



Board of Directors Training Handbook

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NAMI Board of Directors Training Handbook

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Section 1: Orientation to NAMI Board of Directors

Welcome aboard! We are so glad you have decided to join our cause by serving as a member of your organization's Board of Directors. In this module, we will help you to understand the roles and responsibilities of a NAMI Board of Directors member, and how you will help steer your organization towards success.

Get to Know NAMI

Overview

An active and engaged Board of Directors is crucial to the success of every NAMI organization. In this section, you will gain a clear understanding of NAMI, how we got started, and our purpose and mission. This will help you envision why we're here, and the goals we're all striving to achieve.

Appendix Resources:

- ▶ NAMI Roles and Responsibilities

About NAMI

NAMI is the nation's largest grassroots mental health organization.

It started as a small group of families gathered around a kitchen table in 1979. Today, we're an alliance of hundreds of local affiliates, state organizations, and thousands of volunteers. We work in your community to raise awareness and provide support and education to those in need. NAMI's headquarters are in Arlington, VA, just outside our nation's capital.

NAMI is an alliance of more than 600 local affiliates who work in your community.

These affiliates raise awareness and provide support and education to those in need. They provide a service that may not have been available before in some communities.

Each affiliate organization has its own Board of Directors. NAMI members elect 16 members to serve on the Board of Directors. They provide strategic guidance in the fulfillment of NAMI's mission to provide advocacy, education, support, and public awareness so that all individuals and families affected by mental illness can build better lives.

Mission Statement

NAMI provides advocacy, education, support and public awareness so that all individuals and families affected by mental illness can build better lives.

Conclusion

NAMI is the nation's largest grassroots mental health organization dedicated to building better lives for the millions of Americans affected by mental illness. Our shared goal is to raise awareness about mental health issues and provide support and education that was not previously available to those in need.

To learn more about how the national NAMI organization coordinates with your local NAMI organization to accomplish our shared goal, review the **NAMI Roles and Responsibilities** document included in the Appendix.

What Does a Board of Directors Do?

Overview

The Board of Directors is the governing body of your organization. Those who sit on the Board are responsible for directing and overseeing your organization's activities. In this section, you will explore your responsibilities as a member of your organization's Board of Directors.

Appendix Resources:

- › Ten Basic Responsibilities of Nonprofit Boards
- › Roles & Responsibilities of the Alliance
- › NAMI National Bylaws
- › NAMI Standards of Excellence
- › NAMI Affiliate Agreement
- › NAMI State Organization Agreement

Introduction

The Board of Directors is responsible and liable for what happens in and to your NAMI organization.

Members of the Board effectively carry out responsibilities through four key roles:

- › Setting strategic direction for your organization.
- › Ensuring the necessary resources.
- › Providing oversight.
- › Ensuring adherence to your Charter or Affiliation Agreement with NAMI.

For more information, review the **Ten Basic Responsibilities of Nonprofit Boards** and **Roles & Responsibilities of the Alliance** documents included in the Appendix.

Board of Directors Key Roles

Setting the Strategic Direction

The mission is the fundamental reason why your NAMI organization exists. The Board of Directors is integral to forming the mission statement.

The Board of Directors is responsible for:

- › Defining your local NAMI organization's mission and aligning it with the national mission
- › Adopting your mission
- › Striving to accomplish the mission

The mission sets the stage for:

- › Strategic planning
- › Fundraising strategies

For more information, review the **NAMI National Bylaws** document included in the Appendix.

Ensuring Necessary Resources

The Board of Directors is responsible for ensuring resources needed to fulfill the organization's mission:

Financial

- › Ensuring the organization has the financial resources it needs to operate. That includes adopting appropriate financial policies to support the organization's fundraising activities and Board giving. The Board must also develop alternate financial sources.

Human Resources

- › The Board selects and hires the Executive Director. The Board must also ensure that it continually replenishes itself with members who reflect the organization's current and future needs.

Organization's Public Standing

- › The Board of Directors is the organization's ambassador to the public at large. Each member must become informed about the organization. It is then their duty to share its mission, programs, and operations with the public. Board members will share public perceptions of the organization with the Board and staff. These insights help to bring about positive change.

Providing Oversight

The Board of Directors' overarching role is to provide oversight to the organization. This is done by establishing appropriate checks and balances to ensure the organization is well managed, its funds are used properly, and programs are implemented according to plan.

The roles include:

- › Ensuring legal and ethical integrity
- › Protecting assets and providing financial oversight
- › Supporting and evaluating the Executive Director
- › Monitoring and strengthening programs and services

Ensuring Adherence to NAMI Governing Documents

Ensuring adherence to your Charter or Affiliation Agreement with NAMI.

The Board of Directors must ensure that your organization abides by:

- › “The NAMI Standard of Excellence” (SOE)—a set of mutually agreed upon standards of operation
- › the chartering agreements (for State Organizations)
- › the affiliation agreements (for Affiliates) under the SOE, and
- › the NAMI bylaws.

NAMI adopted the Standards of Excellence as part of the governing structure of NAMI in December 2010. They describe how each part of our NAMI Alliance must be accountable to one another in order to strengthen the NAMI movement. This helps NAMI to better meet the needs of individuals and families whose lives have been affected by mental illness.

For more information, review the **NAMI Standards of Excellence**, **NAMI Affiliate Agreement**, and **NAMI State Organization Agreement** documents included in the Appendix.

Conclusion

As a member of the Board of Directors, you will guide the direction of your organization and oversee its operations to ensure that it achieves its mission and accomplishes its goals. By doing so, you provide vital services and support to your community.

Why Do We Need a Board of Directors?

Overview

Have you ever thought of how you would explain what it means to be a member of your Board of Directors? Taking time to do this can give you clarity as well. In this section you will review examples of what a Board of Directors does.

What is a Board of Directors in a nonprofit organization?

Simply put, a Board of Directors in a nonprofit organization is the organization's governing body. Individuals who sit on the Board are responsible for overseeing the organization's activities.

What is the purpose of a Board of Directors?

The primary purpose of a Board of Directors is to ensure that everyone in the organization understands its reason for existing (i.e., its mission and goals), and that the organization is structured to achieve the mission and goals. The primary purpose of a Board of Directors is to ensure that everyone in the organization understands its reason for existing (i.e., its mission and goals), and that the organization is structured to achieve the mission and goals.

What is the focus of a Board of Directors?

The Board of Directors focuses its attention at the organizational level—how the organization is structured, the programs and services it will offer, etc.—as opposed to at the operational level. That is the primary responsibility of the Executive Director.

Do we have to have a Board of Directors?

Incorporated organizations are legally required to have a Board of Directors. All nonprofit Boards are fiduciaries of the organization. The Board of Directors self-guards the organization's assets or holds them in trust on behalf of the public. The most important reason for having a Board is to provide oversight—not only of finances and programs, but also of the organization's legal and ethical conduct.

In addition to fulfilling legal duties and serving as a fiduciary of the organization's assets, what else do members of a Board of Directors do?

Members of the Board of Directors do many things within a NAMI organization, including:

- › Planning programs and services
- › Ensuring the financial stability of the organization
- › Participating in events
- › Contributing to the organization financially and with service
- › Inspiring others to join and support the organization's mission, goals, and programs

Conclusion

Clarifying your understanding of the importance of your organization's Board of Directors—and its central role to achieving your NAMI's mission and goals—will prepare you to be more effective as you serve on the Board.

Section 1 Conclusion

As a member of your NAMI organization's Board of Directors, you will guide your organization by contributing to its culture, strategic focus, effectiveness, and financial sustainability.

In addition, you will serve as ambassadors and advocates for your organization's mission of providing much needed and valuable services and support to your community.

Thank you for stepping forward and, again, welcome aboard!

Section 2: Nonprofit Board of Directors Operations

In this module, we'll help you to understand the roles and responsibilities of a NAMI Board of Directors member. You'll learn how to differentiate those from the roles and responsibilities of others in the organization, such as staff or committee members.

What Makes an Effective Board of Directors?

Overview

Many new members of a NAMI Board of Directors are eager to serve. The problem is, they're not sure exactly what they're supposed to do. They need to understand how to take the concept of governing their NAMI organization and turn it into action. In this section, you will explore the activities you'll participate in as a member of the Board of Directors.

Introduction

The Board of Directors governs and sets the strategic direction for the NAMI state or affiliate organization. This strategy must align with the mission statement. Governance is the legal authority of a Board of Directors to establish bylaws that guide its actions. This helps the organization achieve strategic outcomes in ethical and fiscally responsible ways. Board members are also responsible for positively representing their organization and the Board.

The Board of Directors has the authority to make decisions on behalf of the NAMI organization. This authority is based on established bylaws and state mandates. The executive committee leads and guides the Board through these decisions. The Board serves as the fiduciary for the organization's finances and operations.

The Role of the Board

A Board of Directors' standard responsibilities are different from NAMI staff members'. While the Board focuses on governance, the staff focuses on organizational operations. It's important that Board members respect and understand the differences between those categories. This ensures efficient operations for your NAMI organization.

Here are some examples of the roles and responsibilities of your NAMI Board of Directors:

- › Strategic planning and outcome performance
- › Annual performance evaluation of the Executive Director
- › Financial oversight and budget approval
- › Positive public relations
- › Succession planning

The Role of an Individual Board Member

Individual board members become the champions and advocates for your NAMI organization. Members represent the NAMI organization based on its mission and strategic direction. Board members should never use their opinion or agenda to represent the views of the NAMI organization. Not all Board members will have the same authority or permission to make public statements on behalf of your NAMI organization.

Here are some examples of the roles and responsibilities of board members:

- › Promote and advocate for your NAMI organization in a manner that is positive and aligns with strategic direction and mission
- › Engage with the board and organization through regular attendance and participation on board committee(s)
- › Make in-kind and/or financial contributions

Effective Board Work

Good governance is not only about understanding roles and responsibilities. It's also about effectiveness. In summary, Board Governance represents the scope of your NAMI Board's responsibilities. This scope is based on bylaws and other board-adopted policies. The core work of your NAMI Board of Directors is the joint responsibility for the financial and organizational well-being of the organization.

Effective board governance activities include:

- › Governance structures and bylaws
- › Risk Management
- › Regularly scheduled board meetings
- › Board Development and Recruitment
- › Annual board evaluation

Conclusion

Serving on the Board of Directors requires a commitment of time and effort, but it's well worthwhile! As a Board member, you'll provide the direction your organization needs to fulfill its mission and goals. You'll help position it to provide the vital services and support your community needs.

The Executive Director and the Board Members

Overview

New members to the Board of Directors are often unclear about which activities are their responsibility, and which are the Executive Director's. The Board handles strategic activities, while the Executive Director handles operational activities.

In this section, you will explore how to separate the Board's activities from the Executive Director's activities. This will help you develop an appreciation for the difference between mission/strategic activities and operational activities.

Board of Directors

Tasks and Responsibilities

Mission/Strategic Focused

- ▶ Develops, approves, and modifies its organization's bylaws.
- ▶ Assesses the needs of stakeholders and clients, and then develops a strategic plan to meet those needs.
- ▶ Finalizes and approves the annual budget. The Board also authorizes any expenditures outside authorized budget levels.
- ▶ Discusses and votes on the affairs of the organization. Board members may ask the Executive Director for input into their decisions, but the decisions are made by the Board.
- ▶ Creates the policies that guide how the organization is run. Keep in mind that policies must conform to federal and state laws and regulations. They should reflect "tried and true" methods for running a successful organization.

Executive Director

Tasks and Responsibilities

Operations Focused

- ▶ Directs the operational planning process (i.e., how things are done in the organization).
- ▶ Monitors the activity of the organization and verifies what the organization is doing to achieve the goals and objectives set by the Board of Directors.
- ▶ Implements fundraising plans. For example, the Executive Director would plan and execute a fundraising event. This may include the marketing materials, logistical support, catering, security, etc. The Board of Directors, however, approved the fundraising event to begin with, as part of their Board-approved fundraising plan.
- ▶ Directs and works with the staff on a day-to-day basis. A Board member who needs support from the staff should first consult with the Executive Director as opposed to approaching staff members directly.
- ▶ Responsible for and makes decisions related to day-to-day issues. These decisions are based on the organization's bylaws and policies, which are put into place by the Board of Directors.

Conclusion

It's important to remember that the Board of Directors' responsibilities are at the strategic and organizational level. This includes the mission, purpose, strategic planning, oversight and accountability, and participating in fundraising efforts.

By contrast, the Executive Director's responsibilities are only at the operational level. The Executive Director implements the mission and manages the day-to-day operations.

By keeping your focus at the right level, you help your NAMI organization run smoothly and accomplish its goals.

Recruiting Board Members

Overview

Members of a Board of Directors may be called upon to recruit new members. This is often when a member's term expires or when a member is no longer able to serve. Almost anyone can become a Board member. However, it's best to select people who have experience in overseeing business affairs and have no conflicts of interest. In this section, you will explore how to match the needs of the organization with the qualifications of candidates for a position on the Board. This will help you increase your comfort with selecting qualified candidates to join your Board of Directors.

Appendix Resources:

- › Board Matrix Worksheet

Recruiting Examples

Recruiting for the Finance and Audit Committee

The Finance Committee assists the Board in ensuring the organization is financially viable and meeting its fiduciary and compliance responsibilities.

Job Description

Here are the primary duties of the Finance Committee:

- › Ensure that accurate and complete financial records are maintained.
- › Ensure accurate, timely, and meaningful financial statements are prepared and presented to the board.
- › Oversee budget preparation.
- › Safeguard the organization's assets.
- › Help the full board understand the organization's financial affairs.
- › Ensure compliance with federal, state, and other requirements related to the organization's finances.

When selecting a candidate, it is best to match the candidate's qualifications with the duties listed in the job description. Review the two resumes below as an example of what you might expect to see while recruiting for this role.

Ann's Resume

Experience

Staff Accountant

- ▶ Assist in the preparation of financial statements by performing monthly accounting and closing procedures.
- ▶ Review and record daily journal entries to reflect operational activity.
- ▶ Manage all aspects of accounts payable.
- ▶ Perform account reconciliations and produce monthly revenue analysis reports.
- ▶ Oversee the preparation and issuance of yearly Form 1099s for the company's vendors.
- ▶ Maintain monthly schedules of fixed assets and other specific general ledger accounts.
- ▶ Work closely with the CFO and Controller to provide work papers to the external auditor for the annual tax return and review engagement.
- ▶ Review and verify invoices and check requests from carriers and customers.

Employment

OnPoint Management & Strategic Consulting – 12 years

Education

BA, Accounting

Carter's Resume

Experience

Staff Accountant

- ▶ Performed the entire cycle for accounts payable.
- ▶ Recorded and entered miscellaneous cash receipts which efficiently decreased accounts receivables by 10%.
- ▶ Entered client billing and maintained current information in the system.
- ▶ Prepared and transferred the bank deposits.
- ▶ Recorded journal entries.
- ▶ Reconciled projected vs. actual budgets for discrepancies.
- ▶ Recorded & reimbursed petty cash.

Employment

LifeRhythm Counseling – 6 months

Education

*MBA, Business Management
BS, Accounting*

In this case, Ann is the better choice to serve on the Finance Committee because of her broader experience as an accountant. Specifically, she's worked with many kinds of financial statements and supported the auditing process. This broader experience will help her to perform the duties associated with serving on the Finance Committee.

Recruiting for an Executive Director

Your Board of Directors may need to recruit an **Executive Director** to serve on the Board and to oversee the day-to-day operations of the organization.

Job Description

Here are the primary duties of the Executive Director:

- › Responsible for planning, organization, and direction of the organization's operations and programs.
- › Oversees and reports on the organization's results for board of directors.
- › Prepares accurate and timely analyses of fundraising results, variances, and performance trends.
- › Provides leadership to and manages the staff.
- › Coordinates and leads annual budget reviews, monthly and quarterly reviews, and periodic forecast updates with operational and senior management for all locations.
- › Hires and retains a diverse, highly qualified staff and volunteers.
- › Ensures that services and funding relationships are robust enough to meet or exceed strategic goals and objectives.

When selecting a candidate, it is best to match the candidate's qualifications with the duties listed in the job description. Review the two resumes below as an example of what you might expect to see while recruiting for this role.

Margaret's Resume

Experience

Program Director

- › Multi-faceted experience with executive management of organizations; particular strengths include:
- › Developing and implementing innovative programs and products and services.
- › Working with constituent groups including boards, committees, volunteers, and external audiences.
- › Building and retaining exceptional staffs and creating excellent work environments.
- › Overseeing and coordinating all aspects of budgeting and financial management.
- › Leading organizations and departments through periods of substantial growth and transition.

Employment

Program Director – 3 years

Program Officer – 8 years

Education

MA, Economics

BA, Economics

Javier's Resume

Executive Summary

Over eighteen years of experience in:

- ▶ *Development and grants management. Managed over \$2 million in grants for local and national initiatives that impact poor and disadvantaged populations. Raised over \$1 million in corporate grants for various programs. Developed comprehensive fundraising strategies for national and local organizations involving foundation grants, corporate contributions, and individual donor programs.*
- ▶ *Strategic planning and facilitation. Led various strategic planning processes for both national and local organizations. Well-versed in translating missions and goals into operational plans with clear benchmarks and annual objectives.*
- ▶ *Organizational development and capacity building. Design and provide technical assistance to community-based and non-governmental organizations in the areas of board and program development, community assessment, and process/outcome evaluation. Chair national and local organization boards, and an active member in various boards and advisory committees.*
- ▶ *Budget management. Extensive background in developing and monitoring program and organizational budgets. Designed financial protocols and procedures to control costs and monitor disbursements.*
- ▶ *Policy development and analysis. Well-versed in assisting federal and state government agencies and national organizations to develop policy positions.*
- ▶ *Advocacy work and constituency building. Extensive experience in articulating issues in health and public education as they relate to economic and social development.*

Employment

Public School Association

Chief of Staff – 16 years

Senior Program Officer – 5 years

Program Officer – 4 years

Education

Master of Arts, Industrial Psychology

Bachelor of Arts, Industrial Psychology

Javier has built his career in the program function. Furthermore, he has progressed to a senior-level operational role: chief of staff. He has gained important operational experience in finance, development, communication, and administration. He also has developed strong external relationship-management skills.

This experience, coupled with his program experience, makes him the better candidate for Executive Director.

Recruiting for a Chairperson

Your Board of Directors may need to recruit a member to serve as its **Chairperson**.

Job Description

Here are the primary duties of the Chairperson of the Board of Directors:

- › Is a member of the Board
- › Is a partner with the Executive Director in achieving the organization's mission
- › Provides leadership to the Board of Directors
- › Chairs meetings of the Board after developing the agenda with the Executive Director
- › Encourages Board's role in strategic planning
- › Appoints the chairpersons of committees, in consultation with other Board members.
- › Serves ex officio as a member of committees and attends their meetings when invited
- › Discusses issues confronting the organization with the Executive Director
- › Helps guide and mediate Board actions with respect to organizational priorities and governance concerns
- › Reviews with the Executive Director any issues of concern to the Board
- › Monitors financial planning and financial reports
- › Plays a leading role in fundraising activities
- › Formally evaluates the performance of the Executive Director and informally evaluates the effectiveness of the Board members
- › Evaluates annually the performance of the organization in achieving its mission
- › Performs other responsibilities assigned by the Board

When selecting a candidate, it is best to match the candidate's qualifications with the duties listed in the job description. Review the two resumes on the next page as an example of what you might expect to see while recruiting for this role.

Makana's Resume

Experience

Summary of Skills

- ▶ Self-motivated and experienced management professional
- ▶ Detail-oriented with ability to handle multiple projects
- ▶ Ability to fulfill company's mission statement
- ▶ Superior leadership qualities and team person

Work Experience

- ▶ Provide direction and advice to help the organization achieve its goals
- ▶ Serve as the chief volunteer of the organization
- ▶ Monitor financial planning and prepare budget
- ▶ Formulate and implement policies across the entire organization
- ▶ Update stakeholders about the organization's progress quarterly, half-yearly and annually
- ▶ Assign and oversee Executive Director's duties and tasks
- ▶ Provide direction for working towards achieving company's mission statement
- ▶ Hire auditors and oversee auditing process
- ▶ Implement marketing strategies to ensure adequate resources for the organization's mission
- ▶ Assess and direct the business activities of the organization to ensure financial stability

Employment

ABC Nonprofit – 12 years

State Nonprofit – 8 years

Community Nonprofit – 4 years

Education

MBA, Business Management

BA, Business Management

Nathan's Resume

Experience

Board Director | President of Marketing and Communications

- ▶ Represent our organization to stakeholders, acting as an ambassador for the organization
- ▶ Serve as a trusted advisor to the Executive Director to implement the organization's strategic plan
- ▶ Review outcomes and metrics created for evaluating impact; regularly measure the organization's performance and effectiveness using those metrics
- ▶ Approve annual budget audit reports and material business decisions meeting all legal and fiduciary responsibilities
- ▶ Assist the Executive Director and board chair in identifying and recruiting other Board members
- ▶ Partner with the Executive Director and other Board members to ensure that resolutions are carried out
- ▶ Serve on committees or task forces and take on special assignments

Employment

Chairman of Board of Directors – 6 months

Member, Board of Directors – 12 months

Education

MBA, Marketing and Communications

BS, Organizational Management

While Nathan's skills are strong, Makana's resume more closely aligns with the skills and experience needed to effectively oversee and guide a Board of Directors.

Recruiting for the Fund Development Committee

Your Board of Directors may recruit a member to **chair the Fund Development Committee**.

Job Description

Here are the primary duties of the Chair of the Fund Development Committee:

- Work with the Governance Committee to make sure the roles and performance expectations in fund development are clearly explained (e.g., for Fund Development Committee, Board, individual board members).
- Devise philanthropy and fund development policies and recommend to the Board for action, including any limitation policies.
- Help nurture a culture of philanthropy throughout the organization and ensure that all donors of time and money are respected and honored.
- Ensure that Board members learn the basic principles and best practices in fund development, including the design of a donor-centered organization.
- Through the fund development planning process: help establish the charitable contributions goals for the annual budget, devise the annual fund development plan for action by the Board, and recommend results and benchmarks for action by the Board.
- Review results and evaluate return on investment (ROI) compared to the plan.
- Identify trends and implications in philanthropy and fund development and engage the Board in strategic dialogue and decision-making.
- Help the Board articulate the case for philanthropic support directed at specific audiences.
- Establish task forces to carry out specific fund development activities.
- Monitor task force performance.
- Provide personal follow-up to individual Board members to monitor their participation.

When selecting a candidate, it is best to match the candidate's qualifications with the duties listed in the job description. Review the two resumes on the next page as an example of what you might expect to see while recruiting for this role.

Juanita's Resume

Experience

Special Events and Fundraising Coordinator

- ▶ Promoted awareness and engagement in the organization's programs and services.
- ▶ Managed initiatives designed to perfect outreach and efficacy of fundraising.
- ▶ Created fundraising training webinar content for local and state staff and volunteers.
- ▶ Created monthly fundraising reports for the Board of Directors.
- ▶ Designed programs to help educate state and local association staff in fundraising techniques.
- ▶ Managed the complete creation and development of the bi-annual 5k celebration; attendance 1500 people.
- ▶ Obtained \$10,000 in monetary and in-kind sponsorships for the 5k in just two months.
- ▶ Liaised with all state and local organizations to obtain the appropriate documentation and approvals.
- ▶ Collaborated with 150 coaches to design original, innovative ideas to promote participation.
- ▶ Host community tabling events and assist Outreach Coordinator with community outreach.

Employment

Acme Nonprofit – 12 years

Education

MBA, Marketing

BA, Marketing

Arthur's Resume

Experience

Event Coordinator

- ▶ Maintain a working knowledge of the organization's mission and programs to promote the organization's fundraising, research, and patient initiatives.
- ▶ Provides administrative and clerical support for fundraising campaigns.
- ▶ Direct the planning and execution of meetings, fundraisers, and other events.
- ▶ Select and transform venues to accommodate event needs and build strong relationships with quality vendors.
- ▶ Coordinate fundraising and donor communications for a nonprofit organization.
- ▶ Demonstrated knowledge and use of digital, social media & emerging online channels.

Employment

KID'S ART Nonprofit

Event Coordinator – 1 year

Event Volunteer – 3 years

Education

Bachelor of Arts, Marketing (in progress)

Associate of Arts, Marketing

Professional Affiliations

International Special Events Society (ISES)

member

Event Planner Association member

Juanita's varied and demonstrated experience shows that she is experienced in both fundraising and outreach strategies. She is an excellent candidate for the job.

Conclusion

When recruiting members for the Board of Directors, it is best to look for people who have skills and experience in the areas your organization needs help.

Recruiting qualified candidates helps the Board to:

- › Fill gaps in the expertise needed by the organization.
- › Operate more effectively.
- › Fulfill its mission of providing guidance to the organization.

It's also very important that the members of your Board of Directors represent the diversity of your community. When recruiting new members to your Board, use the **Board Matrix Worksheet** included in the Appendix to assess whether the Board membership is diverse in many personal and professional areas.

Operating Policies for a Board of Directors

Overview

Policies are guidelines for conducting NAMI business, making ethical decisions related to NAMI work, and dealing with issues that arise in a NAMI organization. In this section, you will learn how to identify policies that provide guidance in different situations. You will become more familiar with the contents of various policies and increase your awareness of how policies can help you resolve issues.

Appendix Resources:

- › Record Retention Policy
- › Confidentiality Policy
- › NAMI Bylaws
- › Conflict of Interest Policy

Example Scenarios

Scenario 1

The Executive Director has requested funds to be allocated to purchase more filing cabinets. They state that the existing filing cabinets are full. During a discussion of this request, a Board Member says that the file room is already overcrowded. The Member suggests destroying older documents to make room in the existing cabinets. The Board Members disagree on how to handle the situation.

You ask, “Who is responsible for deciding which files we need to keep, and which files can be thrown away or destroyed?”

For this scenario, you would consult the **Record Retention Policy** for direction. Within that policy, Section A: General Policy Statement defines the types of documents that are official records of the organization. It addresses how they are to be retained, stored, and disposed in an appropriate, legally sound, and orderly manner.

According to Section A.9, the organization’s Chief Financial Officer shall be responsible for authorizing, overseeing, and ensuring that records are destroyed pursuant to this policy. Section B of the policy defines the retention guidelines for the different types of records generated by a NAMI organization and the retention requirements for each type.

Scenario 2

A Board member has discovered that the volunteers who are staffing the organization's HelpLine have been keeping notes about each call in a database on the organization's computer. This enables them to look up records from previous calls if someone calls in more than once. These records include the caller's first name and the number they called from, which is captured from the caller ID information.

It was recently discovered that the database has not been secured. Anyone in the organization could access this information from the office computers, and remotely from their own computers or phones.

For this scenario, you would consult the **Confidentiality Policy** for direction. Within this policy, Section 2.1: Confidentiality Statement states that all information that is confidential or privileged, or that is not publicly available, is not to be publicly disclosed. Section 2.2: Confidentiality Policy states that Board members and employees must always exercise good judgment and care to avoid unauthorized or improper disclosures of confidential information.

Board members must act quickly to ensure that access to the HelpLine information is protected so that it is not subject to unauthorized disclosure.

Scenario 3

Several Board members have notified the President of the Board that they will be out of town on the date scheduled for the annual meeting.

The President of the Board is unsure what to do. Should they hold the annual meeting without them, reschedule the annual meeting, or just cancel this year's annual meeting? The President of the Board also knows she needs to ensure a quorum is present, but is not certain what constitutes a quorum.

For this scenario, you would consult the **NAMI Bylaws** for direction. Within the bylaws, Article V: Directors Meetings provides information about Board of Directors meetings. (Article II: Meetings address meetings of the members, not the Board of Directors).

According to Section 1, the annual meeting must be held after the annual meeting of the members. A majority of the Board of Directors constitutes a quorum at any meeting, and a majority of those present have power to act in all matters. This section also indicates that the meeting may be held virtually, if all members participating can simultaneously hear each other during the meeting.

Scenario 4

The Board Treasurer has suggested that your NAMI organization hire his accounting firm to conduct the organization's annual audit.

The Board Treasurer owns the company and, since he is a CPA, has offered to conduct the audit himself at a lower rate than he would have charged their customers.

For this scenario, you would consult the **Conflict of Interest Policy** for direction. Within this policy, Section 2.6: Conflict of Interest Statement states that an actual or potential conflict of interest occurs when a board member can influence a decision that may result in a personal gain for the board member or for a relative as a result of your NAMI organization's business dealings.

In this case, a decision to hire the Board Treasurer's firm may be seen as a personal gain for the Board Treasurer. It's also a bad idea for the person who keeps the organization's books to also audit those books. Any mistakes in the audit could be perceived as breaking the public trust, which could damage the organization's reputation and tax-exempt status.

Scenario 5

Before a Board meeting, you encounter a staff member in the hallway, crying. When you ask her what has happened, she begins to tell you about how stressful it is working with one of the Board members, especially in the weeks leading up to a meeting. She says this Board member swears at her and calls her names when tasks take her longer than expected and when mistakes are made. She says she cannot take the abuse any longer and plans to leave NAMI as soon as she finds another position.

You, too, have noticed how abrasive this Board member is during meetings. You promise to look into it and resolve the situation. You feel very strongly that this Board member's style is not in keeping with the culture at NAMI.

For this scenario, you would consult the **Code of Ethics Policy** for direction. Within this policy, Section 2.3: Ethics Statement clearly states that, as NAMI professionals, we will "Conduct our organizational and operational duties with positive leadership exemplified by open communication, creativity, dedication, and compassion."

Clearly this Board member is violating the Code of Ethics and needs to be reminded of their commitment to adhere to this code.

Conclusion

Policies are guidelines that steer the actions and behaviors of the Board and staff as they fulfill the mission of your NAMI organization. They are a reference tool for appropriate action, ethical decision making, and for dealing with potential or actual conflicts.

Section 2 Conclusion

Serving on your NAMI organization's Board of Directors requires you to wear many hats. These "hats" are focused at the strategic (organizational) level, as opposed to the day-to-day operational level.

Keep these pointers in mind to help your Board of Directors function effectively:

Remember to leave the day-to-day operations to the Executive Director.

When selecting new members, select candidates with the expertise the Board needs.

Consult your organization's policies for guidance when confronted with questions about how to handle issues that occur when conducting business.

Section 3: Oversight and Accountability

As you may recall, oversight and accountability are some of the most important responsibilities of a Board of Directors. But what do those terms really mean? In this section, we will help you understand how oversight and accountability are important to the success of your organization. We will also guide you through policies that ensure your organization is accountable to its members and community.

Purpose of Oversight and Accountability

Overview

The most important responsibilities of a NAMI Board of Directors—oversight and accountability—help ensure that your organization operates with transparency and integrity. They also ensure that your staff and volunteers act legally and ethically. In this section, you'll explore measures you can take to ensure oversight and accountability in your NAMI organization.

Introduction

NAMI organizations rely on the public's trust to do their work. The public's trust is earned through your commitment to ensuring that your organization follows the rule of law and operates ethically, transparently, and with integrity. The Board of Directors oversight and accountability responsibilities assure the public that your organization is trustworthy.

An effective oversight and accountability strategy includes these elements:

- › Hold Board Members, Staff, and Volunteers Accountable
- › Provide Fiscal Oversight and Transparency
- › Avoid Conflicts of Interest
- › Manage the Organization's Finances
- › Raise Funds Ethically
- › Protect Whistleblowers

Board Responsibilities

Hold Board Members, Staff, and Volunteers Accountable

Your organization must demand and hold Board Members, staff, and volunteers accountable for ethical behavior in all of their actions related to your NAMI organization.

Your organization's policies must clearly state the behaviors and activities that are unacceptable and will not be tolerated from anyone associated with the organization. The policy must also define the process and procedures to be followed for anyone who violates this policy.

In addition, all Board members, staff, and volunteers must be clearly informed of and/or receive training about this policy.

Provide Fiscal Oversight and Transparency

It is the duty of the Board of Directors to ensure that there is fiscal oversight and transparency for the organization and its finances.

Oversight (monitoring and reporting how funds are spent by the organization) and transparency (fully complying with IRS reporting requirements and making financial records available to the public) demonstrate the organization's dedication to being good fiscal stewards deserving of the public's trust.

Nonprofits are required, upon request, to provide copies of the three most recently filed annual information returns (IRS Form 990) and the organization's application for tax-exemption. This includes correspondence between the organization and the IRS related to the application. To show a commitment to transparency, you may consider posting a link to these documents on your website.

Avoid Conflicts of Interest

The Board of Directors must not tolerate conflicts of interest within the organization.

A conflict of interest is a transaction or arrangement that might benefit the private interest of an officer, Board member, staff member, or a relative of anyone associated with the organization.

Conflicts of interest can take different forms. For example, a conflict of interest is created when an organization chooses to use services provided by a Board member's for-profit company. To avoid a conflict of interest, the organization must document that the individual's company is the best option for the organization, and that these services are being provided at a fair (if not below) market value.

Every NAMI organization must adopt a conflict of interest policy and ensure that each Board member has read and agreed to follow this policy.

Manage the Organization's Finances

The Board of Directors must ensure the integrity and reliability of the organization's finances.

The Board's role in managing the organization's finances involves:

- Controlling expenditures and conserving the organization's assets by approving the budget and ensuring that it reflects the organization's mission.
- Ensuring that funds are used as budgeted and spent responsibly.
- Contracting for and approving independent audits of the organization's finances to ensure accountability of the funds.

Raise Funds Ethically

Nonprofit organizations rely on donations and grants to successfully do their work. They must earn, cultivate, and maintain the public's trust through their commitment to ethical principles, including in the way they raise funds.

Enforcing a code of ethics within the organization and its fundraising efforts reinforces core values, deters misconduct, and promotes trust. This can increase support for the mission and donations in support of its programs.

Protect Whistleblowers

Federal and state laws prohibit nonprofits from retaliating against employees and others associated with the organization who “blow the whistle” on the organization's financial management and accounting practices.

The Board must ensure that there is an internal policy protecting whistleblowers and a process in place for addressing complaints about financial practices. This process must address how whistleblower reports will be investigated and resolved, and must adhere to federal and state laws.

Additionally, NAMI organizations must adopt a whistleblower protection policy. This will signal to employees, Board members, and the donating public that your nonprofit is open to hearing concerns or complaints about its practices without retribution.

Conclusion

A Board of Directors has a fundamental, legal responsibility to provide oversight and accountability for the organization. Taking your oversight and accountability responsibilities seriously ensures that your organization is appropriately stewarding the resources entrusted to it and following all legal and ethical standards.

Oversight and Accountability Policies

Overview

Oversight and accountability can take many forms and need to be exercised in a variety of situations. In this section, you will learn about identifying situations in which oversight and accountability measures are needed. This will improve your understanding of how the concepts of oversight and accountability translate into actions.

Example Scenarios

Scenario 1: Filing IRS 990 Forms

Close to the end of your monthly board meeting, Sarah, the organization's accountant, rushes into the room with a copy of the required IRS Form 990. The "form" is many pages long, including many schedules, and looks more like a book than a form.

She says to you, "I need someone from the Board to sign our Form 990. It is due to the IRS by midnight, and Jason, who usually signs it, has already gone for the day. Can you please sign it so that I can drop it by the Post Office on my way home?"

How do you respond?

You say, "That's going to be a problem. The Form 990 must be thoroughly reviewed and understood before anyone can sign it. I recommend you file an extension to give Jason time to go over this information carefully before signing it."

Justification

The IRS Form 990 is one of the most important financial documents required of a nonprofit organization. It gives the IRS an overview of the organization's activities, governance, and detailed financial information. Form 990 also includes specific information about the organization's activities as justification for maintaining its tax-exempt status.

It's important to remember that the signer(s) assume a personal responsibility for all mistakes and deceptions submitted on IRS Form 990, which could include financial as well as criminal penalties. Be sure to thoroughly review and understand the contents of the IRS Form 990 before signing it.

Scenario 2: Bus Passes

You happen to be leaving your NAMI organization's offices one afternoon and notice a staff member holding a stack of bus passes meant to be given to clients of a specific grant-funded program.

When you ask her about the passes, she explains with a smile, "Oh, it's okay. I give these to my clients as an incentive to attend the groups. Same thing, right?"

How do you respond?

You say, "I'm not sure that it is. I think that because those passes are funded by a grant, they have to be used by those program's clients or it's considered a misuse of funds."

Justification

Grant fraud typically occurs when award recipients use the funds for purposes other than those stipulated by the terms of the grant. This fraudulent behavior can take the form of embezzlement, theft, bribery or false claims and statements.

Using federal grant dollars for unjust enrichment, personal gain, or other than their intended use—including using it towards a different program—is a form of theft, subject to criminal and civil prosecution under the laws of the United States.

Allegations of fraud, waste, and abuse can and should be made directly to your awarding agency or foundation for investigation. Most government agencies have an Office of Inspector General (OIG) that investigates allegations of fraud, waste, and abuse.

In this case, you should ask the staff member to return the stack of bus passes to their secure location. Then you should request an audit of the bus passes by the Finance Committee to identify and address fraud, theft, or misuse. If necessary, restitution can be made or the authorities contacted as required by law.

Scenario 3: Whistleblower

The Board Chair recently received a letter from a person who identified himself as a staff member. The letter described a conversation the writer overheard between the Executive Director and another staff member.

In this conversation, the Executive Director admitted to having inflated the cost of rent in the budget to enable her to conceal unapproved expenses from the Board. The writer was reluctant to come forward for fear of retaliation and losing his job.

How do you respond?

You say, “This is a problem. This issue needs to be investigated and stopped before this goes any further. We also need to figure out how to let this staff member know he is protected by the Whistleblower policy.”

Justification

All people associated with NAMI organizations—from the Board of Directors, to the Executive Director, to staff members and volunteers—are expected to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. They are also expected to practice honesty and integrity in fulfilling their responsibilities, and comply with all applicable laws and regulations. Illegal activity is not tolerated in any NAMI organization.

This issue—including the budget, books, and the Executive Director’s actions—needs to be investigated immediately to restore the integrity of the organization’s finances.

The Whistleblower Policy protects persons associated with the organization who, in good faith, report possible wrongdoing to the Board, a Board member, the Executive Director, or any other person of authority within the organization. The policy protects the Whistleblower from retaliation, harassment, or adverse employment consequences as a result of making such complaints.

Scenario 4: Travel Expenses

As a member of the Finance Committee, you’re reviewing the end of quarter Statement of Cash Flows when you notice a significant uptick in travel expenses. You explore this issue further and discover weekly travel expenses reported by a new staff member.

Further exploration shows that these travel expenses included reimbursement for mileage. When asked, the staff member says that he thought he would be reimbursed for mileage since he lived more than 25 miles from the organization’s facilities. So, he has been submitting travel expense reimbursement requests weekly.

How do you respond?

You say, “You must have misunderstood. IRS regulations prohibit a nonprofit organization from reimbursing employees for mileage related to commuting to and from our premises. I’m afraid you will need to repay these reimbursements. Let’s see what we can work out with payroll.”

Justification

Travel expense reimbursements are highly regulated by the IRS for businesses and nonprofits. These regulations allow reimbursement for “business miles” and prohibit reimbursement for “commuting” miles. In addition, it’s against NAMI policies to reimburse for travel to and from the organization’s

premises. The payroll and travel reimbursement staff will need to work with the staff member to work out a plan to return the reimbursed funds to the organization in a timely manner.

Travel reimbursement policies are generally explained in an Employees' Handbook.

Conclusion

As a member of the Board of Directors, it's important that you take your oversight and accountability responsibilities seriously.

By exercising your authority in these areas, you help to ensure the integrity of your organization and solidify its reputation. This enables it to raise the funds needed to provide important services to its community.

Internal Policies

Overview

In addition to policies that mirror those of the national NAMI organization, most NAMI organizations have internal policies that direct how certain issues will be handled. These internal policies help to prepare their organization to function in an effective and accountable manner. In this section, you'll increase your awareness of the types of issues generally addressed by internal policies.

Internal Policy Categories

Compensation and Benefits-related Policies

NAMI organizations typically have internal policies related to compensation and benefits provided to staff. These types of policies address topics such as paid and unpaid leave (like family leave), sick leave, vacation, and severance pay.

Work Schedule-related Policies

NAMI organizations typically have internal policies related to how weather and other disaster-related issues are handled. These policies help administrators and staff to understand in advance the best actions to take, should weather or other disaster-related issues occur.

Media/Public Relations-related Policies

NAMI organizations typically have internal policies related to the release of organizational information to ensure the accuracy of the information provided. These policies generally apply to event announcements, press releases, and the release of the organization's information and documents.

Reimbursement-related Policies

Because NAMI organizations are 501(c)(3)s, use of organizational funds are controlled by federal and state law, and internal policies. NAMI organizations have internal policies related to travel expenses and reimbursements to ensure that laws and regulations are followed to the letter, and that the appropriate documents are maintained as required.

Travel expense is one area in which federal and state governments specifically control what is allowed to be reimbursed. Your policies should clearly state these guidelines to ensure that all rules and regulations are followed.

Personal/Social Media-related Policies

Social media is a great tool for getting out NAMI messages. But, like press releases, postings to social media must be controlled to ensure that the message is accurate. NAMI organizations generally have internal policies that clearly explain what is and isn't allowed with respect to posting organization information on social media sites.

Finance-related Policies

NAMI organizations typically have internal policies that address issues related to organizational credit cards. These policies designate who in the organization may hold an organizational credit card, approved usage of organizational credit cards, and records that must be maintained by the user and submitted to the organization when an organizational credit card is used.

Conclusion

Your NAMI organization likely has internal policies that address how Board-related issues, personnel-related issues, financial issues, and many other circumstances will be handled in your specific organization.

Taking the time to investigate and become familiar with your organization's internal policies will help you to better serve your NAMI organization.

Section 3 Conclusion

Oversight and accountability are the most important responsibilities given to a Board of Directors.

It is through oversight and accountability that your NAMI organization demonstrates that it operates legally, with transparency and integrity, and that your staff and volunteers act legally and ethically.

Operating with transparency and integrity increases the public's trust and support for your organization. With the public's trust and support, your NAMI organization can grow, enabling it to serve the community even better.

Section 4: Financial Management

Members serving on the Board of Directors have serious fiduciary duties to support the responsible use of funds entrusted to their organizations. In this module, we'll review your responsibilities for protecting and supporting the financial health of your NAMI organization. This section will likely increase your personal financial literacy as it's heavily focused on reporting requirements in line with both NAMI's Standards of Excellence and third-party financial audits.

Fiduciary Responsibilities

Overview

One of the main responsibilities of Board members is to maintain financial accountability of their organization. As trustees of the organization's assets, Board members must exercise due diligence and oversight to ensure that the organization is well-managed and that its financial situation remains sound. In this section, you will explore the different components of fiduciary responsibility.

Appendix Resources:

- ▶ Third Party Oversight FAQ's

Introduction

Many states require by law that Boards of Directors for nonprofit organizations oversee the organization's operations to make sure that its staff and volunteers act legally and ethically. States often use the following principles of nonprofit corporation law to describe these responsibilities:

- ▶ Duty of Care
- ▶ Duty of Loyalty
- ▶ Duty of Obedience

In addition, the federal and your state governments—as well as NAMI's Standards of Excellence—require Board members to provide oversight of your organization's finances.

Duty of Care

The Duty of Care principle states that a Board Member must be active in organizational planning and decision making, and that Board Members must exercise reasonable care when making any decisions for the organization.

Reasonable care is what an “ordinarily prudent” person in a similar situation would do. This means ensuring the careful and sensible use of all assets—including facility, people, and good will of the organization. Additionally, duty of care means avoiding any actions or hiding any information that could potentially cause harm to others.

For example, if a member of a NAMI Board of Directors comes across financial records that indicate a

clear misuse of government funds, but chooses to ignore—or even worse, alter—these records, that would be violating this principle, as it has the potential to cause financial harm, both to the organization and to the funding agency.

Duty of Loyalty

The Duty of Loyalty principle describes the Board’s obligation to operate in the best interest of the organization, free of conflict, and putting their loyalty to the organization ahead of any desire for personal benefit. Instead, duty of loyalty requires independent decision making.

Board members aren’t allowed to personally benefit from an agreement or opportunity with the organization. For example, Board members can’t use their affiliation with the nonprofit to acquire some personal benefit. Even the appearance of a conflict of interest can cause problems. Duty of Loyalty puts the nonprofit’s needs first, especially in financial matters.

Duty of Obedience

The Duty of Obedience principle requires Board members to follow the letter of the law at all times. This includes:

- › Ensuring compliance with the organization’s mission
- › Meeting all tax requirements
- › Following all laws and codes affecting nonprofit organizations
- › Following the organization’s governing documents and bylaws

Duty of Obedience calls for Board members to:

- › Understand relevant tax codes, filing requirements, and reporting mandates
- › Comply with both external and internal laws
- › Remain focused on the mission
- › Use donated funds appropriately
- › Protect the organization’s nonprofit status

Third Party Oversight

Overview

All 501(c)(3) corporations—such as NAMI organizations—are under increased scrutiny to demonstrate that they are spending appropriately between administration and programs, and that the money they receive is recorded and used for the right purposes.

Most states—and the national NAMI organization—require some level of third party oversight of your NAMI organization’s finances as evidence of their integrity. Review NAMI’s **Third Party Oversight FAQ’s** in the Appendix for more information.

State/Regulatory Requirements

It is important to remember that your first responsibility for determining your required level of financial third party oversight is to follow all requirements placed on your organization by state law or other funding or regulatory entity. This includes the types of reviews and reports, the qualifications of the oversight party, and the frequency with which the reports must be filed.

Always check with your state department of taxation to ensure that you are in compliance with its audit and financial reporting requirements.

NAMI Oversight Guidelines

Unless otherwise dictated by your state, the type of third party oversight required of your organization is based on your Gross Annual Income. The NAMI guidelines for the level of oversight review are as follows:

Gross Annual Revenue	Type of Oversight
\$50,000 or less	Compilation
\$50,001 to \$499,999	Review
\$500,000 or more	Audit

Types of Reports

The level of oversight dictates the type of report you will receive.

Level of Oversight	Description of Report
Compilation	<ul style="list-style-type: none"> ▶ Compilation of financial records into a format required by accounting standards ▶ Auditor assesses only whether the records are free from obvious errors; does not provide any opinion or assurance that the financial statements accurately reflect the financial position of the organization
Review	<ul style="list-style-type: none"> ▶ Financial review conducted by an independent auditor ▶ Examines financial statements ▶ Determines whether the financial statements are consistent with generally accepted accounting principles
Audit	<ul style="list-style-type: none"> ▶ Independent examination of a nonprofit's financial records by a licensed certified public accountant ▶ Examines financial records, accounts, business transactions, accounting practices, and internal controls ▶ Expresses professional opinion about whether the organization's financial statements fairly present the financial position of the organization without any inaccuracies or material misrepresentations

Conclusion

As a trustee of the organization's assets, you have the responsibility to exercise due diligence and oversight to ensure that the organization's finances are well-managed and remain sound.

Taking these responsibilities seriously will help you to earn the public's trust and enable your organization to grow and better serve your community.

What is a Budget?

Overview

When thinking about how to manage an organization, Board members will want to be able to navigate an organization's budget to understand spending patterns and make effective decisions. In this section, you will identify the components of a budget and consider what you know about organizational budgeting.

Budget Facts

A budget does not identify how the organization's funds will be spent, but how they can be spent.

A budget establishes guidelines, not targets, for organizational spending. Spending that comes in under budget leaves funds that can be reallocated for other purposes.

A budget for an event or specific program will help Board members sense when overspending is occurring and help forecast what impact spending patterns will have in the future.

A budget can help by:

- › Summarizing inflows and outflows over time.
- › Breaking out certain items into their own lines.
- › Showing patterns.
- › Giving a strong sense when the organization is overspending.
- › Forecasting what impact spending patterns have in the future.

When the budget is for a specific event or program, it can help you determine whether the costs are reasonable and a good use of your organization's funds.

Reviewing the organization's budget on a regular basis can help to ensure that the organization is being fiscally responsible.

It makes more sense to review the budget frequently, as opposed to only once a year, to catch any overspending as quickly as possible and get spending back under control.

The budget should reflect the mission of the organization. It should emphasize spending on its programs and services, as opposed to on its administration.

Studies have shown that donors are more likely to contribute when they're sure that their contributions are being spent on the programs and services they support.

The planning and development of the budget is a joint responsibility.

Though the Board of Directors is responsible for approving the budget, the work of planning and developing the budget is shared between the Board and staff members, especially the Executive Director.

Conclusion

Remember, a useful budget establishes guidelines for how the organization's funds can be spent. Monitoring the budget on a regular basis will tell you whether spending is within the expected range, and whether your fundraising efforts are supporting your organization's programs and services.

Working with Budgets

Overview

In its oversight function, Board members should examine the annual budget and any project budgets. This is to ensure that the projected expenses and income are comprehensive and realistic, and that they reflect fiscally responsible spending. In this section, you will explore using a budget to identify potential red flags, improve your understanding of budgets, and consider your approach to organizational decision-making.

Budget Scenarios

Program Budget

This is the budget for providing Leadership training for 2 state trainers and 12 trainees, not including facility rental fees. Review the program budget shown here, including which budget items should be flagged for review and why.

Leader Training for 2 state trainers and 12 trainees		Review
Lodging: 14 people x 2 nights @ \$100/night	\$2,800.00	No action required.
Meals: 1 meal per day x 14 people x 2 days	\$1,400.00	No action required.
Travel: 2 days x 14 people x 50 miles per day @ \$1.00/mile	\$1,400.00	IRS regulations limit mileage reimbursement to \$0.58/mile, so the budget for this item is almost twice what it should be.
Trainer's fee: 2 trainers @ \$500/each	\$1,000.00	No action required.
Materials: (including Facilitator manuals, charts and equipment, and marketing brochures)	\$492.00	No action required.
Total Budgeted:	\$7,000.00	No action required.
Leaders to NAMI Training of Trainers		Review
Registration: 2 trainees @ \$450/each	\$900.00	No action required.
Airfare: 2 trainees @ \$1,000/trainee	\$2,000.00	This airfare rate is very high for domestic travel.

Leaders to NAMI Training of Trainers		Review
Meals: 2 trainees x 3 meals (travel days + 1) @ \$50/day	\$100.00	This budget item for meals may be too low. Check to see if a policy exists around per diem rates.
Total Budgeted:	\$2,000.00	No action required.
TOTAL AMOUNT TO BUDGET	\$9,000.00	No action required.

NAMIWalks Budget

This is part of the proposed budget for a NAMIWalks event. Review the partial budget shown here, including which budget items should be flagged for review and why.

Item Description		Review
Volunteer Information Meeting	\$546.10	No action required.
Local printing of WALK Materials (brochures and flyers)	\$1,685.62	This expense seems very high. Locate the receipt and verify the entry.
Advertising	\$536.20	This expense seems very low, considering that advertising can easily cost 10 times that amount.
Walker Incentive Prizes	\$1,116.64	This is a lot of money to spend on incentives. Recheck the list of prizes and associated costs.
Promotional Materials	\$816.54	No action required.
NAMIWalks T-Shirt printing	\$3,647.28	This number is high for t-shirt printing. Research other possible suppliers.
WALK Day equipment rentals	\$363.75	No action required.
WALK Day entertainment	\$1,400.00	No action required.
TOTAL AMOUNT TO BUDGET	\$10,112.03	No action required.

Operations Budget

Here is the budget for the personnel expenses of a small NAMI affiliate. Review the budget shown here, including which budget items should be flagged for review and why.

Revenue		Review
Behavioral Health Admin.	\$115,325.00	No action required.
Fundraising from NAMIWalks	\$9,835.00	No action required.
State Block Grant	\$13,250.00	No action required.
Revenue Total:	\$138,410.00	No action required.
Administrative Expenses: Personnel		Review
Compensation	\$70,000.00	No action required.
Benefits	\$12,500.00	This is a generous benefits package for a nonprofit organization.
Payroll Taxes	\$17,500.00	No action required.
Consultant	\$5,000.00	This number seems high. Investigate what services this consultant is providing.
Legal Advisor	\$7,500.00	This number seems high. Investigate what services this legal advisor is providing.
Total Personnel Expenses:	\$112,500.00	No action required.
Program Expenses		Review
Education	\$5,000.00	This number seems low, especially given NAMI's mission. Providing programs should be the organization's priority. Check expenses from previous years.
NAMIWalks	\$10,500.00	The expenses for this program are greater than funds raised the previous year. Investigate the reasoning for increasing the budget to this level.
Video Library	\$200.00	No action required.
Total Program Expenses:	\$15,700.00	This amount is very low in comparison to Administrative expenses. This indicates that the budget is not aligned to support the organization's mission of providing programs and services to the community.
TOTAL EXPENSES	\$128,200.00	The personnel expenses equal 88% of the budget for expenses. Administrative costs that are greater than 40% raise red flags with the IRS and discourage donations. The organization needs to shift the focus of its expenses to its programs to appropriately align its budget to support its mission.

Conclusion

The key to budgeting is to ensure that funds are allocated as much as possible to the programs that fulfill your organization's mission and achieve your organization's goals.

With that proper balance between administrative and program spending, your organization is poised for success!

Financial Statements

Overview

Part of being a successful Board member is understanding your organization's finances. There are four key financial statements that will help you get a handle on this: the Statement of Financial Position, the Statement of Activities, the Statement of Cash Flows, and the Statement of Functional Expenses. It's important to understand the purpose of each. In this section, you will learn about the purpose for each type of financial statement, and deepen your understanding of when and how to use each financial statement.

Nonprofit Financial Statements

Financial statements provide a summary of the nonprofit organization's financial position and its activities. These statements should tell the reader the story of how the organization is fulfilling its mission.

When reading financial statements, take time to become familiar with them:

- ▶ Read the heading. This will tell you the organization, type of statement, and time period.
- ▶ Look for comparative data. Typically, the Statement of Financial Position (SFP) will compare the financial position at the same time in the prior year—such as year-end—while the Statement of Activities (SOA) will compare the same time period—such as month to date.
- ▶ Scan the page as a whole to get a sense of the major sections in which the data is presented.

There are four main types of financial statements:

The Statement of Financial Position (SFP)

The SFP is the foundation of understanding your organization's finances.

- ▶ It's a snapshot of your organization's financials, reflecting the organization's net worth at a given moment in time, such as at year's end.
- ▶ As your organization continues, you'll want to compare your previous year's (PY) numbers with the current year's (CY), to show patterns, opportunities, and changes.
- ▶ The SFP's main components are:
 - a. Assets – things of value
 - b. Liabilities – debts
 - c. Equity – net assets, both unrestricted and with donor restrictions

Statement of Activities (SOA)

The SOA shows the nonprofit organization's income and expenses for a specific period of time. "Income" and "Expenses" are the column headings, and the report reflects the changes to an organization's net assets resulting from income and expenses that occur during the current fiscal year.

- ▶ It's one of the main financial statements of a nonprofit organization.
- ▶ It reports the revenues and expenses and the changes in the amounts of each of the classes of net assets during a specific period of time.
- ▶ It's issued by a nonprofit instead of the income statement issued by a for-profit business.

The Statement of Cash Flows (SCF)

The SCF provides information about cash receipts and disbursements during a period of time. It's used to evaluate how well the organization generates cash to pay its debt obligations and fund its operations.

- ▶ It's divided into three sections to show the operating, investing, and financing activities of the organization.
- ▶ When reading the SCF, pay particular attention to the net increase or decrease of cash, and which section of the statement generated the increase or decrease.

The Statement of Functional Expenses (SFE)

The Statement of Functional Expenses (SFE) explains the costs incurred for each functional area of the organization. This statement presents expenses on a functional basis (i.e. Programs, Administration, Fundraising) and a natural basis (i.e. Salaries, Utilities, Rent) in a matrix format.

This statement shows major expenses for programs and administration, and allows you to see how the organization's resources are being used.

Conclusion

Understanding the different financial statements you will see as a Board member will help you make effective organizational decisions. While you won't prepare these statements yourself, you'll need to be familiar with them when you review them as part of fulfilling your fiduciary responsibilities. These financial statements will be of particular use to any third-party reviewers and auditors.

Working with Financial Statements

Overview

Understanding and interpreting financial statements is critical when using them to make decisions about your organization. In this section, you will explore various scenarios to learn about the right type of financial statement to use in various situations, and strengthen your ability to use financial statements when making organizational decisions.

Scenario 1

At the end of the quarter, you review a financial statement to see if your organization's financial position has improved. It's not the end of the fiscal year yet, so there's still time to make adjustments.

You note that your organization received \$27,000.00 in donations, plus a grant of \$2,000.00 for a total of \$29,000.00 in income. When the expenses for the quarter are subtracted from that total, you determine that your organization has a surplus of \$10,530. This puts your organization in a better financial position for next quarter and the year ahead.

Which statement are you looking at?

The Statement of Activities reports revenues and expenses as well as the changes in the amounts of each of the classes of net assets during a specific period of time, such as quarterly. You would use this financial statement to see how your organization's financial position changed at the end of each quarter.

Scenario 2

At the end of the year, you review a financial statement that shows cash has increased by \$100,000, investments have decreased by \$200,000, and Accounts Payable has decreased by \$50,000 in comparison to the previous year.

Which statement are you looking at?

The Statement of Financial Position (SFP) provides a snapshot of your organization's financials, reflecting the organization's net worth at a given moment in time, most typically at year's end. The SFP enables you to compare your previous year's (PY) numbers with the current year's (CY), to show patterns, opportunities, and changes.

Scenario 3

When reviewing a financial statement, you notice that operating activities generated a cash increase of \$231,000 and investing activities generated a cash decrease of \$40,000. There were no financing activities. According to this statement, the net cash generated was \$191,000.

Which statement are you looking at?

The Statement of Cash Flows (SCF) provides information about cash deposits and disbursements during a period of time. It shows the net increase or decrease of cash and which section of the statement generated the increase or decrease. The SCF can be used to evaluate how well the organization generates cash to pay its debt obligations and fund its operations.

Scenario 4

You are reviewing a financial statement to see how much your organization's travel expenses were from each of your cost centers: Program and Membership Services, Educational Services, Advocacy, Administration, and Development.

Which statement are you looking at?

The Statement of Functional Expenses (SFE) explains the costs incurred for each functional area of the organization. This statement presents expenses on a functional basis (i.e. Programs, Administration, Fundraising) and a natural basis (i.e. Salaries, Utilities, Rent) in a matrix format. This statement shows major expenses for both programs and administration, and allows you to see how the organization's resources are being used.

Conclusion

Remember, financial statements are beneficial when you need to make organizational decisions. By understanding the components and uses of each financial statement, you will have yet another tool to use in making decisions for your organization.

Section 4 Conclusion

As a member of your Board of Directors, you must oversee your organization's finances to ensure that:

- › Your organization is operating legally and ethically.
- › Your spending is appropriately allocated between administration and programs.
- › The money your organization receives is recorded correctly and is used for the right purposes.
- › Your organization complies with all financial oversight practices required by state law, or other funding or regulatory entities.

Taking these measures ensures the health of your NAMI organization, enables it to grow and better serve your community, and supports your NAMI organization to achieve its mission.

Section 5: Fundraising

As stewards of a NAMI organization, members of the Board of Directors are expected to help support the organization financially and to help raise funds. In this module, we will help you see how fundraising helps achieve your organization's missions and goals. We'll also introduce you to some fundraising activities you may not have considered in the past and different ways you can contribute to your organization's fundraising efforts.

Why We Fundraise

Overview

Fundraising is an essential activity for all NAMI organizations. Fundraising brings in revenue that enables you to fulfill your organization's mission and goals. In this section, you will explore the reasons fundraising is necessary for your NAMI organization, and deepen your understanding of why fundraising is an important part of your organization's ability to provide services and support to your community.

Introduction

Fundraising for a NAMI organization is essential and ongoing. Funds raised during these initiatives provide the capital you need to offer your programs and sustain your organizational infrastructure. This enables you to turn the programs you want to offer into a reality.

In this section, we will explore these topics:

- › Support for Our Programs
- › Support for Our Organization
- › Sources of Funding

Support for Our Programs

Fundraising enables NAMI organizations to offer programs that raise awareness of mental health issues and helps us work towards changing how decision makers support people with mental health conditions.

On the next page are some examples of programs and services a NAMI organization can provide.

Programs	Description
Mental Health Education	Across the country, thousands of trained NAMI volunteers bring peer-led education programs with the unique understanding of people with lived experience.
Support Groups	NAMI support groups are peer-led and offer participants an opportunity to share their experiences and gain support from other attendees.
NAMI HelpLine	The NAMI HelpLine provides the one-on-one help and information necessary to tackle tough challenges that you, your family, or friends are facing.
Publications and Reports	NAMI publications keep you up to date on the state of mental health in our country. They're full of in-depth stories on mental illness, research, mental health legislation, surveys, personal stories, and NAMI events.
Video Resource Library	NAMI provides access to videos of inspirational stories, PSAs, education shorts, and more.
Online Discussion Groups	NAMI's discussion groups provide a space for members to find support, share knowledge, ask questions, and meet people who've been there.

Support for Our Organization

Although NAMI organizations are committed to using the bulk of the funds raised to provide programs to the community, the organization also needs funds to support its administrative functions.

Here are some examples of administrative and operating expenses:

- › Human Resources
- › Accounting
- › Benefits
- › Legal services
- › Staff salaries
- › Office space
- › Office equipment
- › Supplies
- › Third party financial oversight
- › Cost of Board of Directors meetings

Keep in mind that your goal is always to minimize the administrative and operating costs, and allocate as much of your funding as you can to providing programs and support in your community.

Sources of Funding

NAMI organizations typically receive donations and financial support from these types of sources:

- › Government Agencies
- › Grants
- › Direct Mail
- › Special Events
- › Sponsorships
- › Memberships

Conclusion

Fundraising is an essential and ongoing responsibility of our organization. Members of the Board of Directors must guide and set the tone for fundraising to be a positive experience for the organization and for our donors and supporters.

Reminding ourselves of the importance of fundraising—its central role in what we do and hope to accomplish—can help to remove some of our natural resistance to it. Instead, we need to be embracing it as part of our service to our organization.

How We Fundraise

Overview

Fundraising is an ongoing process. Sometimes our fundraising strategies can feel stale, and we need fresh ideas to keep the community's interest and bring new people to our events. In this section, you will explore a variety of fundraising activities, and broaden your list of fundraising strategies that could be used by your organization.

Fundraising Activities

NAMIWalks

Participate in/Sponsor a 5K event that raises awareness and funds for NAMI organizations across the country.

The NAMIWalks program is a celebratory, community-building, educational and mental health/mental illness awareness event in your local community. The event also raises unrestricted funds to support and grow your NAMI organization's mission. Be aware that you will need to submit an application for approval approximately one year in advance of holding a NAMIWalk. The program also requires a dedicated group of volunteers to make it successful.

NAMIWalks also give you the opportunity to generate more than income. When properly planned and executed, a special event can improve public relations substantially. Not only can it increase the general public's awareness of NAMI, it can create a positive image of your specific NAMI organization, expand your group of "friends," strengthen credibility, and improve community relations. These individuals need not be limited to NAMI members only. In fact, going outside of the NAMI family for this purpose helps to broaden your reach in terms of walkers and sponsors, as well as PR and marketing about your organization. If there's a NAMIWalk site close to your community, it's recommended that you participate as a working Walk Committee member, and follow through on all elements required for a successful outcome. This will better enable you to see what is involved and required to host a NAMIWalk.

NAMIWalks is a proven event model that has raised over \$130M for NAMI State Organizations and NAMI Affiliates over the past 16 years. You receive expert coaching and guidance from the NAMIWalks team, along with event management training, event planning, and fundraising resources to help you manage a successful event.

Steps to initiate a NAMIWalks event:

- › Contact the NAMIWalks team via: <http://www.namiwalks.org/>
- › Get approval and commitment of your board
- › Develop an annual budget
- › Develop a strategic and/or activity plan that identifies how the funds generated will be used
- › Grow a substantial volunteer base
- › Build Board committee support and engagement
- › Secure sponsorship commitments

Direct Mail

Send a donation request letter through the mail to potential or existing donors.

Direct mail fundraising is a method that sends a donation request letter through the mail to potential or existing donors to create an awareness of NAMI through storytelling and sharing, with a request to support NAMI financially.

Direct mail is often paired with online fundraising for a better return on investment. It can allow donors to give online or through the mail after receiving your personalized letter.

Tasks:

- › Develop a donor database
- › Determine your target audience
- › Write up a story to share in the letter about the work NAMI is doing
- › Create an easily understandable letter
- › Track donations
- › Prepare the direct mailings or find a company that can help
- › Set up an online donation feature

Gala or Event

Invite guests to grand venues to enjoy an evening of socializing, entertainment, food, and drink in formal attire.

Nonprofit organizations have been holding galas for generations because they work! Traditionally, charity galas are stunning events that invite guests to grand venues. They give them the opportunity to dress formally and enjoy an evening of socializing, entertainment, food and drink, and raising funds for your local NAMI Affiliate's cause.

It's super important for an organization to have an existing base of support before attempting a gala because there is overhead involved, and it could take a lot of staff time to plan and execute. However, though galas can be expensive and time-consuming to plan and execute, almost any nonprofit can make it work if there is a demand for such an event. The most successful galas are planned well in advance, and they run like a "well-oiled machine." But in order to get to that point, a ton of work goes into the back-end.

The goal of a fundraising gala should be two-fold: (1) putting on a program that is as fun and memorable as it is inspirational and (2) getting your guests to open their wallets once they're there. Magical things can happen when a gala night is well thought through, details are considered, and nothing is left to chance!

The steps to initiate a gala event are:

- › Build a committee to plan the details
- › Identify a venue
- › Choose a theme for the gala or event
- › Negotiate food and beverage contracts with the venue
- › Identify and invite donors and supporters
- › Plan the program, including guest speakers, presentations, etc.
- › Coordinate raffles and/or silent auction

Speaking Engagement

Speak about NAMI at local civic and business groups and associations, local churches, or even individual businesses.

Contact local civic and business groups and associations, local churches, or even individual businesses to make presentations about NAMI and your specific local NAMI efforts. You can use board members and staff, as well as volunteers as presenters, selecting people with good public speaking skills. Develop a presentation outline for everyone to use to ensure a consistent message.

When possible, use the following NAMI programs that are forms of presentations:

- › *In Our Own Voice*. This presentation provides a personal perspective of mental health conditions, as leaders with lived experience talk openly about what it's like to have a mental health condition. The presentation changes attitudes, assumptions, and ideas about people with mental health conditions.
- › *Ending the Silence Presentation*. This presentation helps schools and organizations serving youth and their families understand mental health conditions, and what steps to take if an individual or a loved one is showing symptoms of a mental health condition.

Using either of the above presentations gives audience members the opportunity to ask questions, and allows them to gain an understanding of an often misunderstood topic. Through dialogue, we can help grow the movement to end stigma. To implement either *In Our Own Voice* or *Ending the Silence* presentations by your NAMI organization in your communities, you need to do the following:

- › Contact NAMI Education at namieducation@nami.org
- › Contact your NSO
- › Recruit and screen presenters
- › Coordinate online training and in-person practice sessions
- › Reach out to businesses, schools, churches, universities, and other venues to schedule presentations
- › Coordinate presentation details with presenters

- › Prepare presentation materials for presenters
- › Order program materials
- › Report program data

For more information contact NAMI Education at namieducation@nami.org.

Peer-to-Peer Fundraising

Reach out to your peers on social media and ask for donations through storytelling and sharing.

Peer-to-Peer (P2P) Fundraising is a method of raising funds that empowers community members to raise money for NAMI through social media and online donations. P2P Fundraising consists of peers reaching out to their social networks on behalf of NAMI asking for donations through storytelling and sharing.

Getting supporters of NAMI to utilize P2P Fundraising increases the reach of NAMI, creates new relationships with potential donors, and builds deeper connections with current donors. P2P Fundraising does not require a lot of personnel or energy, nor a large budget. There are numerous platforms offered online to support P2P fundraising, as well as the availability of social media, which makes it doable for fundraisers with very little to extensive experience using technology. P2P Fundraising is a small investment of manpower and money, but can provide large returns in a shorter time period.

Tasks:

- › Choose a platform
- › Coach fundraisers
- › Decide on a goal/time frame
- › Share updates to encourage supporters and keep them engaged
- › Track your P2P campaigns
- › Thank supporters as they contribute to the campaign

Restaurant Fundraising

Partner with a restaurant to donate a set percentage of sales (5%, 10%, etc.) on a particular day/time to the local NAMI's cause.

Restaurant fundraisers are social events where a group eats at a restaurant on a particular day at a particular time, and the restaurant donates back a set percentage of sales (5%, 10%, etc.) to the local NAMI's cause. These events are also known as “dine-to-donate,” “fundraising nights,” or “restaurant give-back nights.”

Fundraising at restaurants is truly a win-win scenario because restaurants that do fundraisers establish closer ties with their communities, and your supporters get a chance to enjoy a delicious meal with each other.

There are thousands of restaurants that do fundraisers, and you'll certainly find some in your local area willing to support your organization. From fast food locations to fundraisers at casual dining restaurants, you're sure to find a place that could support your NAMI Affiliate.

The steps to initiate a restaurant fundraiser are:

- › Pick a restaurant
- › Approach the restaurant, speaking to a general manager
- › Choose a date
- › Set a fundraising goal
- › Design flyers and advertisement
- › Promote your event on social media
- › Eat and enjoy

Conclusion

Continuing your fundraising traditions while adding fresh strategies to increase your visibility can help you reach new donors and provide additional resources to grow and provide more programs to your community.

Consider brainstorming fundraising ideas with your colleagues and those currently associated with your organization to generate even more ideas.

Your Role in Fundraising

Overview

Sponsoring fundraising events requires lots of hands contributing in many ways. While you may usually contribute in one way or another, it can be fun to try contributing in new ways. In this section you will consider ways you could contribute to various types of fundraising events, and broaden your view of the contributions you can make to your own organization's fundraising events.

Gala Event

Supporting Tasks

- › Participate on the Planning Committee to identify a date, select a venue, and oversee the other committees.
- › Participate on the Budget Committee to develop a budget for the gala event.
- › Negotiate and oversee contracts for the venue, food, and beverages.
- › Participate on the Invitation Committee to identify guests and create and print invitations.
- › Participate on the Program Committee to identify guest speakers, presentations, etc.
- › Participate on the Activities Committee to identify and solicit donations for activities at the gala, including raffles, silent auctions, prizes, etc.
- › Prepare a mechanism for tracking donations from the gala event.
- › Solicit your network for donations for "Silent Auction" items.
- › Invite friends and colleagues to attend the gala event and sit at your table.
- › Report results of the fundraising campaign for future planning.

Direct Mail Fundraiser

Supporting Tasks

- › Develop a donor database.
- › Determine your target audience.
- › Develop a budget for your direct mail campaign.
- › Determine whether to handle the direct mailing yourself or hire a direct mail service.
- › Write up a story about the work NAMI is doing.
- › Create an easily understandable letter to explain the purpose of the fundraising campaign.
- › Coordinate printing of direct mail materials.

- › Prepare a mechanism for tracking donations from the direct mail campaign.
- › Mail the direct mail materials.
- › Receive, log, and process donations.

Restaurant Fundraiser

Supporting Tasks

- › Develop a list of restaurants and owner/general manager contact information to approach.
- › Develop a list of dates for the event to propose to restaurant owners/general managers.
- › Develop the script for contacting restaurant owners/general managers about participating in a fundraiser for your organization.
- › Meet with restaurant owners/general managers to discuss participating in a fundraiser for your organization.
- › Write (or oversee writing) the contract letter to outline the fundraiser agreement.
- › Develop the publicity campaign.
- › Create the advertisement flyer, including artwork.
- › Promote the event on social media.
- › Show up to the restaurant and enjoy.
- › Report results of the fundraising campaign for future planning.

Advocate for your Organization

Supporting Tasks

- › Volunteer at a community event and represent your organization.
- › Attend meetings with decision makers and law makers at the local and state level.
- › Build relationships with elected officials, agency leaders, and community partners to inform them about NAMI's advocacy cause.
- › Be vigilant of any public funds in the organization's budget that may be vulnerable if public policy shifts.
- › Become a resource on mental health issues as well as on connections to education, support, and services for individuals living with mental illness when engaging with others.
- › Participate in group advocacy efforts, i.e. lobby days or congressional hearings.
- › Post on social media highlighting a recent organizational achievement.
- › Sign up for advocacy alerts from NAMI's policy team at www.nami.org/takeaction.
- › With staff or the Executive Director, find and share a compelling story that illustrates your NAMI organization's impact.
- › Write letters or emails to elected officials to explain the potential impact of pending legislation.

Conclusion

Fundraising events require many people with a variety of interests and talents to ensure success.

The next time your organization is sponsoring a fundraising event, consider all of the ways in which you can contribute, including ways that are new to you. Contributing in new ways can be fun!

Section 5 Conclusion

Fundraising supplies the resources you need to deliver programs and services your NAMI organization is dedicated to providing. It's also essential to support your NAMI organization's mission. As a member of your Board of Directors, your attention to fundraising—whether you donate yourself or lend a hand at an event—will be key to your service.

Taking a fresh look at your fundraising strategies may help you generate new interest and create opportunities to increase revenue from existing donors as well as reach new donors.

Remember, you can contribute to fundraising activities in many ways—from planning to set up, to participating, and to donating individually.

Thank you, too, for completing our Board of Directors training! We are eager to watch your NAMI organization thrive under your guidance and support.

Appendix: Resources

NAMI has created a number of resources to help you manage your NAMI organization and align your work to NAMI's Standards of Excellence. We have included all of these documents here that are referenced throughout this Handbook, including the following:

- Roles and Responsibilities in the NAMI Alliance
- Ten Basic Responsibilities of Nonprofit Boards
- NAMI National Bylaws
- NAMI Standards of Excellence
- Incorporated Affiliate Agreement
- State Organization Charter Agreement
- Board Matrix Worksheet
- Record Retention Policy
- Confidentiality Policy
- Conflict of Interest Policy
- Code of Ethics Policy
- Financial Third Party Oversight FAQ's

To request a copy of any of the above resources email fctrainings@nami.org.