reach. We accomplish so much more this way. Period."

First, we consider the unique, valuable attributes that family donors can bring to collaborations.

- **Nimbleness:**
  Family donors can often act more quickly than other funders or partners, which is particularly helpful at the start of a collaborative venture. Many family donors described this nimbleness as their distinct advantage in partnerships, saying "we are great partners because our quick grant can get the work started," and "we owe it to the field to partner with big foundations and others because we can do things quickly while they are working through their bureaucracies to do things at scale."

- **Independence:**
  As one family foundation trustee put it bluntly, "We try to take advantage of the fact that we don't have to report to anybody." This means they can be both more nimble (as above) and more patient when patience is called for. They are less constrained by the need to vet their decisions through outside stakeholders or multiple internal layers of accountability.

- **Trust, relationships, and access to expertise:**
  Family donors often bring deep, positive, and long-standing relationships with people, institutions, and sources of expertise that can prove critical to the success of a collaboration. Whether these relationships are held by an individual donor/trustee – e.g., a family member with extensive networks in the community – or by the family philanthropic institution – e.g., a family foundation with a long history of giving in a particular issue area, or ties to think tanks or subject matter experts supported by the foundation – these relationships engender trust and provide critical knowledge that can help any partnership succeed.

- **Grantee ties:**
  In many cases, the close, trusting relationships that family donors bring are with grantee organizations and other community partners. So if a venture involves fostering collaboration among grantees, or between funding partners and grantees, these pre-existing ties to grantees can help in many ways – from providing access and a trusted bridge across power divides, to serving as a knowledgeable voice for grantees at the collaborative funding table.

Next, listed below are some of the distinctive benefits of collaborative work for family donors.

Leverage and impact:

Perhaps the most significant benefit of working in collaboration is that it provides individual family philanthropy actors a way to leverage their contribution to create greater impact – and more robust and sustainable outcomes – than they could ever achieve alone. One family donor lays this justification out simply, explaining, "We collaborate to extend our reach. We accomplish so much more this way. Period."

Complementarity of strengths and shared risk:

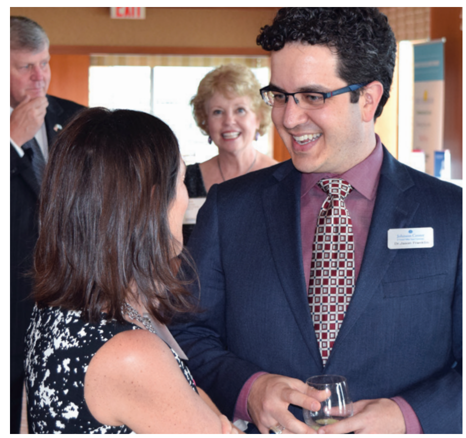
By combining the talents, energy, and networks of multiple partners, collaboration can allow family donors to advance their philanthropic missions in new ways. The more diverse the participants in the collaboration are, the more this complementarity of strengths becomes a notable benefit. Similarly, joining together with partners allows the inevitable risks associated with any philanthropic venture to be spread across multiple actors. Of course, we noted earlier how collaboration itself was seen as risky by some family donors. Emphasizing the distribution of risk across partners can turn this perceived deterrent into an incentive to work with others.

Initial learning:

Pursuing collaborative strategies can have particular benefits for new family donors, or for family philanthropy institutions moving into a new area of work. One family foundation staff member explained it this way: "When we were first getting started, we didn't even know what we didn't know. But we quickly saw that the best way to learn, and to be successful, was to work with others. We looked for ways to learn with others."

Internal family benefits:

Participating in collaborative work can help philanthropic families in a number of ways. For instance, the emphasis of collaboratives on clarifying shared goals and communicating more openly can lead families to talk more about their own goals, and to improve their own internal communications. And becoming more engaged with peer donors and with grantees can be exciting ways to involve the next generation within families. The next gen enjoy working with peers, and like to be closer to "where the action is" by working with supported organizations.



"When we were first getting started, we didn't even know what we didn't know. But we quickly saw that the best way to learn, and to be successful, was to work with others."

Family Philanthropy's Role in Detroit's "Grand Bargain"

In July 2013, the City of Detroit officially entered Chapter 9 bankruptcy proceedings. Ideas for how to settle the City's debt and exit bankruptcy included selling the famous artwork housed in the city-owned Detroit Institute of Arts (DIA), and significantly decreasing Detroit public employees' pensions. These drastic measures were beginning to seem unavoidable when a creative alternative was developed, what came to be called the "Grand Bargain." The Grand Bargain involved an extraordinary commitment of $816 million dollars over 20 years – comprised of $350 million from the state, $366 million from foundation sources, and $100 million from supporters of the DIA – designed to expedite the City's exit from bankruptcy while supporting the pension funds and saving the DIA. This remarkable deal was conceived and finalized in just thirteen months, paving the way for the City to exit this largest-ever municipal bankruptcy proceeding on December 10, 2014. But how did this collaboration come together so quickly, and what role did family philanthropists play?

First, the vast majority of the $366 million from foundation sources came from family and other independent private foundations – both large and small. The Community Foundation for Southeast Michigan (CFSEM), a public charity, also provided a grant of $10 million to finalize this source of support. Second, the $100 million provided by supporters of the DIA came largely from private foundations, grants from donor-advised funds at CFSEM, and other donors.

But the decision to participate in the historic collaboration was not always easy for these family foundations. Julie Fisher Cummings of the Max M. & Marjorie S. Fisher Foundation says that her family wrestled with whether or not this large commitment – primarily to shore up public employee pensions – fit with their mission. Ultimately, they decided it did "because the retirees, the pensioners, were going to be greatly impacted" and this in turn would impact the quality of life in Detroit as a whole. Other family foundations had similar conversations to connect the Grand Bargain to their core missions. Julie also explains that the nature of the process itself helped secure their buy-in, as they received regular, confidential updates, and "were brought along and made to feel like a partner" the whole way. Robin Ferriby, vice president of CFSEM who was deeply involved as chair of the foundation legal committee which handled the negotiations, believes the process worked because of "the Four C's": commonality of interest, collaborative approach, confidentiality, and courage.

Both Julie and Robin also point to the existing history of collaborations in the city, both among funders and between government, foundations, and the nonprofit sector. Julie notes how the "foundation community had been talking with each other for years" on a variety of common interests, and there was a foundation liaison in the governor's office, all of which created an "environment of trust" that made collaboration much easier. Robin agrees, "You've got to be able to trust one another to have these sorts of conversations about something this complex and sensitive. Trust was critical."

Lessons

1 By creatively collaborating with others, family foundations have the potential to be major players in large-scale solutions to our most daunting, and seemingly intractable, societal problems. This will often require partnering with other sectors – including government – as well as other funders.

2 Collaboration is only as good as the process of creating and implementing the collaboration, and this process must include a clarification of a shared mission, consistent communication, assured confidentiality, perseverance, and patience. Having all of these makes it easier for family donors to take the leap.

3 Pre-existing relationships and prior collaborative efforts can build a base of trust that allows for much more substantial and rapid collaboration later. ■

RECOMMENDATIONS FOR REALIZING THE PROMISE OF COLLABORATION

To overcome the challenges and realize the benefits of collaboration, family donors need to be thoughtful about how they engage in this work with others. Most of these recommendations come from experienced family donors discussing their lessons learned, and quotes from these donors are offered throughout. The recommendations are also informed by the three special cases of successful family donor collaboration detailed elsewhere in this report.

> “We all have more potential for cooperation on this earth than we think we do.”

Know what you bring to collaboration, and know your limits.

From the start, think creatively about the multiple and distinctive assets you and your family bring to the collaboration, and think realistically about your limits. “Know what you bring, your value-add, and bring your full presence into the collaboration.” But also know when and how you will need to rely on others or even pull back, “so that there aren’t expectations from partners that you can’t fulfill.” “You have a lot to add, and a lot to learn.”

Appreciate and accept the trade-offs.

Go into any collaboration with your eyes wide open about the trade-offs involved in working with others versus going it alone. You will likely sacrifice some efficiency – both in terms of time and cost – and you will certainly give up some control, but in return you can gain: impact, learning, sustainability, complementarity, grantee engagement, and maybe even benefits for the family. “If you want to go fast, go alone. If you want to go far, go together.”

Choose partners wisely, and seek out diversity.

“Some people play better with others” so look for indications of a genuine commitment to the partnership. Collaboration can’t be imposed; “it has to be organic or it won’t work.” This is particularly important when fostering collaboration among grantees. Donors should support “whoever wants to work and learn together in the room” rather than make grantees compete to be there. “Find who the changemakers are and bring them to the table.” Finally, seeking diversity in partners is almost always a virtue. “Reaching out to other donors who might have more expertise than you” leads to better outcomes for all. And family donors working with non-family partners can learn to work productively across differences in size, culture, and power. “Stop talking only to people who always agree with you.”

Agree on a shared vision and goals, but know that a shared vision and goals are not enough.

Clearly you need to partner with people who share your goals for the work, and effective collaborations start with an explicit, shared definition of success. All partners should know why they are collaborating, and for what. But this is not enough. You also need a “joint decision-making structure through which your common vision gets implemented,” and common ways of measuring success. Everyone involved should understand their role in the process and commit to it, even if that means “giving up some control and letting go of some decision-making power.”

Work to build both trust and transparency, which takes time and talking.

Family donors experienced in collaboration agree: you can never have too much listening and communicating. Both are essential for clarifying shared goals, facilitating group processes, and building the trusting relationships that make or break collaborations. Family donors need to learn how to "say what you want in a way that solicits freedom for other people to share what they want." This trust-through-talk then makes it easier for often reticent family donors to open up and be more transparent. But "trust takes time" so be patient, and keep communicating.

Start soon, then stick around. Be fearless, then be patient.

Like trust, a lot of elements necessary for successful collaboration take time. And achieving greater results by working together takes more time than achieving lesser results by acting alone. So family donors curious about collaboration need to start soon. Start building relationships and networks "so they are there when you need them." Then be prepared to stick with the collaborative approach to give it time to succeed. "Stay the course because there will be bumps in the road." Part of this is also being fearless and having the courage to face the challenges of collaboration and even to risk failure. You might be surprised by how many families and others you encounter who are eager to be your partners, and how much you can accomplish together. "We all have more potential for cooperation on this earth than we think we do."

Be transparent about power and work across it.

Ignoring power dynamics can be the fastest road to failure in collaborative ventures. The goal should instead be to think carefully about how power might be at play in a given partnership and to think creatively about how to work across that power – e.g., by setting up input or voting procedures that give smaller or less experienced partners a designated voice. This is, again, especially key when family donors are trying to facilitate collaboration among grantees. Donors need to switch from a "power-over model" to a "power-with model." To start, this means making collaboration a free choice for grantees rather than a requirement of funding. "Funder-forced collaboration can be like a forced marriage with a small dowry. You can only get a wholehearted 'yes' when there is complete freedom to say 'no.'"

Empower and listen to grantees.

A number of the specific suggestions for collaboration within or among grantees can be connected back to one core lesson: empower them to succeed together. "The people closest to the problem are closest to the solution. So set them up to succeed and don't throttle their creativity." This might involve the funders serving as conveners, creating a "neutral platform, a safe place for people who have never worked together before to come together and do something radically good." It might involve funders "sitting at the table, but not running it," or perhaps leaving the table altogether. Most essentially, empowering grantees means asking grantees what they need to succeed and "checking in with them about the experience." It means providing adequate resources and whatever support is needed.

"When you are living in partnership, you have to be willing to take risks and make mistakes that teach you what won't work."

Embrace learning and share lessons.

The best way to overcome fears about one's capacity for collaboration is to embrace the learning that collaborative work can engender, especially for newer or less experienced family donors. Smart collaboration entails a big dose of "co-discovery," and this should be built-in to the process and nurtured. This includes learning the skill of collaboration itself, learning how "collaborative leadership" is different from other types of leadership, and what your own strengths and weaknesses are as a partner. Embracing learning also means sharing your lessons from collaboration – again, even if these lessons come from failure. "When you are living in partnership, you have to be willing to take risks and make mistakes that teach you what won't work. You're then open to finding new solutions." If more family donors share their lessons, as many have in this report, we can all realize the promise of working better together.

ABOUT THE NATIONAL SUMMIT ON FAMILY PHILANTHROPY

The Dorothy A. Johnson Center's National Summit on Family Philanthropy is a national gathering, held every two years, bringing together family donors from across the country with thought leaders and others who work to help improve family giving. The Summits provide a chance for lively, focused, and productive peer-to-peer dialogue about a timely challenge facing the field. In 2015 in New York, the Summit focused on collaboration – as described in this report. In 2013 in Chicago, the dialogue was about future trends in family philanthropy. And at the inaugural Summit, in 2011 in Grand Rapids, the focus was placed-based family giving.

The National Summit is a program of the Frey Foundation Chair for Family Philanthropy, the nation's first endowed chair focused on improving the understanding and practice of family philanthropy. The Frey Chair is a key part of the national programming of the Dorothy A. Johnson Center for Philanthropy at Grand Valley State University in Grand Rapids, Michigan. Dr. Michael Moody has held the Frey Chair since 2010.

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The Dorothy A. Johnson Center for Philanthropy offers original research and expertise on the latest theories in our field. We put research to work, with and for professionals across the country.

Through professional development services, workshops and trainings, philanthropic tools, and more, we support effective philanthropy, strong nonprofits, and informed community change.

The Johnson Center is also home to the Frey Chair for Family Philanthropy, the W.K. Kellogg Community Philanthropy Chair, and *The Foundation Review,* the first peer-reviewed journal of philanthropy.

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