

United Way of Whatcom County Board Member Job Description

United Way Mission

To unite with a network of non-profits, local businesses, and community stakeholders to enable financial stability for every person in Whatcom County.

Position Summary

The United Way Board and its individual members own the organization's mission and strategy and 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, ensures that United Way has adequate resources to advance its mission, and works toward a sustainable future for the organization. The board member ensures accountability of the CEO, self, and other Board members for achieving the organization's goals for the benefit of the community.

Board Member Responsibilities

Each individual Board member will govern the work of United Way and provide mission-focused leadership and strategic direction. The United Way Board of Directors is responsible to:

- **Set Direction and Measure Performance and Results:** Make decisions grounded in community priorities and effectively measure performance on impact, revenue, donors, and trust to ensure those results are accomplished.
- **Deepen Relevance in Community:** Be visible in both words and deeds in the community, seek to understand and be engaged in broader community issues, work to enhance United Way's relevance, including advocating and/or influencing public policy as a critical function.
- **Prioritize Time on Strategy:** Prioritize its time, engagement and work on issues that are focused on improving communities and 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 financial and social resources.
- **Leverage the Board as a Key Talent Asset:** The Board is a key leadership and talent asset for United Way. As such, the Board (as a whole and as individual members) must be cultivated and enhanced on an ongoing basis to attract, assess, develop, engage, and retain highly committed Board leaders.

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.
- Be familiar with and demonstrate a strong commitment to United Way's Mission and Vision, the United Way business model, and long and short-term goals
- 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 United Way a personal philanthropic priority and one of the top three charities that they support financially.
- Bring the "outside in", actively representing the community for United Way.
- 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 Conduct and Conflict of Interest policies.
- Annually review and approve the budget and other key policies including compensation policies for the CEO 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 the example of investing through their own giving first.
- Help set United Way and Board fundraising goals and metrics of success.
- Make calls and introductions on behalf of United Way, opening their own networks for key financial asks and other supports (e.g., Loaned Executives, strong United Way campaigns in their workplace).
- Partner with the CEO, Fundraising Volunteer Leaders, and staff 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.

CEO Performance and Accountability

The CEO leads the day-to-day activities of the organization; the Board monitors the CEO's performance.

- Hiring and firing the CEO.
- Supporting the CEO and serving as his/her partner and trusted advisor.
- Evaluating the CEO's performance, tied to United Way's strategic goals, organizational performance metrics, culture, and results on a regular basis (minimum annually).
- Reviewing and approving the CEO's compensation.
- Ensuring a proper CEO Succession Plan is in place (including for planned and unplanned departures).

Board 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 appropriate committee and CEO) that have the competencies, passion, influence, and relationships needed to advance United Way's mission and strategy.
- Assist in the orientation and development of new board members.
- Serve on committees and/or task forces and take on special assignments (including as Committee or Board 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 behaviors
- Review meeting materials prior to meetings and come prepared to participate and contribute

Competencies

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

- **Strategic Thinker:** The United Way Board provides thought-leadership and expertise in developing a path to achieve the strategic goals of the organization.
- **Connects Leaders to Leaders:** The United Way Board values talent as a key to success and attracts and develops key leaders and partnerships.
- **Advocate for Community:** The United Way Board is adept at public advocacy on behalf of community needs and solutions in education, income, and health.
- **Future Focused:** The United Way Board is committed to long-term sustainability of support for United Way's mission.
- **Steward of Brand and Trust:** The United Way Board understands the powerful significance of our brand and instills trust in United Way by working with energy and integrity to strengthen and protect the organization's reputation for ethical leadership and community service.

Commitment and Expectations

The United Way Board Member has several additional expectations:

- Term of service is three years and up to two consecutive terms may be served.
- Attendance at 75% of scheduled Board meetings.
- A minimum financial gift at Leadership level (\$1,000/year); however, flexibility should be given for diverse candidates.
- Serve on at least one committee and attend at least 75% of scheduled meetings.
- May need to pass a background and/or reference check.
- May need to be bondable.

United Way is committed to equal opportunity and having a diverse, inclusive, and equitable Board of Directors/Trustees that reflects the communities that we serve. We respect, value, and celebrate the unique attributes, characteristics and perspectives that make each person who they are. We believe that bringing diverse individuals together allows us to collectively and more effectively address the issues that face our communities.