

FREY FOUNDATION

Characteristics of a Good Trustee

It is said: "Serious work demands serious commitment of time, attention, personal preparation through education, work experience, civic engagement, and informed interest in public issues."

Therefore, it is suggested that the members consider Trustee candidates who have demonstrated that they possess many of the following desirable characteristics:

- Interest in and concern for the Foundation and its fields of operation and interest.
- Every Trustee should be able to answer the question: In 50 words or less: "What is the mission, role and purpose of the foundation?"
- Broad perspective/appreciation on the problems of society. Trustees are encouraged to learn about how the work of the Foundation serves the larger concerns of society.
- Objectivity and impartiality. The board table is no place for special pleading, for temperamental bias, or for personal whim; a Trustee is judge, not advocate, except with respect to the founders' priorities.
- Special skills that are valuable. Trustees should have diverse backgrounds and skill sets.
- For instance, it would be helpful to have competence among its members in the areas of investment, management, governance, budgets, and the law.
- A willingness to work. A willingness to give time and thought to the affairs of the Foundation and to the extent possible to arrange one's schedule to be available to attend meetings, to serve on committees, to undertake special assignments, and to address and resolve the problems of the Foundation.
- Practical wisdom. This is more easily recognized than described. It involves the 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.
- Commitment to the foundation rather than special interest constituencies.
A Trustee's responsibility is to the Foundation.
- Personal preparation for potential service through education, experience in business, government, or nonprofit work, civic engagement, and informed interest in public issues.
- Good judgment.
- The ability to articulate is flexible, reasonable, and reliable.
- Intelligence, integrity, and credibility based on past performance.
- Ability to envision, innovate, persuade, plan, and/or execute creative strategies.
- Professional or volunteer experience working with not-for-profits.
- Experience with other charitable foundations.
- Good listener who is ethical, business-oriented, principled, fair, conscientious, responsible, and mature in his or her personal behavior.
- Between the ages of 30 and 75.