

## Board Qualifications and Responsibilities: Family vs. Community Board Members

*NOTE: The following is a sample outline of the description of expected qualifications for board service for community and family board members along with an allocation of the roles and responsibilities for family vs. community board members. Any family thinking to create a reference document of this kind should think carefully about what makes the most sense for their goals and mission. For a word copy of this document to adapt/ fill in for yourself, please contact the National Center for Family Philanthropy at [ncfp@ncfp.org](mailto:ncfp@ncfp.org).*

The family trustees outlined high-level Board qualifications and responsibilities, acknowledging that these may be in addition to standard qualifications and responsibilities, and that these may change over time with the generational transitions.

### Qualifications

Community members	Family members
Knowledge of, and experience with, philanthropy and / or nonprofit	Commitment to uphold the mission and values of the foundation and family
Community work and / or volunteer experience	Community work and / or volunteer experience
Professional work experience	Professional work experience
Residency in, and commitment to the geographic area(s) served by the foundation	Have spent, and will spend, time in the geographic area(s) served by the foundation
Community connections and networks	Participation in, and completion of, board/family orientation and engagement
Represent a diverse point of view and experience of the geographic area(s) served by the foundation	Prior attendance at Board meetings as invited observer
Ability to commit time required for service	Ability to commit time required for service
Ability and confidence to speak up	Commitment to, and understanding of, the value and importance of community directors in a family foundation focused on foundation's geographic area(s)
Support donor intent, values, and mission	
Commitment to, and understanding of, a community director's role in a family foundation	

## Roles and responsibilities

All Board members (community and family)	Family members
Attend important community events / act as ambassadors	Act as a super host / ambassador in the community
Be prepared for, and participate actively in, meetings	Ensure Next Gen engagement
Go on site visits	Source and vet community board members
Commit to travel with the Board	Spend significant time in the geographic area(s) served by the foundation
Be prepared to share about their community in comments to the Board	Respect and incorporate community voice in decision-making
Complete all fiduciary responsibilities	Commit to sticking with each other in the messiness toward consensus on core decisions; work toward family unity and continuity
Serve on committees, including Grants Committee for new Board members	Commit time to Executive and Nominating Committees
Engage in sector professional development	
Act with professionalism toward staff, recognizing the inherent power dynamic and ensuring a communication loop to CEO when necessary	
Review and approve grantmaking that comes before the Board and provide strategic guidance to staff	
Hire, support, and evaluate the CEO	
Oversee investments	
Ongoing commitment to the geographic area(s) served by the foundation	