



NATIONAL CENTER FOR  
FAMILY PHILANTHROPY

## Family Giving Online Knowledge Center Sample Forms, Checklists, and Policies

**TITLE:** Criteria and term limits for the Andrus Family Fund board

**SOURCE:** *Sustaining Tradition: The Andrus Family Philanthropy Program*

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### CRITERIA AND TERM LIMITS FOR THE ANDRUS FAMILY FUND BOARD

In setting policy regarding criteria and term limits for the new fund, the committee drew on the responses of participants at the January 30th meeting who, after all, would be invested in the new programs.

"The information surveys and discussions with the younger family members at the January 30th meeting helped shape our thinking about criteria and term limits," says Sam Thorpe. "We listened to what the young family members had to say, and we incorporated their ideas into our planning. We learned as much from the people who said they were interested as from those who said they were too busy to serve."

The committee agreed on the following criteria for Andrus Family Fund board members:

- a level of personal achievement in one's own life
- demonstration of volunteer interest
- formal education or life experiences that would qualify for this work
- flexible schedule to allow for attending meetings or other forms of interaction with Fund
- an interest in leading younger members of the family

- outside interests
- travel experience or other broad perspective
- agreement with Surdna Foundation Statement of Culture
- demonstrated evidence of collaborative working style

Appointments to the Surdna board and Homes boards had traditionally been for life. Continuing that policy with Andrus Family Fund board members would defeat the aim of greater family involvement. Moreover, the fact that most younger family members had full-time careers meant that they would be giving up vacation time to serve on the board for one or, perhaps, two terms--something they would be unlikely to continue indefinitely. The committee recommended that the Andrus Family Fund have term limits and a cap on the number of consecutive terms a board member could serve.

Because the new board members would begin serving at the same time, term limits would have to be staggered to avoid having their terms expire at the same time. Accordingly, the Family Involvement Committee recommended terms of one, two and three years, renewable for each board member for a maximum of six years. After the initial staggered terms expired, board members would regularly rotate off the board after serving a maximum of six years. An exception would be made for those members who started off with the one-year term; they would serve a maximum of seven years without rotation. Rather than developing an elaborate system for deciding which board member would get the longer or shorter terms, the committee members settled on simply picking numbers out of a hat.