

LEADERSHIP PROFILE

R. HOWARD DOBBS, JR.
Foundation, Inc.

President

R. Howard Dobbs, Jr. Foundation, Inc.

THE CLIENT

The R. Howard Dobbs, Jr. Foundation is a private charitable foundation established by Mr. Dobbs in 1959. Assets will grow to approximately \$80 million when Mr. Dobbs' estate becomes final this year. The foundation supports a variety of initiatives in Atlanta and in communities throughout the southeast, including programs that support education, health and human services, the environment and community improvement. The mission of the foundation is to:

Improve the quality of life for individuals, families and communities by supporting educational opportunities, improving access to health services and promoting environmental stewardship. The Foundation is committed to honoring the life and impact of R. Howard Dobbs, Jr. through its grantmaking activities.

Mr. Dobbs was born in Atlanta in 1906. After graduation from Emory University, he followed in his father's footsteps and established a long, successful career with the Life Insurance Company of Georgia, working his way up from the clerical department to Treasurer and then President and Chief Executive Officer. The company was a unique family-centered enterprise operating with high professional standards, and Mr. Dobbs transformed the company into an industry-wide model of success. Early in his presidency, he instituted a "committee style" decision-making process, quite innovative in its day, where no one individual could make a decision without the consensus of a team of leaders. He believed that institutions could be more strategic and successful if a seasoned team of professionals weighed in on major decisions. This philosophy continues to be important to the trustees of the Dobbs' Foundation.

Mr. Dobbs' dedication to business was complemented by his deep commitment to Atlanta. As president of the Atlanta Chamber of Commerce, he was a key proponent for the city's economic development. An active community leader, he served as chair of the Atlanta Rotary Club, the Fulton County Board of

Health, The Metro Atlanta Chapter of the American Red Cross and the Arthritis Foundation. He also maintained a lifelong commitment to education, serving on the Board of Trustees of Emory University, Young Harris College, Agnes Scott College and Woodward Academy. Much of his leisure time was spent yachting and he had a lifelong love of nature, particularly enjoying spending time in north Georgia at Tate Mountain. Additionally, he was an active member at Peachtree Road United Methodist Church.

Mr. Dobbs died in 2003 at the age of 97. At the time of his death, the Foundation's trustees included his nephew E. Cody Laird, Jr. and two nieces, Dorothy Laird Williams and Nancy Laird Crosswell. Mr. Dobbs also had fifteen great nephews and nieces and their children, whom he hoped would some day be inspired by his example and become civic leaders, bringing about real and lasting change in the greater community. Through the work of his Foundation, Mr. Dobbs wanted to offer future generations the opportunity to continue to serve the community and leave a philanthropic legacy.

In the last few years of Mr. Dobbs' life, Mr. Laird worked with his uncle to develop giving guidelines for the foundation, which Mr. Dobbs gave his blessing to, believing that they would help to "guide, not bind" future foundation decision makers. His story is best told by the way he lived his life – with honesty, integrity, perseverance and generosity of spirit. These values represent the legacy that Mr. Dobbs wished to share with those who follow in his footsteps. Through the ongoing good work of the R. Howard Dobbs, Jr. Foundation, his legacy will continue to grow and prosper.

Further information is available on the R. Howard Dobbs, Jr. Foundation's website at www.dobbsfoundation.org.

THE OPPORTUNITY

In recent months, the R. Howard Dobbs, Jr. Foundation has spent significant effort to thoughtfully develop a statement of Mr. Dobbs' legacy and to determine the guiding principles and code of conduct by which the trustees will operate going forward. With this important work in place, the foundation is beginning to formalize its procedures and operations as it becomes a fully professional philanthropic organization.

Reporting to the Board of Trustees, the President will work closely with the Chairman to lead the foundation during this period of transition from the original donor and his nephew and nieces to the next era of leadership. Four mandates are of particular importance to the trustees during this time:

- Establish an efficient and effective infrastructure that enables seamless execution of grantmaking functions and heightens professionalism of the foundation's operations.
- Develop a succession plan and begin to add and orient new trustees, including members of the next generation within the family, as well as trustees from outside the family.
- Work with the trustees to determine where the foundation can do the greatest good, developing imaginative and effective grantmaking policies and evaluating how to make the most positive impact on the communities served.
- Lead the foundation through this period of transition and into a highly productive future, helping the family bring together differing priorities and personality styles in order to fulfill Mr. Dobbs' legacy in truly exciting and innovative ways.

The new President will be deeply involved in every step of this transformation, working closely with current and new trustees, foundation advisors, and staff members to fulfill the foundation's mission and to honor Mr. Dobbs' legacy in a way that all will view with pride.

THE LOCATION

The administrative offices of the R. Howard Dobbs, Jr. Foundation are located in the Hurt Building in downtown Atlanta. Some travel will be required around Georgia and the southeast to visit prospective grantees, and to attend occasional conferences and continuing education opportunities.

THE RESPONSIBILITIES

The responsibilities of the President will fall into five principal categories:

1. *Strategic Leadership of the Foundation's Grantmaking.* Building on the work done by the foundation to define the legacy of Mr. Dobbs, the President of the Foundation will establish an office that exhibits professionalism and demonstrates a commitment to the community by determining how best to serve it within the areas of focus identified by the trustees. The President will be responsible for appropriate and timely communication to all inquiries by prospective grantees and will initiate requests for proposal to organizations in areas the foundation might consider supporting. Helping the trustees become more thoughtful and imaginative in their grantmaking and determining how to make the greatest positive impact on the issues they choose to address will be key to success.

2. *Programs.* In consultation with the board, the President will continue to develop and oversee the Foundation's grantmaking protocols. Consistent with the Foundation's mission, the new leader will make recommendations to the board regarding Foundation initiatives, priorities and policies and will keep the board abreast of program effectiveness and outcomes. Similarly, the President will be expected to stay fully current on relevant issues, initiatives, practices and resources needed to implement board-approved philanthropic objectives.
3. *Board Governance.* The President will lead the Foundation through a process of formalizing its operations and developing a strong and active board. Working in close partnership with the Chairman, the President will implement a plan to begin recruiting and training new board members, which will include both selected members of the next generation and outside trustees. As part of this work, the new leader will create special opportunities for training and mentoring for interested members of the next generation of the Dobbs' family, in preparation for their potential role as future board members. The President is responsible for building excellent communications and a positive working relationship with all board members in order to help them work together constructively to achieve the Foundation's goals.
4. *External Relations.* The President will be the Dobbs Foundation's chief spokesperson, with responsibility for articulating the Foundation's vision, mission and, where appropriate, its funding priorities and activities. Representing the Foundation, with the Board Chair, in all aspects of public relations and with the media and presenting a strong, positive image to relevant stakeholders are important responsibilities. The new leader will develop and maintain strong working relationships and partnerships with community agencies and other grantmakers, actively participating in relevant local, regional and national networks.
5. *Administration.* The President will be responsible for the effective stewardship and oversight of the Foundation's operating and financial assets, consistent with board-approved policies and strategies, ensuring that all resources are managed to optimal effect. The Foundation's investments will be managed by outside professionals, but the President will be directly accountable for the management of the Foundation's staff and the soundness of the Foundation's operating finances, including its budgets, control and audit functions.

THE CANDIDATE

The R. Howard Dobbs, Jr. Foundation is an equal opportunity employer, and a diverse set of compelling candidates is being sought for formal consideration. The ideal candidate will have experience as a grantmaker and will enjoy working with a family foundation to help it honor the legacy of its founder in proactive and creative ways.

Among the assets and attributes being sought are the following:

- A well-respected leader of integrity and discretion.
- Experienced grantmaker who understands and enjoys working with family dynamics.
- A person of strong, intuitive people skills and sound judgment.
- Brings a proven record of strong process orientation and the ability and desire to manage details with accuracy.
- Arrives at meetings in a punctual manner and is always well prepared.
- An innate sense of what is appropriate; diplomatic and will maintain confidentiality of sensitive information.
- Capable, presents self with a sense of quiet self-confidence.
- An intuitive listener who draws people out, distilling information and bringing people of differing opinions to consensus.
- A passionate and caring person balanced with an appropriate sense of detachment and a calm spirit.
- Professional, consistent and flexible, can go with the flow while keeping things on track.
- A friendly, outgoing person who gets along well with all kinds of people.
- Intelligent, thoughtful and mature.
- Entrepreneurial, is willing to consider a wide variety of options and try new ideas.
- Well-rounded, caring, poised, genuine.
- Excellent at both internal and external communications, brings strong writing skills and is an articulate public speaker.
- A passion for the environment and an interest in one or more of the focus areas of the foundation would be a plus.
- A master's degree in a related field.

For potential consideration or to suggest a prospect, please cite Dobbs Foundation in an e-mail to info@boardwalkconsulting.com,

or call Margaret Reiser or Kelly Lee at 404 - BoardWalk (404-262-7392).

For more information on BoardWalk Consulting, please visit our website at www.boardwalkconsulting.com.

January 2007