

For an individual successor or additional individual trustee, including an Associate Trustee

1. Become familiar with the Trust Document establishing the Foundation, the By-Laws adopted by the Trustees, the policies adopted by the Trustees regarding reimbursement of expenses, or other policies, the Mission Statement adopted by the Trustees and revised from time to time, and the grant application forms and reporting forms used for grantees.
2. Fully understand and commit to the mission, goals and objectives of the Foundation.
3. Agree to serve in a fiduciary capacity with regard to the Foundation, consistent with the provisions of the Trust document, and all other provisions, including non-self-dealing ones, mandated by the IRS or other governments necessary to maintain the status of the Foundation as a tax exempt charitable foundation.
4. Agree to undertake the duties of a Trustee of the Foundation, including attendance at two meetings per year (Friday-Sunday, including site visits, or whatever days are designated by the Board of Trustees); review all grant applications and reports in advance of the meeting, and be prepared to advise and analyze grant applications and reports, and vote for or against same; and from time to time, bring to the meeting grant applications from grantees sponsored by you, which best fit the Mission Statement.
5. Research and visit any prospective grantee sponsored by you; make periodic site visits to the grantee and contact with its principals as long as the grantee is receiving funding from the Foundation during the year of the grant, or longer, if funded for a longer period, and if possible pre-review reports sent in to the Foundation by your sponsored grantee, and bring to the attention of the trustees any issues or problems regarding the grantee, about which the Foundation should be informed, which have come to your attention.
6. Undertake any special projects or activity requested by the Foundation regarding the conduct of its business or meetings.
7. Policy and General Duties
  - Monitor the Foundation's performance in accomplishing its mission on an annual basis.
  - Develop policies for Trustee participation on the Board, including policies for Associate Trustees.
  - Review, discuss, and vote on Trustee policies, if necessary.
  - Strengthen family unity, foster respect for family history and ensure effective succession planning.
  - Provide reports, materials, and other items associated with Trustee responsibilities and activities in a timely manner.
  - Inform the Board of all actual and potential conflicts.
  - Foster and protect a safe environment for open communication and inquiry, keeping the Trustee discussion and actions at meetings confidential, except for final actions taken after meetings reported in the minutes.

## 8. Grantmaking

- Learn about organizations, based in your community or in other locations, that fall within the goals as expressed in the Mission Statement, and invite them to send a grant request to the Foundation for consideration at a Trustee meeting.
- Be prepared to present any organization and grant proposal, sponsored by you, to the Trustees at the Board meeting, and any follow up reports from your sponsored grantee.
- Make funding decisions with the other Trustees and continue to learn about the process of grantmaking and the fields in which the Foundation makes grants.

## 9. Finance

- Review and approve the Foundation's annual budget.
- At least on an annual basis, review and approve a spending policy or budget to determine the amount of money that will be available for grantmaking for the Foundation.
- Review the financial statements for the Foundation prepared by the Foundation's investment advisors or banking institutions at least annually, and be prepared to make inquiries about the health of the Foundation's financial situation from time to time, all of the above with the concept of keeping the Foundation operating within the requirements of law for a Charitable Foundation, and maintaining its ability to so function indefinitely.