

Board of Directors Job Description

United Way of Olmsted County

LIVE UNITED



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Page 1 of 3

Purpose

The Board of Directors is foremost a guardian of values on behalf of its stakeholders. The Board of Directors provides strategic leadership and vision through the creation of the strategic plan and policies in which the President executes the strategic plan. The business of the corporation shall be monitored by the Board of Directors. The Board shall have the authority and responsibility to assure that the purposes and goals of the Corporation are achieved.

Responsibilities of Board Members

1. Understand and ensure that United Way of Olmsted County reaches its mission and vision.
2. Understand the values of United Way of Olmsted County and use them in decision making.
3. Attend all regular and special board meetings and actively participate in proceedings. (Please see bylaws and governance process policies for additional attendance criteria)
4. Participate in board member orientation.
5. Support United Way of Olmsted County by making an annual contribution to the Community Care Fund within my ability, and when possible at a defined leadership level
6. Attend as many organization events and fundraisers as possible.
7. Share resources and talents with the organization, including expertise, contacts for financial support, and contacts for in-kind contributions.
8. Serve as an advocate for the organization within my circles of influence — personal, business, faith, civic, etc.
9. Fulfill commitments within agreed-upon deadlines.
10. Maintain and promote high ethical standards including good-faith board decision making and avoiding an actual or perceived conflict of interest with other activities, interests, and/or organizations as outlined in the Code of Ethics and Conduct and Conflict of Interest policy. Maintain the confidentiality of the private information of the organization, staff, clients, and other board members.
11. Understand and approve United Way of Olmsted County policies.
12. Be fiscally responsible for the organization monitoring compliance with United Way of Olmsted County's budget and financial policies.
13. Communicate effectively and respect the diverse opinions of others.
14. Act with the care and loyalty required of board members, and put the interests of the organization first. Observe the organization's conflict-of-interest policy in letter and spirit, taking care to disclose publicly any conflicts that arise in the course of my business or the organization's, and to recuse myself from decisions that create or appear to create a conflict of interest for me.
15. Promise to preserve the investment of time and money made over years by all the donors and volunteers who created this organization and brought it to this point. Every board member is making a statement of faith to carry out the above agreements to the best of our ability, each in our own way, with knowledge, approval, and support of all.
16. Agree that in the event, for whatever reason, a board member can no longer fulfill his/her duties and responsibilities as an United Way of Olmsted County board member, immediately notify the board chair and make arrangements to transfer any outstanding responsibilities to other members of the board.
17. Serve on and fulfill associated expectations on at least one designated board or staff committee throughout each year of board term.

Time Commitment:

- Regular scheduled board meetings are the 3rd Tuesday of each month beginning at 11:30am until 1pm
- Other meetings are scheduled as needed
- Members are asked to serve a 3-year term
- Term limit - 2

Staff Support

President

Skills:

- Objectivity—a big picture perspective
- Appreciation for and support of diversity
- Facilitation—ability to successfully engage others, reach consensus and resolve conflict
- Understanding and support for UW's mission and strategic direction
- Vision—an appreciation for what is possible
- Communication—ability to listen, advocate, persuade
- Demonstrated leadership—action oriented, ability to drive for results
- Willingness to be regularly accessible by telephone, email or other means
- Strong listening and analytical skills and ability to think clearly and creatively

Governance Model - Executive Summary

Definition: Policy Governance®, an integrated board leadership paradigm created by Dr. John Carver, is a groundbreaking model of governance designed to empower boards of directors to fulfill their obligation of accountability for the organizations they govern. As a generic system, it is applicable to the governing body of any enterprise. The model enables the board to focus on the larger issues, to delegate with clarity, to control management's job without meddling, to rigorously evaluate the accomplishment of the organization; to truly lead its organization.

In contrast to the approaches typically used by boards, Policy Governance separates issues of organizational purpose (ENDS) from all other organizational issues (MEANS), placing primary importance on those Ends. Policy Governance boards demand accomplishment of purpose, and only limit the staff's available means to those which do not violate the board's pre-stated standards of prudence and ethics.

Within this model there are 4 policy types:

Governing Process: The Board will govern lawfully, observing the principles of policy governance. The Board will:

- focus on community vision rather than internal preoccupation
- encourage diverse viewpoints, lead strategically instead of concentrating on administrative details
- distinguish clearly between Board and President roles and responsibilities
- make collective rather than individual decisions
- look to the future rather than past or present
- proactively make decisions

Board-Management Delegation: The Board will observe policies that define the interactions and relationship between the Board of Directors and the United Way of Olmsted County Staff. The Board will:

- have authority only as a group
- be responsible for governance with a focus on strategic issues and policy development
- will connect with the organization only through the President
- define the values, mission, vision, and desired results and evaluate the President's performance based on those
- results

Executive Limitations: The Board will establish executive limitation policies for the President. The Board will:

- maintain control of internal operations for accountability purposes
- establish boundaries of prudence and ethics that allow the President to use all means that fall within those boundaries to obtain optimum performance
- establish the boundaries of acceptable actions, even when prohibited actions may be more effective
- allow the President approval for any staff decision or activity that does not violate a policy
- define policies at the most general inclusive level

Ends Policies:

- the intended and actual results in people's lives for which the organization exists
- the intended actual persons or populations (beneficiaries) who experience those results
- the cost of those results

(There are no activities or methods in the "ends" concepts.)

To read more about the Carver Governance Model, see UW Board Orientation Presentation and "Boards That Make a Difference", Carver, John.