



FOUR STEPS TO IMPROVING AND FUTURE-PROOFING FAMILY FOUNDATION GOVERNANCE

A paper drawing from the experiences of family foundations
in Aotearoa New Zealand and overseas

By Kate Frykberg, October 2018



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EXECUTIVE SUMMARY

BACKGROUND AND METHOD

In June 2018, the Hugh Green Foundation commissioned Kate Frykberg from Think Tank Consulting to research how to improve and future-proof family foundation governance.

The key questions explored were:

- a) What does a good family philanthropy board look like?
- b) What is the best way to find and select great trustees?
- c) How do we get the best from trustees?

The process involved interviews with the chairs or CEOs of seven NZ family foundations of varying sizes, reviews of international research, and interviews with two international family philanthropy experts, Australia's Genevieve Timmons and USA's Mae Hong.

The Hugh Green Foundation generously agreed to make the key findings of this research publicly available, and this paper is the fruit of that generosity.

SUMMARY OF FINDINGS

“There is no one right way of doing things – and the most useful thing about knowing what other foundations do is seeing the breadth of different possible approaches. Each foundation has to work out what is right for them.”¹

Words of wisdom indeed, and, as shown in the table in Appendix One, there is considerable variation in how the family foundations interviewed are organised. However, this research revealed four clear steps for improving and future-proofing family philanthropy governance:

- **Step 1: Build family engagement.**

A family foundation exists through the generosity and support of family members, and section one has suggestions for building family engagement with the foundation.

- **Step 2: Revisit board structures.**

It is helpful to periodically review the nuts and bolts of governance, including the board's role, size, the mix of family and independent trustees, the skills and attributes required, tenure, remuneration and committee structures. Section two discusses these questions.

- **Step 3: Find and select best-fit trustees.**

Whether it is a new family trustee or a new independent trustee, finding and choosing people who are the best possible fit is vitally important. Section three explores considerations and possible processes for achieving this.

- **Step 4: Get the best from your board.**

Processes for on-boarding new trustees, encouraging constant learning, engaging with grantees and reviewing and improving the board are covered in section four.

STEP ONE: BUILD FAMILY ENGAGEMENT

At their best, family foundations not only support positive change in the world, they also help unite the families which founded them.

*"[We] see the foundation as the touchstone that holds the family together. It's a collective effort."*²

But it isn't always easy – some families have too few family members interested in the foundation, others have too many, and family members usually have varying degrees of interest, differing world views, and probably the occasional squabble. And these challenges compound as the family grows; we might not necessarily even know our second and third cousins.



Some family foundations resolve these issues through “spend-down” where all of the foundation’s assets are given away during the founder’s lifetime.³ Other foundations hold fast to the founder’s vision but have comparatively few family members actively involved.⁴ And some families prefer their philanthropy to be private and internal to the family.

There are however many ways of building family engagement through the generations to ensure that there are always family members ready and willing to sit at the board table, to work alongside independent trustees and to enable the foundation to both maximise their contribution to communities and to be a source of joy and pride for the family. Ideas include:

- a) **Lay the groundwork through events and structures that keep the family well connected.** For example:
 - Family celebrations and reunions. *“We have a family reunion once a year... While it’s certainly tangential, I saw it as something that would be important to the future of the foundation”*⁵
 - Ensuring appropriate structures are in place to keep the foundation separate and independent from the family business and to minimise any impact from family disagreements⁶
- b) **Keep the family informed with what is happening at the foundation.** Newsletters and social media are useful, as is encouraging board members and the CE to talk with family about the foundation and its work. It is difficult to feel enthusiastic about something you know little about!
- c) **Consult with the family** on what they want. *“Take the pulse of the family going forward – who is in, who is out, build from those who are interested. This could involve writing a letter to all family members seeking their feedback and then mapping their interest in the foundation”*⁷

d) **Involve the next generation.**

- Involving younger children can be as simple as talking about the foundation's work over breakfast, taking them to site visits and grantee events or holding board meetings in your home. *"We have started holding board meetings in the evening at our place, preceded by a home-cooked meal. As well as making meetings more relaxed and friendly, one or more of our kids will be there at dinner and will take part in the conversation - even though they choose to avoid the meeting itself..."*⁸
- Offer young people internships⁹ or permanent roles¹⁰ in the foundation.

e) **Encourage family members to be active in the community.** One of the challenges of family philanthropy is that children from wealthy families have rarely experienced poverty or live in communities where they see the reality of need. Encouraging volunteering is a useful approach. *"We need to understand that poverty exists and to see things first hand"*¹¹

f) **Encourage personal or family giving,** both outside and to the foundation. Options include:

- Encourage an interest in philanthropy by providing family members with money to give to the organisation of their choice, or match funding their personal giving – *"we created a policy whereby every active member is given \$5K in discretionary grant money"*¹²
- Family members could decide that the foundation should receive a portion of the family business's annual dividends,¹³ or those who have the means may choose to donate into the foundation. This helps build a sense of ownership
- Create a fund which is managed by the younger family members¹⁴

g) **Provide non-trustee options** for foundation involvement. These might include:

- *"Create a grantmaking committee of the board where non-trustee family members can be involved in site visits and recommending grants"*¹⁵
- *"Family members who prefer the financial side might sit on the investment committee"*¹⁶
- *"Create ambassador roles for family members to get more involved, eg representing the foundation at functions (this does require good briefing so they can represent the foundation well and report back usefully)"*¹⁷
- Invite family members to take part in strategic planning days¹⁸ or other learning opportunities

STEP TWO: REVISIT BOARD STRUCTURES

It is difficult for a foundation to thrive without a well-functioning board, and it is useful to periodically review and improve “how things are done around here.”

Some useful questions to consider include:

a) **Are we clear on our role?**

It is much easier to ensure the right people and processes if we start with clarity on what the board is there to do. In my opinion, key roles¹⁹ for a family foundation board include:

- Understanding and articulating the foundation’s purpose, taking into account the wishes and values of the founder(s)
- Understanding and continually learning about community needs and aspirations
- Creating strategies for finding the match between the foundation’s purpose and community needs – how can we be most helpful and most impactful?
- Deciding funding and other resourcing
- Overseeing the prudent management of the foundation’s asset base
- Selecting, supporting and managing the manager / Chief Executive (if the foundation has staff)
- Providing stewardship of the organisation, including meeting legal requirements, ensuring compliance with the trust deed (or revising this if it becomes out-of-date) and ensuring public trust and appropriate accountability

b) **How many should be on the board?**

Trust deeds often dictate the size of the board, and the literature is mixed about the optimum size for a board, however here are three different recommendations for the size of an effective board: five – eight board members,²⁰ six – eight board members,²¹ and five – twelve board members.²² That said, a small organisation may function perfectly well with three – five trustees and most of the NZ foundations interviewed were at the lower end of the above size ranges.

c) **What is the mix of family and independent trustees?**

Considerations include:

- Family Representation: the NZ foundations interviewed for this research ranged from zero family members²³ to three quarters of the board as family members (although this foundation had plans to rebalance the board to 50/50).²⁴ Some interviewees suggested at least 50% family members - *“if you want your foundation to feel like a family foundation it is useful to have 1/2 - 2/3 of the*



board as family members,²⁵ while others suggested equal numbers (a 50 / 50 split gives some balance and you have to debate things)²⁶

- Independent Trustees: the number of independent trustees on NZ foundations also varies considerably, however – “you need at least two independent trustees because non-family members usually feel at a slight disadvantage. It can be tricky navigating family dynamics and history and it takes a while to work out when to assert yourself and when to hold back.”²⁷
- An alternative approach to setting a fixed split of family and independent trustees is to – “think about the skillsets you need across the board. Match potential family members to these, and build their experience and expertise if necessary. Then round out the board with independent trustees.”²⁸
- In addition, boards often find it useful to have the option of co-opting additional members, either family or independent, if there are significant skill gaps

d) **What skills and attributes do we look for in trustees?**

This research included asking the people interviewed for their thoughts on the attributes of a good trustee, and, while the sample size is small, there were some clear trends. Some of these attributes apply to all board members, while others are attributes of the board as a whole, for example you don’t need all your board members to have prior experience in grant-making, but it is useful to have this experience in one or two trustees. Here’s a summary of what the nine people interviewed think are the most important skills and attributes of philanthropic trustees:

Attributes and skills	# of mentions
For all board members:	
Understanding of the community (and involvement if possible)	9
EQ, teamwork, self-awareness, good listening, friendly, humour	6
Common sense, judgement, independent thinking	5
Humility, teachability, curiosity, open, know what we don't know	5
Empathy, caring, compassion, belief in the causes supported	4
Stewardship, understanding governance and ensuring public trust	4
Financial nous, able to oversee a large capital base	4
Can give the time and commitment required to do the job justice	4
Have a broad background and life experience, credibility	2
The overall board should include:	
Diversity - including gender, age, culture, background and experience	6
Strong family representation	3
Good understanding of philanthropy and grant making	2
Māori representation (in addition to general diversity)	2
Legal skills	2
Other technical skills - finance, audit, HR, IT	2

Of the above attributes, the need for legal representation on the board was the one on which interviewees had least agreement. Several people felt legal representation was less important, partly because legal expertise can be brought in and partly because legal risks are relatively low - *“a foundation is a different animal from a commercial company and there isn’t much risk of litigation.”*²⁹ However others pointed out that *“you don’t necessarily know what might be an issue until it is an issue.”*³⁰ The overall consensus seems to be that legal representation is useful but not essential on a family philanthropy board.

In-depth investment expertise was similarly felt to be useful but not essential, although trustees do need to have sufficient knowledge to prudently oversee investments and put in place good investment managers.

e) **How long should trustees serve?**

This question gets to the heart of succession planning and *balancing the need for continuity with the need to refresh the board,*³¹ Only about half the NZ foundations interviewed had terms for their trustees, and fewer had term limits. However board terms, and, if practicable, term limits, are good practice. *“I am a firm believer in terms for both family and independent trustees as a fixed point where the board member and the board can consider whether it is time for new perspectives. Overall 10 years is probably long enough, eg have three sets of three year terms and then step down for at least one year before being eligible for being on the board again.”*³²

Terms and term limits for family trustees does of course imply that there are other family members available to take on the trusteeship, and several foundations³³ have term limits in place for independent trustees but not family trustees. A good compromise is to have terms that can be renewed indefinitely for family trustees, so that there is a mechanism to check in with each other, have a conversation about what is changing in the family and think about how succession can best work, while maintaining maximum flexibility. (See Appendix One for more detail on how the foundations interviewed handle terms and term limits.)

f) **Should trustees receive any remuneration and if so what is appropriate?**

A few of the foundations interviewed provide some kind of honorarium or fee for trustees (see Appendix One) but most do not. It is worth considering making a small honorarium available, particularly for independent trustees.

*“You don’t want to pay board members but nor do you want only an elite group who can absorb the hidden costs of being on a board – transport, phone calls, childcare etc. A good approach is to agree on an ‘in principle honorarium’ for board members who need it so there is no financial burden or barrier to participating”*³⁴

g) **Should the board have committees and/or advisory groups? If so, what should they be?**

Committees are useful for sharing the workload between meetings and also for involving people beyond the board. As the summary in Appendix One shows, committees are commonly created around investments and for managing specific funding streams. Another useful committee to consider is a governance committee, which takes the lead in ensuring the right people are on the board and also for recruiting and managing the CE / foundation manager. Two foundations³⁵ also used advisory groups to access expert or lived experience in the areas they fund.

STEP THREE: FIND AND APPOINT BEST-FIT TRUSTEES

Finding and appointing best-fit trustees is much easier if the first two steps (engaging the family and being clear on the board's role and processes) have been undertaken first.

For some foundations, finding and selecting trustees is not an issue because their board membership is determined by their trust deed, with trustees nominated by external organisations. This has advantages in terms of ensuring community representation, but also some risks - *“the distance between the two organisations might mean that people are appointed who don't fit well. Also sometimes people who represent an external organisation may have a distorted view of who they serve.”*³⁶



Most foundations have some ability for finding and appointing trustees, and, in this process - *“we can think of ourselves as a chemist – putting together the right mix to create a harmonious and productive board.”*³⁷ Steps for finding the best-fit trustees include:

a) **Decide who will take the lead for finding new trustees.**

This could be a small board committee (the governance committee – which doesn't need to be more than two people for a small board) who can manage the trustee appointment process. *“Whether it is family members or independent trustees, there needs to be a simple, transparent process – you don't want family members to think that you can only get on the board if you are in with Uncle X.”*³⁸ It is also useful to document and agree on this process - *“a board appointments policy focuses the mind on the skill set the board needs and other matters such as diversity, and is a useful reference point, particularly down the line when few or none of the original trustees are around”*³⁹

b) **Identify key gaps.**

As a board, decide the key gaps in terms of skills, attributes, experience and background. The table of attributes provided in the previous section is a useful start.

c) **Think about the diversity of your board.**

As part of the above process, consider your overall board in terms of diversity, for example gender, culture, age, sexual orientation, differently-abled and other aspects. There is good evidence that diverse boards make better decisions,⁴⁰ however creating a diverse board is challenging when the total number of board members is small and significant family representation is desired. Some considerations:

- Use the available vacancies on the board to fill multiple needs. Most people wear more than one hat and it is often possible to find new trustees who have many of the missing attributes your board needs – especially if the search process is wider than simply shoulder tapping

- Advisory groups who report to the board are another good option. Youth advisory groups and Māori advisory groups are comparatively common examples; these allow multiple voices to be heard and it may be an easier ask to join an advisory group rather than being the only voice on the full board. Variations on this approach include appointing one or more board advisors with no voting rights or adding additional diverse voices to board committees
- Consider participatory philanthropy where grant-making decisions are made by the communities served. A useful example of this, covered in the excellent Participatory Philanthropy report ⁴¹ by Lani Evans, is to get organisations and people concerned with a clearly defined need to consult amongst themselves and recommend how the available funding should be used.
- In Aotearoa New Zealand, Māori perspectives are particularly important and valuable. Of the seven NZ foundations interviewed, three had two or more Māori trustees on their board and a fourth is hoping to appoint a Māori trustee soon. ⁴² Reasons for explicitly seeking Māori perspectives on a family foundation board include:
 - A desire for the board to better represent the communities served – *“it is important to have people in the community represented on our trust, and we haven’t done so well on this in the past. We are starting with indigenous representation and can build from there”* ⁴³
 - The need for more knowledge – *“we need to have a real understanding of our work in social justice and Māori development, we can’t just anecdotally guess what might make things better”* ⁴⁴
 - Exploring new ways of working - *“since our Māori trustees joined the board our approach has changed in subtle but significant ways. We have deeper connections, we can communicate with grantees and communities more fully and confidently and I believe that we now have greater impact.”* ⁴⁵

d) **Selecting family member trustees.**

Transparency and fairness is key here, and ways to achieve this include:

- Asking family members to nominate themselves or other family members (supplemented if necessary by shoulder tapping and encouragement). The board can then choose the best candidates ⁴⁶
- Alternative approaches include asking each branch of the family to select one trustee, ⁴⁷ rotating trusteeship on, for example, a three year cycle or even holding elections if there is significant competition for trustee roles
- Family members may understandably be unsure about whether becoming a trustee is right for them. Two possible ways to make the initial commitment easier are:

- Appointing family members as an associate or alternate trustee initially - *a gentle way to try out trusteeship is through serving on the board as an associate for a one year commitment with no voting or legal obligation*⁴⁸
- Setting the initial board term as one year,⁴⁹ with subsequent terms as multi-year commitments.

e) Selecting independent trustees.

It is still common practice for family foundation boards to shoulder tap people they know to join the board.

“Some donors make the mistake of surrounding themselves with people who are like them and will agree with them....but this can be an opportunity lost, because good grant-making flourishes with diverse input to keep ideas and approaches fresh and relevant... choose people who can share a common vision and responsibility but are not necessarily similar to [you].”⁵⁰

A much better process than shoulder-tapping is to go to market, possibly also engaging a recruitment professional:

“We advertise, appoint an independent person to manage the process and narrow the field and then a sub-committee of 3-4 trustees interview each person shortlisted.”⁵¹

An important consideration when advertising for an independent trustee is to use a variety of channels to ensure you can attract a wide variety of people and not only “the usual suspects.”⁵²

Also, as above, considering an initial one-year term is a way of making the process of bringing in a new board member a little less intimidating for everyone involved.

STEP FOUR: GET THE BEST FROM THE BOARD

The final step for creating a well-functioning, future-proof and effective family foundation board is getting the most from the group you have.

Suggestions for this include:

a) **Periodically review and improve how the board works.**

A good start is simply to have occasional agenda items where the board openly discusses what is working well and what can improve.

b) **Make a conscious decision to be a learning board.**

It is usually not possible to be an expert in all the areas a foundation funds and we need to “*know what we don’t know.*”⁵³ Ways to encourage constant learning on the board include:

- Encouraging board members to do professional development (for example Philanthropy NZ’s Governance and Investment training courses) and to attend conferences, seminars and events relevant to both philanthropy in general and to the areas funded
- Encouraging board members to visit grantees and to volunteer in the not-for-profit sector
- Make some board meetings “learning days”

“Two of our four board meetings each year are learning days – for example last year we had one marae-based day learning about tikanga and history, and one where a visiting US expert talked about philanthropic trends and the future of philanthropy”⁵⁴

c) **A good induction process.**

The first board meeting for a new board member can be intimidating, and existing board members often feel awkward too; in fact both may worry whether the other will judge them. Ways to ease this include:

- Opportunities to meet the board and staff before the first meeting – for example, an informal coffee or two, time in the office meeting the staff and perhaps a board dinner the night before the meeting
- Providing reference material to ensure that the new trustee has all the background information they need, for example, the trust deed, financial statements, board and staff contact details, the strategic plan, info about who has been funded and recent board meeting minutes. *“We provide the electronic equivalent of a binder of documents and old board books to give them the basics”*

⁵⁵



d) **Offer a mentor or buddy to new board members.**

It is useful for a new board member to have someone more experienced they can ask advice from. Usually this is within the same board, but it can also be helpful to have a mentor from a different organisation.

e) **Agree processes for how trustees engage with grantees.**

It is important for trustees to be out in the community engaging with existing and potential grantees, however it is also important this engagement avoids even the hint of a promise of funding, as this can undermine other trustees and staff. A useful approach is for trustees to agree on a standard line to use when talking with organisations who might want funding, eg “your work looks great to me but of course I am only one trustee and all our applications need to be reviewed by our staff and then are considered by the whole board. But how about you contact our CE – she will be able to give you a good steer....”

f) **Agree how you will honour the founder’s wishes** and also how much you can adapt and deviate from these. *“The ‘founder’s ghost’ can be awkward at the board table.*

If someone says “this is what X would have wanted” it is like playing a trump card, and it can be difficult to challenge this without subtly competing on who knew the founder best. It is useful to be explicit about how to agree what the founder wanted and how empowered we are to deviate from this.”⁵⁶

One useful way through this is to focus on the values of the founder and their family – what drove the establishment of a foundation? What did they care about, and what was the change(s) in the world they wanted to contribute to?

“We need to keep an eye on how to honour and implement these through changing times, at governance level, as distance and dilution can occur over time...”

FINAL THOUGHTS

The people interviewed for this paper had much wisdom to share, and here are some final quotes on how to improve and future-proof family foundation governance:



- **Enjoyment**

“Family philanthropy should be a joyful thing – cherish what is there, celebrate progress made and encourage what might be possible. This is our family and this is what we want to look like”⁵⁷

- **Respect**

“The key to a harmonious board is to treat everyone as you want to be treated. Then everyone tends to get along”⁵⁸

- **Responsibility**

“Family philanthropy has lots of latitude in which to act – this means we need to hold ourselves accountable and have the best possible stewardship”⁵⁹

- **Fit-for-purpose processes**

“Don’t get trapped by either too much or too little process – find your Goldilocks zone”⁶⁰

- **Do it your way**

“There’s no rule book for these kind of things.”⁶¹

APPENDIX ONE: TABLE OF THE NZ FAMILY FOUNDATIONS INTERVIEWED AND HOW THEY ARE STRUCTURED

ORGANISATION	FOCUS	GRANTS LAST YEAR	STAFF	MEETINGS PER YEAR	BOARD TERMS	BOARD STRUCTURE
Tindall Foundation	Family & social services; environment & biodiversity; employment & enterprise; strengthening the community sector; encouraging generosity	10m	7 FTE	4, plus a two day annual retreat	No terms or term limits	<ul style="list-style-type: none"> • Number: 4 trustees, seeking at least one additional trustee at time of writing • Mix: Currently 3 family trustees and 1 independent however the ideal mix is seen as 50/50 • Remuneration: No remuneration is paid • Committees: <ul style="list-style-type: none"> ○ Investment committee ○ Grant-making subcommittees - 8 meetings per year, each is chaired by one trustee. Trustees can recommend donations, final sign off is by all trustees via email. ○ Funding managers around the country – approximately one third of funding is given locally through local committees, many of them community foundations. Funding managers are given funding guidelines but within this they have complete funding discretion ○ Chair meets weekly with the CE
NEXT Foundation	‘Create a legacy of environmental and educational excellence for the benefit of future generations of New Zealanders’	10m	3–4 FTE	8 (usually virtual)	No terms or term limits	<ul style="list-style-type: none"> • Number: 3 trustees plus 3 observers • Mix: All trustees are independent, although the two family founders sit in as observers • Remuneration: Trustees receive a small fee. • Committees: An advisory group supports the board which includes experts in the fields funded (education and environment) and business experts

ORGANISATION	FOCUS	GRANTS LAST YEAR	STAFF	MEETINGS PER YEAR	BOARD TERMS	BOARD STRUCTURE
Hugh Green Foundation	Reducing poverty, increasing education and health outcomes and equity, innovative medical research	5m	1.5 FTE	3	No terms or term limits	<ul style="list-style-type: none"> • Number: 5 trustees • Mix: 3 family trustees, 2 independents • Remuneration: No remuneration is paid • Committees: None
Todd Foundation	“Resource communities to create sustainable, long term change for children, young people and their communities”	5m	3FTE	3	Independent trustees: 4 year terms, max tenure is 8 years. Family trustees: no terms or term limits	<ul style="list-style-type: none"> • Number: 8 trustees • Mix: 4 family and 4 independents. Each of the four branches of the family appoint one board member. Independent board members are appointed by the Council of Trade Unions, Business NZ, the Law Society and Federated Farmers • Remuneration: No remuneration is paid • Committees: Investments are managed by an investment committee which includes 3 independent investment experts chaired by a family trustee
J R McKenzie Trust	“ A socially just and inclusive Aotearoa” with a focus on capacity development, Māori development and social change”	4m	4FTE	4 (2 for funding decision and 2 for learning and development)	Both family and independent trustees can have two terms of 5 years	<ul style="list-style-type: none"> • Number: 13 trustees • Mix: 2 are family members, 6 are appointed by Rotary districts, 1 each from the Law Society and the NZ Medical Association and 3 are appointed by the board • Remuneration: No remuneration is paid • Committees: <ul style="list-style-type: none"> ○ Committees are formed around specific funding initiatives including the Peter McKenzie project, Te Kawai Toru and Connecting Community and Education. ○ An executive committee meets between meetings to review budget, policies and to recommend (but not decide) funding ○ Investments are not managed by a committee, but by Rangatira Limited, which JRMT owns 51% of

ORGANISATION	FOCUS	GRANTS LAST YEAR	STAFF	MEETINGS PER YEAR	BOARD TERMS	BOARD STRUCTURE
Wayne Francis Charitable Trust	Young people 0 – 25, also cancer research	650k	1.3 FTE	10	Three year terms with a maximum of three terms for non-family trustees	<ul style="list-style-type: none"> • Number: 6 board members plus two advisory trustees • Mix: 1 family member, others are independent • Remuneration: Trustees receive an honorarium • Committees: Youth advisory group of four, includes both youth work professionals and young people
Te Muka Rau Charitable Trust	Social cohesion	\$60k		4	One year initial term then three year terms. No term limits	<ul style="list-style-type: none"> • Number: 4 trustees • Mix: 2 family and 2 independent. • Remuneration: Trustees can choose between a small honorarium or allocating one annual grant of \$1,000 • Committees: None

REFERENCES

- ¹ Mae Hong, Rockefeller Philanthropy Advisors, USA
- ² Thrive at Five: The Secrets of Long-Term Family Philanthropy, National Center for Family Philanthropy, 2018, p13
- ³ Examples from the NZ foundations interviewed include NEXT Foundation and Te Muka Rau Charitable Trust
- ⁴ Examples from the NZ foundations interviewed are the J R McKenzie Trust, NEXT and Wayne Francis Charitable Trust
- ⁵ Family Ties: Intergenerational family foundation board engagement, Centre for Effective Philanthropy, p15
- ⁶ Some of the NZ foundations interviewed and many of the US examples have structures in place including family councils, family offices, family charters etc. Some interviewees offered to share their experience in this area.
- ⁷ Genevieve Timmons, author of Philanthropy NZ's Grantmaker's Toolkit and Australia's Savvy Giving
- ⁸ Te Muka Rau Charitable Trust
- ⁹ This practice doesn't appear to be common in NZ and one challenge is that the summer period, when students are typically most interested in internships, tend to be the quietest time of year for foundations. An alternative might be to provide shorter internships in the winter school / university holidays
- ¹⁰ Both Hugh Green Foundation and Tindall Foundation have implemented this.
- ¹¹ Moira Green, Hugh Green Foundation
- ¹² Thrive at Five: The Secrets of Long-Term Family Philanthropy, National Center for Family Philanthropy, 2018, p17
- ¹³ Todd Foundation uses this approach
- ¹⁴ The Tindall family have implemented this with their Next Gen fund
- ¹⁵ Mae Hong, Rockefeller Philanthropy Advisors
- ¹⁶ Mae Hong, Rockefeller Philanthropy Advisors
- ¹⁷ Genevieve Timmons, author of Philanthropy NZ's Grantmaker's Toolkit and Australia's Savvy Giving
- ¹⁸ Todd Foundation uses this approach
- ¹⁹ For another useful take on the key roles of a philanthropic board, see Savvy Giving, by Genevieve Timmons, p63- 64
- ²⁰ Savvy Giving p62
- ²¹ NZ Institute of Directors [what makes a good board](#)
- ²² Charities Commission UK, Charity Governance Code, 2017
- ²³ NEXT Foundation, although two family members sit in at board meetings as observers
- ²⁴ Tindall Foundation – currently 3 family trustees and one independent but looking to appoint 1 – 2 additional independent trustees at time of writing
- ²⁵ Mae Hong, Rockefeller Philanthropy Advisors
- ²⁶ Malcolm Whyte, Todd Foundation
- ²⁷ Mae Hong, Rockefeller Philanthropy Advisors
- ²⁸ Genevieve Timmons, author of Philanthropy NZ's Grantmaker's Toolkit and Australia's Savvy Giving
- ²⁹ Malcolm Whyte, Todd Foundation
- ³⁰ Jenn Chowanec, Wayne Francis Charitable Trust
- ³¹ Charities Commission UK, Charity Governance Code, 2017
- ³² Mae Hong, Rockefeller Philanthropy Advisors
- ³³ Todd Foundation, Wayne Francis and Te Muka Rau are examples of foundations with terms for independent trustees but not family members
- ³⁴ Genevieve Timmons, author of Philanthropy NZ's Grantmaker's Toolkit and Australia's Savvy Giving

- ³⁵ Wayne Francis Charitable Trust has a youth advisory group, while NEXT has an advisory group which combines education, environment and business experts
- ³⁶ Genevieve Timmons, author of Philanthropy NZ's Grantmaker's Toolkit and Australia's Savvy Giving
- ³⁷ Mae Hong, Rockefeller Philanthropy Advisors
- ³⁸ Mae Hong, Rockefeller Philanthropy Advisors
- ³⁹ Sebastian Wilberforce, Governance Advisor, Wilberforce & Associates
- ⁴⁰ Examples include this Harvard Business Review summary <https://hbr.org/2016/11/why-diverse-teams-are-smarter>, this blog from the Center for Effective Philanthropy <http://cep.org/many-foundation-boards-failing-diversity/> and this [useful checklist](#) from Boardsource
- ⁴¹ See the [excellent report](#) by Vodafone NZ Foundation's Lani Evans for a detailed discussion
- ⁴² Māori representation in the foundations interviewed: Todd Foundation: one quarter, JR McKenzie Trust: just over half the trustees are either Māori or Pasifika, Te Muka Rau: (as a result of a deliberate decision to be bi-cultural), one half. At the time of writing Tindall Foundation is currently looking to appoint their first Māori trustee
- ⁴³ Sir Stephen Tindall, Tindall Foundation
- ⁴⁴ Patrick Cummings, J R McKenzie Trust
- ⁴⁵ Dave Moskovitz, Te Muka Rau Charitable Trust
- ⁴⁶ Mae Hong recommends this approach, and also suggests that each person fills out a simple form with name, background, attributes etc, as a useful approach as the family grows.
- ⁴⁷ Todd Foundation uses this approach
- ⁴⁸ Genevieve Timmons, author of Philanthropy NZ's Grantmaker's Toolkit and Australia's Savvy Giving
- ⁴⁹ Te Muka Rau uses a one year initial term followed by three year terms
- ⁵⁰ Savvy Giving by Genevieve Timmons, p61
- ⁵¹ Patrick Cummings, J R McKenzie Trust
- ⁵² Some possibilities include Dogoodjobs.co.nz, Philanthropy NZ, not-for-profit sector newsletters, social media and asking grantees to share among their networks
- ⁵³ Barrie Brown, NEXT Foundation
- ⁵⁴ Patrick Cummings, J R McKenzie Trust
- ⁵⁵ Family Ties: Intergenerational family foundation board engagement, Centre for Effective Philanthropy, p7
- ⁵⁶ Mae Hong, Rockefeller Philanthropy Advisors
- ⁵⁷ Genevieve Timmons, author of Philanthropy NZ's Grantmaker's Toolkit and Australia's Savvy Giving
- ⁵⁸ Sir Stephen Tindall, The Tindall Foundation
- ⁵⁹ Mae Hong, Rockefeller Philanthropy Advisors
- ⁶⁰ Dave Moskovitz, Te Muka Rau
- ⁶¹ Barrie Brown, NEXT Foundation