



## AARP Foundation Board Members



DRiWaterstone HC  
3033 Wilson Blvd., Suite E-537, Arlington, VA 22201  
703-294-6684  
[www.DRiWaterstoneHC.com](http://www.DRiWaterstoneHC.com)

## Our Vision: A future without senior poverty where no older person feels vulnerable.



AARP Foundation works to end senior poverty by helping vulnerable people over 50 build economic opportunity. Our approach emphasizes equitable outcomes for populations that have faced systemic discrimination. As AARP's charitable affiliate, we serve AARP members and nonmembers alike. Through vigorous legal advocacy and evidence-based solutions, and by building supportive community connections, we foster resilience, advance equity, and restore hope. To learn more, visit [aarpfoundation.org](http://aarpfoundation.org) or follow @AARPFoundation on social media.

As the new president, Claire Casey leads AARP Foundation's strategic direction and efforts to achieve its vision of a country free of poverty where no older person feels vulnerable.

Casey comes to the Foundation from Economist Impact, where she was the global head of Policy & Insights. Her work focused on driving awareness and action on critical global issues such as food security, global aging and more. Casey also founded FP Analytics, the research and analysis division of the FP Group and publisher of Foreign Policy magazine and she has more than 2 decades of experience providing evidenced-based strategic advisory services to Fortune 100 corporations, foundations, governments and international institutions.



*We serve vulnerable people over 50 by creating and advancing effective solutions that help them secure the essentials.*

AARP Foundation has an operating budget of nearly \$200 million, over 200 employees and 35,000 volunteers. The Foundation shares and supports AARP's vision, mission, and overall commitment to leading positive social change, which we pursue through these areas of focus:



**Increasing Income and Earnings**

Our workforce initiatives offer skills training, coaching, and other resources to help older adults with low-income return to the workforce or advance to better jobs.



**Increasing Access to Benefits**

We help older adults with low-income gain access to benefits that supplement needed income from sources such as Social Security, earnings, and pensions.



**Securing Refunds and Credits**

Many taxpayers miss out on credits and deductions they've earned. Our programs help users secure millions of dollars in refunds and credits every year.



**Fighting for Older Adults in the Courts**

To support our goals, AARP Foundation attorneys fight in the courts to drive social change and advance the rights and interests of older workers, consumers, and beneficiaries.



**Grantmaking**

Our grants support sustainable, real-world solutions to the fundamental challenges facing people over 50 who have low incomes. We prioritize approaches that emphasize an equitable distribution of assistance.



**Innovation**

We apply an evidence-based process to test new solutions and build on existing programs. We analyze data and consumer insights to learn what has the greatest positive impact for vulnerable older adults.

## *Building a Future Without Senior Poverty: Our Approach*

More than 37 million adults over 50, or 1 in 3, either live in or are at risk of falling into poverty. AARP Foundation works to end senior poverty by helping older adults with low income build economic opportunity and maintain financial resilience.



Our approach begins with **human-centered design**, using empathy and experimentation to understand people's needs and find new solutions to complex problems.

**Workforce programs** like [BACK TO WORK 50+](#), [AARP Foundation SCSEP](#) (Senior Community Service and Employment Program), and the new [Digital Skills Ready@50+™](#) initiative help unemployed and underemployed older adults gain the skills and resources they need to thrive in today's fast-changing workplace. And [Work for Yourself@50+](#) makes it easy for older adults to explore entrepreneurship as a way to work on their own terms and increase their financial stability.



We assist older adults with low income in gaining **access to benefits** they've earned or for which they're eligible. Those benefits include essentials such as food assistance, affordable health care, paid family leave, student loan debt relief, and tax credits, among others.



And we help older adults **secure tax credits and deductions** through our longstanding [AARP Foundation Tax-Aide](#) program, which provides free in-person and virtual tax preparation, with a focus on taxpayers who are over 50 and have low to moderate income. In addition, [Property Tax-Aide](#) helps older adults with low income take advantage of property tax refund and credit programs, saving them money and helping them stay in their homes longer.



We emphasize a **commitment to equity** in all that we do. That means prioritizing strategies that seek to diminish systemic barriers, racial and ethnic disparities, and other biases that perpetuate conditions of poverty and economic instability among older adults.

We work to **change the systemic structures** that allow people to slip into poverty. AARP Foundation attorneys protect the rights of older adults in the courts, tearing down barriers to economic and social stability.

## **Board Culture**

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The AARP Foundation Board of Directors is a high-performance team, with a strategic, agile, and proactive focus on collaboration both within the Board and with management. The Board also encourages participation from all with respect for individual skills and perspectives and welcomes new ideas and innovation. The Board demonstrates strong ethics, transparency, fiduciary responsibility, and a culture of inquiry and inclusion. With appropriate deliberation and respecting the right of Board members to differ, the Board makes the best decisions for AARP Foundation, which all members then support. The Board reinforces its high-performance culture through a robust onboarding process for new members and through a set of operating principles.

**Mission-Driven.** The Board advances AARP Foundation’s mission and impact on the world. It frames discussions and decisions around why AARP Foundation exists, what it strives to do, its intended beneficiaries, and its significance as a social institution. It serves the interests of AARP and AARP Foundation as a whole and works as a collaborative team.

**Strategic Leadership.** The Board stays focused on higher levels of strategy and policy.

**Healthy Debate.** The Board believes diversity and healthy debate lead to the strongest decisions. It encourages diversity of perspective, differing points of view, and a full discussion of questions in an environment of trust. Once a decision is reached, it unites to support the majority view and the president is charged with carrying it out.

**Independence and Objectivity.** The Board ensures its integrity and ability to make unbiased decisions on behalf of AARP Foundation, avoiding even the appearance of conflicts of interest and disclosing any potential concerns immediately.

**Nose In, Fingers Out.** The Board is the governance entity and steward of the public trust; it is not responsible for executing AARP Foundation’s plans and programs.

**Collaborative Partnership.** The Board partners with AARP Foundation management based on shared expectations to ensure vision and priorities are aligned. It trusts the president to bring significant matters to its attention and engage it in shaping key strategies.

**Return on Time Invested.** The Board uses the time, skills, and experiences of its members wisely, recognizing their time is valuable.

**Continuous Learning.** The Board is expected to seek ongoing opportunities to learn about the issues related to the AARP Foundation’s mission and nonprofit governance practices.

**Continuous Improvement.** The Board learns from and continually improves its practices.

## *Board Roles and Responsibilities*

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The AARP Foundation Board of Directors is responsible for overseeing the finances and activities of the Foundation. The Board comprises up to 11 members, including the Board chair and chairs of each of the four committees: Audit, Development, Finance, and Governance.

The Board determines and assures appropriate organizational performance. This includes fulfilling the mission of the organization, determining its future direction, and assuring its fiscal health. A Board member is expected to attend all Board meetings and participate in committees and other activities as needed.

Some of the major responsibilities of an AARP Foundation Board member are to:

- Ensure the highest ethical and professional standards are being applied in the handling and use of funds raised for programmatic activities.
- Provide philanthropic support by personal giving and draw on the sphere of influence to benefit the Foundation.
- Ensure that appropriate controls are in place between AARP Foundation and AARP in compliance with all laws governing 501(c)(3) organizations.
- Approve budget and monitor finances.
- Evaluate the Foundation president's performance in conjunction with the AARP CEO.
- Ensure appropriate linkage between the work of the Foundation's programs and the mission and goals of both AARP and AARP Foundation.



## *Board Qualifications*

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### **Emphasis on Director Candidates With Leadership Skills and Experience**

Qualified applicants should be big-picture thinkers, who are creative, can understand complexity, are open to new and challenging concepts, view change as necessary and positive, and have the ability and time to serve.

AARP Foundation is committed to a diverse, inclusive, and equitable environment where all board members, staff, volunteers, and members feel respected and valued regardless of gender, age, race, ethnicity, national origin, sexual orientation or identity, disability, education, or any other bias.

The following general qualifications are essential to be a member of AARP Foundation's Board of Directors:

- **Governance Skills and Abilities.** Experience in governance and policy development, which includes providing strategic direction, monitoring organizational effectiveness, overseeing financial and budgetary issues, and determining critical programmatic policies and directions.
- **Leadership.** Leadership experience as a member of one or more relevant nonprofit or for-profit governing Boards with similar goals, or comparable leadership experience.
- **Knowledge and Experience.** A blend of knowledge, skills, and relevant experiences in areas such as development, business and finance, marketing, public relations, branding, and social media.
- **Commitment to Give.** An ability and willingness to contribute financially that reflects your capacity and personal commitment to giving, as well as to provide personal contacts and influence to help the Foundation achieve its mission and goals.
- **Dedication to AARP Foundation's Goals.** A genuine interest or experience in AARP Foundation's vision, mission, values, and strategic direction. The Foundation is committed to diversity and inclusion in all our policies, plans, programs, services, relationships, and operations.
- **Teamwork Skills.** The ability and willingness to partner with the staff of varying viewpoints and backgrounds to reach a consensus on complex problems and issues.
- **Time Commitment.** The ability and willingness to travel and participate in Board meetings, committee meetings, and other events throughout the country. As part of a working Board, members can expect to be busy between 12 and 14 days a year, depending on the member's desired level of involvement with committees. Board members will be expected to attend three out of four Board meetings each year. While this is an unpaid position, AARP Foundation reimburses all travel and subsistence expenses in connection with AARP Foundation work.

## *Board Qualifications (cont.)*

Desired experience and expertise of interest for this recruitment process:

- Financial
- Experience with fundraising strategy
- Passion for AARP Foundation’s mission and a willingness to act on behalf of the organization and activate others
- Background in innovation and bringing ideas and organizations to scale
- Technology with digital consumer marketing experience
- Willingness to commit the time and be active and deeply engaged in the work

The role requires a sense of urgency and the confidence to handle a variety of challenges, and a full commitment to fulfilling AARP Foundation’s social mission and high standards of achievement. A successful board member will demonstrate the following behaviors and characteristics:

- Comfort with ever-changing environmental and organizational conditions
- Ability to bring innovation, creativity, and a focused decision-making style that supports implementing practical, timely solutions
- Ability to learn quickly and thoroughly while continually recognizing and adapting to changing conditions is critical
- Ability to stay focused on results despite changing conditions
- Ability to build rapport and relationships with other Board members and staff
- Self-assurance and the confidence to purposely drive toward results
- Strategic thinking, problem-solving, and the ability to engage the commitment of others



# To Apply



## AARP Foundation Board Members

Applications can be submitted at  
<http://DRiWaterstone.com/Positions/AARP-Foundation-Board>

DRiWaterstone is a nationally-ranked executive search and strategic consulting firm that works exclusively with nonprofit organizations to build volunteer and executive leadership.

As an organization and as an employer, AARP Foundation values and champions the broad diversity of our membership and workforce. Diversity has been a core value of AARP Foundation since it was founded in 1968.