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## MEMBER, BOARD OF DIRECTORS

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### POSITION SPECIFICATIONS

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#### CLIENT

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[Headwaters Foundation](#) works alongside a broad range of partners in Montana to improve the health of all Montanans. Established in 2017, Headwaters is a health conversion foundation with \$100 million in assets. Through grantmaking, capacity building, convening, supporting collaborative work, and funding research and analysis, Headwaters works in collaboration with organizations throughout Western Montana to address health disparities, social determinants of health, and remove barriers to improve health outcomes. Some of Headwaters strategic priorities are currently focused on early childhood systems, hunger and food security, health and wellbeing within Native American communities, and informing policy efforts that impact children and families.



Headwaters Foundation's vision is a Western Montana where all people, especially the most vulnerable among us, are healthy and thriving. To accomplish this work, Headwaters has taken an innovative approach to philanthropy and adheres to these values:

- **Trust Community Expertise** - We always start by listening, because we trust that our communities have the answers. That trust has allowed us to reshape the traditional dynamic in philanthropy and put the power back into the hands of those who know our communities best.
- **Better Together** - Montana is a state where everyone pitches in, rolls up their sleeves, and does the hard work. Headwaters Foundation is not just a funder, but a true partner. We are committed to finding solutions to Montana's deepest problems. We are scrappy, resourceful and stronger together.

- **Value Every Voice** - We know that each Montanan has a unique story, but we must earn the right to hear it. We lead with love and humility, inclusivity, and a commitment to meet our fellow residents where they are. We foster justice in our work and start with an open heart and open mind. Not all Montanans think alike, vote alike, or have had the same life experiences. But by building empathy and trust, we are able to come to agreements about what best serves our communities.
- **Break Trail** - We understand that together, we must try new things to find solutions. We are committed to forging ahead with curiosity and courage to face the challenges that come with trying something new. By sharing leadership, we acknowledge we are all equally capable and invested. We work outside of our comfort zone, speak up for those who cannot, and we push boundaries. We will take risks and we will fail. We will always keep trying.
- **Provision Well** - To provision well, we ask ourselves and our partners, “What do you need?” Provisions allow us to arrive at our destination feeling fueled and energized, no matter how long the journey. When our basic needs are met, we are able to show up for our communities. We keep an open heart and a sense of humor through the challenges of our important work.
- **Be direct** - We are not afraid to have tough conversations. We ask for what we need to be successful. We get to the point, instead of sidestepping the real issues. We speak our minds. We neither dance around the issues nor waiver behind the fear of being honest.

## TRUST BASED PHILANTHROPY

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Headwaters recognizes that many people living in Western Montana have been left out of decision-making conversations that deeply affect their lives, and believe that it's time to change these conversations, change the system and change the power dynamic between funder and grantee to better serve all communities. As such, the Foundation



practices a new kind of philanthropy that builds relationships on trust, offers multi-year investments when possible, streamlines processes and creates true partnerships.

In 2021, Headwaters will invest approximately \$4.5 million into community-driven solutions to reduce social and economic barriers to Western Montanans' health and wellbeing – particularly for families living in poverty and Native Americans – through four core grantmaking programs:

- [Early Childhood Initiative](#) – Focused on building resiliency for Montana's youngest children.

- [American Indian Health and Wellbeing](#) – Focused on improving the health and wellbeing of Native Americans in Western Montana.
- [Policy Engagement Fund](#) – Focused on going upstream and affecting the policies that impact people’s lives.
- [GO! Grants](#) - Focused on providing general operating support for nonprofit organizations working in Western Montana’s most rural communities to promote healthy lives for children and families.

To learn more about the Foundation’s approach to philanthropy, [past awards](#) or read the [full 2021 program plan](#), please visit the Headwaters Foundation [website](#).

## **RESPONSIBILITIES**

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Headwaters Foundation is currently seeking western Montanans interested in joining the volunteer [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 focused on innovation and systemic change to improve the health of communities in Western Montana. The Board is responsible for high-level strategic leadership and also carries a fiduciary responsibility for the Foundation’s nearly \$100 million in assets.

Board Members are expected to show up and be excited about the work, and to actively engage in learning about the foundation sector, about the needs of western Montana communities, and about the Foundation’s strategy areas, especially related to underserved communities. Regular and consistent communication with other Trustees and staff is vital. It is also essential that Board Members represent Headwaters, work within the emerging mission, vision and values, and adhere to the Foundation’s norms of board behavior:

- Don’t make assumption, instead seek to understand by asking questions
- Strive for consensus but allow for disagreement
- Check personal agendas and biases at the door
- Avoid conversations outside the board room that lead to triangulation or violate board norms or trust among the board
- Speak with one voice once a board decision is made
- Honor staff versus board roles

## **TIME COMMITMENT**

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Serving on the Board requires a significant time commitment, including attending three quarterly day-long Board meetings, an annual, two-day Board retreat and the Board committee meetings to which the Trustee is assigned. In addition, Board members are strongly encouraged to participate in monthly learning conversations and should attend at least one conference per year related to the Foundation’s areas of focus. It is expected that **a typical director will devote approximately 15 to 20 hours a month to Board-related activities** including scheduled meetings, material review, education/learning activities, and ad hoc

discussions with Board members, staff, and stakeholders. The 2021 Board meeting dates include:

	Full Board Meetings	Friday Learning Sessions	Finance Committee	Governance Committee	Native American Committee
Q1	Tue, 3/2 8am-3pm	1/15, 2/19 & 3/19 10:30-Noon	Mon, 2/8 3pm-5pm	Thurs, 3/11 3pm-5pm	Thurs, 2/18 1pm-3pm
Q2	Tue, 6/1 8am-4pm	4/16, 5/21 & 6/18 10:30-Noon	Mon, 5/10 3pm-5pm	Thurs, 5/6 3pm-5pm	Wed, 4/28 1pm-3pm
Q3	Fri, 9/17, 8am to Sat, 9/18 at 3pm (Retreat)	7/16 & 8/20 10:30-Noon	Tue, 8/10 3pm-5pm	Tue, 8/17 3pm-5pm	TBD
Q4	Tue, 12/7 8am-4pm	10/15, 11/19 and 12/17 10:30-Noon	Tue, 10/26 3pm-5pm	Tue, 11/2 3-5pm	TBD

Board and committee meetings are held in person at the Foundation’s headquarters office in Missoula, although virtual attendance is allowed in special circumstances.

**QUALIFICATIONS, EXPERIENCE, & PERSONAL CHARACTERISTICS**

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It is the intention of the organization to build a strong pipeline of candidates who reside in Western Montana for Board succession purposes over the next several years, and it is a goal that the Board represents the gender, racial, cultural, geographic and ethnic diversity of the Headwaters Foundation service area.

**Board candidates must possess**

- Demonstrated core leadership attributes, which includes working toward collective, continuous learning, humility and evolution of thought;
- Ability to understand and appreciate the roles and responsibilities of a trust-based philanthropic foundation;
- A team approach, excellent communication skills and appreciation for a fun atmosphere;
- A recognized reputation for integrity and competence;
- Interest, concern, and commitment to accomplishing the Foundation’s overall vision, mission, and goals;
- An adherence to the Foundation’s core values; and
- Commitment to devote the time necessary (minimum of 15-20 hours per month) to fulfill Board responsibilities and regularly attend meetings.

**2021 Board recruitment priorities**

This year, the Board will fill two open seats. With few exceptions, Board Members must reside in the [15 western-most counties](#) in Montana. In addition to the attributes listed above, the Foundation is seeking candidates during the 2021 recruitment cycle who will complement the skills/experiences that already exist on the board. *As such, only candidates who fulfill two or more of the following will be prioritized at this time:*

- **Native American/Diversity** – Candidates who would help the board more fully understand Native American communities will be prioritized. Further, candidates who identify as female, people of color, individuals within the LGBTQ+ community, and members of the disabled community are encouraged to apply.
- **Rural perspective** – To further enhance the perspectives on the board, we also strongly encourage individuals residing in the rural regions of our service area to apply.
- **Philanthropy** – Individuals who have worked in a foundation or grant-making organization as staff/board member, or people who have served in a senior development role requiring significant interactions with foundation partners.
- **Public relations/communications** – Individuals who have mobilized others to action through multi-channel communications and public relations activities.
- **Food security/sovereignty** – Candidates who have a deep understanding of or have participated in food security initiatives or Montana’s tribal food sovereignty movement to reclaim local food systems and health.

Although previous board experience is not a requirement, past experience will be beneficial.

**COMPENSATION & TERMS**

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Directors are elected for an initial three-year term, and are eligible to be elected for up to two additional consecutive terms (nine years maximum).

Although Directors serve without pay, they will be reimbursed for reasonable travel expenses associated with attendance at Headwaters Foundation 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 the organization.

**APPLICATION PROCESS**

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Headwaters Foundation 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 letter of interest to Kristen Faust, EFL Associates, at [kfaust@eflassociates.com](mailto:kfaust@eflassociates.com). Although email is preferred, if regular mail is used, please contact Kristen Faust at 816.945.5393 to confirm that your materials have been received. Further contact information can be found at the end of this document.

Please note that all candidate material will be reviewed for the current Board recruitment cycle, but only those candidates who appear to closely align with the 2021 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. You may contact EFL Associates to check on the status of your candidacy.

**NON-DISCRIMINATION**

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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.

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