

R. Howard Dobbs, Jr.  
FOUNDATION

**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.