

# TRI-COUNTY UNITED WAY

## BOARD MEMBER JOB DESCRIPTION

### Position Summary

The Tri-County United Way (TCUW) Board and its individual members are entrusted by the community with the mission of TCUW: they are the fiduciary and governing leadership body who steer the organization in advancement of the mission. The Board adopts ethical, legal and financial management policies to ensure that TCUW has adequate resources to advance its mission and works toward a sustainable future for the organization. Further, the board member co-owns the organization's mission, business, and strategy. They ensure accountability of the Executive Director, self, and other board members for achieving these goals, while ensuring the mission is adequately resourced and that necessary infrastructure is in place. This is an unpaid volunteer position.

### Board Member Responsibilities

Each individual board member will govern the work of TCUW and provide mission-focused leadership and strategic direction. While day-to-day operations are led by the Executive Director (ED), TCUW Board members and the ED must work together in partnership -- appropriate involvement of the Board is both critical and expected. TCUW achieves greater results when the Board and ED work together in partnership to:

- **Set Direction and Measure Performance and Results:** TCUW makes decisions grounded in community priorities and effectively measures performance on impact, revenue, donors and trust to ensure those results are accomplished.
- **Deepen Relevance in Community:** Is visible in both words and deeds in the community, seek to understand and be engaged in broader community issues, works to enhance TCUW's relevance, including advocating and/or influencing public policy as a critical function.
- **Prioritize Time on Strategy:** Prioritize board leaders' time, engagement and work on issues that are focused on improving communities, changing lives over operational and tactical work (80% on strategy; 20% on operational and tactical matters).
- **Grow Revenue and Donors:** Connect impact efforts and revenue generation in order to grow resources (financial, social) and advocates in order to achieve community results at scale.
- **Leverage the Board as a Key Talent Asset:** The Board is a key leadership and talent asset for TCUW. As such, the Board (as a whole and as individual members) must be cultivated and enhanced on ongoing basis to attract, assess, develop, engage, and retain highly committed Board leaders.
- **Engage with the United Way Worldwide Network:** Value the strength of and are actively engaging with Board leaders and CEOs from other local United Way's to drive results on donor growth and common issues.

## **Specific Board Member responsibilities include:**

### **Mission, Brand, Impact and Business Strategy**

Determine, articulate, and steward the organization's mission, vision, brand, and core values, with which the community has entrusted the Board.

- Develop new and/or become familiar with existing Mission and Vision statements, the United Way business model, and goals (long- and short-term) listed in the strategic plan. Revise and update any, as needed.
- Set the tone and culture for the organization by acting on the mission and vision, guided by the core values, and leading by example.
- Monitor and strengthen community impact strategies, programs and services.
- Commit to make TCUW a personal philanthropic priority and participate in impact programs.
- Bring the “outside in”, actively representing the community for TCUW.
- Act as an ambassador, brand steward and an advocate for the organization in the community.

### **Governance and Fiscal**

Oversight Practice effective governance and fiscal oversight to maintain the community’s trust.

- Maintain the fiscal integrity of the organization and ensure compliance with legal, regulatory reporting, and operating requirements (e.g., Duty of Care, Duty of Loyalty, and Duty of Obedience)
- Ensure that safeguards and procedures are in place to protect the organization and minimize risk.
- Agree and adhere to Code of Ethics and Conflict of Interest policies.
- Annually review and approve the budget and other key policies including compensation policies for the ED and review the bylaws at least every-other year.
- Oversee implementation of necessary financial changes based on the audit and monitor compliance.

### **Resource Development**

Set annual and multi-year fundraising goals and supporting metrics and strategies. The Board – and each individual member – must be champions for and engaged in resourcing the strategy and building the appropriate infrastructure to fund the mission and strategy.

- Set an example by investing their own time, talent, and treasures.
- Help set TCUW and Board fundraising goals and metrics of success.
- Make calls and introductions on behalf of TCUW, opening their own networks for key financial asks and other support (e.g., Loaned Executives, strong United Way campaigns in their workplace).
- Partner with the ED to remove obstacles and barriers to fundraising success.

- Assist with recruitment of Fundraising Volunteer Leaders (e.g., Campaign Cabinet, Tocqueville Cabinet) and serve on committees/cabinets as appropriate.
- Thank donors in-person, in writing, and/or by phone.
- Contribute in other ways to drive revenue growth including providing expertise, knowledge of the community and social, intellectual, and reputational capital.
- Hold each other accountable for resource generation success.

### **Executive Director Performance and Accountability**

The ED leads the daily activities of the organization; the Board monitors the ED's performance.

- Hire and fire the ED.
- Support the ED and serve as his/her partner and trusted advisor.
- Evaluate the ED's performance, tied to TCUW's strategic goals, organizational performance metrics, culture, and results on a regular basis (minimum annually).
- Review and approve ED's compensation.
- Ensure a proper ED Succession Plan is in place (for planned and unplanned departures).

### **Board Member Self-Leadership, Performance and Renewal**

The Board must ensure its own continuity of leadership and provide for its ongoing development.

- Establish and assess Board performance as a whole and for individual members on an ongoing basis.
- Establish succession plans for the Board to always have quality leadership.
- Recruit new Board members (with Executive Committee and ED) that have the competencies, passion, influence, and relationships needed to advance TCUW's mission and strategy.
- Serve on committees and/or task forces and take on special assignments (including as Chair as appropriate).
- Ensure the appropriate Board and committee infrastructure is in place.
- Commit to having a diverse Board and staff that reflects the diversity of the community.
- Hold each other accountable, and individually demonstrate the United Way Board Competencies

### **Competencies**

To effectively perform the responsibilities above the TCUW Board member is expected to demonstrate the following competencies in his/her service to TCUW:

- **Strategic Thinker:** The TCUW Board provides thought-leadership and expertise in developing a path to achieve the strategic goals of the organization.
- **Connects Leaders to Leaders:** The TCUW Board values talent as a key to success and attracts and develops key leaders and partnerships.

- **Advocate for Community:** The TCUW Board is adept at public advocacy on behalf of community needs and solutions in education, income and health.
- **Future Focused:** The TCUW Board is committed to long-term sustainability of support for TCUW's mission.
- **Steward of Brand and Trust:** The TCUW Board understands the powerful significance of our brand and instills trust in TCUW by working with energy and integrity to strengthen and protect the organization's reputation for ethical leadership and community service.

### **Time Commitment:**

Board members are elected for a term of two (2) years.

- The full Board of Directors will meet quarterly. Each meeting lasts approximately 1 hour.
- The Executive Committee meets monthly in the months that the full Board does not meet. Each meeting lasts approximately 1 hour.
- Review all materials prior to the meetings.
- Occasionally there will be an email vote or board survey between meetings.
- Board members are expected to attend the Annual Meeting held in person.
- Board members are expected to participate in the annual Community Impact Grant review process. To review the applications, submit your vote, and review the results prior to the board meeting will require approximately 5-6 hours. Our grant cycle is in the spring.
- Board members are occasionally asked to represent TCUW by volunteering at community events.