

## Individual Board Member Responsibilities: *How We Add Value*

### Incourage Community Foundation Board of Directors

Approved by the Board of Directors 04/24/12

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- General Expectations**
- **Courage\*** - Take informed risks; fear is not a barrier.
  - Know and support the Community Foundation’s mission, vision, values, goals, policies, programs, and services.
  - Stay abreast of developing trends pertinent to the Foundation; challenge the status quo respectfully.
  - **Leadership\*** - lead, serve and encourage others. Serve in leadership positions or undertake special assignments willingly when asked.
  - Avoid prejudiced judgments on the basis of information received from individuals. **Hope\*** - Demonstrate a positive, civil attitude and serve as a positive voice.
  - Urge those with grievances to follow established policies and procedures.
  - Suggest nominees for the board whose values include honoring each other, acting with integrity, and championing community spirit.
  - Speak on behalf of the organization only when asked to do so by the Board Chair or CEO.
  - Bring a sense of humor and joy to the board’s deliberations.
- Meetings**
- Prepare for and participate in board and committee meetings, and other organization activities.
  - Support informed decision-making and the majority decision of the board.
  - **Trust\*** - Maintain confidentiality of the board’s regular meetings and executive sessions.
  - Take responsibility for one’s own actions and their impact on others.
  - **Adaptive learning\*** - Seek knowledge and promote lifelong learning within the board meeting and committee context.
  - Suggest agenda items periodically for board and committee meetings to
  - foster an environment of curiosity and inquiry and ensure that significant new ideas are discussed.
- Relationship with Staff**
- Support the CEO and counsel her as appropriate.
  - Staff works for the CEO. Check with the CEO before asking staff to perform any task.

**Avoiding  
Conflict**

- **Working together\*** - Encourage robust discussions and discussing things in an open, collaborative and respectful manner.
- Disclose any possible conflicts to the board chair in a timely fashion.
- Be independent and objective. Form decisions based on a sense of fairness and personal integrity.
- Never accept or offer favors or gifts from or to anyone who does business with the Community Foundation.
- Take responsibility for one's own actions and their impact on others.

**Fiduciary  
Responsibility**

- Faithfully read and understand the organization's financial statements and otherwise help the board fulfill its fiduciary responsibility.

**Giving:  
Asset  
Development**

- **Giving\*** – Respect all gifts large and small, treating each as a treasured contribution.
- Give an annual, personal, cash gift according to personal means.
- Assist resource and asset development by supporting the Foundation through personal influence with others.
- Celebrate sharing and generosity.