



NORTHERN
TRUST

WEALTH MANAGEMENT

ENGAGING THE
NEXT GENERATION IN
PHILANTHROPY



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Your charitable giving has allowed you to make a lasting imprint on society, your community and the world. Now you would like your children and grandchildren to become involved in charitable giving. Including younger family members in your philanthropic activities is a way to pass on personal values, share experiences, establish family traditions and promote a spirit of cooperation. You may even have a goal of preparing your children or grandchildren to manage a family foundation. Indeed, they may play a key role in creating social and environmental benefits for future local and global communities.

Getting family members involved in philanthropy¹ also may be an important part of your overall wealth transfer plan. In this guide we will provide options on how to engage and educate your family in philanthropy. From entry points to starting philanthropic conversations, to ideas on how to involve family members, to sharing information about new philanthropic tools being used, we lay out a path that can help you influence the next generation of philanthropists.²

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EXPLORING GENERATIONAL DIFFERENCES³

The three key trends that shape generations are parenting, technology and economics.⁴ While not a hard science, examining the events and conditions that each generation experiences during their formative years can help inform why some family members make decisions the way they do, encourage empathy among family members, and build ties across generations. Taking a closer look at the five living generations — Traditionalists, Baby Boomers, Generation X, Millennials and Generation Z — can help us learn more about what influenced them and how that may affect their philanthropic tendencies.

Traditionalists (born before 1945) witnessed the invention of airplanes, automobiles and cinema. Traditionalists were influenced by World War II, the Great Depression and segregation, which left them feeling cautious, yet with a deep sense of loyalty to the people and institutions that provided opportunities for growth. Representing 26% of total philanthropic donors, Traditionalists tend to fund institutions both local and civic in nature, often giving back to the communities where their wealth was created and to the people whose experiences mirror their own.⁵

Baby Boomers (born between 1946 and 1964) are referred to as the “generation of workaholics” and have been influenced by the civil rights movement, the Cold War, political assassinations, the sexual revolution, space travel, and women’s rights. Despite having lived through tumultuous times, this generation has maintained their spirit of optimism and invests in charitable causes that are important to them. Boomers are the largest group of philanthropic donors among the generations, representing 43% of total giving.⁶ They are currently the leaders of many public charities and family foundations in the United States.

Generation X (born between 1965 and 1980) makes up the smallest generational cohort but is the third largest giving group among the five generations. Gen Xers were shaped by the fall of the Berlin Wall, the energy crisis, Watergate, and women’s liberation. This generation experienced a very different upbringing in relation to parenting norms, as the divorce rate tripled during their childhood. As a result of more women joining the workforce during this time, many Gen Xers became “latchkey” kids.⁷ They are often referred to as “social entrepreneurs,” having founded several nonprofit organizations such as Teach for America, charity: water, Venture for America, and Dress for Success, among others.

While not a hard science, examining the events and conditions that each generation experiences during their formative years can help inform why some family members make decisions the way they do, encourage empathy among family members, and build ties across generations.

Millennials (born between 1981 and 1996) are currently the largest generation in the U.S. labor force. Their formative experiences were affected by the September 11, 2001 (9/11) attacks on the World Trade Center and the Pentagon, the Oklahoma City bombing, the Columbine high school massacre, the Iraq War, the development of the internet, social networking sites, reality TV and the 24-hour news cycle. The effects of 9/11 and other tragic events created a deep sense of civic responsibility to vote and volunteer. They are motivated by the desire to live in a world free of danger and to create a better life for everyone.

Generation Z⁸ (born after 1997) embraced the first African-American President of the United States, Barack Obama, witnessed the fight for marriage equality and have experienced the dramatic effects of climate change. In fact, 76% of Gen Zers are concerned about humanity's impact on the planet.⁹ Seeing their parents endure the instability of the Great Recession, this generation tends to be more frugal with their finances, building their savings earlier than older generations.

Generation Z is optimistic yet realistic about the challenges ahead. Eighty-nine percent are optimistic about their futures, which is higher than any other generation on record.¹⁰ Gen Zers are very independent, having been taught that there are definitely winners and losers in life. Since many Gen Zers are still completing their academic education, there has been less time to draw definitive characteristics about their habits and what their philanthropic preferences might be. However, we have seen them begin to engage with charities by volunteering, with 26% of Gen Zers raising money for charitable causes.¹¹ They also have a socio-entrepreneurial spirit which may influence the organizations they are willing to support and which furthers their interest in starting nonprofit organizations in the future.

Embracing diverse interests, values and generations in your philanthropic activities can strengthen your family's charitable giving. It also is important to recognize the perspectives of each generation to facilitate multigenerational philanthropy.

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ENGAGING THE NEXT GENERATION IN PHILANTHROPY

Characteristics	Traditionalists	Baby Boomers	Generation X	Next Generation	
				Millennials	Generation Z
Born	1945 and Earlier	1946 to 1964	1965 to 1980	1981 to 1996	1997 to Present
Formative Experiences	World War II The Great Depression Korean War Atomic Bomb Segregation The New Deal Fixed gender roles	Cold War Vietnam Post World War II boom Civil Rights Space travel Sexual revolution Political assassinations Feminism	End of Cold War Fall of Berlin Wall Watergate Personal computers Video games Rising divorce rate Latchkey kids	9/11 Iraq War Global Financial Crisis 24-hour news cycle Social media Reality TV	Great Recession Global focus Climate change LGBTQ rights Mobile devices WikiLeaks Cloud computing
Percentage of U.S. Population¹²	7%	25%	19%	29%	20%
Values^{13, 14}	Hard work Dedication Sacrifice Fiscal conservatism Respect for authority Education	Optimism Teamwork Work ethic Personal gratification Growth and success	Entrepreneurial spirit Diversity Immediate communication Fiscal conservatism Respect for freedom	Self-expression Flexible work environment Resiliency Instant delivery of everything Social responsibility	Optimism Realism Resiliency Pragmatism Self-assurance Hard work Fiscal conservatism
Aspiration	Home ownership	Job security	Work-life balance	Freedom and flexibility	Security and stability
Preferred Philanthropic Involvement	Cash donations, board service, favor religious organizations, passive involvement	Cash donations, board service, favor military organizations, education	Improve communities, create new nonprofit organizations to address concerns, favor social causes and social services	Peer engagement, make the world better, activism, impact and transparency, non-traditional funding methods	Volunteerism, desire to change the world, impact and transparency, less likely to support local organizations
Attitude Toward Career	Jobs are for a lifetime	Careers are defined by employers	Loyal to profession, not necessarily employer	Work 'with' organizations not 'for'	Will move seamlessly between organizations and startup businesses
Attitude Toward Technology	Largely disengaged	Early information technology (IT) adapters	Digital immigrants	Digital natives	"Technoholics" — entirely dependent on IT; limited grasp of alternatives
Signature Product	Automobile	Television	Personal computer	Tablet/smartphone	Google glasses, nano-computer, 3-D printing, driverless cars
Communication Media	Formal letter	Telephone	Email and text message	Text or social media	Hand held (or integrated into clothing) communication devices
Communication Preference	Face-to-face	Face-to-face ideally, but telephone or email if required	Email or text messaging	Online and mobile (text messaging)	Facetime

WHO IS THE NEXT GENERATION?

Millennials and Gen Zers will be the inheritors of the next great wealth transfer. Combined, these two generations represent 49% of the current population with this percentage likely continuing to increase as the number of Traditionalists and Baby Boomers decline over time. Both Millennials and Gen Zers have strong characteristics that will influence the ways in which they are involved in philanthropy. These characteristics include their use of social networks to interact with their peers, the desire for transparency, and a belief that all sectors — governmental, nonprofit and for profit — have a role to play in solving society's challenges.

Advances in technology and the expansive amount of digital information that have been readily available to Millennials and Gen Zers have broken down barriers, allowing them to connect with people, organizations and causes outside of their local communities. Millennials and Gen Zers are more likely to have large online networks of friends, colleagues and even global networks.¹⁵ These networks provide opportunities for them to leverage resources and promote the causes that are important to them.

Unlike Millennials, most members of Gen Z do not remember a time before social media. They are inclined to spend hours using their smartphones and online platforms.¹⁶ Because many of their interactions take place through social networks, they lean towards supporting charitable organizations through these platforms as well. Sharing information with peer networks is a hallmark of this generation, many of whom have grown up sharing their lives on Facebook, Instagram and YouTube, among other platforms.

Both Millennials and Gen Zers measure the impact of nonprofit organizations not only through compelling stories, but through data, metrics and transparency. They expect organizations to collect data on the effectiveness of programs and demonstrate how they have created positive change in the populations and communities they serve. They value transparency in all aspects of a nonprofit organization's operations. Next generation donors appreciate having information that breaks down how funds are being used to support programs and projects, using technology to provide real time updates. They welcome the opportunity to directly interact with the communities that benefit from the organization's work.

Future generations expect nonprofit organizations and for profit companies alike to share the responsibility of serving the public good. They are constantly seeking new ideas to expand the philanthropic landscape, which we will address in this guide. These expectations have caused a shift in the philanthropic community and organizations are taking notice as they seek to develop relationships with these generations of donors.

COMMUNICATING WITH THE NEXT GENERATION

In comparison to the other generations, Millennials and Gen Zers may have different ideas about how to give but they generally have similar views on why they give. This is largely due to the formative lessons learned in their youth, namely from their parents and grandparents. In a recent survey administered by 21/64,¹⁷ almost 90% of those surveyed said their giving was influenced by their parents and 63% said their grandparents had inspired them to give.¹⁸ The survey further indicates that by taking the time to articulate and model your values and interests with your family, you can potentially help influence and shape the next generation of donors.

If you are just beginning to have conversations about your charitable activities with younger family members, it is important to give them an opportunity to share their own interests with you. The most rewarding family philanthropy reflects the shared values and interests of all family members. Taking the time to assess individual readiness and interest in charitable work makes your family's philanthropy stronger and provides greater satisfaction around charitable giving. The following questions and your responses to these questions can help you have meaningful conversations and spark your family's exchange of ideas and perspectives.

Lay the Foundation — To encourage your family to make a real and lasting difference in the world, you may wish to reflect on these foundational questions.

- Why do you want to include the next generation in your philanthropy?
- Who will participate in the family's philanthropy?
- Have you determined how much time you and your family are willing to commit to charitable giving?
- Have you settled on using one or more charitable giving vehicles, such as a donor advised fund or private foundation, to facilitate your giving?

Share Culture and Values — The values you share with your family can empower them, build trust, encourage accountability and establish expectations. Communicating your giving philosophy with your family can make it easier for them to understand your motivations and create and continue a family philanthropy legacy.

- What motivates you to give?
- What values have your family and other role models passed on to you?
- What are some of your favorite family traditions?
- What past experiences have shaped your beliefs or thinking?
- What are some of your family's most important shared values?

Taking the time to assess individual readiness and interest in charitable work makes your family's philanthropy stronger and provides greater satisfaction around charitable giving.

Determine Communication Styles — In order to plan for your family's philanthropy in a way that takes all perspectives into account, it is important to understand how your family currently functions. For example:

- What are your current norms or ways of communicating?
- Does your family currently make any decisions together about family wealth and/or charitable matters?

Be a Good Listener — Once you have shared your values it is important to listen to and create space for family members who will participate in your family philanthropy. If the next generation feels as if they are not being heard or that their perspectives are not important, they are less likely to be engaged. Questions might include:

- What issues, causes or organizations excite other family members?
- How much and in what ways do you think other family members would like to be involved in philanthropy?
- How much do you know about the causes that interest other family members?
- Are there common areas of interest to the whole family?

Convey Your Wishes — Take some time to reflect on the information and ideas shared by the next generation, look for opportunities to deepen their understanding of the issues that matter most to them, and take steps to include them in your current philanthropic activities. You might consider:

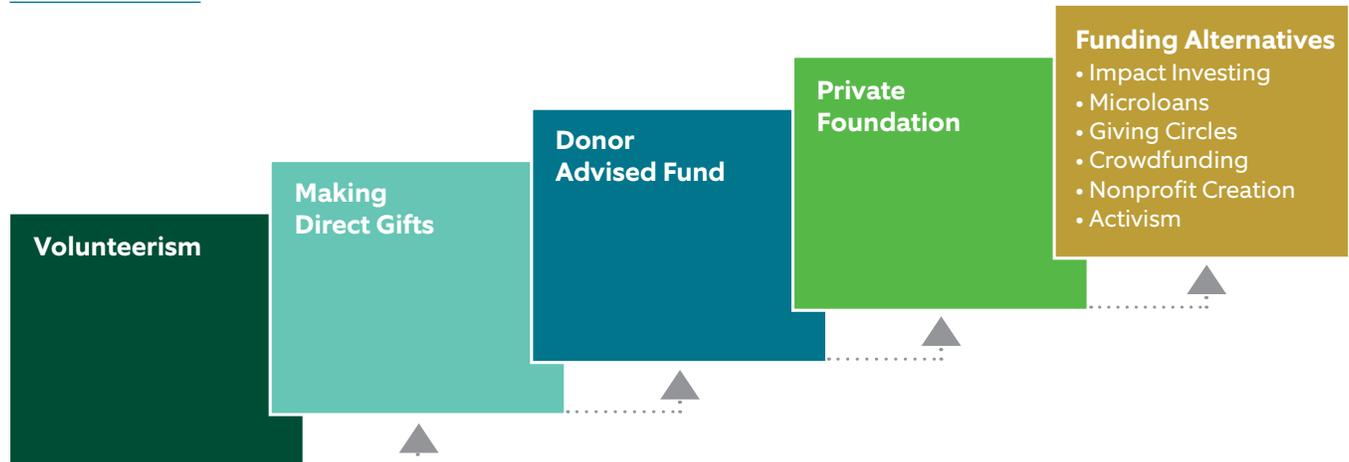
- How much do your children or grandchildren know about your current philanthropic activities?
- What have you shared about how you would like them to be involved in the family's philanthropic plans?
- Are you willing to spend the time necessary to prepare your family members for philanthropic stewardship?

Once you have been able to share your interests and values with your family and have gained a better understanding of how they would like to be involved, you may use this guide to help you continue to discover opportunities for family engagement. Effective engagement of the next generation is not a one-time event. You will be more successful when the next generation is exposed to a series of informal conversations and activities that build over time.

ENCOURAGING THE NEXT GENERATION

The following activities and strategies can encourage effective philanthropy:

ACTIVITIES & GIVING STRATEGIES



VOLUNTEERISM

Volunteerism is largely embraced by all of the living generations with Gen Zers ranking second among generations that share the most time with organizations. Volunteering is an accessible entry point for younger family members who have a desire to give back to their communities. Both Millennials and Gen Zers are encouraged to volunteer by their families, schools, and religious communities. Among its many benefits, volunteering helps youth, teenagers, and young adults develop new skills such as teamwork, goal setting, and project management. Volunteering provides hands-on experience, which is important to Millennials and Gen Zers,¹⁹ and has the potential to create a tangible and lasting connection between the issue, cause or organization and the young adult. In addition to the positive benefits for the volunteer, many organizations rely heavily on active volunteers to operate their programs.

Following are two organizations that make volunteering easily accessible to everyone, regardless of where young family members live in the country:

DoSomething.org

DoSomething.org is an online platform which allows individuals to join or create a volunteer or social change campaign. Using the power of social networks and peer groups, the platform creates opportunities for the next generation to work together. To date, it has mobilized over 5.5 million young people in the United States and in 131 other countries around the world to participate in volunteer projects. Visit www.dosomething.org to learn more.

VolunteerMatch

VolunteerMatch is an online, nonprofit service that brings together individuals looking for volunteer opportunities and good causes. It partners and works with nonprofit organizations, businesses and individuals to find in-person and virtual volunteer projects. Its system will populate volunteer projects based on city, area of interest and availability. This 20-year-old organization has a community of volunteers that has grown to over 13 million users. Visit www.volunteermatch.org to learn more.

MAKING DIRECT GIFTS

In the course of your discussions with next generation family members, you may have identified issues, causes or organizations of interest to them. They may already be quite familiar with some of these causes due to their own volunteering experience and may express a desire to support these causes monetarily. For example, if a young family member has been volunteering at the local animal shelter because animal welfare is important to them, they may want to make a monetary gift to support a particular program at the shelter.

If you give a certain amount of your income to charity each year, consider allocating a percentage of that to younger family members so that they can begin to make gifts and support organizations that are important to them and reflect their philanthropic values. Allowing younger family members to make gifts encourages their participation and creates opportunities for them to select organizations and projects in which they believe.

If you make direct gifts of cash or securities to charitable organizations each year, your direct donation provides immediate income and estate tax benefits. The Tax Cuts and Jobs Act of 2017 allows for an increase in deductibility for gifts of cash to public charities, now 60% of adjusted gross income (AGI).

Allowing younger family members to make gifts encourages their participation and creates opportunities for them to select organizations and projects in which they believe.

DONOR ADVISED FUND

A donor advised fund (DAF) is a contractual agreement with a sponsoring charity, such as a community foundation, through which donors make irrevocable charitable contributions to the sponsoring charity to create a charitable fund. The donor receives an immediate income tax deduction and then has the flexibility to recommend grants from that fund over time to any domestic (and in some cases international) qualified public charity. Until you recommend which charities you want to support, your donation is invested and grows tax free.

A DAF functions much like a “charitable bank account” from which contributions can be made to the public charities you wish to support. In 2017, there were 463,622 individual DAFs across the country.²⁰ Donors contributed \$29.23 billion to these DAFs and used them to recommend \$19.08 billion in grants to qualified charities.²¹ The rapidly increasing number of individual DAF accounts makes them the fastest growing vehicle in philanthropy.²²

Other benefits of a DAF include:

- **A wide range of acceptable assets** — Converting complex assets into charitable gifts is a trend that continues to grow. From closely-held business interests to cryptocurrency, philanthropists often use non-cash assets to fund their charitable giving. This trend crosses generations, from Baby Boomers who are looking to simplify their estates, to Millennials who are taking risks in new markets such as Bitcoin.²³ DAFs may accept cash, publicly traded securities, mutual fund shares, cryptocurrencies, private equity and hedge fund interests, real estate and certain complex assets, such as C-corp or S-corp shares.
- **Anonymous giving** — If you would like to give anonymously or allow younger family members to make grants without being identified, a DAF can be a helpful tool.
- **Easy recordkeeping** — A DAF allows you to make a single contribution (donation) to your fund, receive a single tax receipt, and later distribute (grant) the dollars to multiple charities of your choice through an easy online portal. The DAF sponsor maintains all records of your giving activity for ease of administration.
- **Legacy planning** — Some individuals use DAFs to promote generations of giving by naming next generation family members as additional advisors and successor advisors to the fund. Additional advisors are able to make immediate grant recommendations from the fund and successor advisors are named to continue making recommendations after the death of the original donor(s).

PRIVATE FOUNDATION

A private foundation is a tax-exempt entity that is funded and controlled by an individual or family. In 2018, private foundations contributed \$75.86 billion to philanthropy, representing 18% of giving in the United States; this is a 7.3% increase year-over-year.²⁴ Private foundations provide another vehicle for younger family members to learn about making gifts or grants. A family foundation is a useful way to commit to charitable giving by allowing you to contribute to a number of charities over time while reducing estate and income taxes.

In 2017, there were 463,622 individual Donor Advised Funds (DAFs) across the country. Donors contributed \$29.23 billion to these DAFs and used them to recommend \$19.08 billion in grants to qualified charities.

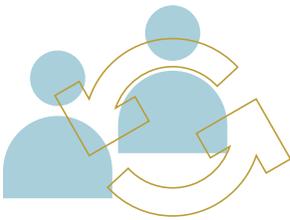
Private foundations may be established to exist for multiple generations or in perpetuity. Including the next generation in your family foundation allows you to provide guidance, support and possibly future hands-on involvement in managing the foundation. Inviting family members to attend a board meeting as guests, for example, and including them in an upcoming site visit are good ways to involve younger family members. Other benefits of establishing a private foundation are that it is a wholly charitable trust or corporation, is ideal for donor and family participation, and offers maximum control and flexibility for the donor.

There are, however, also a few drawbacks to be aware of when considering a private foundation. These include administrative complexity, a minimum distribution requirement and complicated rules regarding self-dealing, excess business holdings and jeopardizing investments.

If you currently have a family foundation and seek to have family involvement for many years to come, consider the following three tips:

1

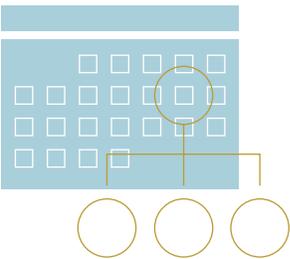
SHARE THE HISTORY²⁵



If members of the founding generation of your family's foundation are alive, it is essential that younger family members hear from them to learn why the foundation was started and the goals and expectations of the founders. This information can be shared face-to-face, through videos or by creating a written historical statement.

2

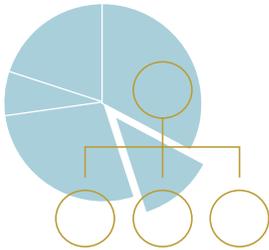
ANNUAL NEXT GENERATION RETREAT



A family foundation board meeting can provide an opportunity for next generation family members to observe the work of board members and connect the mission of the foundation to their family's values. You might decide to set one meeting a year to encourage participation and provide learning opportunities for next generation family members. Participants will then have opportunities to meet with board members, family office or foundation staff; learn about the foundation's financial position from investment advisors; and meet with grantees to get a firsthand view on grantmaking and decision-making. An annual Next Gen retreat can create a deeper understanding of the work of the foundation and inspire future participation.

3

GIVE NEXT GENERATION MEMBERS A SEAT AT THE TABLE



Discretionary Funds — A private foundation is required to distribute 5% of the fair market value of its non-charitable use assets for the current year by the end of the next year. The board may wish to allocate a portion of the funds required to be distributed to younger family members for distribution by them based on their own passions. By setting aside discretionary funds, family members will have a chance to explore and develop their own philanthropic interests.

Junior Boards²⁶ — A junior board is a grantmaking committee within the foundation that can be made up of next generation members, typically siblings and cousins from the youngest generations. Junior boards may have access to a pool of money which has been set aside for them to distribute. Grants are made with the formal board's approval. A junior board provides exposure for participants to meet with family advisors, to assess and select investments, research and advocate on behalf of potential grantees and collectively decide on grants.

Junior boards can take on a variety of forms and the decision around structure will depend on family dynamics and the family's goals.²⁷ Often each participant is given a vote on the junior board, regardless of age, but some families elect to allocate the decision-making along family lines, giving each branch a single vote.²⁸

Participating on a junior board can be a great way to encourage the next generation to become stakeholders in the foundation's mission and grantmaking activities. Board responsibilities can be increased over time as maturity, commitment and competency improve.

Board Participation — The issues, causes and organizations that are important to the foundation's founder may shift as later generations become more involved. To avoid a potential disconnect with future generations, a foundation's organizing documents may include a requirement that a percentage of board seats be filled by second, third, or subsequent future generation family members. Those board seats may have shorter term limits to provide board experience for generations that may have large numbers of potential participants. Alternating participation and responsibility in grantmaking allows the next generation to be a part of the process and brings different perspectives to the board.

Learning the family's philanthropic identity and figuring out how the next generation will be included takes time, and your goals may even evolve over time. As you look to engage the next generation, intentionally sharing the foundation's history, inviting people with different perspectives into the decision-making roles, and being open to change will help unlock the door for future generations to participate.

FUNDING ALTERNATIVES

We have reviewed several conventional charitable giving vehicles; but there are other giving strategies to consider that are expanding the philanthropic landscape. Many Next Gen wealth holders are interested in new, creative charitable methods that go beyond a direct gift or grant. Millennials and Gen Zers who want to "give back" are considering relatively new funding alternatives such as impact investing, microloans, giving circles, crowdfunding, creating public charities, and activism to leverage their resources to create social benefits. Following is a closer look at these charitable giving and investment solutions.

IMPACT INVESTING: Impact investing is an umbrella term used to describe investments that create positive social impact beyond financial return or an investment strategy that intentionally aligns the investments held by an organization, or in its portfolio, with the mission of that organization.²⁹ These impact investments include most traditional asset classes: cash deposits, fixed income, loans, loan guarantees, debt and equity investments, private equity and venture capital. Impact investments are in a period of transition between being an emerging asset class versus an integrated investment strategy. Sustainability, responsible ownership and explicit diligence on a company's impact on stakeholders are becoming a standard investment process.³⁰ These investments support various missions and program areas, including agriculture, education, health, housing and financial services. Illustrative examples of impact investment funds include:³¹

- An individual makes an investment in a certificate of deposit at a community development bank. The bank uses the funds to provide loans to local women-owned businesses in an effort to encourage economic development in the community and create jobs. The bank pays the individual (depositor) 1.5% interest and charges a below-market rate of 2.5% to the local business.
- A family foundation with a mission to protect the environment makes a direct investment in a private start-up company that develops clean-fuel technologies for automobiles.
- A philanthropist who is a real estate developer, seeking to strengthen her community, purchases a building and hires a local management company to rent space to nonprofit organizations at below-market rates.
- A foundation provides a line of credit to a nonprofit organization to finance the purchase of affordable housing and undeveloped land in an economically depressed community.

Impact investments are in a period of transition between being an emerging asset class versus an integrated investment strategy. Sustainability, responsible ownership and explicit diligence on a company's impact on stakeholders are becoming a standard investment process.

Millennials have the strongest commitment of any age segment to social or sustainable investing and have an increasing belief that it is possible to invest in for profit companies that have a positive social or economic impact while also achieving healthy financial returns. Seventy-five percent of high-net-worth Millennials consider a for profit company's social and environmental impact as an important factor in their investment decision making.³² In other words, next generation philanthropists will evaluate whether their charitable investments and grantmaking strategies are fully aligned and take steps to help ensure their investments are not working at cross-purposes with their charitable mission and values. In a recent survey of 800 high net worth individuals, many Millennials said they had already made impact investments.³³ According to the report, while each generation shows an interest in social impact, "Millennials are by far the most active in evaluating these strategies."³⁴

MICROFINANCE: Microfinance is an integrated package of financial services (micro-loans, savings and checking accounts, insurance funds and other basic financial services) for impoverished and low-income individuals who seek to develop small businesses (microenterprises) and self-employment opportunities. These financial services are essential to impoverished individuals who often lack access to traditional banking products and institutions because they cannot provide the requisite collateral, meet minimum deposit requirements, have no credit histories or are not granted access to banks due to their minority or gender status. Microfinance organizations (or microfinance institutions (MFIs)) help poor and financially marginalized individuals move out of poverty, increase their income, become economically self-sufficient and improve their standard of living. Moreover, recipients of microloans and the communities in which borrowers live (both domestically and globally) often become better integrated into a country's economy which, in turn, helps them realize a more prosperous future.

Microfinance is one of the most popular funding alternatives with young entrepreneurs who seek to channel their philanthropic resources toward efficient and entrepreneurial enterprises. Online microfinance sites allow donors to "choose a borrower" by allowing the donor to read about different entrepreneurs' stories and learn about their business ideas. As previously stated, next generation donors appreciate access to data and want to be personally connected with the causes they support and the individuals who benefit from socially-progressive programs and initiatives. The ability to track the progress of a small business, provide feedback and read the journal entries of entrepreneurs creates a unique and welcomed interaction with individuals who live in developing countries many miles from the donor's home. This interaction creates a real sense of connection and personal investment in the entrepreneur.

Microfinance projects also present an approachable "price point" for younger family members. In some cases, even with a modest loan (or investment) of \$25, a donor can connect with an entrepreneur and become part of a global village promoting sustainable development. And when the microloans are repaid, the donor may be able to reinvest the funds with another small business entrepreneur or project.

Microfinance is one of the most popular funding alternatives with young entrepreneurs who seek to channel their philanthropic resources toward efficient and entrepreneurial enterprises.

Following are two examples of microfinance organizations that can be used to browse different kinds of micro-investments and learn more about getting involved:

- **Kiva** — Kiva is a person-to-person microlending website, which links donors directly to entrepreneurs in the developing world. Kiva partners with microfinance institutions worldwide, which vet and approve loan applications. Approved loans are then posted to the Kiva website for funding. Users choose an entrepreneur and loan amount based on the internet profile of the entrepreneur. When the loan is repaid, the repaid funds are deposited back into the lender's Kiva account to be withdrawn or re-loaned. Since 2005, Kiva has made loans to entrepreneurs totaling over \$1 billion. To learn more, please visit www.kiva.org.
- **Opportunity International** — Opportunity International is working to end global poverty by creating and sustaining 20 million jobs by 2020. It serves 9.6 million entrepreneurs in 22 countries around the world by providing access to financial services to help them move out of poverty and build a future for themselves and their families. Opportunity International offers the Young Ambassadors for Opportunity (YAO) program for next generation members to become advocates, fundraisers and educators in the fight against global poverty. To learn more, please visit <https://opportunity.org/join-a-community/yao/>.

GIVING CIRCLES: A giving circle is a group of individuals who agree to pool resources earmarked for charitable giving and decide together which communities or nonprofit organizations will receive such resources. Ninety-five percent (95%) of all giving circles have been created since 2000. Collectively, these pools of assets have made grants of more than \$1 billion.³⁵

Giving circles provide an entry point for donors with lower income levels and opportunities for circle participants to meet people who are also interested in giving.³⁶ Many next generation individuals want to give back to the community and view being involved with philanthropy and giving circles as good for their professional and social networks. Through giving circles, the next generation can develop a deeper understanding about how their communities work (most funding stays in the local community), learn about grantmaking and have a safe space to engage in conversations about philanthropy.³⁷

This giving model attracts a diverse range of participants. Sixty percent (60%) of giving circles are identity-based groups. Identity based groups may be represented through gender identity and orientation, race, ethnic, or religious identity.³⁸ Giving circles range in size from a handful of members to several hundred, and have become a popular way for younger donors to combine philanthropic resources and essentially “give together” with a network of their peers.

Examples of different structures of giving circles include:³⁹

- **Small Group** — These groups consist of a small number of people who pool their funds and then make giving decisions together. An example of a small group is Asia NextGen. This group is made up of young professional Asian Americans in New York City who seek to address community needs by strategically funding issues of common interest.⁴⁰ This giving circle started in 2004 with five friends who donated \$4,000 each, growing out of a networking event of young professionals who gathered at a reception sponsored by the Asian American Federation of New York.⁴¹ One of the goals of the giving circle is to grow a new generation of philanthropists by providing educational opportunities for their members. This is achieved through guest speakers, workshops on philanthropy, site visits to nonprofit organizations, group discussion and connecting with other philanthropic networks.⁴²
- **Loose Networks** — Loose networks typically consist of a core group of people who organize, plan and make grant decisions on behalf of the group. There is usually no minimum fee to participate and decision-making often occurs in an ad hoc fashion. Womenade Washington, Inc. is an example of a loose network which was created in Washington, D.C. by a group of women who work in the public sector. Meetings are organized around potluck dinners. At their first potluck, nearly 100 women attended. The hosts asked attendees to donate \$35 to fund financial assistance for individuals living in homeless shelters and public clinics in the area. The network raised \$3,000 to provide financial assistance to help pay for prescriptions, utility bills and rent.
- **Formal Organizations** — Formal organizations are more fixed in their structure and decision-making process, and resemble a traditional membership organization. These organizations tend to be larger in membership size and the membership fees may be significant. An example of a formal organization is Social Venture Partners (SVP). SVP is structured to follow an engaged venture philanthropy model — applying venture capitalist principles to philanthropy. SVP cultivates effective philanthropists, strengthens nonprofit organizations, and invests in collaborative solutions — building powerful relationships to tackle its communities' social challenges. The group focuses on educating members about philanthropy and community issues and creating long-term, engaged relationships with funding recipients. SVP asks members to volunteer at the nonprofit organizations they fund, providing consulting and capacity building support. SVP affiliates provide grants in various areas but often take a strong interest in issues related to youth and education. Today there are more than 40 SVP affiliate organizations in nine countries. With 3,400 partners, SVP is one of the largest networks of engaged donors in the world. For more information, visit <http://www.socialventurepartners.org/>.
- **Giving Circles Fund** — Giving Circles Fund is a Millennial-founded online giving circle where individuals contribute money to a pooled fund and make decisions collectively through group discussions and evaluations. To learn more, visit <http://givingcirclesfund.org/>.

Today there are more than 40 Social Venture Partners affiliate organizations in nine countries. With 3,400 partners, it is one of the largest networks of engaged donors in the world.

CROWDFUNDING: Crowdfunding is a form of peer-to-peer fundraising that harnesses the power of social networks to fund a project or cause. Crowdfunding websites allow donors to search profiles and connect with causes of interest to them. Through charitable crowdfunding, anyone can start and share a campaign for a social issue and send those funds directly to a public charity or person in need. Crowdfunding is projected to become a \$90+ billion dollar industry by 2025, and is a valuable tool for nonprofit organizations.⁴³ The largest crowdfunding effort in the United States, as of August 2018, raised \$41.6 million to assist people affected by Hurricane Harvey.⁴⁴ Many crowdfunding donors value their personal connection to the projects they support and the ability to highlight causes that might not get as much attention from established charities.⁴⁵ Below are two examples of crowdfunding sites you can use to find organizations to support or to create campaigns around issues, causes or organizations important to younger family members.

- **CrowdRise** — CrowdRise is the leading online fundraising platform dedicated exclusively to charitable giving. It is a part of GoFundMe® which allows individuals, nonprofit organizations and companies to set up fundraising websites in a matter of seconds and provides tools to achieve fundraising goals. Learn more at www.crowdrise.com.
- **Facebook** — Facebook introduced charitable giving tools in 2015 and since then people have raised over \$1 billion through Facebook Fundraisers.⁴⁶ Now you can create campaigns and donate to personal fundraisers from your Facebook homepage. Simply go to the “Explore” tab and click on “Fundraisers” to search by category, look for causes supported by friends or donate birthday gifts to support a nonprofit organization of your choosing. Learn more at www.facebook.com.

NONPROFIT CREATION: There are many nonprofit organizations doing great work, but Millennials and Gen Zers may be inspired to start a new organization to help serve their community. More than 1 in 10 Gen Zers would like to start a nonprofit (charitable) organization.⁴⁷ Starting and sustaining a nonprofit organization is not an easy task but it is a noble commitment to helping others.

Following are some examples of new nonprofit organizations started by Millennials and Gen Zers that have created innovative solutions to social problems.⁴⁸

- **Drive Change** — Founded and based in New York City, this organization seeks to change the dismal prospects that many young people with a criminal background face. The founders use the growing food truck industry to train and inspire young people to succeed after facing the court system. Drive Change provides six to eight month fellowships for formerly incarcerated youths, teaching them food preparation, marketing, customer service and money management skills, with the goal of helping them move on to a new education or employment opportunity. To learn more, visit <https://www.drivechangenyc.org/>.

Through charitable crowdfunding, anyone can start and share a campaign for a social issue and send those funds directly to a nonprofit or person in need.

- **Only With Consent** — Founded by students at Penn State University, this organization’s mission is to create and distribute consent education materials — information aimed at defining what it means for an individual to give consent — to colleges and conferences. Because the organization seeks to educate people of all ages and backgrounds about consent, they are also working to develop age appropriate curriculums to be used in schools nationwide. Beyond informing the public, Only With Consent joins efforts with and refers people to other nonprofit organizations that support survivors of sexual violence. Learn more at www.onlywithconsent.org.
- **Healthy Active Positive Purposeful Youth (HAPPY)** — The HAPPY mission is to redefine youth education and empowerment through wellness — helping to unlock, activate and fuel the energy and power of the next generation. Founded by Haile Thomas at just 12 years old, this now 18-year-old activist, health coach, vegan chef and CEO was inspired by witnessing her father fight off Type 2 diabetes with healthy eating and exercise. The organization provides peer-to-peer learning experiences for youth through nutrition/culinary summer camps, school visits and their virtual HAPPY Academy. HAPPY has reached more than 15,000 children through programs in elementary and middle school from New York to Dubai. To learn more, visit www.thehappyorg.org.

Before starting a nonprofit organization we encourage you and your family to consult an attorney who specializes in tax-exempt law. In addition, you may wish to visit the following websites to learn more about creating a public charity or other nonprofit organization:

- **Internal Revenue Service (IRS)** — The IRS is the federal regulator for nonprofit organizations. They provide information about how to apply for IRS recognition of tax exempt status, educational resources, free webinars and information on in-person workshops you and your family can attend. To learn more, visit www.irs.gov/charities-non-profits.
- **National Council of Nonprofits** —The National Council of Nonprofits is a trusted resource and proven advocate for America’s public charities and nonprofit organizations. While they do not provide one-on-one assistance, they do provide resources including a detailed five-step plan to starting a nonprofit organization. To learn more, visit <https://www.councilofnonprofits.org/tools-resources/how-start-nonprofit>.

ACTIVISM: Taking action to affect social change can occur in a variety of ways and can take on many forms. In the midst of a widening economic and political divide, millions of Americans are organizing in their communities, workplaces and voting booths to have their voices heard and to uphold their values. Young people of all ages from across the country are building movements and organizing around causes such as the environment, gun control, sexual harassment and women’s rights, among other issues.

Social movements throughout generations, such as civil rights, abolition, and women’s suffrage can change cultures. The next generation sees activism as another aspect of their philanthropy. If members of your family are looking to create change or learn more about ways to get involved, consider the organizations below:

- **Build A Movement (BAM)** — BAM is a nonprofit, non-governmental organization dedicated to researching and spreading knowledge on the methods of nonviolent, grassroots activism to promote democracy, human rights and social change. BAM aims to strengthen the capacity of people-power movements and civil society around the world, not only to challenge authoritarianism and injustice, but to ensure peaceful and durable transitions to democracy. To learn more and to access their activist toolkit, workshops and training, please visit: www.buildamovement.org.
- **Solidaire** — Solidaire is a Millennial-founded, membership community of people with wealth who are committed to supporting progressive social movements that address crucial needs. They aim to respond quickly to urgent issues, while also making a long-term sustained commitment to building movement infrastructure. Through Solidaire’s communication platforms, members can develop knowledge and connect with organizations on the front lines of action and innovation. For more information visit <https://solidairenetwork.org/>.

Young people across the country are building movements and organizing around causes such as the environment, gun control, sexual harassment and women’s rights, among other issues.

CASE STUDIES

Many families have had meaningful success in incorporating the next generation into their charitable activities. Consider some of the challenges these families have faced and the solutions that worked for them:

PREPARING NEXT GENERATION TO EXPLORE THEIR OWN PHILANTHROPY

SITUATION

Tony and Sarah Reynolds have a \$25 million donor advised fund. Their giving is focused on early childhood education in their local community. They have three children: Liz (35) and Eli (27) from prior marriages and Amber (10) from their current marriage. Two years ago, Tony and Sarah began discussing how they might engage their children in philanthropy.

SOLUTION

The community foundation that manages their donor advised fund put the Reynolds family in touch with a philanthropic advisor to help them identify their goals and determine how they would like their children to be involved. Prior to an upcoming family meeting the advisor provided Tony and Sarah with a family philanthropy checklist to help them begin charitable conversations with their children.

During the family meeting, each member of the family was given an opportunity to share the causes and charitable issues that were important to them. Tony and Sarah considered giving each child a sum of money to give to their favorite nonprofit organizations to encourage their participation. The philanthropic advisor suggested the children first conduct research on the organizations in which they were interested. Subsequently, the family learned that while their entire family valued education, the children wanted to be involved in philanthropy in their own ways.

Liz has the most interest in the family's current education work, and she decided to become more involved in her family's giving. Her parents added her as a co-advisor on their donor advised fund. As a result, she will take the lead in researching new organizations for the family to consider. Eli spent a year teaching English in Vietnam and has a strong commitment to help further the education of the community that welcomed him as family while he was abroad. Eli decided to begin his personal philanthropy by providing loans through Kiva.org, a microfinance online platform. He will focus on workforce development loans to build vocational training programs in Southeast Asia. Amber decided to start a book drive at her elementary school to send books to children affected by the recent hurricanes in Texas and Florida.

ROCKEFELLER FAMILY: CHANGING FOUNDATION PRIORITIES

SITUATION

As one of history's greatest entrepreneurs and philanthropists, Standard Oil founder John D. Rockefeller created his wealth in the oil and gas industry. Through the Rockefeller Brothers Fund (RBF) — an \$866 million asset foundation — his descendants have dedicated themselves to the mission of channeling their wealth for a better world.⁴⁹ One of their program areas supports sustainable development to fight climate change. Today, it is widely understood that burning fossil fuels has a negative impact on the environment. The family faced a dilemma because the economic and moral consequences of their investments were incompatible with their mission to advance social change that contributes to a more just, sustainable, and peaceful world.⁵⁰

SOLUTION

A fifth generation descendant and a Millennial, Justin Rockefeller is a board member of the RBF and serves on the investment committee. In 2014, the RBF announced that the family would divest itself of all their coal, tar-sands and fossil fuel investments held in the fund's endowment. The RBF did not want to compromise investment returns so it kept the same requirements for investment returns and risk. Justin and the other board members are reinvesting RBF's assets in clean technologies such as solar and wind energy. RBF hopes its endowment will remain fossil fuel-free.

Due to the success of RBF in divesting their holdings in fossil fuels, Justin began receiving inquiries from other families who were seeking advice on how to start similar investment strategies. He co-founded The ImPact, a member network with the mission to inspire families to make more impact investments. The ImPact has curated educational services, data driven insights and created a global community of families. For more information visit www.theimpact.org.

EQUIPPING A MILLENNIAL TO BECOME A PHILANTHROPIC LEADER

SITUATION

In 2016, Doctors Angela and Raj Patel created a healthcare company that allows doctors to submit prescription requests electronically. The movement from paper to digital was revolutionary for the medical field, and their proprietary technology grew to be valued at \$2 billion. As their company continued to grow, the Patels became respected and engaged figures in the philanthropic community. They now endow education scholarships for medical students and fund medical research in childhood pediatric cancer at St. Jude Children's Hospital. The Patels want to include their daughter, Sasha (17), in their charitable activities but need advice on where and how to begin.

SOLUTION

The Patels knew that Sasha was very involved in the robotics club at her high school. At the time, the robotics club had qualified for the national championship in Silicon Valley, and Sasha knew that some of the students were having difficulty funding the trip. Sasha decided to create a crowdfunding campaign to cover the travel costs of students who could not afford to go to the national robotics championship. Within ten days of setting up the campaign and sharing the information through her and her parents' social networks, Sasha was able to raise the funds to allow the entire team to participate. Sasha is currently in college at Massachusetts Institute of Technology and has created a public charity to encourage girls and people of color to pursue STEM jobs. The organization has partnered with local high school students and companies in Boston, and she plans to expand to other cities across the country.

CONCLUSION

Throughout this guide, we have offered ways you might engage younger family members in your charitable giving and prepare them for their philanthropic futures by:

- Examining the characteristics of the next generation and how those may influence the ways in which they engage in philanthropy;
- Presenting questions to help you start philanthropic conversations with younger family members; and
- Providing information on alternative giving methods, including examples of how families have been successful in implementing these strategies.

Whether you have already engaged the next generation or are just beginning the process, you have the ability to create a legacy of giving.

Next generation engagement will require a consistent commitment of time and resources, but participating in this process together can help you and your family gain a deeper understanding and appreciation for working with each other.

To learn more about how our team of philanthropy advisors can help you, please visit us at [northerntrust.com](https://www.northerntrust.com).

RESOURCES

The following resources are intended to provide additional avenues for engagement and learning as your family begins to focus on multigenerational philanthropy.

21/64: <https://2164.net/>

21/64 is an independent nonprofit practice providing multigenerational advising, facilitation and training for next generation engagement, especially within family philanthropy and other family enterprises. 21/64 serves families who have charitable funds, foundations or other family enterprises so that multiple generations can work, give and serve together more effectively.

Allow Good: <http://allowgood.org>

Allow Good is a nonprofit organization dedicated to empowering youth through the tools of philanthropy to take meaningful action and positively impact their communities. Allow Good connects rising generations, in college and high school, through hands-on learning and guidance, and inspires a belief that they have the power to help others and affect change no matter their interests, experiences, or future goals. Allow Good reaches youth of all socioeconomic backgrounds and demonstrates that participating as a global citizen is not bound by income, race, or culture.

GivingPoint: www.mygivingpoint.org

GivingPoint is a nationwide, community-based youth development organization that inspires a passion for learning and service through hands-on volunteer opportunities, virtual educational modules and more via an all-in-one website. GivingPoint was created to help youth discover their unique passion, fuel their spark, elevate their ideas, and share their stories to create a better, more connected, and socially responsible world. Through blogging platforms such as Tumblr, youth share their stories with their networks through words, photos and philanthropy tags.

Learning to Give: www.learningtogive.org

Learning to Give provides resources geared at educating children in grades K-12 about philanthropy. The curriculum includes lesson plans, YouTube videos and briefing papers to be used by educators and families.

National Center for Family Philanthropy: <http://www.ncfp.org/>

The National Center for Family Philanthropy (NCFP) promotes philanthropic values, vision, and excellence across generations of donors and donor families. NCFP aims to help families articulate, pursue and achieve their charitable missions, understand and meet their governance and management needs, and have a significant positive impact on the lives and work of its members.

“Passing the Baton? Generations Sharing Leadership” by Alice Buhl. National Center for Family Philanthropy, Washington, D.C., 2008.

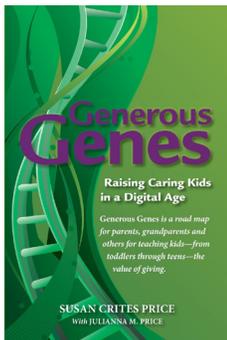
This whitepaper highlights succession planning and how families can learn to work together across generations.

Resource Generation: <https://resourcegeneration.org>

Resource Generation organizes young people, ages 18-35, with wealth and class privilege in the United States to become transformative leaders working towards the equitable distribution of wealth, land and power. Resource Generation provides peer networking, local chapters, a national retreat and family philanthropy support.

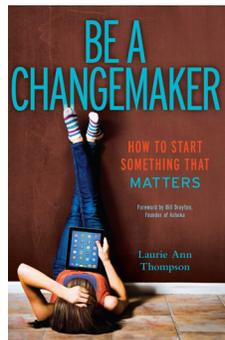
“Successful Succession: Inspiring and Preparing New Generations of Charitable Leaders” by Virginia Esposito. National Center for Family Philanthropy, Washington, D.C., 2003 <https://giving.files.wordpress.com/2009/07/succession.pdf>

This paper describes why, when and how your foundation’s board can prepare the next generation for charitable service. Practical and proven strategies are shared for families who seek to develop the next generation of leaders and are contemplating family succession planning.



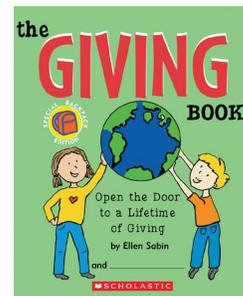
Generous Genes: Raising Caring Kids in a Digital Age by Susan Crites Price. Majestic Oak Press, 2015.

A roadmap for parents seeking to extend a tradition of philanthropy and stewardship to the next generation.



Be a Changemaker: How to Start Something That Matters by Laurie Ann Thompson. Simon Pulse, 2014.

Empower children in today’s highly connected, socially conscious world as they learn how to harness their passions, digital tools, and the principles of social entrepreneurship to affect real change in their schools, communities, and beyond.



The Giving Book by Ellen Sabin. Watering Can Press, 2004.

Both interactive and entertaining, *The Giving Book* teaches children about giving and lets them plan their philanthropic journey.

END NOTES

- 1 Throughout this guide, "charity," "charitable giving" and philanthropy may be used interchangeably.

In its traditional legal meaning, the word "charity" encompasses religion, education, assistance to the government, promotion of health, relief of poverty or distress, and other purposes that benefit the community. Nonprofit organizations that are organized and operated to further one of these purposes generally will be recognized as exempt from federal income tax under Section 501(c)(3) of the Internal Revenue Code and will be eligible to receive tax-deductible charitable gifts.

Philanthropy is defined in different ways. The origin of the word "philanthropy" is Greek and means love for mankind. Today, philanthropy includes the concept of voluntary giving by an individual or group to promote the common good. Philanthropy also commonly refers to grants of money given by foundations to nonprofit organizations. Philanthropy addresses the contribution of an individual or group to other organizations that in turn work for charitable causes within the definition of 501(c)(3) as described above.

- 2 Between 2007 and 2061, an estimated \$59 trillion will be transferred across generations. Of that amount, just shy of half (\$29 trillion) will be designated for charity (Retrieved from: Havens and Schervish, "A Golden Age of Philanthropy Still Beckons: National Wealth Transfer and Potential for Philanthropy Technical Report," Center on Wealth and Philanthropy, Boston College, 2014). Based on these wealth transfer projections, it is important that current wealth holders and philanthropists learn how to engage the next generation and cultivate their emerging philanthropic involvement. Current trends in wealth and giving show that for the first time ever, in 2017, charitable giving exceeded the \$400 billion mark (Retrieved from: <https://givingusa.org/see-the-numbers-giving-usa-2018-infographic/>).
- 3 A generation is a group of people born around the same time who exhibit similar characteristics based on their formative experiences, expectations and preferences.
- 4 <https://genhq.com/FAQ-info-about-generations/>
- 5 <https://www.classy.org/blog/infographic-generational-giving/>
- 6 Ibid.
- 7 The term "latchkey kids" is in reference to being left at home with little supervision because their parents were away at work.
- 8 <https://www.fastcompany.com/3062475/your-guide-to-generation-z-the-frugal-brand-wary-determined-anti-millenn>
- 9 <https://mashable.com/2014/08/20/generation-z-marketing/>
- 10 <https://mic.com/articles/178973/does-gen-z-think-about-money-differently-than-millennials-heres-what-research-shows>

- 11 <https://nonprofithub.org/social-media/future-social-gen-z/>
- 12 <https://www.statista.com/statistics/296974/us-population-share-by-generation/>
- 13 Bridget Hartnett and Ron Matan, "Generational Differences in Philanthropic Giving," Fall 2014.
- 14 <https://www.forbes.com/sites/onmarketing/2013/05/28/generation-z-rebels-with-a-cause/#c6d6b8769c28>
- 15 <https://nonprofithub.org/social-media/future-social-gen-z/>
- 16 <https://genhq.com/igen-gen-z-generation-z-centennials-info/>
- 17 An independent, nonprofit practice considered an authority on engaging the next generation in philanthropy.
- 18 Sharna Goldseeker and Michael Moody, "Generation Impact: How Next Gen Donors Are Revolutionizing Giving," 2017, pg. 178.
- 19 <https://www.forbes.com/sites/nextavenue/2015/03/19/5-surprising-benefits-of-volunteering/#3206d976127b> Volunteering also has been shown to build empathy, strengthen social bonds and make individuals smile — all factors of feeling happy and loved.
- 20 <https://www.nptrust.org/reports/daf-report/>
- 21 Ibid.
- 22 Ibid.
- 23 <https://www.nptrust.org/philanthropic-resources/philanthropist/three-major-philanthropy-trends-to-watch-in-2018-2/>
- 24 <https://givingusa.org/see-the-numbers-giving-usa-2018-infographic/>
- 25 <https://www.wsj.com/articles/how-family-foundations-can-pass-on-the-philanthropy-flame-to-the-next-generation-1428894136>
- 26 David Malone, "Tomorrow's Donors; Engaging the next generation of family philanthropists," Institute for Philanthropy, May 2010.
- 27 Lee Miller, "Junior Boards: Teach the Children Well," *Trust and Estates* Committee Report, August 2007.
- 28 Ibid.
- 29 Marguerite Griffin, "Impact Investing: A Guide for Philanthropists and Social Investors," October 2013.
- 30 <https://www.forbes.com/sites/christopherskroupa/2017/11/07/impact-investing-first-mover-on-today-and-tomorrows-megatrends/#20371bf435d8>
- 31 Marguerite Griffin, "Impact Investing: A Guide for Philanthropists and Social Investors," October 2013.
- 32 http://www.ustrust.com/publish/content/application/pdf/GWMOL/USTp_ARL8QSQ7_2015-09.pdf

33 Ibid.

34 Ibid.

35 <https://scholarworks.iupui.edu/bitstream/handle/1805/14527/giving-circles2017-2.pdf?sequence=4&isAllowed=y>

36 <https://www.philanthropy.com/article/Giving-Circles-Popular-With/150525>

37 <https://blog.philanthropy.iupui.edu/2017/11/30/giving-circles-growing-in-popularity-among-diverse-groups/>

38 <https://scholarworks.iupui.edu/bitstream/handle/1805/14527/giving-circles2017-2.pdf?sequence=4&isAllowed=y>

39 <https://www.issuelab.org/resources/9459/9459.pdf>

40 https://www.academia.edu/12175637/The_Impact_of_Giving_Together_Full_Report

41 Ibid.

42 Ibid.

43 <https://www.councilofnonprofits.org/tools-resources/crowdfunding-nonprofits>

44 Ibid.

45 <https://www.pewinternet.org/2016/05/19/collaborative-crowdfunding-platforms/>

46 <https://civileats.com/2019/04/01/the-18-year-old-entrepreneur-whos-taking-a-happy-approach-to-kids-diets/>

47 <https://www.theguardian.com/voluntary-sector-network/2015/jun/19/philanthroteens-young-people-who-use-their-pocket-money-to-change-the-world>

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49 <https://www.barrons.com/articles/the-rockefellers-offload-oil-and-take-on-clean-energy-1428727791>

50 <https://www.rbf.org/programs/program-statement>

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