

eliminating racism
empowering women
ywca

**ELIMINATING RACISM
EMPOWERING WOMEN
JOIN US.**

PRIDE ■ SOLIDARITY ■ INSPIRATION ■ EMPO
CE ■ FAMILIES ■ COMMUNITIES ■ STRENGTH ■
CHANGE ■ COMPASSION ■ COMMITMENT ■ PUR
E ■ JUSTICE ■ FREEDOM ■ DIGNITY ■ ADVOCACY ■
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JUSTICE ■ FAMILIES ■ COMMUNITIES

NOMINATION PACKET

2019 YWCA USA BOARD OF DIRECTORS

ABOUT YWCA USA

YWCA USA is on a mission to eliminate racism, empower women, stand up for social justice, help families, and strengthen communities.

For 160 years, YWCA has been at the forefront of our nation's pressing social movements.

As one of the oldest and largest women's organizations in the country, we have worked to address issues facing our communities, including voting and civil rights, affordable housing, pay equity, gender-based violence and health care reform.

Each year, YWCA serves more than 2 million women and families who participate in various YWCA programs through our 210 local YWCA associations at 1,000 locations in 46 states and the District of Columbia. Through a broad base of social services and advocacy, YWCA builds mission-centered solutions to meet the challenging needs of our communities and our country. We work to dismantle common and discriminatory barriers faced by women and girls as they work to develop and sustain their lives.

YWCA services are designed to meet the unique needs of each YWCA community, with an emphasis on serving those most in need. These programs are wide-ranging and include domestic violence and sexual assault services, STEM programs, transitional and affordable permanent housing, leadership development, job training, health and wellness programs, child care, and racial justice. Nationally and locally, we conduct public policy advocacy and issue education campaigns that improve the lives of women, girls, and communities of color.

2.3 million served through life changing programs

145,000+

170,000+

300,000+

women, girls and families are getting and staying healthy through YWCA wellness, recovery, counseling, exercise, and aquatics programs.

children and parents are learning and growing in YWCA childcare, teen and parenting programs that build stable and healthy families.

women and families are finding security in YWCA housing, food assistance and immigrant assistance programs.

YWCA is powered by:



YWCA USA's theory of change consists of three elements: five foundational beliefs, a three-tiered method for social transformation, and three areas of focus:

Our basic beliefs are that: (1) social justice requires us to transform unjust practices and policies, (2) democratic practice and plurality are key to social transformation, (3) an association of women working together across categories of social difference can transform and improve life for all women, (4) social problems must be addressed on multiple levels to end social inequities, and (5) all women cannot be empowered if we do not address issues of race and racism.

Our method or process of responding to social problems and for transforming the conditions that create those problems has three tiers of activity: (1) we provide direct services to those who are most immediately impacted by the problem, (2) we educate the general public about the problem and

possible solutions, and (3) we advocate for local and national public policies that would transform the conditions of those most directly impacted by the problem.

Our three areas of focus or signature platforms are: (1) Racial Justice & Civil Rights, (2) Empowerment & Economic Advancement of Women and Girls, and (3) Health & Safety of Women and Girls.

The mission impact framework allows us to coordinate mission impact work and acknowledges that each YWCA local association responds to the unique needs of its community. Additionally, the framework optimizes YWCA's strength as a national organization with a local presence in more than 200 communities across the US. Built upon our theory of change, the mission impact framework articulates three signature outcomes that correspond to our signature platforms as well as three broad organizational commitments that exist across platforms and outcomes.

Signature Outcomes

01

For racial justice and civil rights, our signature outcome is to increase the equal protections and equal opportunities of people of color.

02

For empowerment and economic advancement of women and girls, YWCA works to increase economic opportunities for women and girls of color.

03

For health and safety of women and girls, YWCA seeks to improve the health and safety of women and girls of color.



“I was released from prison and joined YWCA Wind program, they saved my life. The recovery coach helped me get a job. They check on me every day. If I wasn’t here I’d be using again...and with their help, I’ll make it.”

- Paula, YWCA Wheeling

Women and their families come to YWCAs in times of transition for affordable housing and job training. They come in times of crisis as survivors of sexual assault or domestic violence. They come for children’s and youth development programs known for paving the way to bright futures. And, they come to get and stay healthy, build skills, and cultivate leadership.

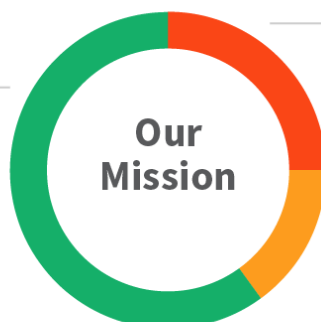
Each year, 72 percent of women and children served by YWCAs have incomes below the federal poverty level or less, the equivalent of about \$23,850 a year for a family of four.

Consequently, we work to address the systemic causes of poverty and immediate community needs to increase economic security.

YWCAs provide a wide array of resources to help women care for themselves and their families while at the same time creating opportunities to develop leadership skills and engage in advocacy for racial justice and women’s empowerment.

YWCA is a movement for all women to get empowered and empower one another. With the help of 12,615 staff and 52,291 volunteers, women and girls are improving their lives and futures.

Women, girls and families are getting and staying safe through sexual assault, trafficking and violence prevention.



Women are paving their way out of poverty with the help of YWCA empowerment, economic advancement and professional development programs designed to build financial literacy, and jobskills.

YWCA advocates are changing communities, addressing structural racism and working toward equality and equality for all.

BOARD MEMBER RESPONSIBILITIES, QUALIFICATIONS & NOMINATION PROCESS

MISSION & VISION

YWCA USA is dedicated to eliminating racism, empowering women and promoting peace, justice, freedom and dignity for all. For over 160 years, YWCA has been at the forefront of the most critical social movements ensuring service, action and impact. Our programs deliver the services critical to support women and communities—from women’s empowerment and civil rights, to affordable housing and pay equity, to violence prevention and health care.

Today, we combine programming and advocacy to generate institutional change in three key areas: racial justice and civil rights, empowerment and economic advancement of women and girls; and health and safety of women and girls. YWCA USA is a powerful voice for the rights of women and is ranked #30 on the Nonprofit Times 2017 Top 100 list of America’s largest nonprofit organizations.

POSITION DESCRIPTION

Serving on the YWCA USA Board of Directors is an extraordinary opportunity for strategic and future focused leaders who are passionate about the YWCA USA’s mission and vision. The primary role of the YWCA USA Board of Directors is to provide mission- based visionary leadership and strategic governance to promote the services and supports provided to over 2 million participants annually in over



1,000 locations owned and managed by local YWCAs (Local Associations) throughout the United States. YWCA USA is a membership association comprised of 210 independently organized and operated Local Associations located in 46 states and Washington, D.C.

YWCA USA Board of Directors consists of no fewer than 11 and no more than 25 individuals, of which the bylaws require 20% to be affiliated with a local YWCA by compensated employment or volunteer service. The bylaws also require the nomination and election process to intentionally include consideration

of age, ethnic, racial and cultural diversity. YWCA USA Board Governance Committee vets and nominates a slate of candidates, which is then voted upon by the representatives of the Local Associations at their Annual Business Meeting in June of each year. A candidate will be elected to the Board if the candidate receives the votes of a plurality of the Local Associations at their Annual Business Meeting. Upon election, YWCA USA Board members serve an initial three-year term and may be eligible for re-election for one additional term.

Board meetings are held at least four (4) times per year, typically in Washington, D.C., although the location may vary

depending upon whether the meeting is planned to be held in conjunction with a YWCA-USA-sponsored conference, learning institute, or other convening of Local Associations. Board members are asked to serve on two (2) committees of the board as well as on ad hoc task forces, as needed. Committee meetings are conducted quarterly (or as needed) and may be held in coordination with Board meetings and/or by conference call.

While travel is expected of Board members, it is the current policy of YWCA USA to fully reimburse Board members for all reasonable travel expenses and to pay for lodging, which is reserved for the Board in advance by YWCA USA staff.

“They taught me that no matter what life can throw at me, I have a whole team of people willing to help put me back together when I fall.”

- Constituent from YWCA Kalamazoo



BOARD MEMBER RESPONSIBILITIES

Responsibilities of the YWCA USA Board of Directors are enumerated in the Bylaws and include the following individual responsibilities:

1	Help shape the direction of the YWCA USA through its mission, strategy and key policies.
2	Serve as a trusted advisor to the CEO in the development and implementation of the YWCA USA's strategic plan.
3	Ensure the organizational leadership, resources and finances are commensurate to help the YWCA USA achieve and sustain positive outcomes.
4	Review outcomes and metrics created by YWCA USA and regularly measure organizational performance, impact and effectiveness using those metrics.
5	Approve YWCA USA's annual budget, audit reports, and material business decisions.
6	Develop uniform standards for the Local Associations, establish criteria for the Local Association review process, set the level of support fees paid by Local Associations, and certify local association membership.
7	Be informed, participatory, act in good faith, and meet all legal and fiduciary responsibilities.
8	Contribute to an annual performance evaluation of the CEO.
9	Assist the CEO and Board Chair in identifying and recruiting YWCA USA Board Members of influence and affluence.
10	Serve on committees or task forces and take on special assignments to enhance the organization's efforts.
11	Represent YWCA USA to stakeholders and serve as an ambassador for the organization.
12	Ensure YWCA USA's commitment to a diverse board and staff.
13	Consider YWCA a philanthropic priority and make a minimum annual gift of \$10,000 (give or get) to reflect that priority.

BASIC QUALIFICATIONS

Individuals interested in a position on the Board of Directors of YWCA USA should demonstrate the following qualifications:

Strong interest in and/or a commitment to the YWCA's mission, vision and core values.

Extensive professional experience with significant executive leadership accomplishments in business, government, philanthropy or the non-profit sector combined with willingness to access personal and professional networks on behalf of YWCA USA.

Savvy diplomatic skills and a natural affinity for building consensus among diverse individuals.

Savvy networking skills and a natural affinity for cultivating national relationships that benefit YWCA USA financially or otherwise.

Personal qualities of integrity, credibility, and a passion for improving the lives of others.

In addition to the basic qualifications listed above, the YWCA USA Board of Directors is currently seeking candidates who have:

Board or staff leadership experience with a national nonprofit membership or affiliation organization; and/or

Expertise in finance, accounting, audit and/or investment management; and/or

Communication and development experience.

NOMINATION PROCESS

Although applications to the Board of Directors of YWCA USA may be submitted at any time, the deadline for submission of application for this year's YWCA USA Board of Directors nomination process is January 31, 2019.

A completed application form, biography and photo should be submitted to **boardnominations@ywca.org** by the close of business on **Thursday, January 31, 2019.**



BRIEF OVERVIEW, PROCEDURES & TIMELINE

Thank you for your interest in serving as a potential candidate to the YWCA USA Board of Directors, the governing body with the important responsibilities of governance, strategy and policy-setting for the YWCA in accordance with the organizational bylaws.

BOARD COMPOSITION

- The YWCA USA Board consists of no fewer than eleven (11) and no more than twenty-five (25) persons, as fixed by action of the Board.
- The YWCA USA's goal is to have board leadership that assures equitable representation of women, regardless of age, race, ethnicity, religion, sexual orientation and disability.
- Board members must be independent of conflicts of interest, believe in and support the mission of the YWCA and possess skills, talents, and resources to govern effectively and to further the YWCA mission and vision nationally and internationally.

GOVERNANCE COMMITTEE ROLES & RESPONSIBILITIES

The Board Governance Committee is responsible for identifying, recruiting, nominating, orienting, evaluating and supporting new board members. The Governance Committee is also responsible for the board nominating and elections process.



ELECTION OF BOARD MEMBERS

Procedure

1	The Governance Committee has prepared an application form for use in the Board Member Recruitment process.
2	The Governance Committee reviews all applications submitted, schedules interviews, as appropriate, and prepares a slate of recommended board candidates for approval by the full Board. Once the slate is approved by the YWCA USA Board of Directors, it is presented to the Local Associations for a vote.
3	A candidate shall be elected to the Board if the candidate receives the votes of the plurality of the Local Associations at the Annual Business Meeting, which will be held in June 2019.
4	All applicants will be informed of their status upon completion of the process.

Timeline

YWCA USA will open the application process December 18, 2018, and will conclude the process at the June 2019 Annual Business Meeting of the YWCA USA.

Although applications to the YWCA USA Board may be submitted to the Governance Committee at any time, completed applications forms for consideration in conjunction with the June 2019 Annual Business Meeting must be submitted with the candidate's biography and photo to boardnominations@ywca.org by the close of business on January 31, 2019.

Completed application forms may be submitted to boardnominations@ywca.org or by U.S. postal mail: 1020 19th Street NW, Suite 750; Washington, D.C., 20036. Attention: Lavina Joseph

The Governance Committee will review all applications and forward the recommended slate to the board for review and approval at a special board meeting to be held in April 2019.

The approved slate will be distributed to Local Associations no fewer than forty-five (45) days or more than fifty (50) days prior to the date of the Annual Business Meeting.

Voting may be conducted electronically and by mail ballots, which must be received five (5) days prior to the June 2019 Annual Business Meeting.

YWCA USA BOARD MEMBER APPLICATION

NOTE: This document must be signed by the nominee prior to submitting this form to the YWCA USA Governance Committee

NOMINATOR INFORMATION

NOMINATOR NAME

NOMINEE INFORMATION

NAME

ADDRESS

OFFICE PHONE

CELL PHONE

EMAIL ADDRESS

PLACE OF EMPLOYMENT

TITLE

DEMOGRAPHIC INFORMATION

YWCA values the diversity of its members in skills, background, perspective, age, and ethnicity. Please provide the following in connection to the nominee.

ETHNICITY

AGE

Under 31

31 - 40

41 - 65

Over 65

BACKGROUND & EXPERIENCE

In the section below, please detail your professional experience and commitment to YWCA mission.

Please also attach a recent biography and photo.

I. Board Experience/Elected Office:

Please include information about board participation and elected/appointed offices.

II. Contribution to the YWCA: What skills, capabilities, experience, resources, perspectives and/or attributes will you provide to the YWCA Board of Directors and organization?

III. Mission Commitment: How do you embody the mission of YWCA?

NOMINEE SIGNATURE

I have read and agree to the YWCA USA Board Member Responsibilities including but not limited to the minimum \$10,000 annual “give get” requirement.

SIGNATURE

PRINTED NAME

DATE

