

Regional and Community Chapter Board Member Attributes

A Tool for Board Member Recruitment for the chapter Nominations and Governance Committee

FUNCTIONAL ATTRIBUTE	A BOARD MEMBER SHOULD BE ABLE TO.....
Develop and Grow Financial Revenue/Resources	Personally participate in fund-raising activities for the chapter, including an annual personal contribution, making the American Red Cross one of their top-3 organizations for their annual personal giving. Effectively execute fiscal and fiduciary responsibilities. Work with the other board members to ensure that the chapter has adequate and diversified financial resources to meet service delivery and corporate financial development goals. Approach fiscal responsibilities in terms of securing an investment base to underwrite the chapter's future operations.
Leverage Resources and Demonstrate Accountability	Allocate the chapter's resources according to objectives and strategic goals to best serve the community and the organization. Work with other chapters within their grouping to identify opportunities to share resources and improve organizational effectiveness and efficiency. Adhere to corporate policy and fiduciary requirements.
Hold Chapter Management Accountable for High Performance	<p>Work to ensure that the Chapter Executive, and through him/her, the employees and volunteers, understand and are committed to corporate expectations, objectives and measures for individual, chapter, regional and national performance.</p> <p>Ensure a significant focus on building services, external partnerships, communicating the relevance of the chapter to the community, and raising funds to ensure that the chapter has resources needed to fulfill its mission.</p> <p>Through the Chapter Executive, assesses current chapter systems and their ongoing effectiveness and identifies opportunities for improved performance. Builds a strong volunteer support system.</p> <p>Prioritize and communicate roles and responsibilities concerning the chapter's business plan, strategic goals and improvement initiatives. Demonstrate commitment to cultivating people at all levels within their purview and valuing communication to ensure retention and buy in. Cultivate and effectively utilize leadership of others.</p>
Maximize Red Cross Presence in the Community	Promote the American Red Cross and its services to all external audiences. Develop and promote a positive reputation for the organization. Increase community commitment and participation. Use collaborative relationships, partnerships and informal influence networks to assert that the Red Cross is an effective, efficient and important charity in the community. Demonstrate experience/skill in navigating through the increasingly complex external environment of our core jurisdictions- donors, media, corporate partners, elected officials, non-profit partners.
Put Client and Donor Needs First	Demonstrate dedication to community needs and respond effectively to the expectations and requirements of clients and donors. Focus consistently on serving the needs, concerns, objectives and aspirations of clients and donors by effectively communicating the direct and measurable impact of services.
Governance/Management Delineation	Understand the differences between governance and management and effectively empower the chapter Executive and hold him/her accountable for performance.

LEADERSHIP ATTRIBUTE	CHARACTERISTICS.....
Promote Effective Board Relations and Governance	Use the knowledge and experience of nonprofit, volunteer board governance to build and maintain positive and effective relationships with the chapter's volunteer leaders. Ensure that the board learns about and actively supports the chapter's role in their regional grouping of chapters, and state, national and international Red Cross activities. Support the chapter chairman in leading the board to meet its governance responsibilities for strategic planning, financial development, adherence to corporate policies and procedures and chapter executive performance evaluations.
Act as a Visionary	Create and express a clear and compelling vision for chapter direction, inspiring others to pursue that same direction. Work with the chapters in their grouping to help develop a cohesive regional strategic vision that the chapters will operate within. Anticipate and communicate the future of the local, regional, state and national structure, including future needs, potential options and constraints. Identify new product, service and performance opportunities for the chapter within the regional strategic vision and creates linkages between current and future activities.
Demonstrate Red Cross Organizational Citizenship	Inspire commitment and dedication to the American Red Cross mission, vision, values, principles and traditions by incorporating them into personal behavior and visible actions and by using them as guides for decisions. Build trust through demonstrating principled leadership, sound business ethics, and personal integrity. Reinforce commitment to "One Red Cross" by managing collaboratively within a complex decentralized structure composed of chapters, service areas, stations and biomedical/blood units for accomplishment of shared goals. Work collaboratively within the regional grouping of chapters to ensure effective regional service delivery, communications, partnerships and fundraising strategies and tactics.
Lead Change Effectively	Act as a catalyst for needed change at the chapter, regional, state, national levels. Motivate employees and volunteers, board leadership and the community to positively participate in the development, acceptance and implementation of new initiatives. Convince others of the need for change due to critical organizational objectives and help others adapt and remain effective.
Build Collaboration and Consensus-Building	Skills to build a strong environment of collaboration and consensus-building between their chapter and other chapters within their regional grouping, chapters outside their regional grouping, Blood Services and National Headquarters.

Note: The attributes identified in this document are for a chapter Board of Directors. Some members may not possess the experiences to fully align with every Functional Attribute as defined, but should be able and willing to contribute in each attribute.