



GivingTM

FINGERPRINTS

*Maximize your impact
on the causes closest
to your heart.*

DAWN FRANKS

FOUNDER / CEO
YOUR PHILANTHROPY

Introduction

You are as unique as the pattern of whorls and lines of your fingerprint. So is your giving style. Make your mark on the causes closest to your heart and maximize the impact of your gifts by discovering your distinctive, personal giving brand.

I wrote this short book to give you a view of your giving habits. What does your unique giving pattern say about you?

Join me on a journey to explore your Giving Fingerprints™.

Do you realize you have a giving brand? Built intentionally, thoughtfully, with haphazard check writing, or with texting abandon, you have a giving brand, a one of a kind giving pattern – just like your fingerprints.

- Discover your Giving Fingerprints by completing the worksheet found in this e-book based on value words with giving-based definitions.
- Learn to use your Giving Fingerprints to understand your style and make targeted gifts that are closest to your heart.
- Learn to enhance or change your giving brand. Give and learn your way into a whole new giving brand – one you'll be proud to wear.

“Make your mark on the causes closest to your heart and maximize the impact of your gifts by discovering your distinctive, personal giving brand.



Let's get started on your giving journey.

Authentically You

Expectations, memories, stories and relationships — that’s what Seth Godin calls it. Tom Peters says it’s so important it should be our most important job. What is it? They call it our “personal brand.” And it’s just as important as the brand a company has with logos and slogans and bulls-eye dogs and partly eaten apples and golden arches. So, what exactly is your brand?

Jeff Bezos of Amazon probably says it best. “Your brand is what other people say about you when you’re not in the room.”

William Arruda, personal branding pioneer and founder of Reach Branding, says it this way, “Your brand resides in the hearts and minds of those around you.”

To understand your brand, you need to understand how others see you.

“ My goal over the next few pages is to provide a roadmap to help you see where your giving is taking you and what it tells the rest of us about you.



It includes understanding what your giving says about you.

Surprised that something so intensely personal might be an outward reflection of the person called you?

My goal over the next few pages is to provide a roadmap to help you see where your giving is taking you and what it tells the rest of us about you.

You’ll find plenty of resources to help clarify and build your brand along the way. Books, blogs and magazine articles will all help you create that something special you want others to see – the one and only you.

The Brand Called “You”

Personal branding and social media branding are easy to research. Countless blogs are aimed right at you to help sort out what you most want to be. According to Meg Guiseppi of Executive Resume Branding, “The key to grasping the concept of personal branding is to understand the beauty of it — you already have a brand.”

The concept of a personal brand is not new. Tom Peters referred to it in a frequently quoted article “The Brand Called You” in the 1997 edition of Fast Company.

“We are CEOs of our own companies: Me Inc. You’re hired, you report to work, you join a team — and you immediately start figuring out how to deliver value to the customer. Along the way, you learn stuff, develop your skills, hone your abilities, move from project to project.

And if you’re really smart, you figure out how to distinguish yourself from all the other very smart people walking around with \$1,500 suits, high-powered laptops, and well-polished resumes. Along the way, if you’re really smart, you figure out what it takes to create a distinctive role for yourself — you create a message and a strategy to promote the brand called you.”

Tom Peters was right. The distinctive role you create for yourself is a message to those watching and a strategy for accomplishing plans and dreams and just about anything you want to do. The brand called you is more than just your professional or work life; it includes a highly personal part of life — your charitable giving and volunteer time.

Imagine that you can watch a fast review of your life in images. Larger than life, they pop on and off your life screen, filling the white space with the total you.



Now and then the images are of you volunteering. Then we see you writing donation checks to favorite nonprofit organizations, or where you worship. There you are again laughing with friends at an event fundraiser. Mixed in with all the other images of you working, with family, relaxing — they hardly seem worthy of notice, just a tiny part of who you are. All together the images portray the complete you. It's how everyone else sees you, like all the ingredients of a great recipe.

Do the images of your life truly represent your giving style?

Most likely, you didn't suddenly start out just knowing the how and when and to whom to give. More likely, it evolved. One gift, one organization at a time. One heartfelt response to a request, or support of a friend's cause. Then one day you look up, and you have created a habit of how and when. The list of organizations you give to might change over time, but today's list probably has a lot of similarity to yesterday's list.

The kind of things you like to give to probably started early in life. The kind of giver you were destined to become probably showed as early as elementary school, seeds of giving sprouting into seedlings as early as high school.

My Giving Journey

I first volunteered for the Red Cross at the military hospital near base housing where I lived, during the summer between eighth and ninth grades. Even in that first organized volunteer experience many of my skills and innate talents showed up. By the end of the summer, the volunteer coordinator was handing me a clipboard and sending me all around the hospital to do a check-in of the other volunteers at their assigned work spots. It was a huge hospital — one of the largest in Europe. I wasn't any better at making check-marks on the report or finding my way around the large, spread out hospital than my teenage peers, but I was already working on one of my signature skills – question asking. I peppered the volunteer coordinator with questions about why this and why that.

Sending me out with a job was probably a self-defense mechanism for the volunteer coordinator.

Honestly, I don't remember volunteering because I wanted to “help others” so much as I wanted something to do when I wasn't reading a book. That good came from the experience was a plus, it just wasn't the goal.

Later, right out of college I helped start a crisis center, not so much because I understood the importance of the work but more because I could grasp the steps needed to establish the center and felt I had the skills to implement them. To be clear, I didn't have all the skills needed to do the work, but I thought I did.

I trusted the skills I thought I had enough to raise my hand and take on a task. Then, and now, I pile up a list of questions once I sit down to tackle the work. Then and now, I start looking for partners to complete the task.

Question asking started as an innate talent and is now a well-honed skill set, the beginning of my career of asking questions. I subscribe to Albert Einstein's method, "If I had 60 minutes to solve a problem and my life depended on it, I'd spend 55 minutes determining the right question to ask. Once I got the right question, I could easily answer it in 5 minutes."

My volunteer pattern suggested that I would need to feel purposeful in what I was doing. I needed to be doing something that was more than just helping. There is a significant difference between meeting someone else's needs on their terms or meeting them utilizing your unique skill set to make a difference. When the two overlap, you've found the sweet spot of donor/volunteer experiences.

My penchant for asking questions has become a signature of my giving brand.

“ Question asking started as an innate talent and is now a well-honed skill set.



What About Your Giving Brand?

Enough about me. Let's talk about you and your giving brand.

You have a unique giving brand. Whether single, married, or part of a family – your giving brand affects many other decisions in your life. It can impact your career, help position your business, strengthen family relationships, start new friendships, or deepen your understanding of your community. It can help you become a subject expert in specific areas you care deeply about and support with your resources.

All giving is personal and requires a “decision to give.” Even gifts made in response to a request from someone close to you or for business reasons require a decision to give. The decision to write a check or hand over a credit card number is a decision to give. The decision to attend an event or buy a raffle ticket is still a decision. And if you just can’t decide, as many in the decision-making business will tell you, to NOT choose is still a decision.

Leave Your Giving Fingerprints Like Prints on a Glass

Your giving style should be a subtle, yet clear indicator that you touched that organization in a way that only you could. It’s your brand. Like prints on a glass, you leave your “fingerprints” on an organization or cause as a sign that you care... and you were there.

I like to call this giving style your “Giving Fingerprints.” It’s who you are at your core. You want to give in specific ways, to specific organizations or causes.

“ Like prints on a glass, you leave your “fingerprints” on an organization or cause as a sign that you care and you were there.



Of course, over the years, as in any other part of life, you may have adapted your giving style for various reasons.

You may want others to know what you are interested in and where you choose to give. Or you may choose to be anonymous, where the evidence of your giving may not be as easily recognized.

Anonymous Has a Face

To give anonymously is tough. Did you know that organizations must report donors of certain size depending on the results of a formula calculated for their annual IRS 990 form? There is a solution to that challenge, but it often involves the establishment of a donor-advised fund.

If your gift is not large enough to be reported to the IRS, you might still find it difficult to maintain anonymity. Donors often contribute to organizations requesting anonymity only to discover they become known by those in the nonprofit community as “the anonymous donor.”

So, what happens when a group of nonprofits find themselves together?

As Linda Richman of SNL fame would say “talk amongst yourselves,” which is what happens.

“Wow, who gave that gift?” is often heard when nonprofit fundraisers discuss giving. When the answer is, “the gift was anonymous,” often followed by a small smile, many in the room can guess the donor with uncanny accuracy.

Anonymous giving contributes to your brand. Even when you don’t seek public attention for your giving it is very likely that at least a small number of individuals close to you will know that about your giving style. They know your brand.

Your name, and thus your brand, become connected to anonymous.

Your giving brand is as clear as if a logo had been put up on a screen with your anonymous face right in the middle.

How Do I Know If I Already Have a Giving Brand?

Answer two questions:

Have you given to the same organization for several years?

Do you like to give in a particular kind of way? For instance, do you prefer to buy fundraiser event tickets or raffles; or do you want to give to general operations or certain types of programs?

“Yes” to these two questions means you’re already well on your way to a giving brand. You might even have an accidental brand. Highly successful documented accidental brands exist like Craig’s List, Clif Bar or Burt’s Bees.

An Accidental Brand Story

The face of Burt Shavitz, co-founder of Burt’s Bees and described as a curmudgeonly beekeeper, is the logo on the face of Burt’s Bees products. Although having already sold out his share of the company, which is now owned by Clorox, Burt still occasionally traveled for the company until his death in 2015 at the age of 80. A onetime New York City photographer of famous people like John F. Kennedy, Burt began beekeeping in the 1970s after the rise of television changed his photography prospects.



Co-creator of Burt's Bees Lip Balm with Roxanne Quimby, the company went from a very small \$3,000 a year business to a multi-million-dollar business. Burt's rugged face and striped railroad cap remain on Burt's Bees products today. Never driven by the need for money he sold his share of the company for \$130,000 despite sales topping \$3 million per year in 2007. Burt's Bees products totaled \$5.7 billion in 2015, four percent of all Clorox sales. He returned to the tranquility of his 400-square foot converted turkey coop on 40 acres of rural Maine, but occasionally traveled world-wide to promote the company.

In a statement released by the company shortly after he died, they said: "We remember him as a bearded, free-spirited Maine man, a beekeeper, a wisecracker, a lover of golden retrievers, a reverent observer of nature, and the kind face that smiles back at us from our hand salve."

Described as a man who never really understood his iconic reputation, Burt had near Rockstar status in Japan. He didn't set out to be an icon for himself or business. Still, every decision he made since co-founding the company in 1991 gave us a face and a four-letter name that represented healthy, organic skin products and drove sales growth in places as unexpected as Tokyo.



Photo/Logo: burtsbees.com

Find the Giving Brand You Didn't Know You Had

Like Burt, your decisions create the brand that is you. Your giving decisions color that brand. So, let's get started on identifying your giving brand.

Start by comparing your current giving style to your giving values. Many resources provide lists of words to help you sort out your giving style. You can find short and long lists of value words on the internet and in books. I have used Motivational Values Cards™, a tool created by 21/64, a next-generation consulting firm in New York City, with many clients. The words are a perfect beginning place for thinking specifically about your giving decisions and process.

Over the years, I have learned no list is perfect. They have too many or not enough words. They are never entirely the perfect list of words.

You can make up your own word list and definitions, but always remember to work through the list with giving in mind.

As I work with individuals to identify their giving brand, I have discovered 36 value words that most often come up during the values identification process.



Photo: 2164.net

Three Steps to Discover Your Giving Fingerprints

STEP ONE: Determine your top giving words.

Here are 36 value words and my favorite giving question for each word.

As you review the words, think about each one through your personal giving lens. Which words reflect what is most important to you and the way you give? ***Check the words that feel the most like you when you are giving.***

Appreciation

Is it important for you to be thanked for your gift in one or more ways?

Collaboration

Do you like knowing the organization works with other organizations to accomplish their work?

Communication

Is it important to receive frequent communication from the organizations you support, or just enough to be informed but not feel they're wasting your donation?

Compassion

Do you need to know how the organization demonstrates their concern for the suffering or misfortune of others?

Courage

Do you like to make gifts toward organizations that are boldly addressing tough issues?

Creativity

Do you like organizations that are creative in their approach to change or addressing an issue?

Duty

Do you give out of duty or obligation to someone or something?

Effectiveness

Is it important to know how effective an organization is in addressing an issue or delivering services?

Equality

Do you like to support organizations that champion the rights and opportunities of others?

Excellence

Do you support organizations that do their work well and communicate a commitment to excellence?

Faith

Do you like to support faith-based organizations or do you place your faith in organizations that make a difference?

Freedom

Do you feel free to give in the way that is best for you and not out of an obligation or requirement?

Generosity

Does giving provide you with a sense of joy?

Hard Work

Do you like knowing the organization is working hard to provide services?

Honesty

Do you continue to support the organization in spite of both success and failure?

Humility

Are you modest about your giving, preferring little recognition or avoiding it all together?

Impact

Is it important to know how your giving makes a difference or is bringing about change?

Innovation

Do you like to be on the cutting edge of change?

Integrity

Is it important for the organization to convey honest and ethical behavior?

Justice

Is fairness, diversity, fair play or impartiality important to you?

Knowledge

Do you need to know the organization has the facts, information, and skills to do the work? Or, do you like to increase your personal knowledge about an issue you fund?

Leadership

Do you value demonstrated leadership by board and staff of an organization?

Loyalty

Are you loyal to the cause or work an organization does? Do you tell others you are a donor or give repeatedly to their work?

Patience

Are you willing to continue giving while providing an organization the time to have an impact?

Possibility

Do you like imagining what is possible; are you willing to take a risk?

Recognition

Is some recognition for your giving important?

Relationships

Do you like to give where you know board members, volunteers or staff; or join friends or family in giving to a project?

Respect

Do you have high regard and admiration for the work or people involved in the organization?

Risk

Do you give to organizations that are experimenting or taking a chance on something new?

Security

Do you need to feel your donation is safe; is it used well?

Service

Do you like to be hands-on?

Spirituality

Does giving to make a difference touch your human spirit or your soul?

Strategic

Do you like knowing the organization has a plan or is very intentional about their work?

Sustainable

Is it important that the work or the service be sustainable, it could continue without you?

Tradition

Is it in keeping with your customs and beliefs? Or, do you give because you or your family has always supported that organization?

Transparency

Do you value open, honest communication from the organization? Are you willing to support them even when they fail from time to time?

From STEP ONE: Make a list of the giving words you checked.

Important Next Steps

Next, look at each word you checked. Sort and list each word from most meaningful to least in the boxes below. This will result in your top ten, or your top six giving words. The total number is not important at this step.

From STEP ONE: Sort and list your top giving words.

1	6
2	7
3	8
4	9
5	10

Now that you know your top giving words you are well on your way to understanding your **Giving Fingerprints**. Own your giving brand. It's entirely within your control whether the gifts are small or large.

There are two more steps to discover your personal giving style.

STEP TWO: Examine past donations.

Make a list of donations you've made over the course of the last year or so. Just write down what comes to mind in the space below.

List of donations I've made over the last year:

Now, look again at your top giving words and compare what you've learned about your Giving Fingerprints to the organizations you have been supporting. Do those organizations reflect your giving style and what's important to you?

STEP THREE: Look at how you give.

Answer the question "How do you give most often?"

- Write a check
- Be a Sponsor
- Purchase Event Tickets
- Buy Raffle Tickets
- Other _____

Everyone gives in ways they are most comfortable. Some only give one way while others choose to give in several different ways. There is no right or wrong way. Each is a reflection of your Giving Fingerprints.

Your Giving Fingerprints Revealed

Look back at your sorted list of giving words. The list reveals giving values that describe who you are. Words at the top of the list should be most like you, while those at the bottom less like you. Compare your top five giving words to the list of the organizations and causes you've given to over the last year or so and answer an important question.

Are you leaving your Giving Fingerprints in the way that most describes who you are now and want to be going forward? If the answer is no, then there is room for work, room to change what and how you give in a way that is genuinely you.

Each time you face a giving decision, filter it through your list of top giving words. It's a way to be intentional about your giving. Giving with clear intention yields a clear giving brand.

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Are you leaving your Giving Fingerprints in the way that most describes who you are now and want to be going forward?



Sometimes Giving Fingerprints are not evident from your giving decisions. There can be many reasons for the difference. Identifying what's different allows you to better understand your giving right now. You can make plans to change it or simply accept that some situations are only for a season in life. Whatever, the reason it helps to understand it.

Five reasons you might give differently from your true giving style:

1. Giving resources are limited, and so you can't spread them around to all the organizations or issues that interest you.
2. You and your spouse make giving decisions together, and thus you must deal with the give and take of relationships and give to what interests you both.
3. You want to build your brand in the community, and so you make giving decisions to boost it.
4. It's good for your business to give to certain organizations or events.
5. The value of recognition and being on the list of donors is important right now.

Your giving decisions create the brand the world sees today. Change is always possible.

What if I already have a giving brand but want it to be different?

The answer is simple – start here. Start right where you are today, with your giving. It will lead to not so easy questions and the beginning of change. All change is a process. Starting is the first step of intention, and the next step in your giving journey. While that statement doesn't sound very original, it is certainly right on target.

Stories Right on Target

A group of women, each a member of a local women's giving circle, gathered for lunch to do the Giving Fingerprints exercise. After completing the exercise one woman, who owned a successful small business known for generous support of various causes, shared her ah-ha moment. She realized she needed to look at the causes they were supporting to see if they fell within her giving values as the owner of the company and those of her employees who contributed to the business giving decisions.

In that same group, another woman shared that she wanted to go home and do the exercise again with her husband. She realized they could do a better job of family giving by discussing their individual and shared giving values.

On a different day, I spent time with a small business where the owner was interested in involving all the employees in a shared giving decision process. We started by learning about the individual giving values of each employee and mapping their shared values. In the end, we created a framework they could use to help guide the company giving decisions.

I've facilitated the Giving Fingerprints exercise multiple times with family foundations.

The exercise helps a family foundation better understand the challenges they face in making collaborative grant decisions. The results for one such family revealed a second and third generation of directors who were surprisingly similar in their values. Another foundation reflected strong but diverse values that explained the sum of their moments of conflict.

“ The exercise helps a family foundation better understand the challenges they face making collaborative grant decisions.



The Family Benefit

Often parents, and sometimes grandparents, will have an interest in growing generosity within the next generation. There are many resources available — from the internet to neighborhood and online bookstores — to help parents encourage volunteering and family giving experiences.

I have found that Giving Fingerprints is an excellent tool to help multiple generations learn more about each other, celebrate shared values and understand the value of differences.

One family met several times to complete the Giving Fingerprints exercise and process what they learned from each other. They included a new son-in-law, adding a new dimension to their Giving Fingerprints. Grandmother left a specific amount to charity but didn't identify the recipient. Mom and dad decided to include the third generation in the process of identifying one or more recipients for the gift. After looking at similarities and differences, they identified one perfect organization to receive the gift. The bonus was knowing grandmother would have been especially pleased by the decision.

The family could undoubtedly have thrown out ideas and decided without the benefit of the Giving Fingerprints exercise. However, making time to understand the family as a unit created a platform to build on for future giving.

“ I have found that Giving Fingerprints is an excellent exercise to help multiple generations learn more about each other, celebrate shared values and understand the value of differences.



Giving as a Couple

Knowing your Giving Fingerprints is only part of the equation if you and your spouse give together. Often the giving brand represents the one more than the two together. That represents a lost opportunity for both individuals and the experience of shared joy. Taking time to understand both individuals and shared Giving Fingerprints creates a brand that involves the couple as well as a sub-brand for each. I highly recommend the investment of time and relationship to take shared giving to a new level.

Now I Know My Giving Fingerprints, What's Next?

“If you throw enough mud on the wall, eventually some will stick.”



Learning about your brand, experimenting and reflecting require some mud throwing.

A mud house built about 1836 of clay and straw atop a fieldstone foundation still stands in Monroe County, New York. One story and a half with a gabled roof, it is considered a rare example of rammed-earth construction. It is so rare it is on

the National Register of Historic Places.

Mud is critical to the finished result, so it must take a lot of mud, and probably a highly skilled mud-thrower, to build an entire house.

Transfer mud-throwing to philanthropy. How much giving do you think you should do before you learn to do it well? How organized or thoughtful do you need to be? How many years should you give to the same organization before you declare a long-term commitment to their work or abandon them altogether? How much mud should you throw?

To find success, you need to throw a lot of mud. That's how you create something great that represents your giving brand.

I recommend a lot of mud throwing. It's not an exact science. You should miss your target more than once, in fact repeatedly. If you donate, feel great about it for a while and then expect the same result when you do it again, at some time you will be disappointed.

Test, Fail and Learn for Success

Now that you have determined your Giving Fingerprints brand it's time to ***test, fail and learn your way to feeling confident in your giving.*** Here's how to make it happen.

TEST *for Success*

Five actions to take:

1. Make a gift and ask yourself how you feel about it one day later, one month later, 90 days later.
2. Record the date when you sent the donation and how long it takes to receive a thank you.

3. How do you feel when you get the next ask? What if they don't ask again? Are you disappointed? Do you donate again, anyway?
4. Check with the organization to learn how they used your donation. Did it do what you hoped it would?
5. Start back at number 1 and keep testing.

FAIL for Success

If the gift you make doesn't feel right or didn't have the expected results, try this:

1. Make a phone call to talk to the executive director. Ask questions, and if the answers are right for you, make another donation. Check to see how you feel as described in the previous actions.
2. Choose another organization doing similar work and donate. Check again to see how you feel about the gift.
3. Donate to an organization in a completely different area. Check to see how you feel about the gift.

Rack up the giving mistakes as quickly as you can afford. Take time after every failure to reflect on what you have learned. Identify someone who can help you think about your failures. Make a point of having a conversation out loud with someone other than the best buddy resident in your mind. Ask your out-loud conversation buddy to challenge you.

What about that phone call I recommended? Take every opportunity to make a connection between you and the organization. You are building a bridge. Every time they respond to your request or send a newsletter, you

have an opportunity to gather information and understand more. Build a bridge that allows you to be true to your giving brand.

In the last, but most important stage, learn from testing and failing to find success with your brand. Reflecting on what happened, didn't happen or you wish had happened differently is critical to philanthropy success by your definition, with your Giving Fingerprints.

Make giving, testing and learning a habit. Walt Whitman was right when he said, "the habit of giving only enhances the desire to give."

LEARN *for Success*

Once you know your Giving Fingerprints, you are only beginning. It's a beginning that builds your brand. It adds depth to who you are and how others know you.

Whether your name is in print, atop buildings or listed as anonymous, you have the clarity of knowing your giving style, exactly who you are, who you want to be as a donor, and how you want others to know you.

Now you can continue to develop your giving brand or change it altogether.

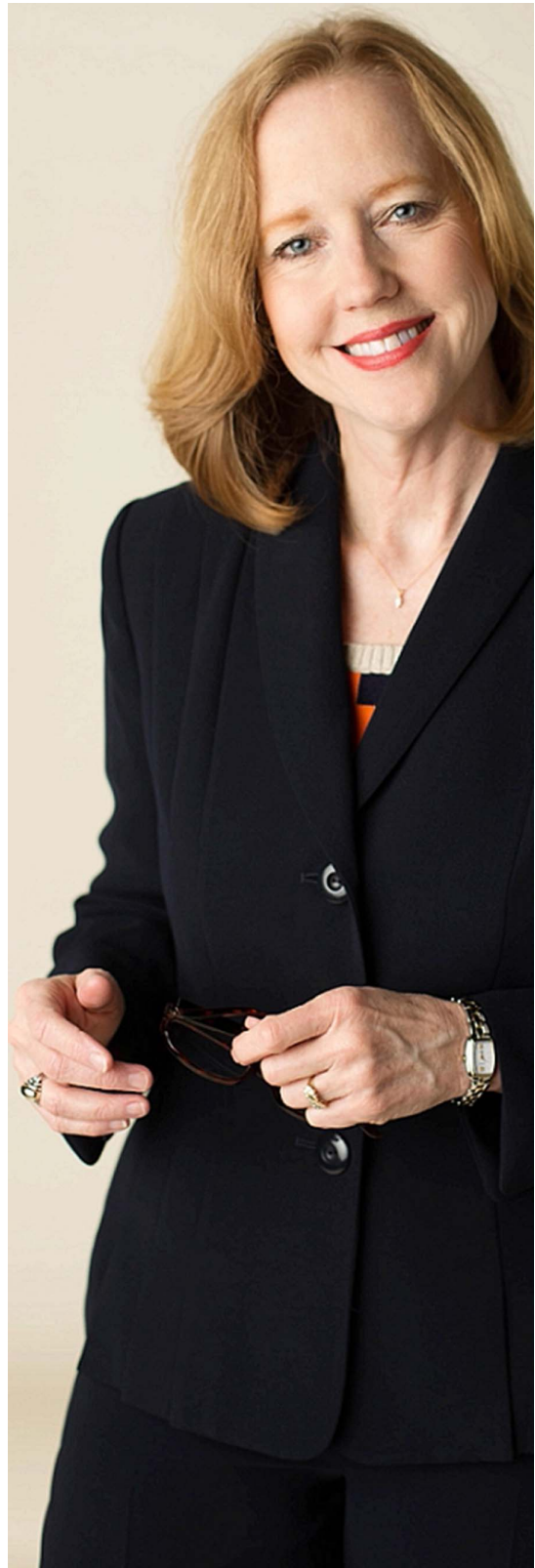
Your Giving Fingerprints are yours and yours alone. You may choose to join your prints with family, co-workers, or even strangers. Combining does not lessen the importance of your giving brand. It should add to your influence, network and giving footprint.

Be the person who owns your unique Giving Fingerprints – your unique giving brand.

Dawn Franks

With over 35 years of experience, Dawn is known as an innovator and ***premier expert in her work in the nonprofit and philanthropy*** area to individuals, families, corporations and foundations.

Dawn Franks is an independent, ***seasoned philanthropy advisor*** who has worked successfully with wealth managers, CPA's, estate planning attorneys, and nonprofits representing her clients and their interests. ***Known for her listening skills, objective guidance and confidentiality,*** she educates clients and unites families through discussion and giving as a shared purpose. She focuses on family communications and values intent and legacy. ***She is an accomplished facilitator who also provides executive leadership to various national philanthropic family foundations of varying sizes.*** She has consulted on the creation and restructuring of philanthropy programs in numerous companies from small to large.





YOUR PHILANTHROPY®

Dawn's past work has naturally molded her into a sought-after expert in the field of philanthropy who understands the donor's unique perspective.

The result of over three decades of work is Your Philanthropy, a private consulting firm working with nonprofits, corporations, individuals and family foundations.

Your Philanthropy works exclusively and confidentially with donors at any stage of giving to help identify and achieve their giving goals.

Services are available for those who want to ensure that their giving has maximum relevance, impact and value! Your Philanthropy offers clients years of experience in philanthropic advising, nonprofit management, and grant making experience, as well as unparalleled depth of knowledge about the philanthropic landscape. They also assist donors in making sure the legacy they leave is clearly planned and articulated for those generations ahead.

In short, Your Philanthropy is all about donors and how THEY want to give. They listen to DONORS and help create individual, corporate and family philanthropic plans to suit their giving needs.

Does this pique your interest? ***Take the first step and start the conversation by connecting with Dawn...***she is ready to listen and help you take action to make the most of YOUR giving!



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Sign-up for my blog, the YP Journal.

You will also find me on social media.



"Dawn has been invaluable in helping me negotiate the intricacies of our family foundation. However, most importantly she has been a bridge between all members of the family getting us on the same page regarding what we collectively want to accomplish but allowing latitude to explore our personal interests."

Larry Anderson (*Anderson-Vukelja Foundation*)

"To us, facilitation is the key to a successful corporate giving program. Dawn asked all of the right questions, and she helped us put our thoughts together to come up with a formal process to present and implement throughout our company."

Lisa and Michael Lujan (*Mentoring Minds*)