**Board of Directors – Board Nominee Orientation Materials**

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| **Section** | **Introductory Materials** |
| 1 | Introduction from the Chair of the Board of Directors |
| 2 | General Brochures, Publications, (eNewsletter, Website outline, etc.) |
| 3 | Historical Snapshot, Honors, Awards, Notable News Clippings |
|  | **Board of Directors** |
| 4 | Current Board Members (Mini-Bios), Committees, and Volunteer Structure |
| 5 | Board Member Annual Affirmation Statement, Calendar of Future Board Meetings, Board Member Application Form, and Biographical Sketch Form |
| 6 | Nomination and Election Procedures |
| 7 | Bylaws, Articles of Incorporation, etc. |
| 8 | Board Policies Manual (BPM) |
| 9 | Conflict of Interest Disclosure Letter |
| 10 | Former Board Members & Board Chairs |
| 11 | Board Meeting Agenda/Pages (of most recent meeting) – sample |
| 12 | Board Issues/Challenges for Next 3 Years (including: “Any skeletons in boardroom closet?”) |
|  | **Finance, Budget, IRS, ECFA Reports** |
| 13 | Annual Budget |
| 14 | Current Financial Reports |
| 15 | Audited Financial Statements |
| 16 | ECFA Membership, Profile and Public Statistics |
| 17 | IRS Form 990 (*Return of Org. Exempt from Income Tax*) |
|  | **Strategic Plan and Metrics** |
| 18 | Rolling 3-Year Strategic Plan & Strategic Plan Placemat (one-page summary: 11” x 17”) |
| 19 | Annual Customer Satisfaction Surveys |
| 20 | CEOs Annual S.M.A.R.T. Goals & Board/CEO Accountability Process (Monthly Dashboard) |
| 21 | Leading Indicators/Key Performance Indicators (KPIs), Statistics (charts and graphs) |
| 22 | Our Answers to Peter Drucker’s “Five Questions Every Nonprofit Organization Must Answer” |
| 23 | “Radar Issues” (1-page) – “Our Assumptions About the Next 3 Years” |
|  | **Team Members** |
| 24 | Organizational Chart & Mini-Position Descriptions: Staff Contact Info |
| 25 | Team Member Mini-Bios; CEO Bio, CEO’s Top-5 Strengths (StrengthsFinder.com) |
| 26 | Confidential Compensation Schedule |
|  | **Development** |
| 27 | Donor Development Program - Snapshot |
| 28 | Direct Mail, Campaign/Project, Brochure Samples |
| 29 | Development Program Annual and 3-Year Goals (and the fundraising role of board members) |
|  | **Programs and Services** |
| 30 | “Menu” of Programs, Products, and Services for “Primary Customers” and “SupportingCustomers” (and annual program evaluation process) |
| 31 | Other |