

Nonprofit Governance and Management, Third Edition

APPENDIX 27

SAMPLE COVER MEMO FORMATS RE BOARD MATERIALS

***Practical Advice Notice:** Using a consistent format for materials distributed to board members helps prevent board members from being confused by multiple reports and documents. Consistency in format also helps board members track important information and be better able to understand trends. Summarizing important information in cover letters also helps officers focus their material and their presentations to the board.*

Sample 1

Sample Format for Cover Memo to the Board [to be included with board meeting materials]

[Date]

To: Board of Directors

From: Executive Officer

Re: Agenda for Board Meeting

At the upcoming board meeting, we have several important matters to discuss.

First: [insert description of the most important matter]. A draft resolution is included for your consideration as we need a board decision and vote on this matter at this meeting.

Second: [insert description of other important matter.] This matter will likely require several discussions at the board level and is currently under consideration by two of our board committees. The purpose of the presentation at this meeting is to bring the board up to date on our progress.

In addition to the above, we will have a presentation on _____ by _____. This presentation is designed to help you better understand the [economic environment in which we and other nonprofits providing similar services currently operate].

Finally, also included in your materials are our routine committee and other reports to help keep you informed of matters that do not generally require discussion at the meeting. However, please feel free to raise any questions during the meeting about any of these reports.

APPENDIX 27 (CONT'D)

Sample 2

**Sample Format for Memo Describing Required Board Action re Resolution
[to be included with board meeting materials]**

[Date]

To: Board of Directors

From: Executive (or other) Officer

Re: Resolution re Bank Account

Action Requested:

Approval of the attached resolution [authorizing new signatories to our principal bank account and opening an additional account.]

Background:

As a result of several recent personnel changes in the Finance Department, we need to amend our signatories to our principal bank account with XYZ Bank. The Finance Department also has requested that we open a second account to assist with [_____]. Attached is the form of resolution that XYZ requires for both these matters. There is minimal opportunity to amend the language of this resolution as it is a standard form of XYZ Bank.

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APPENDIX 27 (CONT'D)

Sample 3

Sample Format for Memo Accompanying Financial Information [to be included with board meeting materials]

[Date]

To: Board of Directors

From: Chief Financial Officer

Re: Accompanying Financial Report

Action Requested:

Review the attached financial report for the month of _____.

Background:

In this report, there are a number of variances that reflect differences in timing rather than significant differences in performance in comparison to plan. Those include variance in the following: []

Of particular note this month:

[Continued growth in revenue

Increases in personnel expense

Actions taken by management to improve budgeting expertise of department managers]

Each of the above will be discussed at the meeting, along with any other questions you may have.