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# **Jewish Values Grantmaking Playbook:** **Aligning Philanthropy with Jewish Values**

**Philanthropy Management**

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## Introduction: How To Use This Playbook and Who It Is For

**Will my children inherit my passion for Judaism and its values? Are my family's traditions and core beliefs reflected in our giving? Does my organization's mission reflect our goals for the impact we hope to have in the world?** If you, your family, or your organization are wrestling with some of these questions, the Jewish Values Grantmaking Playbook may help guide your decision making.

In creating this Playbook, we hope to help families, individual philanthropists, family offices as well as foundations, nonprofits, and their boards of directors, by equipping you with actionable steps to incorporate your unique Jewish values into your giving strategies. Whether you're looking for a place to start, looking to memorialize your philanthropic intentions, searching for grantees to carry out your mission, or want to formally integrate Jewish values into your grantmaking policies and procedures, the Playbook can be leveraged at any point in your philanthropic journey.

The Playbook is part of the Jewish Values Toolkit, designed in response to the growing number of investors and philanthropists who seek to integrate Jewish values into their investment and giving decisions. The Toolkit and its materials, created in collaboration with Morgan Stanley's Investing with Impact colleagues, are informed greatly by the Jewish clients and community leaders that attended the 2018 and 2019 Morgan Stanley Jewish Values Consortiums and by our analysis studying the giving patterns of clients who we have had the pleasure of working with for decades.

We hope these tools inspire conversations about faith, values, and traditions, and provide pathways forward for integrating these topics into your financial and philanthropic decisions. Enjoy!

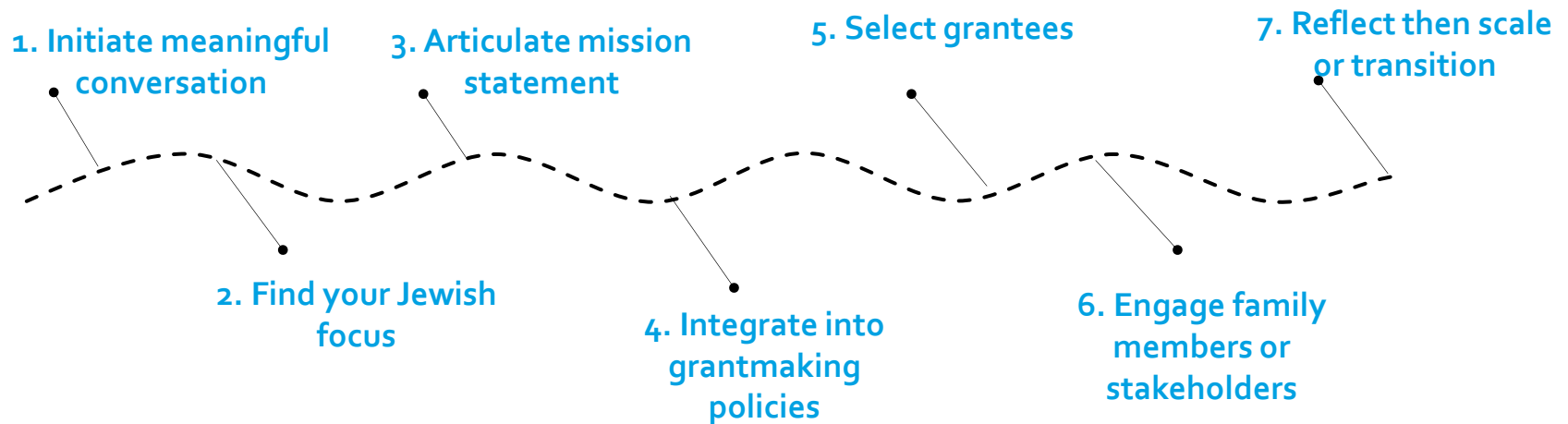
Please reach out to [philanthropymanagement@morganstanley.com](mailto:philanthropymanagement@morganstanley.com) or [investingwithimpact@morganstanley.com](mailto:investingwithimpact@morganstanley.com) for additional information.

## Introduction (cont'd)

Giving through a Jewish lens enables you to transmit family values, provide direction for your organization, have a profound impact on communities, and be part of the change you hope to see in the world.

The steps below can serve as a guide as you embark on your Jewish giving plan

- Begin with initiating a meaningful conversation about your unique set of Jewish values and what Jewish values are to you
- At the end of each year, reflect on what you have accomplished



## Find Your Focus

To start, look to the Torah for guidance.

While discussions of Jewish values may proceed down different paths, they all start at the same wellhead: the Torah. Looking to the Torah for guidance, any number of commandments and parables might add to the discussion of giving charitably according to Jewish values. The following five mitzvot, the Hebrew word for “good or praiseworthy deeds,” serve as a useful basis for beginning the conversation about aligning a family or organization's values with their grantmaking.

### 5 MITZVOT

#### TZEDAKAH

Literally translated as “righteousness,” Tzedakah speaks to the imperative to give to charity.

#### TIKKUN OLAM

Defined as “repair the world,” Tikkun Olam evokes the duty to serve those in need.

#### TZEDEK

Having the same root as Tzedakah, Tzedek emphasizes the call to justice and fairness.

#### G'MILUT CHASADIM

Translated as “loving kindness,” G’milut Chasadim calls for caring and compassion.

#### TIKVA

Translated as “hope,” Tikva reminds us to remain optimistic for the future.

## Find Your Focus

**Initiate a meaningful conversation with your family, board, or staff to identify shared values.**

At Shabbat dinner, in a board meeting, during a staff retreat, or around the Seder table are all environments that lend themselves well to discussions on values. The questions and conversation topics below may help form the basis for a values-based conversation with your family, or the board of your foundation or federation during the discovery process.

### Reflect upon your motivations for giving:

- What motivates you to give?
- What do you hope to gain or experience from your giving?
- What are your immediate philanthropic goals?
- What do you want to sustain or keep the same in the world?
- What do you want to change in the world?

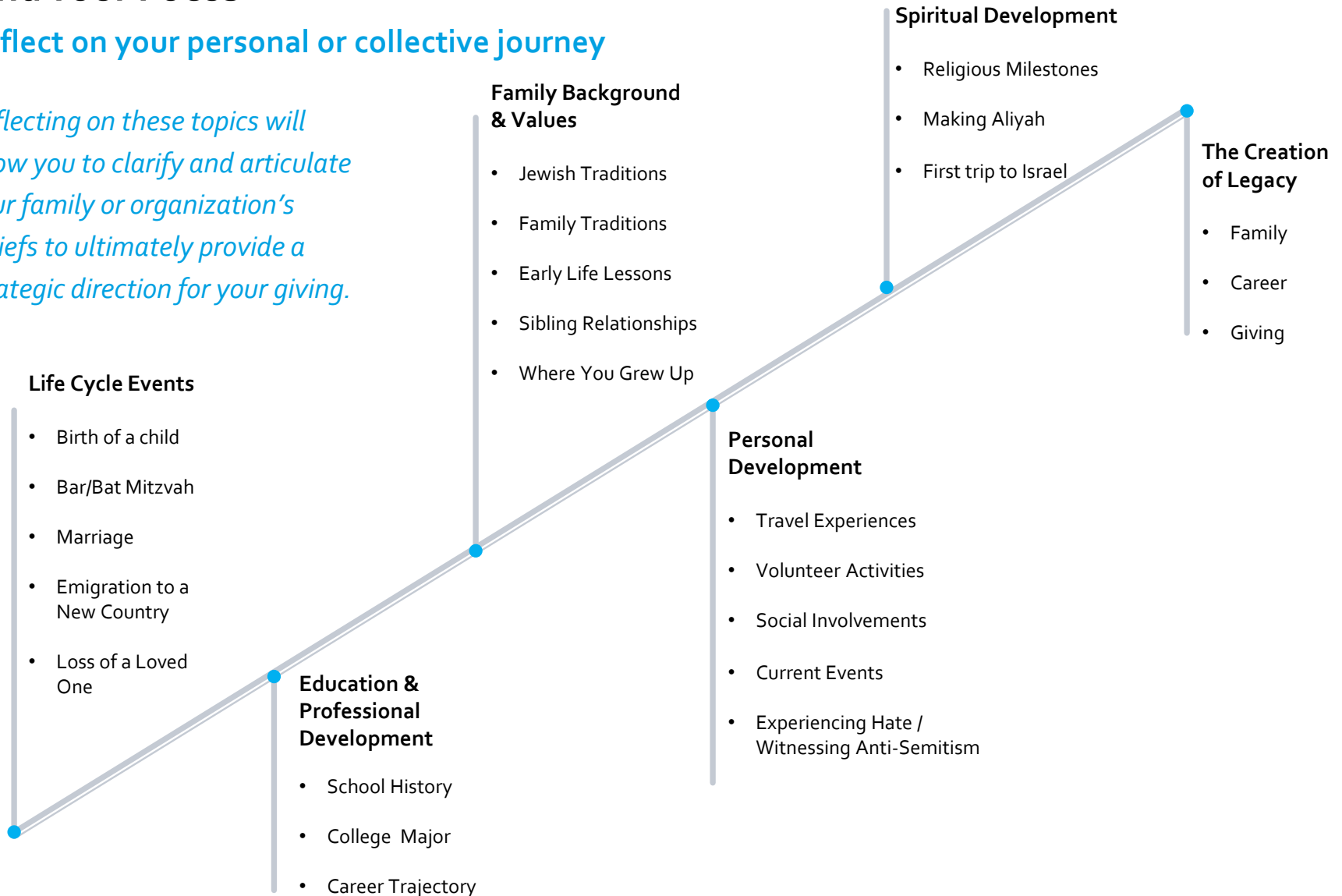
### Reflect upon your shared values:

- What Jewish values are important to your giving?
- Where have you given in the past and why?
- Which traditions inspire you to give?
- Are there any Jewish issues that particularly compel you to act?

## Find Your Focus

### Reflect on your personal or collective journey

*Reflecting on these topics will allow you to clarify and articulate your family or organization's beliefs to ultimately provide a strategic direction for your giving.*



## Articulate Your Mission

**Develop a mission statement that incorporates Jewish values to set your collective direction.**

**A philanthropic mission statement is important for organizations or families who plan on working together as donors**

- Missions are the starting point for establishing a proactive, effective giving plan
- Identifying shared values will help organizations and families agree on a direction to follow in the future
- Culminates in a statement that articulates what the organization hopes to achieve and the methodology for measuring it

**Having a focus and mission statement will help families and organizations:**

- Focus their philanthropy
- Simplify giving
- Create a clear and lasting legacy
- Communicate effectively with potential grantee nonprofit organizations, board members, trusted advisors and the public

**A mission statement is not a static document and should involve periodic re-examination**

- Missions can evolve in tandem with the organization's goals
- Enables flexibility required by changes in the community, the family, and the organization



# Articulate Your Mission

## Sample Jewish Foundation Mission Statements

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### Subject Area

### Sample Mission Statement

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#### General Support

"Charitable distributions from the XXX Family Foundation will be made with special consideration to organizations which have been established to further the Jewish religion and/or to aid, educate and/or enrich the lives of the Jewish people."

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#### Jewish Leadership

"The XXX Foundation focuses on the development of Jewish professional and volunteer leaders in North America, and public leaders in Israel."

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#### Education

"The XXX Foundation recognizes the diversity of strengths within the field of Jewish education in North America, across all denominations and settings. By honoring outstanding Jewish educators and supporting creative approaches to programming, the Foundation works to strengthen educational endeavors that perpetuate the identity, continuity and heritage of the Jewish people."

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#### Social Justice

"Our philanthropic vision is grounded in a commitment to pursue justice, repair the world and treat all people with dignity and civility. We invest in efforts to improve public education in the United States, strengthen the Jewish people and Israel, and address the needs of marginalized individuals and communities."

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#### Community-based

"Our mission is to enhance the quality of life of the community through its leadership, resources, traditions and values. Our Jewish values of philanthropy, justice and nondiscrimination shape and direct our mission to strengthen the community. These values inspire us to work with all people regardless of their faith, sexual and gender orientation, racial or ethnic background."

## Integrate Jewish Values into Grantmaking Policies and Procedures

Families and organizations seeking to integrate Jewish values into their policies and procedures can consider the following process as a guide that can be iterated upon and customized based on your goals and objectives:

1. **AFFIRM** the mission of the organization and the ways in which you wish to manifest Jewish values in your mission.
2. **EXAMINE** the ways in which Jewish values are currently reflected in your past and current grants.
3. **DEVELOP** a spending policy statement that articulates Jewish values goals and a working group to manage the process.
4. **EVALUATE** funding available to direct toward new grantees or expand for existing grantees.
5. **DETERMINE** potential uses of capital ( including market-rate investments) that support and drive mission.
6. **ALLOCATE AND TRANSITION** capital toward Jewish values strategies.
7. **MONITOR** portfolio performance for impact and identify opportunities to activate capital to further impact.
8. **CONNECT** to stakeholders (donors, peer organizations, and external networks).

## Select Grantees

### Integrate Jewish values into your grantee portfolio

Below are sample subject areas to explore when developing a portfolio of grantees that may align with those objectives. *Please reach out to Philanthropy Management for a detailed landscape survey of exemplary nonprofits working in these arenas.*

#### Access

- Giving and writing Torah
- Synagogue membership dues for those who cannot afford to join

#### Arts & Culture

- Celebrating Jewish history
- Museums
- Supporting Jewish artists
- Documentaries & films
- Jewish media outlets

#### Climate and Environment

- Water
- Clean energy
- Conservation and preservation

#### Education

- Scholarships
- Universal education
- Jewish education
- Hillel

#### Entrepreneurship

- Tech startups
- Israeli or Jewish entrepreneurs

#### Health

- Disease research
- Genetic testing
- Jewish or Israeli physician scientists
- Hospice care

#### Human Services

- Aging populations
- Food insecurity
- Homelessness
- Poverty

#### Israel

- Israeli society
- Job training
- Future of Israel
- Birthright / Momentum

#### Jewish Life

- Day camps
- Chabad
- Religious organizations
- Jewish future pledge
- Birthright

#### Leadership

- Developing young Jewish leaders
- Jewish women leaders
- Mentorship/Internship programs

#### Policy & Advocacy

- Lobbying
- AIPAC

# Sample Foundation Grant Portfolio

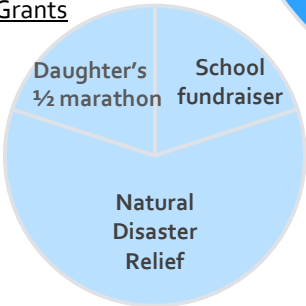
Primary Focus: Jewish Life & Israel; Secondary Focus: Education and Local Community

“The work of our family foundation is to strengthen and support Jewish and Israeli life with a particular focus on youth programing in the areas of arts, culture, tolerance, and resilience to ensure a vibrant Jewish future. In addition, inspired by our Jewish values of learning and community, our foundation provides support for our beloved town of [XX, State] as well as access to leading education for underserved populations in our state.”

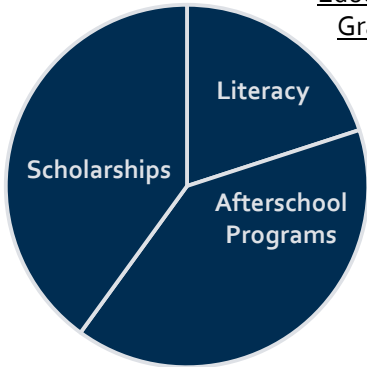
Jewish Life & Israel Grants



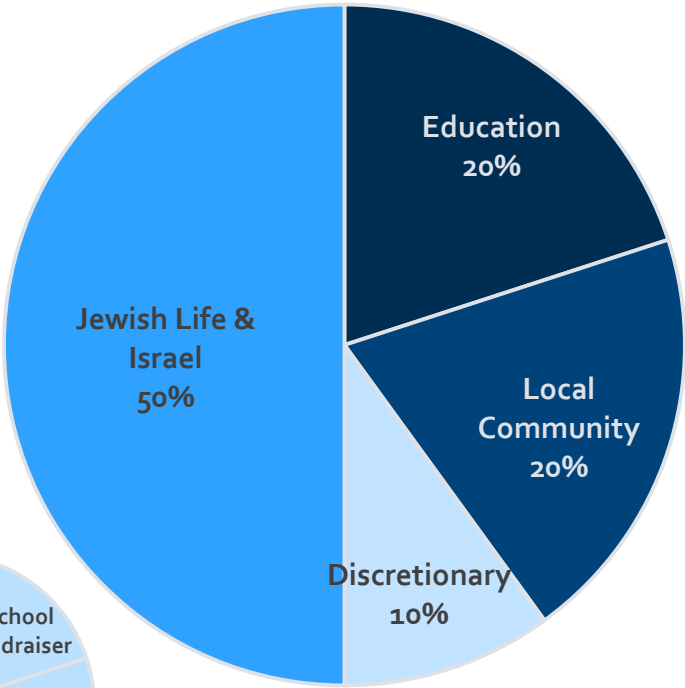
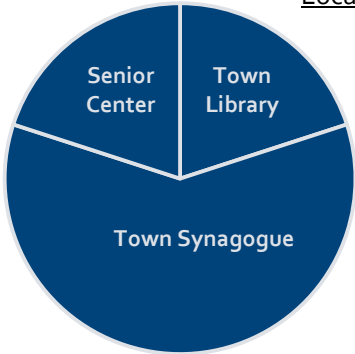
Discretionary Grants



Education Grants



Local Community Grants



## Engage the Family or Stakeholders

Early Childhood		Adolescence:		Adult:
<ul style="list-style-type: none"> <li>• Collect toys for Hanukkah gift drive</li> <li>• Participate in Food Drive during holidays</li> <li>• Seeds of Peace</li> </ul>		<ul style="list-style-type: none"> <li>• Community outreach program</li> <li>• "Remember Us" : The Holocaust Bnai Mitzvah Project</li> <li>• Grantee Site Visit</li> </ul>		<ul style="list-style-type: none"> <li>• Make financial contributions</li> <li>• Join a board</li> <li>• Host fundraiser</li> </ul>
Age 3-5	Age 6-12	Age 13-17	Age 18-25	26-Onward
	<b>Childhood:</b> <ul style="list-style-type: none"> <li>• Family community service programs</li> <li>• Volunteer vacation</li> <li>• Plant a tree with JNF</li> <li>• In place of gifts, use your birthday to fundraise for a cause</li> </ul>		<b>Young Adult:</b> <ul style="list-style-type: none"> <li>• Introductory role in family philanthropy</li> <li>• Individual volunteer trips</li> <li>• Join a junior board</li> <li>• Host cross-cultural Shabbat</li> </ul>	

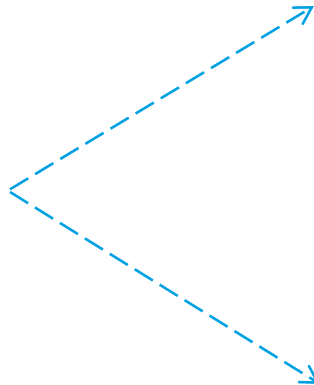
## Reflecting, Tracking , Scaling Your Gifts

**Once you have made the grant, take time to reflect on your giving and celebrate your impact!**

You may decide to host beneficiaries to learn how you have made a difference in their lives, or make a public statement to attract additional donors. As you continue tracking the organizations you support and develop more confidence in their strategy and impact, you may wish to increase your gifts to further support their work.

### Keep up with organizations you support

- Read annual reports
- Follow the organizations you support on social media platforms
- Read the “news” section on organizations’ websites
- Attend events
- Meet with the organization to get updates directly from senior staff
- Host a fundraiser



### Scale, expand, refine your gift

- As confidence in the organization builds, you may wish to increase your gifts
- Consider recurring gifts
- Endow a program to ensure sustainability

**OR**

### Transition away from an organization

- Notify and help organization prepare
- Consider a transitional gift to phase out support

## Jewish Values Giving in Action

Examples of families transmitting values and traditions through philanthropy.

### Remember Us

- Family of five visits Yad Vashem during family trip to Israel
- Inspired by the experience, the Bar/Bat Mitzvah-age son/daughter decides to participate in “Remember Us” program in memory of children lost in the Holocaust
- The experience fosters communication amongst family members about transmitting values down through generations and the importance of remembering
- Family Foundation structures a program related investment to fund a documentary on five Holocaust survivors

### Mitzvah Makers

- Mother and daughter looking to honor a friend of the family who has been battling breast cancer
- They decide to create a team through their synagogue to walk in the annual Making Strides Against Breast Cancer walk at their local Westchester chapter
- The team is called the “Mitzvah Makers” and includes men and women from their synagogue community
- Together with their teammates, they raise over \$10,000 for breast cancer research
- The event becomes an annual occurrence for the synagogue and its members

### Passover Packages

- Inspired by his grandparents, a young professional volunteers for an organization dedicated to alleviating social isolation among the elderly
- He joins Next DOR, the young professional leadership committee of DOROT
- He and his friends from the committee participate in Passover Packages, where they gather and deliver Passover food for the elderly
- During the delivery, the young professional and his friend spend time with the elderly recipient, getting to know one another and fostering intergenerational relationships

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## Appendix

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## Case Study: Jewish Values Giving & Investing

### Leveraging philanthropic and investment strategies to safeguard a legacy

#### Scenario

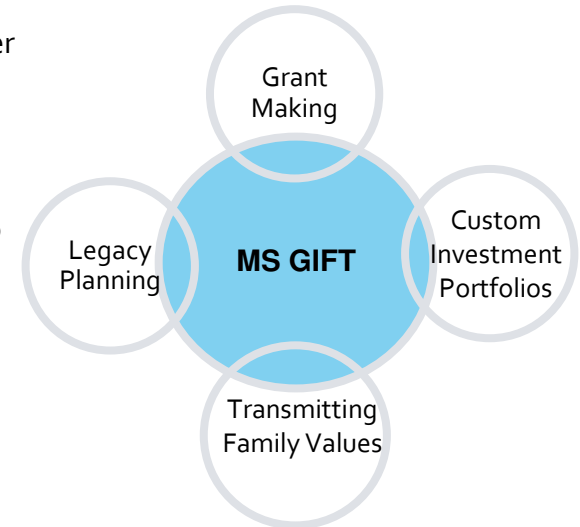
- Patriarch, \$60M client, is a passionate philanthropist in the space of Jewish giving
  - Vehicles: Family Foundation and donor-advised fund (DAF) at Jewish Community Foundation
  - Three grown sons, married with complex lives – unable to govern family foundation
  - Concerned about future generations' commitment to Jewish causes
- Signs the [Jewish Future Pledge](#): 50% or more of all charitable assets will support the Jewish people and/or the State of Israel
- Current DAF has no legacy planning solutions to safeguard his legacy and no Jewish Values investment options

#### Solution

- Simplify vehicles into one DAF under Morgan Stanley GIFT (MS GIFT)
  - Includes NextGen accounts for children and grandchildren
- Construct DAF investment portfolio that includes Israeli bonds, investment in Israeli companies and companies with significant ties to in Israel
- Recommend including language in DAF account opening document to ensure at least 50% of grants are made in alignment with client's Jewish values after death

#### Result

- Process transmits family values to future generations and engages them in decision-making
- Patriarch is confident that his vision and passion for Jewish causes will be sustained long after his passing
- Greater, sustainable impact is achieved through aligning grantmaking and investments with Jewish values



# Case Study: Jewish Values Giving & Investing

## Modernizing a family foundation while recommitting to founders' vision

### Scenario

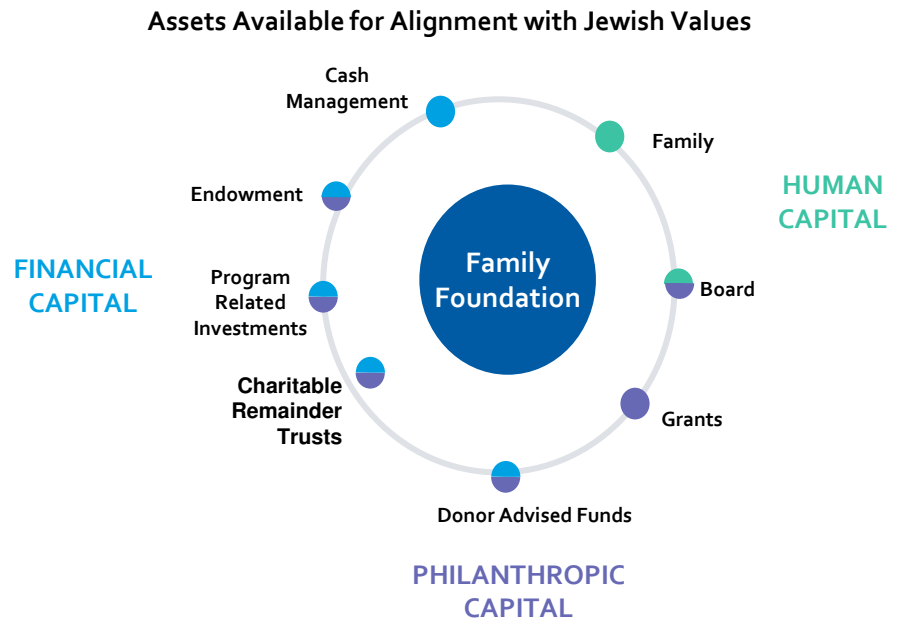
- \$95M AUM intergenerational family foundation board revisits foundation's mission and by-laws established three generations ago
- Recent grantmaking does not reflect founding documents, which state that grants shall be made with "special consideration to organizations that aid, educate and enrich the lives of the Jewish people"
- New family members join the board and seek new ways to amplify impact of the foundation's capital

### Solution

- Family holds board meeting to define Jewish values from both a philanthropic and investment perspective
- Philanthropy Management conducts landscape survey for nonprofits in furtherance of mission
- Philanthropy Management revises by-laws to amend board governance & include modern practices including program related investments and DAFs
- Foundation board was revamped to remove deceased members & add adult children
- Morgan Stanley's Investing with Impact works with the Private Wealth Advisor to construct a diversified portfolio composed of public equity and fixed income strategies that incorporate exclusionary screens, as well as integration of healthcare, education and climate solutions

### Result

- All foundation assets aligned with values achieving greater impact in Jewish causes
- Foundation operating in compliance with by-laws and intent of its founders
- Board commits to annual review of foundation's performance to ensure alignment of spending and investing policy with family's Jewish values and also to leveraging Morgan Stanley Impact Quotient™ to align with impact and faith-based preferences.



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