



## MEMBER, BOARD OF DIRECTORS

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## FREQUENTLY ASKED QUESTIONS

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### WHAT SKILLS ARE YOU LOOKING FOR IN AN IDEAL BOARD CANDIDATE?

*Each year, the Board considers the skills, experiences, and backgrounds of current board members and reflects upon the strategic direction of the organization. Priorities for board member recruitment are then developed, so the skills of an “ideal candidate” can shift from one year to the next. Regardless of specific skills, all board members are expected to fully engage at the governance level, support the organization’s [mission](#), and align with the Foundation’s [vision and core values](#).*

### WHAT IS MY ROLE AS A BOARD MEMBER?

*The Board of Directors is responsible for the overall governance of the Foundation. This includes approving strategic direction and fulfilling fiduciary obligations typical of a board. On occasion, the Board will approve an investment because of its complexity or significance, to be compliant with our conflicts of interest policy, or because it is outside of the CEO's delegated authority.*

### WHAT IS THE ROLE OF THE BOARD IN DEFINING PROGRAMMATIC STRATEGIES?

*The Foundation has full-time professional staff led by a CEO who develops and proposes strategic recommendations to the Board. It is not the responsibility of the Board to develop strategy; rather, the Board provides oversight and guidance in the strategy development process and ultimately has the responsibility to approve the organization's changemaking strategies.*

### WHAT DOES A TYPICAL BOARD MEETING ENTAIL?

*The Board meets four times each year. While the set of topics covered in each board meeting varies, the typical meeting follows a familiar format: an update from the CEO, reports on the financial health of the organization as well as progress against the annual budget, matters related to governance, and discussion of strategic issues or decisions the Board must make. These could range from learning together about a strategically important topic, such as the state of Medicaid in Missouri, or a discussion about a new strategic priority.*

### WHAT ARE THE CURRENT BOARD COMMITTEES?

*Current committees include Executive, Finance, Governance, Investment, and Strategy.*

#### HOW MUCH TIME IS REQUIRED TO BECOME AN EFFECTIVE BOARD MEMBER, AND ARE BOARD MEMBERS COMPENSATED?

*Although some months require significantly more time than others, an effective board member will devote an average of 9-11 hours per month to board-related activities. Please note that this estimate does not include travel time to/from in-person meetings. While directors serve without pay, they will be reimbursed for reasonable travel expenses associated with attendance at MFH meetings and events.*

#### I DON'T LIVE IN ST. LOUIS. HOW MUCH TRAVEL IS REQUIRED FOR BOARD MEMBERS?

*MFH board meetings are held in St. Louis. Directors have the option of attending virtually, but in-person attendance is preferred to enhance the board experience and build strong relationships among directors. Additionally, board members are expected to travel to a multi-day retreat that often takes place in St. Louis but may also be held elsewhere in the state or country. All committee meetings are virtual.*

#### CAN I BECOME A BOARD MEMBER AND STILL RECEIVE SUPPORT AT MY ORGANIZATION?

*While being a grantee does not disqualify an individual from being chosen for board service, the Board takes great care to identify and manage conflicts of interest. A board member who is also an employee at a partner organization would have clear conflicts of interest concerning any MFH decision that would impact, favorably or unfavorably, the organization in which they are involved. Those conflicts must be disclosed, and board members with conflicts cannot participate in decision-making related to those conflicts.*

#### HOW LONG IS A BOARD TERM?

*Directors serve for terms of three years and can reapply for a second three-year term.*

#### WHAT SHOULD I EXPECT DURING THE BOARD SELECTION PROCESS?

*Missouri Foundation for Health works with a professional search firm, CBIZ Talent Solutions, to assist in the board recruitment process.*

- **Immediately:** Interested candidates should submit a resume via email to CBIZ as soon as possible. All candidate materials received before the application deadline will be reviewed by the search firm and those who appear to closely align to the current recruitment priorities will be asked to complete a formal application.
- **September/October:** A subset of candidates will be interviewed by the Governance Committee members in a 30-minute videoconference session.
- **November:** The Governance Committee will submit a slate of candidates to the full Board.
- **December:** Board members are elected.
- **January 2027:** New directors will start their first term.

#### WHAT TYPE OF ONBOARDING DOES A NEW BOARD MEMBER RECEIVE?

*The Foundation staff and current board members work together to provide an onboarding program for new members. Staff will organize learning sessions to orient new members to Foundation policies, procedures, current investment strategies, and the context in which the*

*work unfolds. Board members are expected to help connect new colleagues within the committee structure and during board meetings.*

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