



FOR YOUTH DEVELOPMENT®
FOR HEALTHY LIVING
FOR SOCIAL RESPONSIBILITY

STRENGTHENING OUR GOVERNING BOARD FOR GREATER IMPACT



YMCA of Wichita Falls

OUR MISSION

Focus

For Youth Development, For Healthy Living, For Social Responsibility

Mission

To put Christian principles into practice through programs that build healthy spirit, mind and body for all.

Values

Caring, Honesty, Respect, Responsibility, & Faith

OUR HISTORY



Since 1944, the YMCA of Wichita Falls has been a staple in the Texoma Community and has served hundreds of thousands of people across multiple generations. Following World War II, the Wichita Falls area grew as the Downtown area expanded and became the hub for commerce and innovation. Seeing a need for Y programs, community leaders helped start the YMCA in humble store front located among a strip of business in Downtown. After receiving the charter to become a part of the national YMCA movement in 1945, it only took four years to fund and construct the Downtown YMCA that sits on Ninth and Austin today.

The Bill Bartley Family YMCA was constructed in 1982 to accommodate the growing membership base south of Downtown. The YMCA grew exponentially and offered more wellness and sports programming to the community. After addressing the growing need for more YMCA programs and space, the YMCA successfully conducted a multimillion-dollar Capital Campaign that led to significant renovations and construction in 2020. The campus of the Bill Bartley YMCA is now home to the Isaiah 40:31 Gym, the Fain Indoor Soccer Complex, and the Stephens Family Gymnastics Center providing a variety of athletic opportunities to thousands of youths and adults throughout the Texoma Region .

The Dillard Early Learning and Youth Academy is collocated with the Bill Bartley YMCA and opened their doors in January of 2021 after moving from the Airport Road location. DELYA's new state of the art facility provides preschool programs for children aged six months to four years old and serves as a healthy place to learn, grow, and thrive while parents are working.

As we look to the future, we know that the Y will continue to meet the needs of the community and help address challenges ahead.



THE GOVERNANCE PERFORMANCE CONTINUUM

Y-USA defines the performance of a governing board along a continuum recognizing that performance changes over time as board members learn their jobs and governance systems, processes and practices are improved. This model describes three levels of performance: functional, responsible and exceptional broadly characterized by the nine characteristics of a cause-driven YMCA.



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| <ul style="list-style-type: none">• Board Supports the CEO• Board Focuses on Fiduciary and Operations• Good Board Involvement• Basic Committee Structure• Prioritizes Fundraising• Focuses on Ensuring Sustainability• Meeting Basic Mandates | <ul style="list-style-type: none">• Board and CEO are Partners• Strategic Planning Drives the Work of the Staff and Board• Board Engagement• Strategic Committee Structure• Strong Financial Development Focus• Uses Strategic Metrics and Benchmarks• Develops and Nurtures Strategic Relationships and Partners | <ul style="list-style-type: none">• Partnership is Constructive and Strong• Board engages in Strategic and Generative Thinking and Acting• High Level of Board Engagement• Embraces Organizational Change• Strong Culture of Philanthropy Exists• Board is Impact & Results Oriented |
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NINE CHARACTERISTICS OF HIGH-IMPACT YMCAS



The Y's CAUSE-DRIVEN BEHAVIORS

After responding to society's most pressing issues for more than 165 years, we have learned a basic truth – Ys must think, act and communicate with great intention to maximize their impact as a charitable organization committed to strengthening community.

Research has revealed a consensus among Y leaders about the nine key behaviors that help to ensure a Y's ability to respond to community need with relevant solutions and services.

- 1. PROMOTE AND PROTECT THE Y BRAND AND REPUTATION:** The Y presents itself as an organization that serves the entire community and clearly articulates the purpose and impact of its work and charitable status, while intentionally promoting behaviors that mitigate organizational risk.
- 2. ADVOCATE TO INFLUENCE PUBLIC POLICY:** The Y identifies and acts on public policies that address critical social issues in the Y's areas of focus while activating community leaders, policy makers, influencers and the general public to foster dialogue, and catalyze positive change.
- 3. PROMOTE SUSTAINABILITY AND PHILANTHROPY:** The Y stewards its assets by ensuring a healthy mix of revenue sources, responsibly-managed expenses, and increasing philanthropic and volunteer support.
- 4. ADDRESS COMMUNITY NEEDS AND FOSTER GREATER EQUITY:** The Y monitors social trends and assesses community need across all three areas of focus and responds with relevant programs, services and collaborative solutions to create a more inclusive and equitable society for all.
- 5. MEASURE IMPACT AND COMMUNITY BENEFIT:** The Y leverages operational data, market research and third-party sources to optimize Y operations and offerings; measure reach, access and affordability; and to communicate its community benefit.
- 6. COLLABORATE WITH OTHERS:** The Y, as a community convener and partner, leverages relationships across multiple sectors and the global Y Movement to build organizational capacity and increase our reach and impact.
- 7. ENSURE ACCESS, INCLUSION AND ENGAGEMENT FOR ALL:** The Y establishes relevant policies, practices and procedures to welcome and serve all segments of society and promotes cross-cultural understanding and connections for greater social cohesion.
- 8. FOSTER MEMBER RELATIONSHIPS AND COMMUNITY INVOLVEMENT:** The Y designs and sustains an engaging and connected experience for those we serve and provides opportunities for individuals to get involved and give back to the community.
- 9. BUILD CULTURE THROUGH CAUSE-DRIVEN LEADERS:** The Y fosters a cause-centered culture grounded in our shared values and beliefs and is committed to inspiring and developing staff and volunteers at all levels.

THREE MODES OF CRITICAL THINKING AND GOVERNANCE

Generative thinking sets and frames potential opportunities and or threats. Generative critical thinking is where boards, along with senior leadership, frame problems and make sense of ambiguous situations which in turn shapes the Y's strategies, plans, and decisions. Because most organizations lack frameworks and practices for this work, it's easy for boards to become bystanders to it even though it is central to governance. Fiduciary thinking sets and maps policy, bylaws, finances, strategy, capacity, etc. if it passes the strategy screen (from your strategy road map) in those two dialogues the and only the does the board move to strategic. Boards are concerned primarily with the stewardship of tangible assets. This mode constitutes the bedrock of governance – the fiduciary work intended to ensure that nonprofit organizations are faithful to mission, accountable for performance, and compliant with relevant laws and regulations. Without this mode of governance, the board would have no legitimacy. If a Board fails as fiduciary, the organization – not to mention its donors, clients, or community could be harmed.

Fiduciary duty for a branch advisory/board may not include accountability for finance or policy but they still have fiduciary duty which does require alignment with the strategy, policies and protocol of the association. Strategic thinking sets and maps is about who, what, when, where, and how an initiative or opportunity would be pursued. Volunteers must be involved in all three layers of dialogue. Boards develop strategy with management to set the organization's priorities and course, and to deploy resources accordingly. Without strategic mode, governance would have little power or influence. It would be more about staying on course than setting the course.



A board's effectiveness increases as the board members become more proficient in each of the three areas of critical thinking. A board that excels in one mode or two but flounders in another one or two will govern far less effectively than a board that ably works in all three. To succeed in all three areas, Boards need to "cross-train" thinking and acting so that the "muscle memory" of one area does not dominate to the detriment of the others. When boards overemphasize one area to the exclusion of others (a common problem), the net results are worse, not better, governance.

CREATING A CULTURE OF DISCOVERY IN THE BOARD ROOM: THE GENERATIVE MODE OF GOVERNANCE

To get to the next level of greatness, it depends on the quality of our culture, which depends on the quality of our relationships, which depend on the quality of our conversations. Judith Glaser

Three Modes of Governance

Board meetings are not just meetings—they are conversations. But oftentimes board members spend most of their time focused on the fiduciary mode of governance, making decisions about the Y's facilities, property, finances, laws, or ethics. Or boards spend time in the strategic mode, which is when we are thinking about the direction of the organization or discussing new projects or endeavors. We often spend the least amount of time in the generative mode, truly thinking together, not just talking together. In the generative mode, we generate new knowledge and possibility, considering ambiguous or high stakes/irreversible situations, or exploring where a situation or solution could impact the organization's core values and identity. We are also in the generative mode when we are having aspirational discussions, where we want to discover new meaning, where we are exploring the new and different together.

All three modes are important, but the generative mode can often be the most engaging experience for board members because of how it calls people forward into new levels of conversation.

Creating a Culture of Discovery

Consider introducing generative topics into your board meeting now and then—you can break into small groups to bring more voices into the room and come back together to share as a large group. Keep in mind that it may take a few meetings to work through a generative topic; you can't always get through it in one meeting. To get you started, here are some sample generative questions:

- What word in our mission statement means the most to you? Why?
- What word doesn't appear in our mission statement, but should?
- What might bring even greater life and passion to this board and this Y?
- If you were designing our Y today from scratch, what would you do?
- On what list would we rank #1? On what list would we want to rank #1?
- What three words best describe our organization?
- What might be the greatest opportunity for us to grab a hold of in the coming year?
- If you heard someone talking about our Y behind you at a Red Sox game, what do you hope you'd hear?
- What is important to us about ____? How might we reframe how we think about this issue in a new way?
- What does youth development mean to us in this community?
- How might we look at social responsibility with a new or different lens than what we do today?
- What critical social issues are emerging in our community that we haven't thought of yet?
- If we were approached about a merger, what values would we need to see demonstrated by the organization before we would even consider it?
- What does our current direction tell us about the kind of organization we are?
- What are we pretending not to know?
- What do you value in yourself, in your colleagues, and in this organization?
- What are our highest hopes for how we might move through this challenge together?
- What three wishes do you have that could strengthen our organization itself?
- What do we want the legacy of our board to be?

About the Y

The Y is the leading nonprofit committed to strengthening communities through youth development, healthy living, and social responsibility.

Mission

Our Mission is to put Christian Principles into practices through programs that build a healthy spirit, mind, and body for all.

Diversity and Inclusion Statement

The YMCA of Wichita Falls is made up of people of all ages and from every walk of life working side by side to strengthen communities. Together we work to ensure that everyone, regardless of ability, age, cultural background, ethnicity, faith, gender, gender identity, ideology, income, national origin, race or sexual orientation has the opportunity to reach their full potential with dignity. Our core values are caring, honesty, respect and responsibility—they guide everything we do while helping us form the way we approach offerings to our community.

Our Cause Defines Us

We know that lasting personal and social change comes about when we all work together.

That is why, at the Y, strengthening community is our cause. Every day, we work side-by-side with our neighbors to make sure that everyone, regardless of ability, age, background, ethnicity/race, faith, gender, gender identity or sexual orientation. The Y believes that in a diverse world, we are stronger when we are inclusive, when our doors are open to all and when everyone has the opportunity to learn, grow and thrive.

Strengthening Community

With a focus on youth development, healthy living and social responsibility, the Y works to nurture the potential of children and teens, improve the community's health and well-being, and give back and support our neighbors.

At the Y, no child, family, or adult is turned away due to inability to pay. We recognize that for communities to succeed, everyone must be given the opportunity to be healthy, confident, connected, and secure. The YMCA provides reduction in fees to children and families in our community as resources are available. The Y is a unique nonprofit that offers subsidies to those in need, ensuring that our programs and services are available to all.

About the Board

The Board will support the work of YMCA and provide mission-based leadership and strategic governance. While day-to-day operations are led by our President and chief executive officer (CEO), the Board-CEO relationship is a strong partnership, and the appropriate engagement of the Board is both critical and expected.



Leadership, Governance and Oversight

- Serving as a trusted advisor to the CEO as s/he develops and implements YMCA's strategic plan
- Reviewing outcomes and metrics created by YMCA for evaluating its impact, and regularly measuring its performance and effectiveness using those metrics; reviewing agenda and supporting materials prior to board and committee meetings
- Approving YMCA's annual budget, audit reports, and material business decisions; being informed of, and meeting all, legal and fiduciary responsibilities
- Contributing to an annual performance evaluation of the CEO
- Assisting the CEO and board chair in identifying and recruiting other Board Members Partnering with the CEO and other board members to ensure that board resolutions are carried out
- Serving on committees or task forces and taking on special assignments
- Representing YMCA to stakeholders; acting as an "ambassador" for the organization
- Ensuring YMCA's commitment to a diverse board and staff that reflects the communities YMCA serve

Fundraising

YMCA Board Members will consider YMCA a philanthropic priority and make annual gifts that reflect that priority. So that YMCA can credibly solicit contributions from foundations, organizations, and individuals. YMCA expects to have 100 percent of Board Members make an annual contribution that is commensurate with their capacity. Board members are expected to get or give contributions to YMCA annually at/or above CRT level.



Board Terms/Participation

YMCA's Board Members will serve a three-year term to be eligible for re-appointment for one additional term. Board meetings will be held monthly, and committee meetings and or task forces will be held in coordination with full board meetings.

Time Commitment

Board meetings are held once a month for usually 1-1.5 hours, typically over lunch during the work week. In addition, each board member is expected to serve on a committee that would generally meet monthly for an hour. Board members are also asked to attend special events throughout the year.

Qualifications

This is an extraordinary opportunity for an individual who is passionate about YMCA's mission and who has a track record of board leadership. Selected Board Members will have achieved leadership stature in business, government, philanthropy, or the nonprofit sector. His/her accomplishments will allow him/her to attract other well-qualified, high-performing Board Members.

Ideal candidates will have the following qualifications:

- Extensive professional experience with significant executive leadership accomplishments in business, government, philanthropy, or the nonprofit sector
- A commitment to and understanding of YMCA's beneficiaries, preferably based on experience
- Savvy diplomatic skills and a natural affinity for cultivating relationships and persuading, convening, facilitating, and building consensus among diverse individuals
- Personal qualities of integrity, credibility, and a passion for improving the lives of YMCA's beneficiaries
- Service on YMCA's Board of Directors is without remuneration, except for administrative support, travel, and accommodation costs in relation to Board Members' duties.



Board Members Expectations

- Be responsible for the financial stability and growth of the YMCA.
- Be responsible to review, approve, and monitor the annual budget.
- Be responsible to take an active role in fundraising for the organization. Along with my other board members accept the responsibility of meeting the annual campaign goal as established in the budget.
- Be responsible to understand the legal aspects of the organization and to ensure proper insurance coverage and policies established and to monitor implementation of these policies.
- Give a meaningful charitable contribution annually.
- Understand that board service will involve a commitment of personal time, talent and energy.
- Be active on one or more committees.
- Understand that attendance at board and committee meetings is crucial to the progress of the branch and will commit to be present 80% of the time.
- Understand that the day-to-day operation of the YMCA is the responsibility of the management staff.
- Keep confidential any sensitive information shared at board or committee meetings, or in conversations with staff or other board members.

If you are still interested and you are selected as a new member of the board, you will receive a board orientation about roles, responsibilities, YMCA history, programs, services, organizational structure, Y and board policies, financial position, and more! We also offer training and certification courses that will expand and further your knowledge of serving on the YMCA governing board.

To learn more about our YMCA and the impact it has on the communities we serve,
explore our website at: ymcawf.org