

## United Way *Volunteer Leadership* Competency Model (Board)

<b>STRATEGIC THINKER</b>	
Description	The United Way Board provides thought-leadership and expertise in developing a path to achieve the strategic goals of the organization.
Attributes	<ul style="list-style-type: none"> <li>• Sees the big picture, envisions and champions activities that lead to significant achievement for the organization and community</li> <li>• Ensures a healthy exchange of ideas inclusive of diverse perspectives</li> <li>• Is well-informed about economic, human, and community dynamics</li> <li>• Protects against mission-drift</li> <li>• Is a practitioner of a good governance</li> <li>• Embraces change and innovation; rewards entrepreneurial efforts</li> </ul>
Behavior Indicators	<ul style="list-style-type: none"> <li>• Engages in continuous learning and discussion on community data and dynamics during regular board meetings.</li> <li>• Dedicates United Way resources to evidence-based strategies or promising practices aligned with mission.</li> <li>• Ask questions that provoke deep discussions and strategic reflection to address and resolve problems in communities in an innovative ways.</li> <li>• Ties operational discussions to strategic objectives.</li> <li>• Analyzes and embraces risk as appropriate to create opportunities and maximize results for the organization.</li> </ul>
<b>CONNECTS LEADERS to LEADERS</b>	
Description	The United Way Board values talent as a key to success and attracts and develops key leaders and partnerships.
Attributes	<ul style="list-style-type: none"> <li>• Maintains effective and productive relationship with the CEO and staff, mindful that the CEO has principle responsibility and authority over staff.</li> <li>• Creates partnerships within community and actively engages other leaders in the work.</li> <li>• Ensures multi-cultural leadership throughout United Way.</li> <li>• Provides for a pipeline of next-generation board leaders.</li> </ul>
Behavior Indicators	<ul style="list-style-type: none"> <li>• Introduces United Way staff to key players who can assist in community mobilization efforts.</li> <li>• Crafts and actively engages in leadership development strategies to cultivate future board leadership.</li> <li>• Assesses diversity in leadership and develops strategies to improve it.</li> <li>• Frequently advocates for United Way’s mission and strategies to other community leaders.</li> <li>• Sets policy, not practice, for United Way CEO and professionals.</li> <li>• Is willing to mentor and coach staff and volunteers.</li> <li>• Ensures that talent development is the key component of the organization’s business strategy.</li> </ul>
<b>ADVOCATE FOR COMMUNITY</b>	
Description	The United Way Board is adept at public advocacy on behalf of community needs and solutions in education, income and health.
Attributes	<ul style="list-style-type: none"> <li>• Understands and is adept at working in public policy arena</li> <li>• Fosters role as backbone connecting others toward a common goal</li> <li>• Values their own community’s role and responsibilities in the broader network</li> <li>• Provides opportunities for citizen participation</li> </ul>
Behavior Indicators	<ul style="list-style-type: none"> <li>• Sets strategic priorities for citizen participation and input, including community conversations, forums and external convening sessions.</li> <li>• Communicates publicly on behalf of United Way its priorities, including public speaking, media interviews and editorials.</li> <li>• Leverages relationships to advance United Way’s priorities in public policy and at community tables.</li> <li>• Actively participates in United Ways activities and events in the community.</li> </ul>

United Way Competencies Portfolio

FUTURE FOCUSED	
Description	The United Way Board is committed to long-term sustainability of support for United Way’s mission.
Attributes	<ul style="list-style-type: none"> <li>• Sets long-term, multi-year goals; measures progress; and course corrects</li> <li>• Attracts a diverse group of individuals to the work to match future demographics</li> <li>• Secures economic resources and cultivates a sustainable means of support</li> </ul>
Behavior Indicators	<ul style="list-style-type: none"> <li>• Approves 3-5 year strategic goals and assesses on a quarterly basis.</li> <li>• Analyzes compensation reviews (with approved frequency) and aligns resources to recruit and retain key professionals.</li> <li>• Seeks and brings best practices, innovative ideas and opportunities from various organizations and cross-sectors to enhance United Way’s work and programs.</li> <li>• *Makes a personal non-designated financial contribution to United Way at the Leadership Level.</li> <li>• Ensures investment for continued professional development of United Way professionals.</li> </ul>
STEWARD OF BRAND & TRUST	
Description	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.
Attributes	<ul style="list-style-type: none"> <li>• Is accountable and transparent in terms of results as well as financial management</li> <li>• Publicly links United Way name with impact in education, income, and health</li> <li>• Upholds the values and ethics of United Way; is trusted in the community</li> </ul>
Behavior Indicators	<ul style="list-style-type: none"> <li>• Ensures financial and business accountability.</li> <li>• Reviews independent analysis of organization’s financial and operational status annually and assesses risk/opportunity regularly.</li> <li>• Has a public presence and engages actively in communication which aligns with United Way’s goals in education, income and health.</li> <li>• Maintains knowledge of dynamics and priorities in United Way system and broader nonprofit sector.</li> <li>• Maintains high personal standard of transparency and ethical behavior.</li> <li>• Holds CEOs accountable for results.</li> <li>• Reviews CEOs performance evaluations on an annual basis and provides feedback on future goals and areas for improvement.</li> <li>• Ensures viability of organization’s future and protect organization’s brand and reputation.</li> </ul>

\*The Youth member of the Board will not be held to the same requirements of the regular board members.

By signing below I agree and understand that I must be able and willing to perform each responsibility set for in the United Way of Greater Augusta Volunteer Leader's Competency Model description to serve on the Board of Directors with United Way of Greater Augusta. I understand that I may request a waiver or modification for any of the items listed above, if requested in writing and approved by the Organizational Governance committee. I understand that if I do not perform the responsibilities as set forth, I may be requested to no longer serve as part of the Board of Directors of the United Way fo Greater Augusta. This agreement is for the following dates: \_\_\_\_\_ (Fiscal year)

\_\_\_\_\_  
Board Member Signature                      Board member Name (printed)                      Date

\_\_\_\_\_  
President and CEO Signature                      Date                      Board Chair Signature                      Date