Contents of board policies manuals may differ somewhat among different organizations, depending on the needs and nature of the organization. Regardless of the content, manuals should be provided to each Board member. This manual greatly helps to orient and train new Board members, and ensure efficient organization and access to these materials. The following items are certainly not required for all manuals, but provide handy reference for consideration by each organization about what to include in their manuals.

**LEGAL DESCRIPTIONS**

**Charter Documents**
- Articles of Incorporation (if applicable)
- IRS letter granting 501(c)(3) status (nonprofit-specific)
- (other exemptions from taxes) (nonprofit-specific)

**Licenses and Permits**

**STRATEGIC PLAN**

**Strategic Plan Document**
- Mission, Vision and Values Statements
- Goals and Strategies
- Action Planning (objectives, responsibilities, timelines, etc.)
- Status Reports
- Health Care Planning

**BOARD ORGANIZATION/OPERATIONS**

**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

**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**
Description of Programs, Products and Services
Descriptions
Service Objectives (nonprofit-specific)
Income Objectives
Evaluation Results

Marketing and Promotions
Marketing and Promotions Plan
Market Analyses
Positioning Statement
Brochures, articles, etc.

FINANCE/FUNDRAISING (fundraising is nonprofit-specific)

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

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

Fundraising (nonprofit-specific)
Fundraising Plan
Lists of Sources
Lists of Donors
Fundraising Reports

COMMUNITY/PUBLIC RELATIONS
Interview Guidelines
Scripts (for reference during interviews)
Listing of Major Stakeholders and Contacts
Public Event Planning

PERSONNEL AND POLICIES
Staff Organization and Data
Organization Chart

Personnel (Staff) Policies and Procedures
Employee Handbook