



**EFL Associates**  
 700 West 47<sup>th</sup> Street, Suite 1100  
 Kansas City, MO 64112  
 Phone: 816.945.5400  
[www.eflassociates.com](http://www.eflassociates.com)

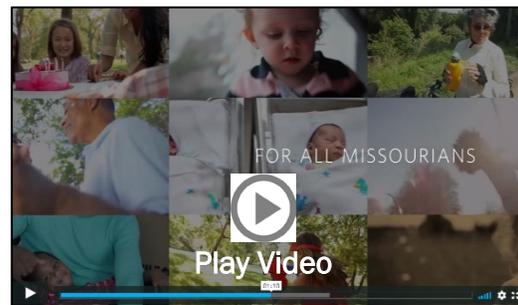
**MEMBER, BOARD OF DIRECTORS**

**POSITION SPECIFICATIONS**

**CLIENT**

Missouri Foundation for Health is an independent philanthropic foundation dedicated to *eliminating underlying causes of health inequities, transforming systems, and enabling individuals and communities to thrive*. With an investment portfolio of approximately \$1 billion as its primary source of revenue, the Foundation expends nearly \$45 million each year in contracts and grants in support of its programmatic priorities.

The Foundation’s core values of [equity](#), [integrity](#), [humility and commitment](#) are integral touchstones that guide its work in achieving its mission. As a catalyst for change, MFH improves the health of Missourians through partnership, experience, knowledge, and funding. The Foundation takes an upstream approach to health and the social determinants of health, understanding that the greatest impact happens when we strategically use our collection of resources in health policy, learning and research, strategic communications, investments, strategic initiatives, grantmaking, and convening. The Foundation envisions a Missouri in which all systems and structures promote health and well-being for all, where all people have affordable and high-quality insurance coverage, every Missourian has access to high-quality care, and inequities in health and well-being disappear.



[Missouri Foundation for Health - A Catalyst for Change from Missouri Foundation for Health on Vimeo](#)

To learn about MFH, please visit the website at [www.mffh.org](http://www.mffh.org).

**RESPONSIBILITIES**

MFH’s volunteer leadership structure includes a governing [Board of Directors](#) of 16 members, inclusive of the Foundation President and CEO who serves in an ex-officio capacity.

The Foundation is seeking individuals interested in joining its board of directors. Being a part of the Foundation’s board is an opportunity to collectively assist in setting the agenda and priorities

for an organization committed to the health and well-being of all Missourians. Board members also carry a fiduciary responsibility for the Foundation's more than \$1 billion in assets.

The overarching obligation is to serve as the Foundation's governance body and ensure that Foundation is advancing its mission in alignment with its values. The board is responsible for:

- Determining the mission, values, and purposes of the organization
- Supporting the Foundation's strategic framework
- Ensuring strong fiduciary oversight and financial management
- Selecting and evaluating the performance of the CEO
- Assessing its own performance as the governing body of Missouri Foundation for Health

### **TIME COMMITMENT & EXPECTATIONS**

---

Serving on the board requires a significant time commitment, and **it is expected that a typical director will devote an average of 12 hours per month to board-related activities**. Historically, there have been six to seven board meetings each year, typically lasting three to four hours each. Additionally, all directors serve on one or more of the standing board committees, many of which meet regularly. Learning and social opportunities, including an annual two-day retreat, are offered throughout the year.

Please note that the board schedule is currently being reviewed and may be altered for the 2023 calendar year. Candidates will be provided with a tentative 2023 board schedule to provide additional insight into typical meeting dates/times.

Board members are expected to prepare for and regularly attend board and committee meetings. Board meetings are held at MFH's headquarters in St. Louis. In-person board meeting attendance is preferred to enhance the board experience and build strong relationships among directors; however, directors will have the option of attending virtually. All committee meetings are held virtually, and the locations of retreats may vary.

### **QUALIFICATIONS, EXPERIENCE, & PERSONAL CHARACTERISTICS**

---

It is the intention of MFH to build a strong pipeline of candidates for board succession purposes over the next several years, and that its board represent the gender, racial, cultural, geographic, and ethnic diversity of our state.

Eligible candidates for board membership must be at least 18 years old and reside in the MFH service area. No director can be a compensated officer, agent, or employee of any federal or state governmental authority whatsoever, excepting those of state institutions of higher education.

#### **Board candidates must possess**

- Demonstrated core leadership attributes, which includes working toward collective, continuous learning and evolution of thought;
- A recognized reputation for integrity and competence;
- A keen interest in achieving health equity in Missouri;

- Interest, concern, and commitment to accomplishing the Foundation’s overall mission, purposes, and goals;
- An adherence to the Foundation’s core values; and
- Commitment to devote the time necessary to fulfill board responsibilities and regularly attend meetings.

**2022 board recruitment cycle**

In addition to the attributes listed above, the Foundation is seeking candidates during the 2022 recruitment cycle who will complement the skills/experiences that already exist on the board. As such, only candidates who fulfill one or more of the following will be prioritized *at this time*:

- **Lived experience/diversity** – In order for the board to fully represent the diversity of the MFH region, we are encouraging applications from candidates who identify as people of color, individuals within the LGBTQ+ community, people under age 40, and members of the disability community. Likewise, the board would benefit from the unique perspectives of people who have first-hand knowledge of how health equity and systems changes can improve opportunities for health, well-being and the ability to thrive.
- **Rural residents** – To balance representation from Missouri’s urban and suburban areas, we encourage rural residents in [the service area](#) to apply.
- **Community engagement/leadership/service** – Individuals who have mobilized others to address pressing issues and create positive change at the neighborhood, community and/or regional level are desired. This engagement could be accomplished through professional or volunteer opportunities.
- **Government relations/public policy** – A background which includes local, state or federal public policy, particularly as it relates to social determinants of health and health equity is desired.
- **Nonprofit or corporate governance** – We also seek candidates who have served on high-functioning governance boards, including for-profit corporations as well as non-profits, faith-based or social justice organizations.

Although previous board experience is not a requirement to serve on the MFH Board of Directors, past experience will be beneficial. Importantly, the board seeks candidates who appreciate the difference between the operational responsibilities of management and the governance role of the board.

This year, the board will fill at least two open seats, in addition to three seats currently held by incumbents who are eligible to reapply. The board will hold its election in November, and new directors will start their tenure on January 1, 2023.

**COMPENSATION & TERMS**

---

Directors serve for terms of three years and can reapply for a second three-year term. The terms of five board members expire each year.

**POSITION SPECIFICATIONS  
MEMBER, BOARD OF DIRECTORS**

**Page 4**

Although directors serve without pay, they will be reimbursed for reasonable travel expenses associated with attendance at MFH meetings and events. Additionally, the Foundation will cover registration fees and reasonable travel expenses to attend one professional conference per year that is related to the mission and work of MFH.

**APPLICATION PROCESS & DEADLINE**

---

Missouri Foundation for Health has retained a professional search firm, EFL Associates, to assist in the board recruitment process. Individuals interested in serving on the board should submit a copy of their resume/CV and brief statement of interest to Jessica Galbraith, EFL Associates, at [jgalbraith@eflassociates.com](mailto:jgalbraith@eflassociates.com). Although email is preferred, if regular mail is used, please contact Jessica at 816.945.5196 to confirm that your materials have been received. Further contact information can be found at the end of this document.

Review of applicant materials will begin immediately and interviews will commence in August. Please note that application materials received after September 8 will not be considered in the 2022 recruitment cycle.

All candidate material received before September 8 will be reviewed for the current board recruitment cycle, and you may contact EFL Associates to check on the status of your candidacy. Only those candidates who appear to closely align with the 2022 recruitment priorities will be asked to complete a formal application and interview process. Unless specifically stated otherwise by the candidate, all candidate information will be retained for consideration in future board recruiting cycles.

**NON-DISCRIMINATION**

---

Our client and EFL Associates firmly support the principle and philosophy of equal opportunity for all individuals, regardless of race, color, sex, religion, national origin, age, disability, sexual orientation, gender identity or veteran status either in its employment practices or in its policies and procedures.

**EFL ASSOCIATES**  
700 West 47<sup>th</sup> Street, Suite 1100  
Kansas City, MO 64112  
[www.eflassociates.com](http://www.eflassociates.com)

Angie Salmon, Senior Vice President  
Email: [asalmon@eflassociates.com](mailto:asalmon@eflassociates.com)  
816.945.5403 (o) 913.908.9410 (c)

Jessica Galbraith, Senior Recruiter  
Email: [jgalbraith@eflassociates.com](mailto:jgalbraith@eflassociates.com)  
816.945.5196 (o)

Rohan Pidaparti, Talent Acquisition  
Email: [rohan.pidaparti@eflassociates.com](mailto:rohan.pidaparti@eflassociates.com)  
816.945-5282 (o)