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

**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

**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 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

**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

**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

**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

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