

Ramping Up Your Philanthropy

An Overview for Donors

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Ramping Up Your Philanthropy

Introduction

“Ramping up can offer a number of opportunities... including deep engagement of the board, community, and other key stakeholders; extended reach and influence on issues and communities of greatest interest; exploration into new funding strategies and areas; and ultimately greater impact.”

Ramping Up Your Foundation:
Key Considerations for Planning
and Managing a Significant
Increase in Giving;
Exponent Philanthropy
and The Philanthropic Initiative

Many philanthropists today are finding themselves in the position to considerably increase their charitable giving. There might be an infusion of assets through a liquidity event – perhaps a business goes public or is purchased. There might be a significant increase in assets directed to philanthropy due to the death of a family member. Or, someone may simply want to allocate more financial resources to charitable giving and participate in other philanthropic activities at a particular stage of life.

Regardless of the situation, it is important to thoughtfully and carefully prepare for the ramp up. The fundamental questions you should ask yourself now are the same ones philanthropy experts suggest you ask yourself when you are first getting started with your philanthropy:

- Why do you want to give?**
- When do you want to give?**
- Where do you want to give?**
- What do you want to give?**
- Who do you want to give with you?**
- How do you want to give?**
- How will you know how successful you are in your giving?**

The Goldman Sachs Philanthropy Fund publication “Getting Started with Your Philanthropy” addresses each of these questions in great detail.

Once you have answered these basic questions, you are ready to think about the following key topics:

1. What kinds of legal, financial, tax, and timing implications might be involved with ramping up my philanthropy?
2. What kinds of changes to the governance of my philanthropy should I consider?
3. What kinds of changes to my mission statement and goals should I consider?
4. How should I plan for staffing and administration?
5. What are grantmaking best practices I should keep in mind?
6. What are other special considerations I should be aware of?

The process of ramping up your philanthropy can and should be, in most cases, planned ahead of time. Ideally, each of the areas covered in this publication should be thought through well in advance of a liquidity event or an increase in assets due to the passing of a family member. Certainly, there are some circumstances when a person may not have any forewarning such as the sudden death of a family member, or an unexpected windfall. But in most cases, planning for the growth should not be a rushed or hurried activity. In this publication, we help you think through how best to approach ramping up your philanthropy.

1. What kinds of legal, financial, tax, and timing implications might be involved expanding my philanthropy?

“Understanding your desires and needs is essential before you ramp up your philanthropy. It is critically important to create structures that allow you to satisfy what you want to accomplish.”

Jonathan Blum, Attorney,
Nonprofit Organizations Practice,
Polsinelli

It is important to find the right legal structure(s) for your philanthropy and understand the financial, tax, and timing implications of a decision to increase charitable giving. It is easy, however, to get overwhelmed with the structural and administrative elements involved in ramping up philanthropy. In fact, some donors become so overcome by the numerous opinions offered about the advantages and considerations of one vehicle over another that it can dampen passion for the philanthropy itself.

Strategy before structure

While it can be tempting to first address the legal structure for a philanthropic vehicle, “it’s really important to develop your strategy first,” urges Stephanie Gillis, Senior Advisor, Impact-Driven Philanthropy Initiative at the Raikes Foundation. “Think first about your passion, your interests, your knowledge, expertise and skillset, learn about the needs and opportunities in your areas of interest, and get clear on how you are uniquely positioned to make a difference on the issues you care about.” She adds, “It should always be strategy first, all the rest second.” Several experts told stories about people who made choices about philanthropic vehicles first and later realized that they may have overfunded the vehicle or that an additional vehicle was needed. For example, if the best strategy to address a particular issue turns out to be policy and advocacy, it is essential to retain enough capacity to fund a vehicle that can pursue that strategy.

Tax and administrative implications

Once a philanthropic strategy is identified, the next step is to evaluate the tax and administrative aspects of various charitable vehicles to determine which one(s) might be best for your philanthropic plans. At this stage, engage experts in reviewing your estate and financial plan to prepare for ramping up your

philanthropy. And consider how much structure versus ease of administration you would like in your giving. There are some vehicles that lend themselves more easily to a structured approach to philanthropy, such as foundations, and others that afford higher administrative ease, such as donor-advised funds.

Timeframe

Another consideration is the duration of your philanthropy. Will your entity last in perpetuity or do you plan to spend the assets down over a period of years? Often advisors assume perpetuity, “but it should be a conscious choice – whether to deploy resources in the world over a particular time, or deploy those resources into the future,” notes Gillis.

If you have long term aspirations, engage experts to review your investment strategy to determine your investment policy and how that relates to distribution plans as you ramp up your giving. Is there an existing investment strategy? Is it appropriate with the increased commitment and changing objectives and needs? Or perhaps an investment strategy needs to be created from scratch. Do you have the right resources and support to guide this process? Henry Berman, CEO of Exponent Philanthropy explains: “Let’s say you had \$5M to give away and you now have \$55M and want to include your kids and the next generation in your philanthropy and the foundation into perpetuity. This may change how you want to invest your endowment.”

Susan Wolf Ditkoff, Partner and Co-Head of Bridgespan’s Philanthropy Practice, suggests you analyze whether your giving is keeping up with your wealth accumulation. She advises donors, “make sure you know what number you are aiming for over a five-year period of giving,” and “keep in mind how the stock market has increased over the past twenty years and whether your giving has kept pace.”

Blum recommends individuals seek good guidance from people who understand how all the pieces work: the estate plan, the family situation, the cash flow, the philanthropy goals; and also, to have someone who can put all the pieces together. “You’ll likely need an ensemble of experts – a wealth advisor, estate attorney, accountant, philanthropic advisor – to help you devise your strategy,” says Blum. “Think of it as a chamber group that needs to play together to orchestrate the various aspects of your financial life.”

2. What kinds of changes to the governance of my philanthropy should I consider?

"It's important for you to review your governance as you ramp up your philanthropy. Often the old way of doing business and approaching philanthropic endeavors isn't flexible enough to meet your future needs and plans."

Lonn Selbst, President,
Goldman Sachs Trust Company of Delaware
and Regional Fiduciary Officer,
Goldman Sachs Trust Company of Delaware

Most philanthropy experts agree that when you are increasing your allocation to philanthropy, you will need to revise and formalize your governance. These conversations about governance should include explicit discussions about who can make decisions about your philanthropy and how and when these decisions will be made. "You want to make sure your governance is in line with best practices," urges Melissa Berman, President and CEO of Rockefeller Philanthropy Advisors. "If you have a high-profile ramp up to your philanthropy, you will be under a lot of scrutiny," she adds. Across interviews with almost a dozen experts in philanthropy, two consistent pieces of advice emerged: 1) engage outside experts to help with the governance conversation, and 2) engage the next generation in the governance of your philanthropy as you ramp up.

Engage outside experts as facilitators

Many experts recommend bringing in outsiders to facilitate any discussion about changes to governance. "An external voice goes a really long way, because they're not family. And because of the internal issues in families, conversations are not as unbiased as you might like," suggests Katherine Lorenz, President of the Cynthia and George Mitchell Foundation. Bruce Boyd, Principal and Senior Managing Director at Arabella Advisors, also recommends bringing in outside experts saying, "the issues that any family faces tend to be managed in a more productive way when there are outsiders at the table."

Engage outside experts as part of your governance

If you have a family foundation, Boyd recommends asking non-family members to join the board of directors. He says, "It professionalizes the foundation in a useful way and brings a perspective that is hugely helpful to the work." You can add experts in the field in

which you are funding; peers who fund in your areas of interest; and people who are beneficiaries of the work you fund to make sure you have a variety of perspectives on your board.

Ditkoff observes that increasing numbers of philanthropists are trying to get information directly from the people they are hoping to help. She suggests you "Make a commitment from the outset to get input from the communities you seek to benefit about whether you're making a difference." In addition to bringing community voice to your formal board, you can also achieve this through focus groups, advisory groups, and community councils to inform your grantmaking decisions. Ditkoff advises: "Don't just have experts on your advisory panels, but have people on the frontline or people who are beneficiaries." She adds, "I would not expect individual donors to figure this out but hire people to help with this."

Engage the next generation

As you ramp up your philanthropy, you may want to engage the next generation in your family in your philanthropy. Including the next generation can be particularly challenging as it will involve the older generation relinquishing and sharing power in philanthropic decision-making. The Goldman Sachs Philanthropy Fund publications "Engaging the Next Generation in Your Philanthropy," "Transitions in Family Philanthropy," and "Families and Philanthropy" may be useful resources to help you think through all the aspects of how to involve the younger generations as you ramp up your philanthropy.

One practice Lorenz highly recommends to families that are scaling up their philanthropy is making a commitment to learning together across generations about issues before making big, critical grantmaking decisions. She describes the learning and planning retreats they have for the family whereby they bring in experts to discuss the opportunities and challenges related to a particular issue. Together they hear what other funders are doing in the area, and discuss where they are uniquely positioned to make a difference. While her family foundation technically only has 12 board members, everyone in the large family of 10 children and 27 grandchildren over the age of 18 is invited to attend these learnings sessions, including spouses.

3. What kinds of changes to my mission statement and goals should I consider?

“Ramping up your philanthropy usually leads to changes to your mission statement and goals. What doesn’t change are your values. Always start with the values and how you want to express those through your philanthropy.”

Bruce Boyd, Principal
and Senior Managing Director,
Arabella Advisors

The purpose of having a clear mission statement is to focus your philanthropy, and it is “as much about knowing what strategic opportunities to which you will say no as it is to those which you will say yes” says Boyd. If you don’t yet have a mission statement, the Goldman Sachs Philanthropy Fund publication “Crafting Your Charitable Mission Statement” provides more detail on how to develop a high-quality mission statement for your philanthropy.

A publication by the National Center for Family Philanthropy entitled: “Grantmaking With a Purpose: Mission & Guidelines,” states that: “Mission and guidelines are not engraved in stones...periodically revisit them to make sure they are still aligned with [your] activities and aims.” Philanthropy experts agree that good philanthropists should constantly be revisiting their mission statement and goals; urging you to keep in mind that “if it ain’t broke, don’t fix it.”

The process of ramping up your philanthropy, H. Berman notes, “can be a good catalyst for looking at your mission statement and putting a current year lens on it.” He suggests you ask yourself: “How has the world changed?” Your core mission may be the same but you may want to employ a different funding strategy because of changes in the political environment, in society, or the funding environment. Perhaps the issue areas you focus on in your philanthropy have grown in need and you should increase your giving in that area. Or, H. Berman observes, “maybe your money isn’t needed in a particular area of medical research anymore because of progress made in disease X, so now you can move to disease Y.” Or, maybe other funders have stepped up to provide resources for a particular issue area and your funds can now be more effectively employed in another area. Gillis emphasizes that “mission statements and strategy should always be living and breathing and evolve as you learn.”

In terms of your philanthropic goals, this is where more significant changes may occur as you ramp up your philanthropy. Access to greater philanthropic resources may now allow you to significantly scale existing investments. Ramping up your philanthropy can also allow you to focus on systems change instead of or in addition to individual investments. Ditkoff has observed that philanthropists who are ramping up often “move upstream to look at the root causes of things, they realize what they’ve been doing to date isn’t enough.” Mike Curran, head of charitable services for GS Trust Company suggests: “You may move from supporting food banks in your local area to trying to end hunger in the country.” Your core values should still be the same as you ramp up your philanthropy, but how you accomplish the change you seek through your giving may differ. “Perhaps you were previously giving away thousands a year and are now able to give away millions,” says Boyd. “All of a sudden you are operating at a completely different level and have a chance to affect change that wasn’t previously possible.”

4. How should I plan for staffing and administration in a ramp-up situation?

“Staffing, and when you staff up, and who you hire, and at what pace, and in what amount of space. Know that these issues are coming. And that they will take up more time than you anticipate.”

Katherine Lorenz, President,
Cynthia and George Mitchell Foundation

As you consider how to plan for staffing and administration for your philanthropic efforts, Ditkoff suggests “One of the first things to think about is not only what issues you care about but how much time and how personally invested you want to be in your philanthropy as you ramp up.”

Blum recommends you ask yourself: “How much control do I need or want to have?” And, on the flip side, “How much ease of implementation do I want or need to have?” Depending on how you answer these questions, you may decide to hire your own staff or choose to outsource the staffing to a philanthropic advisor. Some philanthropists decide they want to be out in the field, meeting with the nonprofits and beneficiaries, and don’t want to hire staff to do this work. Conversely, a number of people prefer for others to do the legwork and bring back recommendations for them to consider. Most experts agree the best first step is to outsource for staffing solutions. This will offset the pressure of getting grants out the door while you assess whether you want to build your internal capacity. And overall, Ditkoff recommends you “hire for the pieces you don’t want to do.”

Some philanthropy experts suggest hiring consultants to help you ramp up your philanthropy rather than hire staff. Ditkoff warns against the dangers inherent in hiring staff in the early stages of ramping up, saying, “They will come in with their own agenda, and will be driven by their own personal priorities. We recommend people hire generalists or contract staff so they don’t have to deal with people’s biases and agendas.” She shared an example of a donor who cares about the environment and hires an expert in sustainable energy. “This person will bring you down the path of investing in sustainable energy because they come in with their own biases about how the world works and where their own strengths lie,” says Ditkoff. You can

always hire “specialists” on a part-time basis or on contract, or bring that expertise into your philanthropy by creating an advisory board of experts in particular issue area.

Ditkoff notes the other advantage of hiring contract staff who are generalists is that if you decide to go in a different direction with your philanthropic strategy, you can unwind the contract staffing more easily than, for example, letting go of that expert in sustainable energy who is on your staff. Ditkoff notes, “for the most part, I’ve seen more mistakes than people doing it well when staffing a philanthropic effort.” She describes philanthropists who turn over their staff of 5-10 people every five years because they are not getting what they want. She adds, “The people who are doing it well seem happiest when there is built in flexibility before they know what they want to accomplish.” Once you have established your philanthropic strategy; decided on the structure(s) you will use to ramp up your philanthropy; and clarified your governance, mission, and goals; it will be clearer how you should proceed with staffing.

5. What are grantmaking best practices to keep in mind as I ramp up my philanthropy?

“With all due respect, good grantmaking practices are good grantmaking practices. Whether you’re giving away \$5M or \$50M, the practices of a good grantmaker are universal.”

Henry Berman, CEO,
Exponent Philanthropy

As H. Berman states, grantmaking best practices should be the same regardless of how much money you are giving away. He adds, “however, now you’re playing on a bigger stage so you will need to be more thoughtful about how you approach your philanthropy because there will be an opportunity for greater impact.” The Goldman Sachs Philanthropy Fund publication, “Finding and Funding Effective Nonprofit Organizations,” describes some of the best practices for grantmaking, including implementing effective giving strategies, using effective giving tools, and practicing effective giving processes. Below we highlight a few of the best practices in each category that are most relevant to ramp up situations.

Implement effective giving strategies

The publication provides more detail on each of the following effective giving strategies you can employ in your philanthropy as you ramp up:

- Look at the big picture and be willing to take risks
- Be clear and focused and consistent over time
- Align policies and operations with the strategy and goals
- Collaborate with other funders
- Provide long-term grants
- Provide bigger grants
- Provide general operating support
- Use program-related investments and mission-related investments (PRIs and MRIs) to achieve philanthropic goals

Two strategies from this list are worth underscoring as you ramp up your philanthropy: take risks and collaborate with other funders.

Take risks

With an increase in the amount of funds you can give away, “you are in an even better position to take risks with your philanthropy,” says Boyd. He suggests donors think about “how to effectively get money to smaller, grassroots, frontline organizations that are often led by people of color.” It’s easy, he says, to give money to the big players, and philanthropists often shy away from funding organizations and people who are less well known. He urges philanthropists to think about how to bring more diversity and racial equity to their grantmaking and be better grantmakers in the process.

Collaborate with other funders

With a ramp up in your philanthropy, you not only have more funds to give but if you collaborate with other funders, you can coordinate your giving and tackle bigger problems together. Joining a funder collaborative can be a strategy for engaging in systems change. For example, as an individual donor, you might be giving to individual organizations addressing early childhood education in a specific city; but as a member of a funder collaborative, you might be able to move the needle on early childhood education in the region. Or, you might want to join a funder collaborative so you can “hit an easy button” as Ditkoff describes it. Through some funder collaboratives, you can pool your funds with others so you don’t have to spend as much time on your philanthropy and instead allow others to do the due diligence, make grant recommendations, and monitor and evaluate the grants.

Use effective giving tools

The Goldman Sachs Philanthropy Fund publication describes the various tools donors can use in their grantmaking including giving grants, utilizing your talents, and accessing your networks to benefit a nonprofit organization. The one area to highlight for further discussion is the natural inclination of donors when ramping up their philanthropy to simply give larger grants to organizations they already support. While giving large, long-term, unrestricted grants is the gold standard for grantmaking, giving each organization that you’ve traditionally supported a lot more money isn’t necessarily the right thing to do or the right thing for the organization. For example, if you’ve been giving \$200,000 a year to an organization with a \$2M budget; it may not be a good idea to immediately increase that to \$1M a year. The organization may not be able to handle that kind of sudden growth. Nor is it necessarily a good thing for an organization to rely so heavily on one source of funding for its budget.

Practice effective giving processes

The last category of effective funding practices from the “Finding and Funding Effective Nonprofit Organizations” publication has to do with how you give your grants. Ideally you will minimize transaction costs for the nonprofits, calibrate your expectations for what the nonprofit will achieve with your grant, and maximize the quality of the relationship. Regarding this last point, the importance of being a thoughtful and respectful donor as you ramp up your philanthropy cannot be overstated.

Many of the philanthropy experts interviewed for this publication warned against hubris and spoke about the real damage a lack of humility in grantmaking can do to relationships and nonprofit organizations. Boyd observes that philanthropists who are ramping up their giving are often “people who have a lot of money and are used to being in charge; which is not the best approach for working with nonprofits or others in philanthropy.” He recommends donors approach their philanthropic work with empathy, modesty, and openness; and acknowledge the power dynamics inherent in the donor-nonprofit relationships. He also urges donors to be sure to leverage the knowledge of others before “running off and doing something on your own and recreating the wheel.”

Ditkoff offers some practical suggestions to avoid being unintentionally disrespectful of nonprofit organizations. She suggests before you go into the field to do due diligence or send staff out or make phone calls to nonprofit organizations that you “make sure the questions you’re asking aren’t ones you can answer off their website.” Also, “don’t assume their time is free just because you’re the donor and they will meet with you,” Ditkoff advises. H. Berman adds: “keep in mind that those you fund almost always know more about the issue you want to fund than you do.”

Additional considerations

Find ways to meaningfully connect with the people and communities you seek to help and ensure what you fund is informed by the community. It is easy, especially as you grow your philanthropy, to get further and further away from the actual people and communities your funding is meant to benefit, and to lose sight of what you are ultimately trying to accomplish. Many philanthropy experts emphasize the importance of listening to and learning from those who are closest to the problem. In fact, an entire funder collaborative made up of leading funders across the country called Fund for Shared Insight has been working on helping donors find ways to meaningfully connect with the nonprofits, people, and communities they seek to help. Among many possible strategies, you can engage members of the community in your

work as outside reviewers of grants; bring the people you seek to help onto your advisory boards; and hire people from the community to staff your giving strategies to include the voices of those closest to the ground in the work that you are doing.

6. What are other special considerations I should be aware of as I ramp up my philanthropy?

“Sometimes donors are concerned about ramping up because they don’t want people to treat them differently now that they have more money to give away. Talking with peers about this can be helpful and give people more confidence in their decision-making.”

Julita Eleveld,
Senior Program Officer,
Philanthropic Partnership,
Bill & Melinda Gates Foundation

Every donor’s situation is different and the circumstances around your ramp up in philanthropy are unique. Yet there are a few dynamics that philanthropy experts have observed you would do well to be aware of so you are not surprised and can prepare yourself and your family.

Your relationships with other people may change

People may change how they relate to you once they know how much more money you are able to give away. M. Berman notes that “thanks to technology, there’s so much more information available. Changes to giving capacity formerly only known to a few people are now broadly known.” She cautions you may find a long line of people, not just the charities, but your friends, business colleagues, and people who cut your hair who are suddenly asking you for money. It is not an easy situation to handle and donors can find themselves wondering how they can preserve their friendships when everybody suddenly knows you have a lot more money.

Since 2012, Eleveld has been working with individuals, couples, and families involved with philanthropic networks of ultra-high-net-worth donors such as the Giving Pledge. She observes they sometimes face unexpected loneliness in their philanthropy – not knowing who they can trust or turn to for advice. Their relationships can change when people know how much money they are going to be giving away. Joining a community of peers can be a helpful strategy for dealing not only with the feeling of being alone, but also learning from each other about how to manage these changes.

You may face issues around privacy and security

Donors who are ramping up their philanthropy may suddenly have to deal with issues of privacy and security for themselves and their families. In terms of privacy, this includes having more of a spotlight on your philanthropic decisions as well as other areas of your life once people recognize your new giving capacity. Eleveld suggests donors may also need to “be aware that there may now be more media scrutiny of your charitable giving decisions,” and be thoughtful about how you ramp up your philanthropy in light of these changes. You may need to add staff to help you manage your communications and public relations. The increased public attention can translate into safety concerns if you have school-aged children; and also affect the way others treat your family members.

Conclusion

“This is a journey. This is not a one-shot deal. And as you ramp up your philanthropy, it may be hard work, but hopefully fundamentally joyful.”

Susan Wolf Ditkoff, Partner,
Bridgespan Group

Philanthropic dollars are a special thing. And the ability to significantly increase your giving is a unique opportunity to achieve greater impact in the areas you care about most. You don't have to report on quarterly earnings to investors. You don't have to worry about elections every couple of years. You can engage government and other donors to make solutions more available to others, and you can take risks to do things that might really move the needle on an issue.

We hope it has been helpful for you to consider the questions listed in this paper. A list of recommended resources for each of the six questions is included at the end of this publication. For more information on this topic or additional assistance with philanthropic topics, please contact your Goldman Sachs Private Wealth Advisor.

Recommended Resources

Introduction

- Brest, Paul and Harvey, Hal. "Money Well Spent." 2018 (2nd ed.). Stanford University Press.
- Exponent Philanthropy and The Philanthropic Initiative. "Ramping Up Your Foundation: Key Considerations for Planning and Managing a Significant Increase in Giving. II. Planning for a Ramp Up." 2016. pp. 2-3. <http://bit.ly/2SSMDCK>.
- Exponent Philanthropy and The Philanthropic Initiative. "Ramping Up for High-Impact Philanthropy: A Toolkit for Donors." 2018. <http://bit.ly/2SUx9xA>.
- Tuan, Melinda T. "Getting Started with Your Philanthropy: An Overview for Donors." Goldman Sachs Philanthropy Fund, April 2016. <http://bit.ly/2T6CzGf>.

1. What kinds of legal, financial, and tax implications might be involved with ramping up my philanthropy?

- Exponent Philanthropy and The Philanthropic Initiative. "Ramping Up Your Foundation: Key Considerations for Planning and Managing a Significant Increase in Giving. IV. Key Considerations in a Ramp Up. D. Investments." 2016. pp. 9-10. <http://bit.ly/2SSMDCK>.
- Exponent Philanthropy and The Philanthropic Initiative. "Ramping Up Your Foundation: Key Considerations for Planning and Managing a Significant Increase in Giving. IV. Key Considerations in a Ramp Up. E. Tax and Legal." 2016. p. 11. <http://bit.ly/2SSMDCK>.
- Rockefeller Philanthropy Advisors. "Operating for Impact: Choosing a Giving Vehicle." <http://bit.ly/2FxxgUEf>.

2. What kinds of changes to the governance of my philanthropy should I consider?

- Exponent Philanthropy and The Philanthropic Initiative. "Ramping Up Your Foundation: Key Considerations for Planning and Managing a Significant Increase in Giving. III. Key Considerations in a Ramp Up. A. Governance." 2016. pp. 4-5. <http://bit.ly/2SSMDCK>.
- Rockefeller Philanthropy Advisors. "Setting a Time Horizon." <http://bit.ly/2BogAmY>.
- Tuan, Melinda T. "Families and Philanthropy: An Overview for Donors." Goldman Sachs Philanthropy Fund. April 2016. <http://bit.ly/1YaKPCc>.
- Tuan, Melinda T. "Transitions in Family Philanthropy: An Overview for Donors." Goldman Sachs Philanthropy Fund. June 2017. <http://bit.ly/2F9B1YW>.
- Tuan, Melinda T. "Engaging the Next Generation in Your Philanthropy An Overview for Donors." Goldman Sachs Philanthropy Fund. January 2018. <http://bit.ly/2z4zbTV>.

3. What kinds of changes to my mission statement and goals should I consider?

- Peckham, Virginia. "Grantmaking With a Purpose: Mission & Guidelines." *National Center for Family Philanthropy*. 2000. pp. 27-32.
- Tuan, Melinda T. "Crafting Your Charitable Mission Statement: An Overview for Donors." Goldman Sachs Philanthropy Fund. June 2016. <http://bit.ly/2JKEoE9>.

4. How should I plan for staffing and administration in a ramp-up situation?

- Exponent Philanthropy and The Philanthropic Initiative. "Ramping Up Your Foundation: Key Considerations for Planning and Managing a Significant Increase in Giving. III. Key Considerations in a Ramp Up. B. Administration." 2016. pp. 4-7. <http://bit.ly/2SSMDCK>.

5. What are grantmaking best practices I should keep in mind as I ramp up my philanthropy?

- Tuan, Melinda T. Goldman Sachs Philanthropy Fund. “Finding and Funding Effective Nonprofit Organizations: An Overview for Donors.” April 2016. <http://bit.ly/2RDQm5g>.
- Fund for Shared Insight – www.fundforsharedinsight.org – Fund for Shared Insight is a funder collaborative working to improve philanthropy by elevating the voices of those least heard. Fund for Shared Insight’s goal is for foundations and nonprofits to be meaningfully connected to each other and to the people and communities we seek to help – and more responsive to their input and feedback.

6. What other special considerations should I keep in mind as I ramp up my philanthropy?

- Exponent Philanthropy and The Philanthropic Initiative. “Ramping Up Your Foundation: Key Considerations for Planning and Managing a Significant Increase in Giving. III. Key Considerations in a Ramp Up. C. Grantmaking.” 2016. pp. 7-9. <http://bit.ly/2SSMDCK>.
- National Center for Family Philanthropy. “Susan Packard Orr Wonders: Dad, what were your goals for family involvement?” <http://bit.ly/2AOKfFE>.
- Orr, Susan Packard. “Things We Wish Our Founders Told Us.” Splendid Legacy: Creating and Re-Creating Your Family Foundation. National Center for Family Philanthropy. pp. 60 - 61.

Additional Resources

Family Philanthropy Advisors

- Arabella Advisors – www.arabelaadvisors.com – Arabella helps foundations, families, investors, and corporate clients achieve greater good with their resources. Arabella offers a comprehensive suite of philanthropy services including: planning and strategy development, outsourced foundation management and philanthropy support, family engagement, and support for impact investing. Arabella also offers platforms to support and host donor collaboration, new initiatives, and policy advocacy.
- The Bridgespan Group – www.bridgespan.org – Bridgespan is a nonprofit advisor and resource for mission-driven organizations and philanthropists. Bridgespan works with individuals, families and foundations as they align their values and beliefs to maximize the results of their giving. Bridgespan generally engages with individuals and families as they are about to embark on or revise a significant philanthropic investment.
- National Center for Family Philanthropy – www.ncfp.org – The only national nonprofit dedicated exclusively to families who give and those who work with them. NCFP provides the resources, expertise, and support families need to transform their values into effective giving that makes a lasting impact on the communities they serve.
- Rockefeller Philanthropy Advisors – www.rockpa.org – A nonprofit organization that helps donors create thoughtful and effective philanthropy throughout the world, RPA currently serves more than 150 donors in facilitating over \$200 million in annual gifts and grants to more than two dozen countries. RPA provides research and strategic planning, develops philanthropy programs, provides complete grant making management services, serves as a fiscal sponsor for philanthropic initiatives, and communicates widely about philanthropy.
- The Philanthropic Initiative – www.tpi.org – A nonprofit advisory team that designs, carries out and evaluates philanthropic programs for individual donors, families, foundations, and corporations. Since it was founded in 1989, TPI's goal has been to help clients to invest in their own values, communities and societies for maximum impact.
- 21/64 – www.2164.net – 21/64 is a nonprofit consulting providing multigenerational advising, facilitation and training for next generation engagement, especially within family philanthropy and other family enterprises. We specialize in serving families with funds, foundations or other family enterprises as well as wealth and philanthropy advisors—so that multiple generations can work, give and serve together more effectively.