



Alumni Board of Directors

Position: Alumni Trustee

Mission

The Alumni Board of Directors serves as an inclusive voice of and for the alumni. In keeping with the College's mission, the board strives to foster meaningful connections and engagement between and among alumni, future alumni, and the College.

Position Summary

The Alumni Trustee (AT) provides the critical communication link between both the Alumni Board of Directors (ABD) and the Board of Trustees (BoT). The Alumni Trustee attends meetings of both Boards, balancing the interests of each with equal importance. The Alumni Trustee must possess the ability to think broadly about the critical issues in higher education, as well as the short and long-term issues facing the College today, in addition to having a fiduciary responsibility to the College. Serving as one of two Alumni Trustees, on a board of thirty-five, they work in collaboration with others to lead the College towards its goals for the future. You can find more about the Board's current composition [here](#).

Specifically, as a member of the BoT, the AT serves as fiduciary to ensure that the financial, physical, human, and other assets of the College remain sufficient to support the College's mission. In this capacity, they exercise oversight of College policy and ensure that long-term planning is integrated into the Board and committee work. All trustees are expected to enhance the value of the College by taking a leadership role in contributing and raising funds for the College's annual and capital needs.

Expectations & Responsibilities

Board of Trustees

- Serve on the Board of Trustee Committee(s) as assigned, which may include up to two assignments annually.
- Provide a leadership standard for giving, thereby setting an example for others in the Wheaton community.
- Advocate for, support, and assist in the implementation of the College's policy
- Provide the President of the College with an assessment of his/her/their

performance. The trustees act as the President's most constructive critic.

- Adhere to the highest standards of social conduct.
- Adhere to the College's conflict of interest policies and applicable state and federal law, which includes certain duties of loyalty, fair dealing, and disclosure.
- Continually educate oneself on developments within the higher education sector.
- Complete self-assessments and Board assessments as directed.

Alumni Board of Directors

- Attend meetings of both the Board of Trustees and the Alumni Board of Directors to create a strategic vision for the College
- Think and act creatively to continually promote and enhance the shared vision of the College, Trustees and Alumni Association.
- Share, promote, and solicit feedback about the strategic direction of the College, campus initiatives, and the College's needs with Wheaton College alumni.
- Be a voice for all members of the Wheaton College Alumni Association and an Ambassador for the College to the Association.
- Actively participate in ABD working groups focusing on the success of Wheaton College in connection to the mission and strategic plan for the ABD.
- Report to the Alumni Board of Directors on the activities and decisions of the Trustees (as appropriate) at their meetings.
- Contribute annually to the Wheaton Fund during each year of their term.
- Complete self-assessments and Board assessments as directed.

Time Commitment

The Alumni Trustee role requires a significant time commitment every week, often during the business day, as you will be serving as a member of both the Alumni Board of Directors and the Board of Trustees.

As a member of the Board of Trustees you will participate in three scheduled meetings a year (October, February and May) often with a fourth meeting/retreat over the summer. Meetings typically last up to 2 days, and are often onsite at Wheaton. The BoT also meets via conference call on an as-needed basis. Each BoT member is expected to actively participate in meetings for any committees or working groups to which s/he/they have been appointed.

As a member of the Alumni Board of Directors you will serve as a member of one working group who will meet at least once a month during the academic calendar. Working groups may be longer-term or short lived assignments based on the evolving work of the ABD toward our

[current strategic plan through 2030](#). The ABD holds quarterly board meetings, oftentimes virtually in the evenings, with at least one board meeting conducted in person at the College each year. BoT and ABD onsite meetings may or may not coincide. ATs are responsible for their travel arrangements.

Qualifications

Candidates for the Alumni Trustee should/be/have:

- A graduate of Wheaton College who has demonstrated previous volunteer service and proven leadership in the Wheaton community. *While not required, it would be helpful for candidates to have previous ABD experience or have served as a Class Officer.*
- An established history of making Wheaton a top philanthropic priority, relative to their ability, including supporting the Annual Fund or other Wheaton philanthropic endeavors each year.
- Experience serving in a fiduciary capacity either as part of their volunteer background or through professional commitments.
- Previous experience and/or involvement with other non-profit organizations, including serving on similar Boards.

Core Competencies

- Commitment to Wheaton
- Brand Stewardship
- Relationship Building & Stakeholder Engagement
- Influencing through Effective Communication
- Continuous Learning & Adaptability
- Strategic Thinking & Change Leadership
- Time Management & Reliable Delivery
- Financial Stewardship & Risk Management

Term of Office: The term of office for the Alumni Trustee is three years and begins May 1.

REVISED: October 2025



Alumni Board of Directors: Alumni Trustee Competencies

Commitment to Wheaton

- A passion for [Wheaton College's mission](#), and in keeping with that strives to foster meaningful connections and engagement between and among alumni, future alumni, and the College.
- Ability to serve as a public ambassador on behalf of the College.
- Words and actions embody the [College's Honor Code](#).
- Deeply understands, empathizes, supports, and serves as a cultural builder/ambassador for the ABD in all diversity & inclusion efforts and conversations with alumni.
- Team orientation that combines collegiality with a drive and ability to motivate others.
- Brings a spirit of generosity to our work and is supportive of the collective impact and wisdom of the board and/or team.
- Mission-driven professional who is more concerned with the outcome than personal accolades.

Brand Stewardship

- Demonstrates clear understanding of the Wheaton College's mission, values, and brand promise, and consistently reinforces them in decision-making.
- Acts as an ambassador for the College representing the brand with integrity and alignment in all public and private forums.
- Ensures that board policies, strategies, and communications protect and strengthen the reputation of the College.
- Advocates for consistency of message, tone, and visual identity across organizational initiatives and external partnerships.

- Recognizes and anticipates potential risks to brand perception and actively supports efforts to safeguard trust and credibility.
- Promotes community engagement and stakeholder relationships in ways that enhance the visibility and positive standing of the College.
- Encourages innovation and growth that expand the Wheaton brand reach while staying grounded in core values.
- Demonstrates awareness of how diversity, equity, and inclusion shape the perception and strength of the Wheaton brand.
- Provides guidance and oversight to ensure that fundraising, partnerships, and advocacy efforts align with Wheaton's brand values and reputation.
- Holds themselves and fellow trustees accountable for acting as visible and responsible stewards of the College's public image.

Relationship Building & Stakeholder Engagement

- Ability to quickly establish trust and rapport, to engage with a wide range of stakeholders (e.g., College staff and partners, alumni, students, etc.).
- Seeks to understand the perspective, motivations, and perceptions of others.
- Outstanding interpersonal and trust-building skills, modeling vulnerability and self-reflection.
- Invites and welcomes consistent feedback from internal and external stakeholders.
- Anticipates and meets the needs of both internal and external stakeholders. Delivers high-quality services and is committed to continuous improvement.
- Exhibits political acumen and awareness of power and political dynamics, anticipating where conflicts may develop and proactively and constructively surfacing, managing, and resolving conflicts.

Influencing through Effective Communication

- Treats others with courtesy, empathy, dignity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.

- Strong interpersonal skills with the intellectual and emotional depth, maturity, and collaborative skills to work effectively across all levels of the ABD and with College partners. Able to coach and develop others to accomplish results.
- Candor: comfort leading difficult conversations, guided by making decisions that are in the best interests of all communities supporting and working with Wheaton College.
- Actively listens to others, understands nuance, and effectively interprets others' motivations and perceptions.
- Fosters an inclusive environment where diversity and individual differences are welcomed, valued and leveraged as an integral part of achieving the vision and mission of the ABD.
- Delivers oral and written messages with clarity, persuasiveness, and impact, capturing people's immediate attention and buy-in through the communication. Generates "followers" and captures the "hearts and minds" of their audience.

Continuous Learning & Adaptability

- Demonstrates awareness of their strengths, limitations, and impact on others, actively and regularly soliciting feedback from diverse stakeholders, and adjusting as needed. Is flexible in changing their opinions and being open to new ideas and approaches based on data and feedback.
- Demonstrates strong awareness of both impact on and perception by others; uses this awareness to adapt communications and actions.
- Seeks out and incorporates feedback from others.
- Willingness and desire to ask questions as part of one's own learning and reflection process. Seeks to partner with others toward developing one's own learning.
- Invests in ongoing personal and staff development aligned to organizational vision and priorities or gaps in personal knowledge and skills.
- Demonstrates resourcefulness and persistence when facing setbacks, accurately identifying when to persist, adapt, reimagine, or accept the strategy in alignment with the organizational vision.
- Implements personal and departmental systems that create a regular cadence of collecting data, reflecting on progress, codifying productive practices, and adjusting course as needed. Lifts up these findings to

organizational leadership with a lens toward continuous learning and improvement.

- Facilitates an environment and culture that values feedback, curiosity, creativity, and learning and provides safety for personal and organizational trial and error, seeing setbacks as opportunities to learn and grow.

Strategic Thinking & Change Leadership

- Maintains strong focus on goals and results, setting clear metrics for success and aligning work to organizational priorities.
- Demonstrates equally strong strategic thinking and disciplined execution, balancing immediate needs with long-term vision.
- Applies a systems-thinking lens, anticipating ripple effects, interdependencies, and tradeoffs across people, operations, and outcomes.
- Proactively leads through change by assessing readiness, anticipating resistance, and engaging stakeholders in the process.
- Sustains clear, transparent communication throughout transition - articulating vision, sharing rationale, celebrating progress, and addressing concerns.
- Demonstrates empathy and awareness of the human side of change, supporting individuals and teams in navigating uncertainty.
- Exercises strong judgment and moral compass to make timely, high-stakes decisions under ambiguity, while delegating to the right decision-owners when appropriate.
- Models adaptability and resilience by protecting time for reflection, learning, and continuous improvement, adjusting course as conditions evolve.

Time Management & Reliable Delivery

- Effectively uses time saving systems that maximize efficiency.
- Prioritizes tasks and aligns efforts to ensure completion.
- Clearly articulates plans to achieve ABD or working group goals.
- Demonstrates excellent execution and project management skills, including high level of attention to detail, organizational skills, ability to balance the big picture with detailed steps to reach the end goal, and ability to balance multiple projects under tight deadlines.
- Able to manage up and latterly, ensuring all relevant parties are kept up to speed on progress, next steps, roadblocks and any other relevant information

related to board and/ or project/working group activities.

- Epitomizes purpose-driven urgency, working to overcome obstacles and realize key objectives.
- Exhibits ability to pivot quickly from project to project and manage multiple levels of work.

Financial Stewardship & Risk Management

- Understands and fulfills fiduciary responsibilities to ensure the long-term financial health and sustainability of Wheaton College.
- Reviews, questions, and approves budgets, financial reports, and audit findings with diligence and clarity.
- Ensures financial resources are allocated in alignment with the mission, strategy, and priorities of the College.
- Identifies, monitors, and evaluates key financial risks, ensuring appropriate mitigation strategies are in place.
- Supports the establishment and maintenance of effective internal controls, compliance policies, and ethical financial practices.
- Balances risk-taking with prudent financial management to enable mission advancement without jeopardizing stability.
- Ensures transparency and accountability in all financial reporting to stakeholders.
- Monitors and upholds investment, reserve, and endowment policies to safeguard Wheaton's assets.
- Champions a culture of responsible resource management and financial discipline among leadership.
- Holds management accountable for accurate forecasting, scenario planning, and contingency preparation.

REVISED: October 2025