

# UNITED WAY OF NORTH CENTRAL FLORIDA

## Board Leadership and Engagement

**UNITED WAY** is the world's largest privately-funded charity (*Chronicle of Philanthropy, 2014*). We are engaged in nearly 1,800 communities across more than 40 countries and territories worldwide. We work to achieve measurable results in three key areas essential to creating opportunities for a better life – education, income and health. By working at the local level, the United Way movement addresses the underlying causes of issues that affect human success. United Way is unique in that we can innovate and implement strategies locally, while leveraging the benefits of a global movement to advance the common good and create sustainable change for all people.

## UNITED WAY VISION

United Way envisions a world where all individuals and families achieve their human potential through education, income stability and healthy lives.

Imagine a world that fosters hope and opportunity for everyone. A world where...

- All children receive a **quality education** that offers a pathway to a brighter tomorrow.
- The cycle of poverty and financial dependence ends, and **productive livelihoods** begin for even the most disadvantaged.
- Everyone receives **effective health care** that improves quality of life.
- Communities not only set significant and measurable goals to **advance these fundamental elements of human development**, but achieve them.

## UNITED WAY MISSION

To improve lives by mobilizing the caring power of communities around the world to advance the common good.

To do this we will...

- Ignite a **worldwide social movement**, and thereby mobilize millions to action – to give, advocate and volunteer to improve the conditions in which they live.
- Galvanize and connect all sectors of society – individuals, businesses, nonprofit organizations and governments – to create **long-term social change** that produces healthy, well-educated and financially-stable individuals and families.
- Raise, invest and leverage billions of **funds annually in philanthropic contributions** to create and support innovative programs and approaches to generate sustained impact in local communities.
- Hold ourselves accountable to this cause through our steadfast commitment to continually measure – in real terms – **improvement in education, income and health**.

## UNITED WAY OF NORTH CENTRAL FLORIDA

United Way of North Central Florida (UWNCFL) was formed in 1957 and serves the six-county area of Alachua, Bradford, Dixie, Gilchrist, Levy and Union in several ways:

- By providing local programs serving individuals in need of tax preparation and early childhood literacy.
- By providing a free 24/7/365 confidential 211 helpline.
- By serving as lead agency for the FL-508 homeless Continuum of Care.
- By fundraising for our Community Investment Fund to fuel local, results-driven programs offered by nonprofit Impact Partners.
- By investing in data collection to assess the needs of our community's ALICE population.

In addition, UWNCFL is a natural leader and convener of broad community building where we bring organizations and experts together to envision, plan and engage in the work of building a stronger community together.



## BEING A CHAMPION FOR UNITED WAY: EXPECTATIONS FOR BOARD MEMBERS

*Board members are integral to the success of the mission of United Way and are expected to and accountable for promoting and advancing the mission. The Board's impact is far-reaching; from fiduciary oversight to strategic development, to resource growth and relationship building, great Board members are the difference between a social-service charity and an impactful social change organization.*

### UNITED WAY BOARD MEMBER COMPETENCIES

In addition to legally-required duties (duty of care, duty of loyalty, and duty of obedience), United Way has established five competencies that define key behaviors that individuals are expected to demonstrate as a United Way Board member. Further, all United Way professionals (regardless of role or function) are expected to demonstrate the United Way Core Competencies. These competencies define what a great United Way Board Leader does consistently with passion and commitment to advancing our mission.

#### Volunteer Leadership (Board) Competency Model

- **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 organizations reputation for ethical leadership and community service.

#### Core Competencies (all professionals including Board and CEOs)

- **Mission Focused:** The United Way Pro's top priority is to create real social change that leads to better lives and healthier communities. This drives their performance and professional motivations.
- **Relationship Oriented:** The United Way Pro understands that people come before process and is astute in cultivating and managing relationships toward a common goal.
- **Collaborator:** The United Way Pro understands the roles and contributions of all sectors of the community and can mobilize resources (financial and human) through meaningful engagement.
- **Results Driven:** The United Way Pro is dedicated to shared and measurable goals for the common good; creating, resourcing, scaling, and leveraging strategies and innovations for broad investment and impact.
- **Brand Steward:** The United Way Pro is a steward of the brand and understands his/her role in growing and protecting the reputation and results of the greater network.

## YOUR PROFESSIONAL DEVELOPMENT WITH UNITED WAY

*Advance the Mission. Advance Your Career.*

Board members have the unique opportunity to be a part of a select group of community leaders who are working to advance the mission of United Way. Benefits include:

- Opportunity to fulfill your passion for the mission.
- Professional development opportunities.
- Work on large-scale solutions with cross-sector leaders.
- Network with top community leaders.
- Build a reputation as a community champion.

## **BOARD SERVICE AT UNITED WAY**

*The Board is a key leadership asset for United Way.*

The responsibilities of the United Way Board begin at the fiduciary level but includes much more. United Way Board members are expected to help the organization access social, intellectual, reputational, and financial capital. It is expected that each Board member works to advance the mission of United Way and devotes the necessary time and energy – including outside the regular Board meetings and committee meetings – during their term of service.

The Board members provides oversight and due diligence of financial and operational matters; the Board is the foundation of trust for stakeholders and constituents and the community at-large. To ensure effective governance, Board members are asked to serve on at least one committee that handles operational matters.

## **THE ATTRIBUTES OF THE HIGH-PERFORMING BOARD AND CEO PARTNERSHIP**

**In order to have a high-performing organization, an organization must have a high-performing Board, a high-performing CEO, and the two working in partnership. We know that when a Board and its CEO work interdependently and collaboratively our capacity to affect change grows. This leads to setting extraordinary goals, far-reaching and comprehensive strategic plans and, ultimately, outstanding results for each community.**

The Attributes define what it takes to lead the organization to achieve high performance and results for United Way at local and network levels. The Attributes are intended to be the next level, beyond the basic expectations of Board and CEO responsibilities (e.g., fiduciary, governance, legal). In partnership, the Board and CEO:

- **Set direction and measure performance and results:** United Way 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 United Way'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 United Way. 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.
- **Engage with the United Way Network:** Value the strength of and are actively engaging with Board leaders and CEOs from other United Ways to drive results on donor growth and common issues.

## **JOIN THE MISSION**

Join United Way as we advance and improve the lives of everyone in our community.

**Learn more:** [www.unitedwayncfl.org](http://www.unitedwayncfl.org)

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