



Typical Contents of Nonprofit Board Manual

Each member of the Board should have a Board Manual, or Handbook, that contains the types of contents listed below. Board members should be oriented to the contents, for example, during a Board orientation session. Contents of Board manuals may differ somewhat among different organizations, depending on the needs and nature of the organization, including the Board model preferred by the nonprofit. The contents of the Board Manual and activities to update it might be the responsibility of a Board Development Committee.

Legal Descriptions

Charter Documents

- Articles of Incorporation
- IRS letter of determination granting 501(c) status
- Other evidence of exemptions from taxes
- Licenses and Permits
- Registration for Solicitation

Strategic Plan

Strategic Plan Document

- Mission, Vision and Values Statements
- Goals and Strategies
- Action Planning (objectives, responsibilities, timelines, etc.)
- Status Reports toward implementation of plan

Board Organization/Operations

By Laws and Policies

- Board By Laws
- Resolutions
- Board Policies (some of which follow)
- Code of Ethics and Code of Conduct
- Board Meeting Attendance Policy
- Board Staffing Procedure
- Board Application Form
- Board Member Contract
- Board Conflict-of-Interest Policy

Board Organization and Membership

- Organization Chart of Board
- Roles and Responsibilities of Board
- Job Descriptions of Board Officers and Other Members
- Board Committees and Charters
- List of Board Members (their organizations, contact information, etc.)
- Board Member Biographies

Board Operations

- Board Calendar
- Work Plans ("to-do" list for each Board committee)
- Board Meeting Agendas and Minutes
- Committee Meeting Agendas and Minutes
- Reports from Chief Executive

Programs/Products and Marketing

Program Planning for Each Program

- Market Analyses
- Descriptions
- Service Objectives
- Income Objectives
- Evaluation Results

Marketing and Promotions for Each Program

- Marketing and Promotions Plan
- Positioning Statement
- Brochures, articles, etc.

Finance/Fundraising

Financial Management, Policies and Procedures

Fiscal Policies and Procedures
Internal Control Policies (bookkeeping controls)
Collections for Accounts Past Due
Tracking In-Kind Donations
Tracking Volunteer Hours
Travel Reimbursements
Other Reimbursements

Financial Records/Data

Yearly Budget
Budget Narrative
Cash Flow Reports
Program Budgets
Financial Statements
Financial Analysis
Audit Reports

Fundraising

Fundraising Plan
Lists of Sources
Lists of Donors
Fundraising Reports

Community/Public Relations

Media Relations Policy
Interview Guidelines
Scripts (for reference during interviews)
Listing of Major Stakeholders and Contacts
Public Event Planning

Personnel Policies

Staff Organization and Data

Organization Chart
Job Descriptions
Staff Address List
Staff Information Form

Personnel (Staff) Policies and Procedures

Benefits and Compensation
Code of Ethics and Code of Conduct
Whistleblower Policy
Document Retention / Destruction Policy
Conference Room Layout / Reserving Rooms
Diversity Plan
Dress Code
During Chief Executive's Absence
In Case of Fire
Forms to Check Out Keys
Use of Kitchen Area
Large Mailings and Copy Lists
Office Forms
Office Supplies
Performance Management Policies (performance appraisal, firing, etc.)
Receptionist/Program Assistance Advance Notice
Snow Days
Special Recognitions
Telephone Coverage
Time Tracking
Vacations