

## Contents of a Board Manual

*The list below is exhaustive. The contents will vary depending on the life stage of the organisation and the details required.*

### **I. Legal Descriptions**

Articles of Incorporation  
80 G, 12A and FCRA  
Licenses and Permits

### **II. STRATEGIC PLAN**

#### **Strategic Plan Document**

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

### **III. BOARD ORGANIZATION/OPERATIONS**

#### **A. Bylaws and Policies**

Board Bylaws  
Resolutions  
Code of Ethics and Code of Conduct (including conflict-of-interest policy)  
Board Meeting Attendance Policy  
Guidelines for Recruiting, Orienting, Informing and Removing Members  
Guidelines for Evaluating Board  
Guidelines for Evaluation Chief Executive Officer

#### **B. 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



### **C. 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  
Relations between Board and Chief Executive

## **IV. PROGRAMS/PRODUCTS AND MARKETING**

### **A. Description of Programs, Products and Services**

Descriptions  
Service Objectives  
Income Objectives  
Evaluation Results

### **B. Marketing and Promotions**

Marketing and Promotions Plan  
Positioning Statement ( if applicable)  
Brochures, articles, etc.

## **V. FINANCE/FUNDRAISING**

### **A. Financial Management**

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

### **B. Financial Records/Data**

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

### **C. Fundraising**

Fundraising Plan  
Lists of Sources  
Lists of Donors  
Fundraising Reports



## **VI. COMMUNITY/PUBLIC RELATIONS ( if relevant)**

Media Relations Policy

Interview Guidelines

Scripts (for reference during interviews)

Listing of Major Stakeholders and Contacts

Public Event Planning

## **VII. PERSONNEL AND POLICIES**

### **A. Staff Organization and Data**

Organization Chart

Job Descriptions

Staff Address List

Staff Information Form

### **B. Personnel (Staff) Policies and Procedures**

Benefits and Compensation

Code of Ethics and Code of Conduct

Diversity Plan

Dress Code

During Chief Executive's Absence

Large Mailings and Copy Lists

Office Forms

Office Supplies

Performance Management Policies (performance appraisal, firing, etc.)

Receptionist/Program Assistance Advance Notice

Special Recognitions

Telephone Coverage

Time Tracking

Vacations

Reference: Typical Contents of Nonprofit Board Manual retrieved from  
<http://managementhelp.org/boards/manual.htm>