

ENA Foundation Board of Trustees Competencies

The following represent competencies that members of the ENA Foundation Board of Trustees (BOT) should strive to master. Candidates for the BOT should assess their readiness to serve by identifying those competencies they possess and evaluate those they may seek to further develop. It is the expectation of the ENA Foundation Board of Trustees that members and candidates familiarize themselves with these competencies and self-assess their strengths and opportunities to improve as they serve.

Items with a * are competencies that an applicant should possess prior to joining the board

COMPETENCY ONE: **Collaboration**

The foundation trustee demonstrates a spirit of teamwork and cooperation. This competency may be demonstrated by the following behaviors:

- Works collaboratively in a group*
- Manages conflict effectively and disagrees without being disagreeable*
- Invites, seeks, values, and uses feedback*
- Maintains objectivity*
- Demonstrates skill in consensus building by relating to a wide range of people, establishing quality relationships and valuing the contributions of all members of the Board of Trustees
- Relates to a wide range of people and values the contributions of all members of the board of trustees
- Ensures one's own emotions and passions do not hinder group relationships and outcomes
- Contributes to the Board of Trustees dialogue

COMPETENCY TWO: **Decision Making**

The foundation trustee seeks and utilizes information to make decisions. This competency may be demonstrated by the following behaviors:

- Demonstrates the ability to see the "big picture" and to "think outside the box" *
- Is flexible and willing to change stances when necessary or appropriate*
- Utilizes performance indicators in decision making, i.e.: meeting donation goals, achieving an increase in the number and diversity of scholarship/grant submissions, remaining budget neutral
- Sees strengths and weaknesses of the ENA Foundation, and how decisions will impact them
- Recognizes opportunities and threats to the mission and objectives of the ENA Foundation
- Supports Foundation Board of Trustees decisions as group decisions internally, and publicly

COMPETENCY THREE: Strategic Thinking

The foundation trustee demonstrates commitment to the long term success of the foundation. This competency may be demonstrated by the following behaviors:

- Is goal and future oriented*
- Understands issues from different perspectives*
- Synthesizes multiple viewpoints and incorporates them into sound decisions*
- Thinks independently, grows in knowledge, and relies on data rather than opinions
- Thinks critically, asks questions, and challenges opinions in delicate conversations
- Understands and processes large amounts of information effectively and efficiently
- Focuses on the strategic mission of the foundation rather than operational details
- Recognizes wider business and societal changes, particularly in the context of global markets

COMPETENCY FOUR: Professionalism

The foundation trustee consistently displays an attitude of integrity and professionalism. This competency may be demonstrated by the following behaviors:

- Proven track record of successful leadership*
- Demonstrates Integrity in personal and business dealings*
- Demonstrates emotional intelligence (self-awareness, self-management, social awareness and social skills)*
- Is committed to professional growth and improvement*
- Demonstrates commitment to the mission, purpose and objectives of the Foundation
- Demonstrates a willingness to act on and remain accountable for Board of Trustee decisions as well as courage to pursue personal convictions.
- Prepares for board meetings and actively contributes to discussions

COMPETENCY FIVE: Business Acumen

The Foundation trustee demonstrates initiative, ambition, and communication styles that result in positive business outcomes. This competency may be demonstrated by the following behaviors:

- Makes informed business decisions*
- Articulate thoughts, opinions, rationales and points in a clear, concise and logical manner*
- Demonstrates ability to read and interpret financial reports
- Understands or has a willingness to learn the difference between restricted, temporarily restricted, and unrestricted funds.
- Understands or has a willingness to learn the difference between an endowment and a fund

- Ensures strategies, budgets and business plans are compatible with mission, purpose, and objectives of the Foundation
- Understands legal, accounting, and regulatory requirements affecting the foundation

COMPETENCY SIX: Fundraising

The foundation trustee promotes fundraising, on a personal and professional level, to support the mission and objectives of the Foundation. This competency may be demonstrated by the following behaviors:

- Has a proven track record in successful fundraising activities*
- Actively works with and encourages state councils, chapters, and individuals to raise funds for the Foundation
- Actively participates and promotes all fundraising activities and opportunities for the Foundation
- Seeks new and unique ways to raise funds for the Foundation
- Seeks new and previously untapped donor sources
- Makes a contribution of time, money and talent that is personally significant

COMPETENCYSEVEN: Leadership Planning

The foundation trustee promotes the recruitment and development of others within ENA and corporate partners suited to serve on the Foundation Board of Trustees. This competency may be demonstrated by the following behaviors:

- Sees and encourages potential leadership qualities in members*
- Maintains a positive influence*
- Develops meaningful relationships*
- Recognizes and mentors members with the competencies to serve on the Foundation Board of Trustees
- Motivates and encourages members to seek leadership roles
- Recognizes potential corporate partners and presents them to the Foundation leadership as potential corporate members of the Board of Trustees