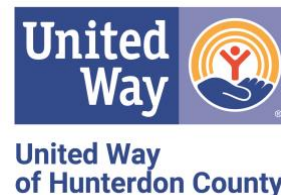


## Member – Board of Trustees

### *United Way of Hunterdon County Position Description*



United Way of Hunterdon County (UWHC) addresses issues related to income, health, and education, with a primary focus on financial stability and economic mobility, particularly for Asset Limited, Income Constrained, and Employed (ALICE) individuals and families. For over 30 years, UWHC has supported our community to ensure that every individual has an opportunity to thrive.

As we move closer to our **vision** for a community where all individuals and families achieve their full potential through income stability, healthy lives and education, we strive to meet our **mission** of bringing people and resources together to improve lives and advance the common good of our community.

The UWHC Board of Trustees (Board) serves as the governing body of the organization in the advancement of its mission.

### **Position Summary**

The Board will promote and protect the work of UWHC and provide mission-based leadership and strategic governance. The Board adopts ethical, legal, and financial management policies to ensure that UWHC has adequate resources to advance its mission and works toward a sustainable future for the organization. While day-to-day operations are led by UWHC chief executive officer (CEO), the Board-CEO relationship is a partnership, and appropriate involvement of the Board is both critical and expected.

### **Key Responsibilities**

#### **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 and goals (long- and short-term) listed in the Long Range Plan. Revise and update, 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 UWHC a personal philanthropic priority and one of the top charities that you support financially.
- Participate in impact programs.
- Bring the "outside in", actively representing the community for UWHC.
- 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.

## Member – Board of Trustees

### *United Way of Hunterdon County Position Description*



#### Resource Development

Champion for and engage in securing and building the appropriate infrastructure to secure funds to support the mission and long-range plan.

- Set the example of investing through your own giving.
- Help set UWHC and Board fundraising goals and metrics of success.
- Make calls and introductions on behalf of UWHC, opening personal networks for key financial asks and other supports.
- Partner with the CEO, fundraising volunteer leaders, and staff to remove obstacles and barriers to fundraising success.
- 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.

- Hire and terminate the CEO.
- Support the CEO and serve as his/her partner and trusted advisor.
- Evaluate the CEO's performance, tied to UWHC's strategic goals, organizational performance metrics, culture, and results on a regular basis (minimum annually).
- Review and approve CEO's compensation.
- Ensure 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 members (with Nominating Committee and CEO) that have the competencies, passion, influence, and relationships needed to advance UWHC's mission and long range plan.
- Serve on committees and/or task forces and take on special assignments (including committee chair, as appropriate).
- Ensure the appropriate Board and committee infrastructure is in place.
- Commit to having a diverse Board and staff that reflects the community.
- Hold each other accountable, and individually demonstrate the following competencies:
  - **Strategic Thinker:** Provide thought-leadership and expertise in developing a path to achieve the strategic goals of the organization.
  - **Connects Leaders to Leaders:** Value talent as a key to success and attract and develop key leaders and partnerships.
  - **Advocate for Community:** Demonstrate proficiency in supporting public advocacy on behalf of community needs and solutions in education, income, and health.
  - **Future Focused:** Commit to long-term sustainability of support for UWHC's mission.
  - **Steward of Brand and Trust:** Understand the powerful significance of our brand and instill trust in UWHC by working with energy and integrity to strengthen and protect the organization's reputation for ethical leadership and community service.

## Member – Board of Trustees

### *United Way of Hunterdon County Position Description*



#### **Commitment and Expectations**

The United Way Board member has the following additional expectations:

- Serve a term of [3] years, and up to [2] consecutive terms, based on an annual nominating review process.
- Prepare for and attend board meetings.
- Serve on a minimum of one committee and attend their meetings.
- Actively engage in UWHC special events and impact programs.
- Support the mission of UWHC by making a significant personal financial contribution to the annual fundraising campaign.
- Pass a background and/or reference check.

#### **Qualifications**

This is an extraordinary opportunity for an individual who is passionate about UWHC's mission and who has a track record of board leadership. Selected Board members will have achieved leadership stature in business, government, philanthropy, or the nonprofit sector. His/her accomplishments will allow him/her to attract other well-qualified, high-performing Board members.

Ideal candidates will have the following qualifications:

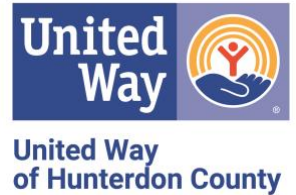
- Extensive professional experience with significant executive leadership accomplishments in business, government, philanthropy, or the nonprofit sector
- A commitment to and understanding of UWHC's beneficiaries and mission
- Savvy diplomatic skills and a natural affinity for cultivating relationships and persuading, convening, facilitating, and building consensus among diverse individuals
- Personal qualities of integrity, credibility, and a passion for improving the lives of UWHC's beneficiaries

Note: This is an unpaid position.

*United Way of Hunterdon County is committed to equal opportunity and having a diverse, inclusive, and equitable Board of 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.*

## Member – Board of Trustees

### *United Way of Hunterdon County Position Description*



#### **Appendix A**

#### **Anticipated MINIMUM Annual Time Commitment**

<b><i>Board Activity</i></b>	<b><i>Frequency</i></b>	<b><i>Hours (incl. prep time)</i></b>	<b><i>Total Hours</i></b>
Board Meetings	4-6/year	4 hours	16-24
Committee Meetings	12/year	4 hours	48
Executive Committee*	6-8/year	4 hours	24-32
Signature Event (i.e. Community Conversations, Health Fair, Cinco de mayo, volunteer recognition)	Annually	5 hours	5
Annual Meeting	Annually	4 hours	4
Board Retreat	Annually	8 hours (+2 hrs prep)	10
Organizational Assessment	Every 3 years	1 hour	1
Task Forces/Special Committees	As charged		
Support of UW programs (i.e. stewardship & fundraising, VITA, Holiday Hands, Tools 4 School, speaking presentations, other community outreaches)			8

\*Executive Committee includes Board officers, committee chairs, and others Board members appointed by Board President

**Member – Board of Trustees**  
**United Way of Hunterdon County Position Description**



**APPENDIX B**

United Way of Hunterdon County Board Member

Annual Affirmation of Service

1. I will commit to meeting all threshold expectations and strive to meet full expectations.

I will serve actively on the following committee(s): \_\_\_\_\_

I will make a personal undesignated contribution of \$ \_\_\_\_\_

Terms of my payment (check, credit card, monthly installments, payroll, etc):  
\_\_\_\_\_

*I will not date my contribution earlier than September 1, XXXX. \**

*I will make an effort to provide a leadership-level gift of at least \$1000 per year. If that level of giving is not feasible, I will give as close to the leadership level as I am able. \**

*I will leverage any matching gift programs offered by my or my spouse's company to maximize the impact of my personal contribution*

I understand that I am expected to support the cultivation of new and stewardship of existing donors and supporters, and to the best of my ability, I will, upon request:

- Facilitate meetings between prospective new business or leadership donors in my circle of influence and Development staff
- Share contact information for prospective new residential and professional donors with Development staff
- Write personal notes or make telephone calls to steward donors
- Bring personal guests to events and programs
- Use my influence in my community to secure event sponsorships
- Invite Development staff to events or meetings I attend that provide networking and resource development opportunities

I currently have one or more potential board candidates to discuss with a member of the Governance committee:

☐ Yes

☐ Not at this time

2. If I am unable to meet threshold expectations, I will discuss a voluntary resignation with board officers to allow another to serve in my place.

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

Printed Name: \_\_\_\_\_

Please return signed statement to the CEO or Board President

## Member – Board of Trustees

### United Way of Hunterdon County Position Description



### Appendix C - Board Member Expectations

Each member of the Board of Trustees plays a key role in the success of United Way of Hunterdon County, both in terms of governance and support. Each member has a unique and valued set of attributes in terms of time, talent, and treasure to assist in achieving our mission and vision. Service on the Board is both a responsibility and a privilege. The matrix below is intended to outline expectations regarding your Board service and to serve as a benchmark tool to personally evaluate your level of contribution in the various aspects of your Board responsibilities.

BOARD MEMBER FUNCTION	THRESHOLD PARTICIPATION	FULL PARTICIPATION	EXCEPTIONAL PARTICIPATION
Board/Committee Meetings	Attend at least 70% of meetings and actively participate/provide input  Read/understand all material provided for meetings  Actively participate on a board committee	Meet Threshold expectations  Attend 85% of meetings	Meet Full expectations  Service as a committee chair or an officer of the board
Stewardship and Cultivation of Talent and Treasure	Personally make an annual, undesignated monetary contribution that is substantial and meaningful  Support initiatives/programs with gifts/in-kind contributions  Support staff, as requested, in cultivating new and stewarding existing donors	Meet Threshold expectations  Contribute to and attend at least one fundraising event	Meet Full expectations  Contribute to and attend more than one fundraising event  Help identify new sources of revenue  Provide professional expertise for the organization operations
Board Development	Complete Board Development Series within first Board term  Consult and utilize the Board Manual and provided resources, documents and communications to stay informed  Provide names of potential board candidates	Meet Threshold expectations  Bring potential Board candidates to events, including annual Board mixer	Meet Full expectations  Actively recruit candidate(s) on an on-going basis  Mentor new board members  Participate in UW educational events/conferences
Enhance Organization's Public Speaking	Become familiar with programs and services offered  Clearly articulate the mission, vision, programs/services, accomplishments, and goals within one's own sphere of influence	Meet Threshold expectations  Speak with others outside organization about mission, goals	Meet Full expectations  Actively garner support from the community  Attend community events/meetings on behalf of the organization and promote organization to others