

A LEADERSHIP ROLE TO ADVANCE THE WILLIAM & MARY ALUMNI ASSOCIATION

*Qualifications and responsibilities for the position of
Director with The William & Mary Alumni Association
Board*

March 2016

MISSION STATEMENT

The William & Mary Alumni Association (the “Alumni Association”), chartered in 1842, has as its mission to provide services to and avenues for alumni and friends to develop loyalty to, understanding of, and a lifelong relationship with the College of William and Mary.

The vision is for the Alumni Association to be the leading alumni association in the nation, serving as the primary gateway to a lifelong relationship between the College and the alumni community allowing all to celebrate the people, place and traditions that define William and Mary.

IMPACT

The William & Mary Alumni Association stands committed to become a model for what alumni associations should be – a spotlight of creativity and innovation. Premier alumni associations share five qualities of success: world-class regional engagement, signature alumni programs, alumni career services, differentiated outreach programs to students, young alumni and affinity based alumni groups, and exceptional alumni communications.

THE BOARD OF DIRECTORS ROLE

The William & Mary Alumni Association is a key leadership board of one of the oldest educational institutions in the United States, and is in fact the sixth oldest alumni association in the nation. Directors of the Alumni Association work to engage alumni in advancing the mission of the College. They play an integral role in promoting William & Mary’s current and ongoing excellence and work closely and collaboratively with the administration, fellow volunteer leaders, and alumni to that end.

The Association is an independently incorporated non-profit organization, governed by a 16-member corporate board (moving to 24 members by 2018). Elected by alumni, the Board of Director’s role is to oversee policy, finance and governance issues for the successful execution of the Association’s mission..

Each board member is expected to bring considerable experience to the Board. Among the talented individuals who have been elected to the Board, one finds corporate officers, bankers, educators, judges, attorneys, business leaders, public relations executives, brokers, authors, journalists, government officials educators, and community leaders and volunteers.

Board members ensure compliance of the Association with federal and state corporate laws and all applicable laws regulating non-profit organizations, including mandated employee rights and benefits. They select and regularly evaluate a fund administrator for the Association’s endowment and evaluate performance of all the Association’s invested funds totaling over \$1.5 million.

In addition to legal and fiduciary responsibilities, the Board must identify sources for revenue, propose and advocate budgetary support and direct the executive director in his or her management and administrative duties. Because they have access to confidential corporate and personal records, Board members must exhibit the utmost discretion. The Board members are protected by liability insurance and bonding when appropriate.

By state statute, the Alumni Association annually submits to the governor the names of candidates for consideration for appointment (or reappointment) to the College’s Board of Visitors. The relationship between the Board of Visitors and the Board of Directors is historically, and in practicality, very close.

Consequently many former members of the Association's Board of Directors have been selected by the governor to serve. The board also maintains a close relationship with the William & Mary Foundation Board of Trustees.

In order to ensure that broader program needs are effectively met, the Association assigns procedural and activity planning to individual alumni chapters, constituent groups and reunion classes or groups. Working independently with alumni and advancement professionals, these programming organizations fall legally under the Association's overall non-profit umbrella and thus must comply with the corporate bylaws and policies to retain their charters and continue assigned responsibilities. Staff members of the Office of University Advancement ultimately are assigned by the executive director to provide constant and consistent administrative guidance and service.

The Board of Directors annually selects recipients for the Alumni Medallion, the highest award a graduate can receive. In addition, the board selects awardees for the Alumni and Young Alumni Service Award, the Alumni Fellowship Award and the Faculty/Staff Service Award and bestows honorary alumni status and associate alumni membership status to deserving individuals and recognizes alumni Chapter efforts by awarding Alumni Chapter awards

Board members are traditionally appointed to College selection committees, such as the Presidential Search Committee, and task forces such as the Tercentenary celebration, class reunions, capital campaign committees and strategic planning initiatives.

The development of a progressive, active and influential Board of Directors in recent years has been an important achievement of careful screening and selection of active and engaged alumni for Board membership. With the University Advancement merger in 2014, the Board's profile on campus has been strengthened substantially — increasing the Association's effectiveness and ability to focus support for its programs and outreach.

THE COMMITMENTS

Candidates for election to the Board of Directors should be willing and able to meet certain *threshold* commitments, listed below. Directors who make the greatest impact, of course, not only meet but exceed these criteria. The College and Alumni Association have gratefully benefited from many Directors whose dedication of time, talent, and expertise has been extraordinary. Such exceptional commitment is a prime reason William & Mary continues to maintain a strong reputation of excellence.

Every Director should:

- Actively and regularly participate in Board meetings and events — including three full-Board meetings per year — and serve on two or more Alumni Association committees.
- Understand, promote, and advocate the mission and priorities of the College of William & Mary and the Alumni Association, and serve as a resource in promoting the College.
- Be an advocate of philanthropy in both word and deed. The level of financial support and giving is a personal one but members are encouraged to meet, at a minimum, President's Society level in total giving to the College.

- Inspire and/or influence others to give to the College through involvement in civic, professional, and/or personal associations.
- Submit nominations of potential Directors to help ensure a robust, broad-based pool of nominees for future consideration by the Board Development Committee.
- Bring informed perspectives to the policies, plans, and goals of the William & Mary Alumni Association.
- Demonstrate an understanding of investments, financial management, and fiduciary responsibility.
- Demonstrate an understanding of fundraising and stewardship.
- Be willing to host or co-host events for the College and the Alumni Association that involve alumni.
- Be willing to sign a commitment statement affirming the understanding and adherence to performance expectations outlined in Commitment Statement at appendix B.

CANDIDATE PROFILE

A Director is an active participant of the Alumni Association who positively represents the Board, the Association, and the College of William & Mary and demonstrates the highest levels of ethics and integrity in his or her personal, professional, and community relationships

Competencies

A candidate for the role of Director should be prepared to acquire a full understanding of The College of William & Mary Alumni Association. In addition, candidates should possess the following competencies to qualify for serious consideration:

Expertise and Knowledge: The candidate should have distinctive knowledge in one or more domains relevant to the Alumni Association’s mission, such as governance, advancement, fundraising/development, finances, auditing, investments, real estate, marketing, technology, communications, talent management, higher education, and law.

Results Orientation: The candidate should be able to advise thoughtfully while focused on delivering specific, concrete results. This means translating ideas into specific actions and assuming execution responsibility.

Influence and Collaboration: The candidate should be able to work effectively with various constituencies, united around a sense of common purpose. Candidates should demonstrate openness about assumptions, beliefs, or viewpoints, and be willing to reexamine their own ideas to reach new conclusions. Collaborative people genuinely want to share or partner because they see the whole as greater than the sum of the parts.

Leadership: The candidate should have an ability to guide, facilitate, or empower a debate about critical issues or problems with the Directors or University staff. The candidate should have a track record of business/civic leadership and William & Mary engagement as well as an understanding of effective board practices and procedures.

Integrity and Reliability: The candidate should have the courage to take a stand and will act in line with his/her beliefs, values, and ethics. The candidate should demonstrate high integrity and an ethical approach in all matters personal and professional.

DIVERSITY

The Board seeks a composition that reflects the university community in terms of geographical residence, class year, occupation, and expertise. Board composition should be balanced and representative, bearing in mind the various regions represented by William & Mary's alumni and donor population. Similarly, the Directors should reflect racial, ethnic, and gender diversity in keeping with the demographics of the College community and policies.

MEETINGS

The Board of Directors meets for regular scheduled meetings three times per year, each over a two- to three-day period. These meetings are often held in conjunction with other university events

CONTACTS

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APPENDIX A: COMMITTEE STRUCTURE AND DESCRIPTIONS

Standing Committees: Standing committees are set in the Association Bylaws and it's members, with the exception of the Executive Committee and Chair of the Finance & Investment Committee, are appointed by the President.

Executive Committee

There shall be an Executive Committee of the Board of Directors to be composed of the President, Vice President, Secretary, Treasurer, Executive Director and at least one (1) member at large, selected by the President. The Executive Committee has general supervision of the affairs of the Association and Board between meetings of the Board. Unless specifically empowered, it may not take action inconsistent with a prior act of the Board of Directors, alter Bylaws or legal instruments, remove or appoint the Executive Director, or take any action which otherwise has been reserved for the Board. The Executive Committee reviews the organization of the Association, and annually reviews with the Vice President for University Advancement the performance of the AVP/ED. The Executive Committee meets at least three (3) times each year, and minutes are taken and distributed to each member of the Board following any meeting or are reported at the next semi-annual Board meeting. Special meetings may be called by the Secretary with the written consent of the President or at least three (3) of the members. The Executive Committee may act on behalf of the Board as necessary in a situation requiring immediate action.

Board Development Committee

This committee is concerned with the strength, effectiveness, efficiency, succession planning, and continuity of the Board. The committee's roles specifically include: developing an annual slate and ballot of nominees for succession; ensuring adequate orientation for new Board members and facilitating a mentoring program; providing ongoing training; assisting the executive committee with goal-setting, monitoring the attainment of goals and determining board committee's missions and roles; developing an officer slate for election by the board each year; and determining and making amendments to the Articles of Incorporation and or bylaws of the Association as necessary.

Finance and Investment Committee

This committee shall be concerned with matters pertaining to the budget, with the endowment of the Association, with financial planning, with revenue-generation, the operations of the Alumni Center, alumni records and related information systems, and with such other matters as may from time to time be assigned to it by the President.

Ad Hoc Committees: Ad Hoc committees are convened and appointed by the President to fulfill identified or current needs, and may be disbanded when needs no longer require them. Currently there are four ad hoc committees.

Communications Committee

This committee oversees and advises on matters concerning alumni communications, messaging, themes and media usage. Specifically this committee will assist in identification of stakeholder groups/communication audiences; Assist in identification and

prioritization of major communication objectives and opportunities organized around individual stakeholder groups, or arising from current on-campus events or other issues that affect the College community and its alumni; Assist in determination of goals and metrics to monitor and improve communication effectiveness; Review and evaluate communications strategies and progress annually. The committee also works with the editor of the W&M Alumni Magazine advising on matters of design, themes, and formatting and features.

Events Committee

The Events committee concerns itself with informing and advising on matters involving the conduct of Signature Alumni Engagement Events. The committee advises broadly on event purposes, defining desired outcomes and setting strategic direction of event themes to ensure that diverse and effective programs, activities, and events are developed to strengthen alumni engagement, and to meet the needs of alumni and the College.

Career Connections Committee

This committee informs and advises on matters concerning activities and opportunities for alumni career networking and peer-to-peer professional networking. The committee works closely with the Executive Director, staff and campus career centers to support and develop career programs, opportunities and services for alumni, including career networking initiatives for both students and alumni.

Chapter and Regional Programs Committee

This committee serves as a liaison to Alumni Chapters, organizations, affinity groups, and individuals serving regional alumni and develops and maintains guidelines for recognition of new W&M alumni chapters and affinity groups based on shared interest of profession, culture, major or student activity. In conjunction with the regional programming efforts of the Office of University Advancement, this committee apprises the board and the administration of the achievements, opportunities and needs of regional alumni and recommends ways to strengthen and enhance their participation in support of the purpose and mission of the Association and strategic goals of Advancement. The committee also collaborates with the Alumni Board, University Advancement, and alumni to provide regularly-scheduled leadership training for regional alumni chapters and organizations.

APPENDIX B: BOARD MEMBER COMMITMENT STATEMENT

William & Mary Alumni Association (WMAA) Board Member Commitment Statement

Board duties

I will:

- Actively and regularly participate in three full Board meetings – telephonically or in-person – and promptly notify the president if unable to attend.
- Review the agenda and supporting materials prior to Board and committee meetings.
- Serve on one or more of the Board’s ad hoc and or standing committees and take on special assignments as needed.
- Personally contribute to the Alumni Association, in particular the Alumni Leadership Fund, the Alumni House expansion and/or major alumni events such as the W&M Weekends and Alumni Auctions. (the level of financial support and giving is a personal one but members are encouraged to meet, at a minimum, President’s Society level)
- Remain informed about the Alumni Association mission, services, and policies and promote the WMAA, as agreed annually by the Board.
- Contribute my personal and professional expertise and advice to the Alumni Association and the staff, when requested, regarding activities such as strategic planning, special projects, finance, ongoing programs and training.
- Suggest nominees for Board membership and assist in stewardship and or cultivation of alumni for leadership and volunteerism .
- Represent William & Mary in my community such as attending chapter/club or constituent group meetings, serving as a resource to local leaders, or hosting or sponsoring Alumni Association or College activities.

Board member code of conduct

- As a board member I understand that I have duties of care, loyalty, and obedience to the organization.
- The duty of care is the duty to pay attention to the organization, monitor its activities, see that its mission is being accomplished, and assist in generating financial resources to achieve the mission.
- The duty of loyalty is the duty to avoid conflicts of interest, and personal gain.

- The duty of obedience is to carry out the purposes of the organization and to comply with the law.

As a board member I agree to:

- Act with honesty and integrity
- Support in a positive manner all actions taken by the board of directors even when I am in a minority position on such actions. I recognize that decisions of the board can be made only by a majority vote at a board meeting and respect the majority decisions of the board while retaining the right to seek changes through ethical and constructive channels.
- Participate in (1) strategic planning retreats, (2) board self-evaluation programs, and (3) board development workshops, seminars, and other educational events that enhance my skills as a board member.
- Keep confidential information confidential.
- Exercise my authority as a board member only when acting in a meeting with the full board or when appointed by the board.
- Work with and respect the opinions of my peers who serve this board, and leave my personal prejudices out of all board discussions.
- Always act for the good of the organization and represent the interests of all people served by the organization.
- Represent this organization in a positive and supportive manner at all times.
- Observe the parliamentary procedures and display courteous conduct in all board and committee meetings.
- Refrain from intruding on administrative issues that are the responsibility of management, except to monitor the results of the organization.
- Accept my responsibility for providing oversight of the financial condition of the organization.
- Avoid acting in a way that represents a conflict of interest between my position as a board member and my personal or professional life, even if those actions appear to provide a benefit for the organization. This includes using my position for the advantage of my friends and business associates. If such a conflict does arise, I will declare that conflict before the board and refrain from voting on matters in which I have conflict.
- Abide by these board operating procedures.

Signature

Date

ALUMNI ASSOCIATION EXECUTIVE COMMITTEE

Cynthia Satterwhite Jarboe '77
President
Williamsburg, VA

Glenn W. Crafford '77
Vice President
Darien, CT

Christopher B. Powers '73
Treasurer
Chair of the Finance & Investment Committee
Washington, DC

Susan P. Manix '79
Secretary
Chair, Communications Committee
Wynnewood, PA

Kathryn "Kay" Hennecy Floyd '05
At-large Member
Chair, Chapter/Regional Engagement Committee
Alexandria, VA

Marilyn W. Midyette '75
Executive Director
Williamsburg, VA

ALUMNI ASSOCIATION DIRECTORS

Michele Z. Ball '78
Williamsburg, VA

Sandra D. Bowen '63
Chair, Board Development Committee
Richmond, VA

D. Bruce Christian '73
Lynchburg, VA

Sophie Lee '90
Gaithersburg, MD

Nicole Lynn Lewis '03
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Mark J. Linaugh '84
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Carla S. Moreland '81, JD '83
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Todd W. Norris '86
Great Falls, VA

Lydia R. Pulley '85
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David T Scott '94
Mountain View, CA

EX-OFFICIO DIRECTORS

Susan "Moe" Hardage '61
(Chair, Olde Guard Council)
Williamsburg, VA

Anna Mahalak '12
(Chair of Young Guard Council)
Arlington, VA

Meghan M. Schilken '18
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