Trustee Profile: Desirable Characteristics

The following characteristics are offered as a guide when identifying and assessing candidates for service as a trustee of the R. Howard Dobbs, Jr. Foundation. These characteristics, taken together, represent an ideal. No one individual is expected to display a high degree of every quality. There is hope, however, that all of these strengths will be represented among the collective resources of the Foundation’s Board.

1. **Commitment to the R. Howard Dobbs, Jr. Foundation**
   - Demonstrated knowledge of the legacy of Mr. R. Howard Dobbs, Jr.
   - An understanding of the Foundation’s mission, values, and purposes as articulated in its core documents, organizational goals, and programmatic priorities.
   - A commitment to the Foundation and a willingness to align his or her behavior with the pursuit of the Foundation’s mission and purposes.
   - Genuine interest in the Foundation’s work and a willingness to allocate one’s time to preparation for and participation in meetings, committee service, and occasional special assignments.
   - *It’s possible if not likely that non-family candidates will lack particular knowledge of Mr. Dobbs and the Foundation prior to their candidacy. What’s important is a candidate’s interest in learning about the Foundation’s frame of reference, a capacity to adopt it as his or her own when serving as a trustee, and a willingness to invest sufficient time to fill the role.*

2. **Philanthropic spirit, moral sensitivity, and an orientation to community service**
   - Character and personal spirit marked by empathy, compassion, altruism, and generosity.
   - Broad perspective on the problems of society, an understanding of issues related to the non-profit sector, and an interest in serving the sector;
   - Experience as a volunteer or board member of nonprofit organizations.

3. **Objectivity and impartiality**
   - Ability to serve as judge, not advocate, save with respect to the Foundation’s priorities;
   - Willingness to show restraint and avoid special pleading, temperamental bias, or personal whim;
   - Objective outlook while bringing one’s own knowledge and perspectives to the Board’s deliberations.

4. **Practical wisdom and judgment**
   - Capacity to see the whole picture, to recognize the validity of opposing arguments, to distinguish principle from expediency, and to temper the ideal with what is realistically possible;
   - Desire to learn and change as the Foundation’s environment and circumstances require.
5. **Teamwork and cooperation**
   - Ability to work cooperatively with others, to share responsibility and to restrain competitive urges for personal credit;
   - Capacity for harmonious teamwork, by arriving at and accepting intelligent group decisions;
   - Ability to disagree while maintaining respect for one’s fellow Trustees, striving to address differences as they emerge;
   - Ability to communicate and listen well, and to participate fully in Board discussions, bringing candor, openness and an ability to analyze complex issues.

6. **Conceptual thinking and insight**
   - Ability to understand a situation or problem, to think creatively and inductively, and to generate novel approaches and strategies to issues important to the Foundation and its methods of operation;
   - Strategic approach to the Foundation’s role in the community;
   - Willingness to be innovative and take risks.

7. **Record of community engagement, especially within Greater Atlanta; experience with Statewide Georgia and the Southeastern United States will be a plus.**
   - Familiarity with and commitment to the Foundation’s stated service area;
   - Record of community service and demonstrated respect from one’s peers;
   - Experience leading and participating in initiatives important to the city, state, and/or region.