



## 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