



Sample Board Giving Policy

Sample policy language can streamline the policy adoption process and is a good starting point. But it is never a good idea to simply insert your organization's name and present the document to the board for approval. The policy MUST be discussed and tailored to reflect your organization's culture and to conform to your other policies.

To demonstrate our commitment to our mission and to reach our fund-raising goal, board members agree that they must first make a gift themselves. This policy is intended to ensure that every board member supports XXX with an annual donation. Board giving is distinct and in addition to attending special events, buying tickets or otherwise participating in our organization's activities. We will set a board-giving goal as part of the annual budget approval process. Monthly financial reports will include an update on board giving. All prospective board members will be given a copy of this policy. It will be included in our board manual and reviewed by the board on an annual basis.

Courtesy of Volunteer Lawyers and Accountants for the Arts <http://www.vlaa.org/>



SAMPLE DRAFT

Job Description for Board Members [ORGANIZATION NAME]

Guidelines for Board participation are useful in identifying and recruiting potential Board members as well as serving as an evaluation tool, on a regular (e.g., annual) basis, for the Governance and Nominating Committee and the Board as a whole to assess proposed or current Board members' various contributions to the organization.

[ORGANIZATION NAME] Board members are expected to contribute to the organization in the following ways:

- Regularly attend Board meetings
- Demonstrate support for [ORGANIZATION NAME] cause of by promoting its good work, generating goodwill for the organization, encouraging support for its efforts, and keeping informed about its programs and activities
- Contribute knowledge and skills in at least one area essential to Board governance (see below)
- Help promote [ORGANIZATION NAME] visibility and advocate for its programs
- Help develop [ORGANIZATION NAME] financial or other resources
- Participate in hiring the President and reviewing the President's performance annually
- Participate in reviewing strategic plans and setting long-term priorities
- Participate in reviewing and approving an annual budget for the organization and reviewing its revenues and expenses on a quarterly basis to ensure that [ORGANIZATION NAME] mission is being upheld and its finances managed in a sound and ethical manner
- Participate in [ORGANIZATION NAME] events, award ceremonies and fundraising meetings
- Help [ORGANIZATION NAME] understand and reach diverse communities and grow its membership
- Set procedures and policies to ensure that the corporation is organized and managed in an accountable, fair and systematic manner and in compliance with applicable law

Individual [ORGANIZATION NAME] Board performance is regularly evaluated using the following criteria:

1. Attend at least 50 percent of Board meetings each year in person
2. Act on behalf of the corporation and its interests, putting aside personal concerns, affiliations or constituencies
3. Serve on at least one Board committee
4. Make an annual personal financial contribution to [ORGANIZATION NAME]
5. Help staff to promote [ORGANIZATION NAME] good work and visibility, introducing the organization to new communities, corporate sponsors, foundations, media and helpful individuals and potential partners
6. Contribute expertise in particular areas of nonprofit management, governance, finance, membership, or other areas that advance [ORGANIZATION NAME] mission and strategy.

Source: [The Nonprofit Coordinating Committee of New York, Inc.](#) (NPCC)



Governance Matters ®

Board Development Committee

Mandate:

The mandate of the Board Development Committee is to give attention to the composition of the Board - and the effective and appropriate involvement of all trustees to ensure continuing vitality and effective governance.

Specific Responsibilities:

- Develop an annual recruitment plan that takes into account the expertise, perspective, judgment and resources needed in new board members.
 - Review potential candidates and present nominees for the Boards approval.
 - Plan and implement an orientation program, including not only official briefings and printed materials, but individual mentorship to make new trustees part of culture of the Board.
 - Review the talents and interests of current and new trustees and recommend to the Chair committee assignments most appropriate for their involvement.
 - Recommend to the Board policies about expectations for trustees, reaching out to those whose commitment does not match expectations
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- Nominate trustees for officer positions.
 - Encourage participation in special occasions which bond trustees to each other and to the organization.

Courtesy of Volunteer Consulting Group, 6 East 39th Street, Suite 602, New York, NY 10016 (212)447-1236. boardinfo@vcg.org



SAMPLE

Board of Directors Manual 2005

Table of Contents

Section I Organizational Overview

- Mission
- Short Profile of programs and accomplishments
- Membership Overview: 2005 Survey Summary and Member Demographics
- Organization Chart
- Code of Ethics

Section II Board of Directors

- 2005 Calendar of Board and Executive Committee Meetings
- 2005 Calendar of Committee Meetings
- Terms of Service
- Board Job Description
- Officers Roles
- Committees Roles
- What Makes an Ideal Board Member
- Nomination Form/Procedures for board member candidates
- Minutes of 2004 Board Meetings
- Officers and Directors Insurance

Section III Management

- Organizational Chart
- Senior Staff Biographical Info
- Senior Staff Job Descriptions and Terms of Employment

Section IV Financials and Personnel Manual

- 2005 Budget
- Budget Projections, three years
- Budgets from past three years
- 2004 990 report to IRS
- 2004/3 Audited Financial Statement
- Check Signature Policy and Check Request Form
- NYS Tax ID document
- IRS 501(c) 3 document

Section V Policies and Procedures

- Sponsorship and Gift Acceptance Policies
- Conflict of Interest Policy
- Investment Policy
- Financial Controls
- Confidentiality Statement
- Whistle Blower Policy
- Computer File Policy
- Style Sheet
- Editorial Policy

Appendix A Contact Information

Contact Information:

- Board and Management

Appendix B Background Documents and Information

- By-Laws
- Chart of Programs
- Annual Report
- 2005 Program Schedule
- Brochure
- 2005 Gala Invitation
- 2005 Gala Program

Source: [Washburn Partners](#)



Governance Matters ®

Evaluating the Effectiveness of Board Meetings

A Check List

Notification of the board meeting was sent out at least a week before the meeting
All necessary papers were sent out in advance (not handed out AT the meeting)
The meeting room was conducive to work and to the comforts of the board members
Board members arrived on time (perhaps a little before the meeting to chat and get organized)

- There was a quorum
- The meeting began on time
- The purpose of the meeting was clear
- The meeting began on a positive note
- New people and guests were introduced to the board
- There was adequate information regarding all matters for discussion and decision
- The atmosphere was open and productive
- The agenda was appropriate for the time frame
- The agenda was followed, or if needed to be altered, was, with the consent of the board members
- Issues and problems were openly and adequately presented
- If necessary, Roberts' Rules of Order were followed
- There was adequate time for discussion on separate items
- There was a conclusion to discussions: summarizing, things to do, who will do what by when
- Votes were taken as necessary
- Board members all participated as appropriate, kept to the agenda, listened to others and avoided side meetings that were distracting
- The board chair kept things in order and moving along
- Board members were thanked for their participation, work and involvement
- The meeting ended on time

Courtesy of Griffin Green Consulting, 45 East 85th Street, New York, NY 10028 (212) 721-2427. GriffinGreen14@aol.com



SAMPLE DRAFT

**[ORGANIZATION NAME]
Board of Directors Scorecard**

Board of Directors		
<i>Summary of activities for:</i>	Member since January 2003	
<i>Term ends:</i>	2008	
<i>2007 committee membership(s):</i>	Development, Executive	
	2005:	2006:
<i>Board meeting attendance:</i>	71%	78%
<i>Comm. meeting attendance:</i>	3 of 4 (75%) – 1 by phone	4 of 4 (100%)
<i>Total Annual Giving:</i>	\$9,000	\$4,450
<i>Getting:</i>	+ 200K (Campaigns 1 & 2) (Company A, B, C, D)	+ 100K (Campaigns 1 & 2) (Company A, B, C, D)
<i>Committee Participation:</i>	Development	Development
<i>Event participation:</i>	Annual Meeting	Annual Meeting
<i>Other Service:</i>	Arranged 4 meetings with funders. Continues to leverage professional and personal relationships for organization, most notably securing Company is major supporter.	
<i>Stated goals for 2006:</i>	Goal for 2006: keep it up. She is eager to helpful, and wants to remain on the Development committee. (She also expresses strong preference that everyone attends meetings in person and not by phone.)	
<i>Stated goals for 2007:</i>		

Source: [The Nonprofit Coordinating Committee of New York, Inc.](#) (NPCC)

Modified from Executive Director Richard Berlin, [Harlem RBI](#), New York, NY as reprinted in *Board & Administrator*. April 2006 Vol. 22, No. 8



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