

Board Management Toolkit

BryteBridge
Nonprofit Solutions

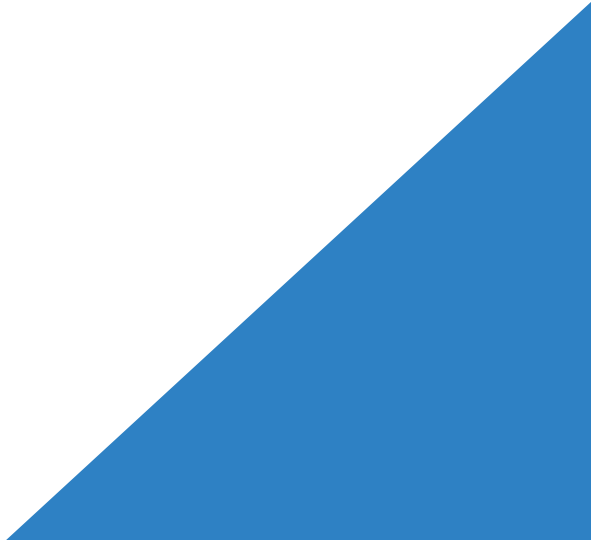


I. Board Management Resources

BOARD MANAGEMENT RESOURCES

TABLE OF CONTENTS

- Nonprofit Board Management 1
- Board Reference Book 3
- Frequency Of Board Meetings 5
- Overview Of Good Nonprofit Board Meetings 7
- Good Nonprofit Board Reports 10
- The Board Chair 11
- Nonprofit Board Committee Effectiveness 13
- Board Evaluation 12
- Strategic Planning Model For Nonprofits 15
- Transition Planning For The CEO 18



Nonprofit Board Management

A well-functioning Board of Directors is essential for nonprofit organizations to meet legal requirements and successfully achieve their goals. In general, nonprofit boards are instrumental in developing organizational policy, providing oversight to ensure the organization's mission is fulfilled, and keeping the organization financially healthy. The type of board you create will depend on your organization's size, mission, stage of development, and fundraising goals.

Top Tips

- Recruit new members strategically to find the right people to meet your organization's needs. Remember, recruitment is an ongoing process and not just something to consider when vacancies arise.
- Determine the types of skills you need on your board. Consider members with skills in accounting, legal matters, property management, or policy areas.
- Develop clear roles and responsibilities for board members. Some organizations prepare job descriptions for board members, especially for officer positions such as president, vice president, treasurer, and secretary.
- Educate board members so they understand the organization's mission and programs and their legal and fiscal responsibilities.
- Orient new members. Prepare a board manual and initiate a board mentoring system – current board members can provide support and coaching to new members. Consider inviting board members to tour your organization and meet with senior staff during their orientation.
- Establish committees that will enable board members to take an active role in furthering the organization. Some nonprofits require board members to serve on committees before joining the board.



- Communicate with board members in between meetings. Use the opportunity to provide organizational updates, encourage people to follow through on commitments, and discuss issues in an informal setting.
- Host an annual retreat for board members. You may consider involving staff as well. Engage the services of a skilled facilitator to assist with planning and facilitating the session.
- Appreciate, recognize and celebrate the contributions of board members.
- Periodically self-assess your performance as a board to determine how well you're carrying out your responsibilities and identify challenges that require action.
- Establish term limits and rotate board members so fresh ideas and new energy come into your organization.



Board Reference Book

Every board member should have access to a Board Reference Book during board and committee meetings prepared and kept current by staff. These easily-updated notebooks can start small and grow. Usually, it is convenient to keep two or more notebooks in the staff offices, update them as required, and bring them to board and committee meetings so board members can refer to them at any time. Also, use them to orient prospective board members before accepting an invitation to serve. Many organizations also post this information on a password-protected portion of their website for board members and selected staff. A list of possible items includes:

Items Referenced in Board Policy Manual (this will vary by organization)

- A. Bylaws
- B. Copy of latest Board Policies Manual (BPM)
- C. Profile of the Board
- D. Annual Affirmation and Conflict of Interest Statement
- E. Other referenced documents (e.g., whistle-blower policy)

Other Resources for Members' Use During Board and Committee Meetings

- F. Articles of Incorporation
- G. A brief history of the organization
- H. New board member orientation checklist (things to do or read)
- I. Latest budget and board-oriented financial report
- J. Last external audit report
- K. Board contact data and committee assignments
- L. List of advisors -- attorney, CPA, insurance broker, groups, etc.
- M. Program descriptions/brochures



- N. Trend/issue analysis used in the last strategic planning retreat
- O. Organization chart
- P. Summary of the staff benefits package
- Q. Copy of latest IRS Form 990
- R. Copy of CEO contract/agreement and their performance goals
- S. List of insurance policies, including D and O liability policy
- T. Current personnel handbook
- U. Schedule of future meetings/critical dates
- V. Board member CVs
- W. Summary of any formal agreements with other organizations
- X. Last three board reports from the CEO
- Y. Last three board meeting minutes
- Z. Something humorous ... this can be a lot of material to digest!



Frequency of Board Meetings

Best Practices:

1. Meet only as often as necessary. Frequency depends on the complexity of the organization, the distances people travel, and where you are in the organization's life cycle (e.g., more meetings if in fast expansion, after a merger, in need of a turn-around, coming out of a crisis, etc.)
2. Be willing to change; e.g., two meetings/year have been enough, but now three meetings every other year make sense.
3. Two-day retreats are usually more productive than two separate days. It's often better to add length to your meetings than another set of dates.
4. Best to set dates at least one year in advance -- even if it's only "we meet on the second Monday and Tuesday of November and May."
5. Consider an Executive Committee (with appropriate authority limitations) as an insurance policy. It can always handle urgent things between regular meetings.
6. Conference calls work when (1) people know one another, (2) there is an advance agenda of limited items with good background material, and (3) the chair manages the meeting well.
7. Have some Executive Committee meetings by phone, but invite any other board member to "listen in" to reduce the concern that essential things are removed from the full board.
8. Consider "consent minutes" for easy board action items. Remember, a resolution requires that 100% of the board members mail or fax their signed approval to the board secretary.
9. Usually, one meeting is scheduled to fit the organization's budget cycle.



You may want to survey your board members as to the frequency and length of board meetings using a table like this:

Right Mix?	1 Day each	2 Days each	3 Days each	4 Days each
Once a year				
Twice a year				
Three times/year				
Four times/year				
Are you sure you need more!?				

Overview Of Good Nonprofit Board Meetings

Think of them as board gatherings with several purposeful events

I. Advance Items

- A. Set dates 1-2 years in advance for regular meetings.
- B. Send out tentative agenda and related info two weeks in advance—clearly separate action items from report items and general information.

II. Room Preparation

- A. Set up a room with tables in a hollow square- or U-shapes or round tables large enough for the entire board; only board members & CEO at the table
- B. Arrange for quality visual aids
- C. Refreshments, paper, pencils, Board Reference Books, name tags, etc.
- D. Displays of organization's activities, pictures, charts, etc.

III. Full Board Meeting Agenda

BOARD MANAGEMENT TIME

- Refreshments or meals together, team building activities, etc.
- Board training (based on expressed needs of board members)
- Recreation, including spouses when appropriate
- An informal time to brainstorm the future and evaluate how the board is doing

BUSINESS MEETINGS – Suggested Sequence

- A. Call to order - Chairman (the "manager" of the board)
 - Introductions of new members, staff, and guests
 - Gain directors' consensus on printed agenda
- B. Request motion to approve previous meeting's minutes (accept and refer any corrections to the secretary for changes)

- C. Report of the Chief Executive (general "state of the organization" and any briefing on critical items that will be coming up under old or new business)
- D. Finance Report (often given by the volunteer Treasurer, but only after a good briefing by the staff finance person; use handouts with not too much detail)
- E. Other Staff Reports (usually these are mailed out in advance, and this time is for answering questions of board members)
- F. Board Committee Meetings. These should require 90-120 minutes. Committees with longer agendas should have met before the board meetings.
- G. Resume full board session for committee reports. Act on recommendations.
- H. Old Business (itemized topics, usually those which have been discussed by the board in earlier meetings and which are now ready for action)
- I. New Business (topics which the Chief Executive, committees, or individual directors have asked be put on the agenda; sometimes discussed only with action deferred to a later meeting).

IV. Executive Sessions

Every board meeting should include two executive sessions (all visitors and staff are excused):

- (1) Without the CEO, to discuss the performance and relationship of the CEO with the board;
- (2) Later, with the CEO so any concerns can be addressed.

V. Miscellaneous Tips for Good Meetings

- A. Chair and Chief Executive should discuss/agree on advance agenda.
- B. Put all "ongoing" policies in a Board Policies Manual (BPM) document.
- C. Put board documents and related material in an easily updated notebook called a Board Reference Book with tabs. Have 1-2 updated copies of this notebook on the board table.)
- D. When the agendas are long, the chair should ask for agreement to set a pre-determined time limit for discussing specific items.

- E. During meetings, use Red and Green cards to allow all members to show their support or opposition (or agree/disagree) to points of view or suggestions. It helps the board see how peers think and moves the discussion along faster.
- F. When the board finishes a discussion, if there is no formal resolution (motion), be sure the chair designates the "next steps" and who is responsible.
- G. Have a staff member take notes during the meeting, from which minutes are drafted within a few days. Keep the minutes crisp, showing the date, time, and place; who was present and absent; all motions; a brief description of other items discussed; time of adjournment. Sometimes, there are attachments referred to in the minutes. After the CEO reviews, send the draft minutes to the Secretary for approval. Then mail copies to all board members, hopefully within two weeks of the meeting.
- H. Some boards separate "discussion" periods from "business" sessions by having the chair turn over the meeting to the CEO to facilitate discussion on complex issues, which may come up later for a vote in the business session. When the chair takes over during the business session, items move more rapidly after the more informal discussion period.



Good Nonprofit Board Reports

1. Board should define, with the CEO's input, WHAT reports it wants from staff to monitor the achievement of its major goals.
2. Board should decide WHEN it wants specific reports...monthly, quarterly, whenever X happens, etc.
3. Reports should measure the "ends/results" or goals, not just activities or means.
4. Staff financial reports are usually too detailed for board use and do not identify the "red flags" in the information.
5. Put reports in a historical context...data today, one year ago, five years ago.
6. Where possible, put reports in the context of comparisons to similar organizations.
7. Use graphics whenever possible.
8. Check reports for accuracy before sending them to the board.
9. Leverage work of preparing reports for other purposes, e.g., newsletters, donor reports, and annual reports.
10. Ask for the help of outside experts to design board-friendly reports.
11. Ask the board annually to evaluate reports and redefine their reporting needs.
12. Keep an archive of reports for future reference.
13. Put some reports on your web page for the general public.
14. Use reports to inform and train staff.
15. Ask the board development (governance) committee to prepare an annual "state of the board" report to encourage the quality and accountability of the board itself.



The Board Chair

First Principle: The Chairperson manages the board...The CEO manages the organization.

- 1. Desired Traits.** Knowledge of the organization, leadership qualities, fair and objective, able to delegate and motivate volunteers, good facilitator of meetings, willing to make difficult decisions, positive communicator.
- 2. Time Required.** Usually 50% more than other active board members, so equivalent to 15-18 days per year on a typical nonprofit board.
- 3. Selection.** Must be elected by fair process, maybe by secret ballot. The entire board should select the most qualified person for the role who is willing to do the job well.
- 4. Length of Service.** Usually, one or two-year renewable terms. Need (1) objective evaluation by board Governance (or Nominating) Committee and (2) expressed willingness to serve again before re-election. But don't lose an effective chair. Not all are so gifted.
- 5. Primary Role.** The Chair's primary job is to maintain the integrity of the board's process. The chairman "manages the board." The Chair is the only board member authorized to speak for the board as a group, other than in rare and specifically authorized instances. They model involvement, including giving, helping recruit new board members, making wise committee assignments, interpreting board feelings to the CEO, running efficient meetings, and insisting on good board training.
- 6. Enforcement Role.** The Chair ensures that the board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization. Meetings deal only with those issues that belong to the board to decide. The Chair minimizes cliques within the council and deals with division or dissatisfaction as appropriate.
- 7. Special Authority.** The authority of the Chairperson consists only in making decisions on behalf of the board that falls within and are consistent with any reasonable interpretation of board policies on the governance process and the board-CEO relationship. The Chair has no authority to make policy-related decisions beyond policies created by the board.
- 8. Relations with CEO.** The Chair has no authority to supervise or direct the CEO. Still, it is expected to maintain close communication, offer advice, provide feedback from board members, ensure a good performance and compensation review, and encourage the CEO and staff on behalf of the board.

Nonprofit Board **Committee Effectiveness**

Board committees help boards make policy, not help staff do their work! They speak TO the board, not FOR the board. Some principles/tips include:

1. Have only the committees the board needs. Reassess periodically.
2. Often best that each director serves on only one committee (except Executive Committee).
3. Bylaws should authorize the board to form committees, but the list of the specific committees and their roles is better placed in the BPM than in the bylaws.
4. Common committees: Executive, Program, Finance, Advancement, Governance, Audit & Compliance
5. Usually, the Board Chair appoints committee members/chairs with board approval.
6. If an Executive Committee is used, other committee chairpersons often sit on it to improve coordination and communication. The bylaws or policies should limit its authority.
7. Consider allowing nondirectors to be appointed to committees to tap particular expertise and groom people for future board membership.
8. Each committee needs a clear job description approved by the entire board.
9. Specific, one-time tasks doable in X weeks/months (e.g., whether/how to refurbish a building) should be assigned to ad hoc task forces, volunteers on or off the board with unique abilities, rather than a standing committee.
10. Committees should meet (if just by conference call) in advance of the board meeting or as part of the agenda of a board meeting.
11. Each committee should have a staff liaison assigned to help it gather data, analyze options, etc., so its recommendations to the board are based on the best possible information.
12. Both board members and staff need to reinforce the concept that committees should not make policies independent of the board, are not there to "manage" staff, nor there to give staff "advice" that is "binding" on staff actions.
13. Someone must keep good, brief minutes of committee meetings for board reports.
14. Beyond board committees or task forces, the CEO often appoints and convenes other volunteer groups to help staff plan or to implement board-approved programs. Some board members, wearing their volunteer hats, might also be asked to serve on those groups.

Board Evaluation

I. Structure and Process

- A. An ongoing role of the Governance Committee
- B. Short “how are we doing?” survey/report after every meeting
- C. More formal evaluation surveys of all board members every two years
- D. Training modules using “good practices” material that prompt new questions at most meetings
- E. Outside evaluator if the board is struggling too much

II. Members and Officers

- A. Best done by Governance Committee; never led by CEO
- B. Always done before re-elections
- C. It was always based on written expectations regarding attendance, preparation, positive contributions, personal stewardship, etc.
- D. Can include peer evaluations based on the same criteria
- E. Emphasize personal responsibility to resign if not fulfilling expectations [See Annual Affirmation Statement]

III. Chief Executive

- A. Assigned to Executive Committee or another small group to manage
- B. The annual process is suitable for the board and CEO
- C. Best to start with mutually agreed-upon goals for the year

- D. Always invite the CEO to write a self-evaluation based on the agreed-upon goals
- E. Invite other directors to comment on the written self-evaluation
- F. Let the board discuss performance in the executive session
- G. Always debrief the CEO orally and in writing
- H. Every five years or so could contract with an outside evaluator who would interview key constituents, staff, donors, etc., and give the board and CEO a report.
- I. Evaluation is one input for the annual compensation review.



Strategic Planning Model For Nonprofit Organization

Definition of Strategic Planning:

Strategic planning is an ongoing process by which leaders envision the future of their organization and then develop the structures and procedures required to achieve that future. The intent is to create the future, not predict it.

Primary Purposes for Engaging in Strategic Planning:

- Greater unity on purpose, values, and culture
- Improved selection of appropriate board members
- CEO and management focus and application of personal strengths
- Donor confidence in the future of the organization
- Better staff teamwork and higher morale
- Reduced crisis management
- Improved effectiveness (doing right things) and efficiency (doing things right)
- Better staff recruitment and training
- Focused board and staff meetings
- Guidance in branding the organization's name/role
- Better results from marketing/advertising
- The basis for employee performance reviews

Whose Responsibility is Strategic Planning?

1. The governing board, representing the moral owners (key stakeholders), determines the "essentials" (mission, values, goals, etc.) and sets broad parameters within which the board wants its CEO and staff to achieve the mission. The board also identifies the data it needs to monitor progress toward achieving the mission and goals. Be willing to change; e.g., two meetings/year have been enough, but now three meetings every other year make sense.
2. The CEO and critical administrators then develop a more comprehensive plan considering human and financial resources, legal constraints, partnerships, timing, etc.
3. The CEO and staff provide monitoring data to the board and recommend changes in the board's policies that affect planning.

Critical Elements of the Strategic Planning Process:

- A. Articulation of the organization's vision and mission as defined by the board. The vision may (1) identify a specific future for the organization (e.g., how it wants to be known) or (2) define a broad future it envisions. In either case, it reflects the intrinsic values of the organization. The vision and values remain constant over time and require no external justification. If the desired future is stated broadly, many other organizations may be needed to achieve the vision. The **mission** defines the central purpose of the organization and the results it exists to fulfill, independent of the methods for achieving it.
- B. Identification of the emerging trends and changes in the organization's primary political, economic, social, and technological environments which will have the most effect on how the organization will function in the future. These factors serve as a significant impetus for change and are frequently summarized by the CEO for the board.
- C. Clarification of the organization's priority stakeholders, what they believe they have the right to expect from the organization, and the criteria by which they will judge the organization's responsiveness to their needs. The board is the primary link to those stakeholders, who are also known as "moral owners" and are representatives of those moral owners rather than an extension of management. Most nonprofits will include the following as stakeholders:
- those who have mandates for the organization's activities or who can directly influence the organization's operations (e.g., legislative and funding agencies or voting members);
 - those who are direct users of the organization's programs or services;
 - donors;
 - those who work in the organization.
- D. Selection of crucial results areas consistent with the mission (i.e., where the organization cannot afford to fail if it is to achieve its fundamental purpose). The board and staff formulate broad options, but the board decides on these. These are areas of behavior where superior performance by the organization will produce outstanding results for the stakeholders.
- E. Development of priority goals targeted for implementation. The intent is to develop a series of one, two, and three-year goals consistent with the organization's mission and in response to the stakeholders' legitimate needs. Again, the board, representing the moral owners, should agree to these, even if primarily developed by staff.

- F. Design strategies and action plans for achieving each goal, including the process used to monitor and evaluate success for governance work and management. Each goal must have one or more criteria by which success will be measured. This level of work is typically required of the CEO and staff by the board, and any documents shared with the board should be considered staff documents. If the board disagrees with anything, it should articulate its guidance in board policies in its Board Policies Manual, after which the CEO makes adjustments to the more detailed plans.
- G. Evaluation and reassessment of the key results areas and priority goals is an ongoing process scheduled for board and staff meetings.



Transition Planning For CEO

The board is advised to adopt a policy on CEO transition well before there is a need to replace the CEO. The policy should address both a sudden departure and a planned departure.

Have in the policies good answers to these questions:

1. Who will name the person to be acting CEO?
2. How will you decide to appoint an interim CEO for a year or so to allow a more substantial/more timely search?
3. Who has the authority to appoint a search committee?
4. Who can be appointed to a search committee?
5. Who decides on the search budget and whether to hire a search firm?
6. Who signs off on the job description that is circulated?
7. How many finalists should the search committee propose to the board?
8. Can an acting CEO be a candidate for the permanent position?
9. Who can negotiate the new CEO's compensation package?
10. What benefits should be given to a surviving spouse in the case of the CEO's death?
11. Should you appoint a task force to draft these policies now?

Usually, a board will be able to adopt a policy of three or four paragraphs that give concise answers to the process and even some specifics (e.g., who would be the acting CEO if the incumbent CEO was determined to be unable to perform the duties or if they died or resigned). This policy should be reviewed frequently to reflect the changes in personnel and the stage of organizational growth.



II. Useful Tools and Templates

USEFUL TOOLS AND TEMPLATES

TABLE OF CONTENTS

Board Profile For Selection Of New Directors 21

Orientation Checklist For New Board Members 23

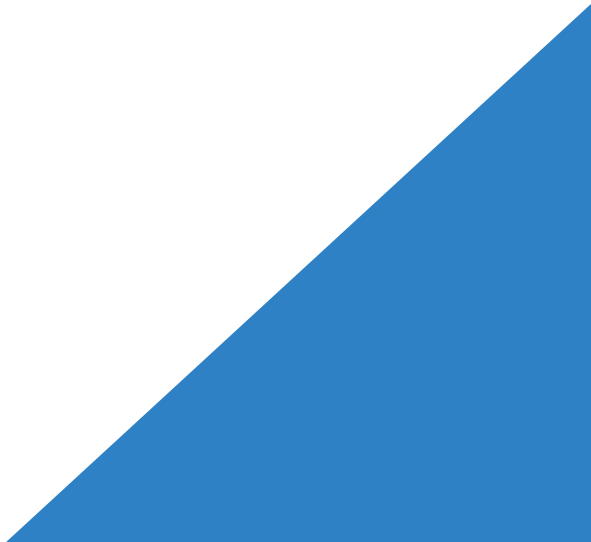
Conflict Of Interest Disclosure Questionnaire 24

Annual Affirmation And Conflict Of Interest Statement 26

Conflict Of Interest Disclosure Policy 28

Whistle Blower Policy 29

Meeting Minutes 31



Board Profile For Selection Of **New Directors**

This tool is used to gain agreement on the "ideal" profile of the board. The items in the three categories are examples only. They reflect the board's perception of the "dream team" tailored for the organization. The Board Development Committee (or whoever works on nominations) would use this board-approved profile to assess the current board and target the search for new directors.

I. Every board **CANDIDATE** should:

- A. Be widely known in his community as a person of integrity
- B. Have demonstrated in the past their interest in and support for the organization
- C. Have served on at least two other nonprofit boards of directors

II. As a **GROUP**, the entire board should eventually reflect this profile:

- A. Fairly reflect the primary constituencies of the organization
- B. Include at least **X** female and **Y** minority leaders
- C. Have no more than **Z%** from any one professional/career category
- D. Have 1/3 capable of donating **\$XXX** annually

III. Each, DIRECTOR or prospective director should bring at *least* one of these, in addition to meeting Category I criteria and helping the board meet Category II criteria. The Governance Committee should have a confidential list of current directors and prospective directors to note in the far right columns below (using initials or numbers) so directors can review and advise on potential board members.

Our Ideal Board Profile Would Have at Least One Person in Each Category Below (Examples Only)		Directors: Who has what?	Prospects: Who has what?
A.	Expert on the sociology and psychology of primary beneficiaries		
B.	Expert in nonprofit law		
C.	Former CEO of a similar organization		
D.	Expert in major donor fundraising		
E.	Expert in public relations and media		
F.	Business/professional leader who benefited from the organization		
G.	Expert in large nonprofit organization finance, preferably a CPA		
H.	Expert in construction and building maintenance issues		
I.	Person currently living among primary beneficiaries		
J.	Expert in theology (or another relevant, academic discipline)		
K.	(Other qualifications as determined by the board)		

Orientation Checklist For New Board Members

This is a sample of what your board could develop for your prospective board members. Some things should be understood before someone says "yes" to being elected. Other items should be handled soon *after* the election to help a new board member feel ready to participate fully in governance.

Orientation Item		Check If Done Prior To Election	Check If Done Soon After Election	Identify Who Will Do	Date When Done
1	Personal meeting with a board officer				
2	Personal meeting with chief executive				
3	Read Board Policies Manual (BPM)				
4	Read history, mission, bylaws				
5	Read biographical info on other board members				
6	Read strategic plan, major goals				
7	Read overview of programs, staff				
8	Walk-through facilities, meet some staff				
9	Briefing on programs, current issues				
10	Briefing on fundraising programs/needs				
11	Committee assignments/orientation				
12	Read calendar of meetings, events				
13	Field visits (if applicable)				
14	Review Board Reference Book				
15	Review audits, insurance, contracts				
16	Other:				

Conflict Of Interest Disclosure Questionnaire

Please complete the questionnaire below, indicating any potential conflicts of interest. If you answer "yes" to any of the questions, please attach a written description of the details.

Financial Interests - A conflict may exist where an interested party, directly or indirectly, benefits or profits due to a decision, policy, or transaction made by _____

1. Has [Insert Organization Name] proposed to contract or contracted to purchase or lease goods, services, or property from you or any of your relatives or associates?

YES NO

2. Has _____ offered employment to you (not applicable to existing staff) or any of your relatives or associates?

YES NO

Have you, or any of your relatives or associates, been provided with a gift or favor of a substantial nature from a person or entity that does business or seeks to do business with _____?

YES NO

4. Have you or any of your relatives or associates been gratuitously provided use of the facilities, property, or services of _____?

YES NO

5. Have you, a relative, or an associate in a position to benefit financially from an action, policy, or transaction made by _____?

YES NO

Other Interests - A conflict may also exist where an interested party obtains a non-financial benefit or advantage that they would not have obtained absent their relationship with [Insert Organization Name], or where their duty or responsibility owed to [Insert Organization Name] conflicts with a duty or responsibility owed to some other organization.

Please indicate if at any time during the past twelve months:

1. Did you obtain preferential treatment, promotion, recognition, etc., as a consequence of your association with [Insert Organization Name] for yourself or any of your relatives or associates?

YES NO

2. Did you use confidential information obtained from [Insert Organization Name] for your benefit or the benefit of a relative, associate, or other organization?

YES NO

3. Did you take advantage of an opportunity or enable a relative or associate to take advantage of an opportunity that you had reason to believe would be of interest to [Insert Organization Name]?

YES NO

4. Have you, a relative, or an associate in a position to benefit in a nonfinancial way from an action, policy, or transaction made by [Insert Organization Name]?

YES NO

Name

Signature

Date

Annual Board Member Agreement

I, _____, as a member of the Board of Directors of _____, commit to supporting the organization's mission to the best of my ability. I understand that my active involvement is critical to the growth and long-term impact of the organization and that [insert organization name] depends on the board's insight, skills, and collective efforts to build capacity in programming and fundraising.

Responsibilities of the Board of Directors

The mission of _____ is to _____.

As the governing body of the organization, the Board of Directors is responsible for the following:

- Attract and supervise all the organization's resources for programming and services.
- Develop and review a strategic plan that benefits the community and attracts public support.
- Maintain and support ongoing compliance with federal, state, and local government reporting requirements to ensure ongoing paperwork is filed and tax-exempt status is maintained.
- Create fundraising plans that address all aspects of the organization.
- Lead, support, and work with staff and volunteers to design, supervise, and enact fundraising activities.
- Select and evaluate the Executive Director, rating their performance as a critical team member in the fundraising and operation of the organization.
- Take responsibility for guidance and direction on ethical and professional practices, including using allocated funds for programming and fundraising activities.
- Ensure that fundraising needs cultivate long-term relationships with faithful donors and committed volunteers, and meet the organization's priorities.
- Review the results and evaluate the performance of fundraising activities at all levels.

As a Board Member, you agree to the following:

- Follow the organization's bylaws, policies, and board resolutions.
- Maintain confidentiality on internal matters.
- Sign the annual conflict of interest disclosure and disclose potential conflicts before and during meetings.
- Know and advocate for the organization's mission, policies, programs, and needs.
- Prepare for, attend, and actively participate in board meetings and committees where appropriate.
- Faithfully read and understand the organization's financial statements.
- Serve as an advocate and ambassador for [insert organization name] in our community, communicating our achievements and soliciting donations.
- Leverage connections, networks, and resources that help achieve the organization's mission.
- Give a meaningful personal financial contribution annually.
- Help identify and recruit personal relationships that can benefit the organization's fundraising and programming.

We are pleased you will join in our work to impact the lives of those we serve. We look forward to working with you in the years to come.

Board Member Signature

Date

Conflict Of Interest Disclosure

Individual Board Member Conflict of Interest Disclosure Template

I, _____, as a member of the Board of Directors of [insert organization name], commit to supporting the organization’s mission to the best of my ability. I certify with my signature below that, to my knowledge, I comply with the Conflict of Interest Policy presented to me. If any possible conflicts of interest require disclosure, I have noted them in this document.

I have no potential conflicts of interest

I have potential conflicts of interest, as noted below:

Board Member Signature

Date

Whistle Blower Policy

[INSERT ORGANIZATION NAME] is committed to operating in furtherance of its tax-exempt purposes and compliance with all applicable laws, rules, and regulations, including those concerning accounting and auditing, and prohibits fraudulent practices by any of its board members, officers, employees, or volunteers. This policy outlines a procedure for employees to report actions that an employee reasonably believes violate a law or regulation or constitute fraudulent accounting or other practices. This policy applies to any matter related to _____ business and does not relate to the private acts of an individual not connected to the business of _____

If an employee reasonably believes that an employee or _____ has engaged in any action that violates applicable law or regulation, including those concerning accounting and auditing, or constitutes a fraudulent practice, the employee is expected to report such information to the Executive Director immediately. If the employee feels uncomfortable reporting the information to the Executive Director, they are expected to report it to the [appropriate position].

All reports will be followed up promptly, and an investigation will be conducted. In conducting its investigations, _____ will strive to keep the identity of the complaining individual as confidential as possible while conducting an adequate review and investigation.

_____ will not retaliate against an employee in the terms and conditions of employment because that employee: (a) reports to a supervisor, to the executive director, the Board of Directors, or to a federal, state, or local agency what the employee believes in good faith to be a violation of the law; or (b) participates in good faith in any resulting investigation or proceeding, or (c) exercises their rights under any state or federal law(s) or regulation(s) to pursue a claim or take legal action to protect the employee's rights.

_____ may take disciplinary action (up to and including termination) against an employee who, in management's assessment, has engaged in retaliatory conduct in violation of this policy.

In addition, _____ will not, with the intent to retaliate, take any action harmful to any employee who has provided to law enforcement personnel or a court with truthful information relating to the commission or possible commission by _____ or any of its employees of a violation of any applicable law or regulation.

Supervisors will be trained on this policy and _____ prohibition against retaliation in accordance with this policy.

My signature below indicates my receipt and understanding of this Policy. I also acknowledge that I have been allowed to ask questions about the Policy.

Employee Signature and Date



Meeting Minutes **Template**

Opening:

The regular meeting of _____ was called to order at _____ on _____ at _____ by _____.

Present:

1. Call to Order

For example: The meeting was called to order. It was determined that a quorum was present either in person or by proxy, and the meeting could conduct business.

2. Approval of Agenda

For example: The agenda was unanimously approved as planned.

3. Approval of Minutes

For example: The previous meeting's minutes were unanimously approved.

4. New Business

New business addressed included:

There was no further business, and upon motion made, seconded, and unanimously carried, it was RESOLVED that all the items and documents were approved and adopted by the organization's directors.

5. Adjournment

For example: After successfully addressing each issue of new business, the meeting was adjourned.

Minutes submitted by: _____

Approved by: _____