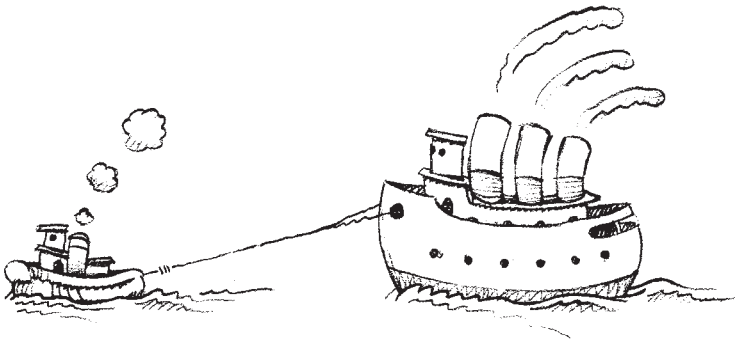


Standards for **11** Institute
excellence



*Our nonprofits have
standards you can trust.*

*Tired of headlines about another
nonprofit abusing the public's trust?*

*Worried that government will
regulate you out of business?*

*Believe that the nonprofit community
should define itself rather than
letting others do it for us?*

*Then stand up and speak out for
excellence in the nonprofit sector.*

*Join the Standards for Excellence
Institute today!*

BECOME A MEMBER!

Standards for **Institute**
EXCELLENCE



OUR NONPROFITS HAVE STANDARDS YOU CAN TRUST.

With nonprofits under close scrutiny these days, it's more important than ever to show the public, government and media that you're doing the right thing. Now is the time for the nonprofit sector to speak out about what we think are best practices for how nonprofits operate. By joining the Standards for Excellence Institute, you'll be on the ground floor of the movement for ethics and responsibility in nonprofits. Best of all, you'll prove that you care enough to go the extra mile in support of your commitment to excellence.

JOIN THE INSTITUTE TO:

- Show that you're serious about ethics, accountability and transparency in the operation of your nonprofit.
- Affirm that you believe every nonprofit should have policies and practices in place that:
 - prevent conflicts of interest,
 - clearly define board responsibilities,
 - avoid excessive executive compensation,
 - provide sound financial controls, and more.
- Join with your colleagues in upholding higher standards than the minimal requirements imposed by local, state and federal laws and regulations.
- Help the nonprofit sector to define itself based on what we truly stand for, rather than being defined by the bad acts of a few.
- Stand up for excellence in the nonprofit sector.

PARTNER WITH THE STANDARDS FOR EXCELLENCE INSTITUTE NOW –

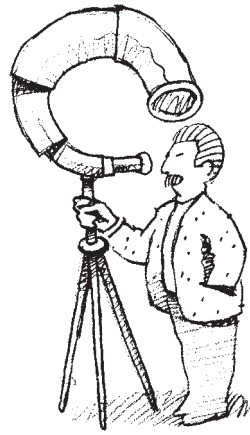
MAKE A BOLD STATEMENT ABOUT YOUR COMMITMENT TO ETHICS AND ACCOUNTABILITY IN YOUR NONPROFIT AND FOR NONPROFITS NATIONWIDE.

SHOW THE PUBLIC YOU DESERVE THEIR TRUST.



FOR MORE INFORMATION ON ANY OF OUR SERVICES, VISIT US ON THE WEB

WWW.STANDARDSFOREXCELLENCEINSTITUTE.ORG



BE UNIQUE.

The first program of its kind in the United States, the Standards for Excellence Institute is a national initiative to promote the highest standards of ethics and accountability in nonprofit governance, management and operations. What makes the Standards for Excellence Institute unique is that we don't just talk about accountability. We provide nonprofits with a common sense approach to achieve the highest standards in governance and management, while at the same time staying focused on the people and communities you serve.

The Institute uses as a foundation the Standards for Excellence program, a system of nonprofit sector self-regulation originated by the Maryland Association of Nonprofit Organizations in 1998. Individuals and organizations across the nation can gain access to the Standards for Excellence program directly through replication partners in jurisdictions where partner organizations exist. For a current list of replication partners, visit www.standardsforexcellenceinstitute.org.

Organizations in all other jurisdictions may access Standards for Excellence resources directly through the Standards for Excellence Institute.

The Standards for Excellence program was launched in 1998 to strengthen nonprofit governance and management, while also enhancing the public's trust in the nonprofit sector. The program promotes widespread application of a comprehensive system of self-regulation in the nonprofit sector. And YOU can be part of this movement toward excellence!

FOR MORE INFORMATION ON ANY OF OUR SERVICES, VISIT US ON THE WEB

WWW.STANDARDSFOREXCELLENCEINSTITUTE.ORG

“PREVENT BLINDNESS OHIO ELECTED TO PARTICIPATE IN THE STANDARDS FOR EXCELLENCE PROGRAM BECAUSE OF OUR DESIRE TO INCREASE AND ENHANCE THE PUBLIC’S TRUST IN OUR ORGANIZATION AND OHIO’S NONPROFIT SECTOR, IN GENERAL.”

– Sherrill K. Williams, *Prevent Blindness Ohio*

SET A HIGH BENCHMARK.

The Standards for Excellence: An Ethics and Accountability Code for the Nonprofit Sector sets a high benchmark, exceeding the minimum legal requirements by establishing rigorous standards to describe how well managed and responsibly governed nonprofits operate. It’s the best opportunity for nonprofits of all sizes to define ourselves as excellent, all stated in a clear, straightforward and user-friendly manner.

The *Standards* cover eight areas of nonprofit governance and operations:

Mission and Program

Governing Board

Conflict of Interest

Human Resources

Financial and Legal Accountability

Openness

Fundraising

Public Affairs and Public Policy

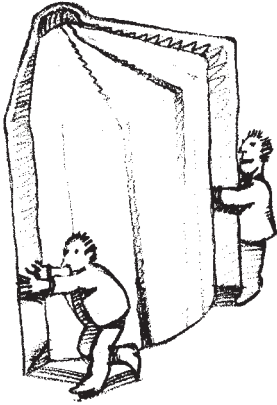
The *Standards* provide practical guidance for board and staff members on:

- How to involve your board of directors in assessing your organization’s progress toward achieving your mission.
- How to assure that conflicts of interest among board members, staff and volunteers are promptly disclosed and addressed.
- What procedures should be followed to set executive compensation.
- What policies and practices are needed for effective financial controls and accurate financial reporting.
- How to assure donor’s privacy is respected.
- When financial statements should be subject to an audit.
- What policies are needed to guide your fundraising program.
- What information should be shared with the public on a regular basis.

And more....

FOR MORE INFORMATION ON ANY OF OUR SERVICES, VISIT US ON THE WEB

WWW.STANDARDSFOREXCELLENCEINSTITUTE.ORG



WE HELP YOU ACHIEVE EXCELLENCE.

The Standards for Excellence Institute helps nonprofits, no matter the size, to implement the *Standards* in their organizations in a number of ways.

Start out by purchasing copies of the Standards for your Board of Directors and management staff. Benchmark your organization's practices against the *Standards for Excellence* and examine the strengths and weaknesses in your governance and management practices. And then make plans to use the *Standards* to improve your organization.

The Standards for Excellence Institute provides members with extensive written educational materials to help you implement the *Standards*. We believe that no nonprofit should have to reinvent the wheel. Take advantage of our model policies, descriptions of best practices, user-friendly samples and other educational tools.

Specialized training seminars are available on a range of topics that are pertinent to implementing the *Standards* in your organization. Ongoing one-on-one technical assistance is available from our expert staff to help you make changes and improve your governance and management practices. The Institute is the first place to provide you with all the help you need to achieve excellence. We're here for you!

“WE REALIZED WE WERE SUDDENLY GETTING FUNDING FROM FOUNDATIONS THAT HAD NEVER LOOKED AT US BEFORE.”

Marti Worshtil, Prince Georges Child Resource Center*

* Quotation reprinted with permission of the *Chronicle of Philanthropy*, <http://philanthropy.com>

FOR MORE INFORMATION ON ANY OF OUR SERVICES, VISIT US ON THE WEB

WWW.STANDARDSFOREXCELLENCEINSTITUTE.ORG

“THE STAFF HAS A WONDERFUL FRAME OF REFERENCE FOR UNDERSTANDING WHAT OUR CORE VALUES ARE. I CAN GIVE THE STANDARDS FOR EXCELLENCE BOOK TO ANYONE AND SAY, ‘HERE IS WHAT WE’RE ALL ABOUT.’ IT’S THE MOST ELOQUENT STATEMENT I CAN MAKE.”

– Bill Ewing, Maryland Food Bank*

* Quotation reprinted with permission of the Chronicle of Philanthropy, <http://philanthropy.com>

ACHIEVE EXCELLENCE - EARN THE SEAL OF EXCELLENCE

A Voluntary Certification Program

The Standards for Excellence offers a voluntary, leadership-based, certification program for nonprofit organizations interested in demonstrating that they abide by the *Standards for Excellence*.

Organizations may participate in the voluntary certification program through either a participating replication partner or directly through the Standards for Excellence Institute. For a current list of replication partners offering the voluntary certification program, visit www.standardsforexcellenceinstitute.org.

To participate, organizations must submit a written application including extensive documentation, and pay a reasonable application fee. A panel of independent,



**STANDARDS FOR
EXCELLENCE**

trained peer reviewers assesses the applicant’s practices to determine if they have met the *Standards*. Those organizations that meet all of the *Standards* are given permission to proudly display the **Seal of Excellence**, a symbol of trust for the public and donors alike.

To find out more information about getting certified in your state, visit www.standardsforexcellenceinstitute.org or call us at 410-727-1726, extension 37.

FOR MORE INFORMATION ON ANY OF OUR SERVICES, VISIT US ON THE WEB

WWW.STANDARDSFOREXCELLENCEINSTITUTE.ORG

PUT THE STANDARDS FOR EXCELLENCE PROGRAM TO WORK FOR YOU.

JOIN THE STANDARDS FOR EXCELLENCE INSTITUTE NOW!

The Standards for Excellence Institute invites you to become a member and access a wealth of knowledge and support that will enable you to achieve the highest standards set forth by the nonprofit sector.

Visit the Institute website at www.standardsforexcellenceinstitute.org to see if there is a local Standards for Excellence program near you and enroll as a member of your local program. If there is no local program near you, then you can become a member of the national Standards for Excellence Institute. Membership in the Institute is available to:

- **Operating Nonprofits**
- **Grantmaking Organizations**
- **Associate Members**
- **Students**

JOIN THE INSTITUTE AS AN OPERATING NONPROFIT SO YOU CAN...

- Show your commitment to excellence by implementing the *Standards for Excellence: An Ethics and Accountability Code for the Nonprofit Sector*.
- Get discounts on purchase of *Standards* booklets to distribute to your board and staff.
- Download Standards educational resource packets to help you implement the *Standards for Excellence* in your nonprofit.
- Get telephone technical assistance via our nationwide toll-free member line.
- Apply for the Seal of Excellence and receive discounts on certification fees through the Standards for Excellence voluntary certification program.
- Access information from our comprehensive nonprofit management library.
- Obtain discounts on Standards for Excellence training programs customized for your organization or community.

FOR MORE INFORMATION ON ANY OF OUR SERVICES, VISIT US ON THE WEB

WWW.STANDARDSFOREXCELLENCEINSTITUTE.ORG

- Participate in online forums with other members.
- Be listed as a Standards for Excellence Institute member on the website.

JOIN THE INSTITUTE AS A GRANTMAKER SO YOU CAN ...

- Distribute copies of the *Standards for Excellence: An Ethics and Accountability Code for the Nonprofit Sector* to the nonprofits in your area.
- Encourage and/or underwrite the nonprofits you support to use the *Standards for Excellence* as a tool for strengthening operations and governance.
- License the Standards for Excellence Program and launch a full-scale Standards program in your region.
- Support the Standards for Excellence programs operating in your region.
- Get discounts on bulk purchase of *Standards* booklets, Institute membership, and customized training programs for your grantees.
- Obtain all the other benefits available to operating nonprofit members.

NATIONAL ADVISORY BOARD

CHAIR

Margaret Williams
Friends of the Family

Gail Allen
Lockheed Martin Corporation

Ann Boyce
T Rowe Price Program for Charitable Giving, T Rowe Price Associates Foundation

Michael Daigneault

Melissa Flournoy
RAND Gulf States Policy Institute

Fisher Howe
Lavender/Howe & Associates

Martina A. Martin
United Way of Central Maryland

Dan Moore
Guidestar

Paul C. Light
New York University, The Brookings Institution

Lester Salamon
Johns Hopkins University Center for Civil Society Studies

H. Art Taylor
Better Business Bureau Wise Giving Alliance

Kay Washington
Rural Opportunities, Inc.

Kathryn Wolford
The McKnight Foundation

Amy Coates Madsen
Institute Director

Engineeki Jones
Standards for Excellence Certification Manager

Justin Pollock
Director of Training Services

“IN TODAY’S WORLD, NONPROFITS CANNOT SIMPLY BE “DO-GOODERS”. NONPROFITS MUST ACT ETHICALLY AND BE HELD ACCOUNTABLE FOR ACHIEVING RESULTS. THE STANDARDS FOR EXCELLENCE GIVE NON-PROFIT BOARD AND STAFF LEADERS THE TOOLS THEY NEED TO STRENGTHEN THE QUALITY AND INTEGRITY OF MANAGEMENT IN THEIR ORGANIZATIONS.”

Walter Sondheim, Greater Baltimore Committee

JOIN THE INSTITUTE AS AN ASSOCIATE MEMBER SO YOU CAN...

- Obtain copies of the *Standards for Excellence: An Ethics and Accountability Code for the Nonprofit Sector* to distribute to nonprofits in your area.
- Get discounts on copyright permission to use Standards educational resource packets with your clients.
- Contract with the Standards for Excellence Institute to provide training for nonprofits or grantees in your region.
- Partner with current or future Standards replication partners to serve your local nonprofit community.
- Obtain all the other benefits available to operating nonprofit members.

JOIN THE INSTITUTE AS A STUDENT SO YOU CAN...

- Get discounts on purchase of the *Standards for Excellence: An Ethics and Accountability Code for the Nonprofit Sector*.
- Download Standards educational resource packets to help you learn about the *Standards for Excellence*.
- Get telephone technical assistance via our nationwide toll-free member line.

PROVE THAT YOU FOLLOW THE HIGHEST STANDARDS.

JOIN THE STANDARDS FOR EXCELLENCE INSTITUTE TODAY!

FOR MORE INFORMATION ON ANY OF OUR SERVICES, VISIT US ON THE WEB

WWW.STANDARDSFOREXCELLENCEINSTITUTE.ORG

By becoming a Partner in Excellence, we are committing to these Guiding Principles and fundamental values of the **Standards for Excellence: An Ethics and Accountability Code for the Nonprofit Sector.**

I. MISSION AND PROGRAM

Nonprofits are organizations for the public good and operate to accomplish a stated purpose through specific program activities. A nonprofit should have a well-defined mission, and its programs should effectively and efficiently work toward achieving that mission. Nonprofits have an obligation to ensure program effectiveness and to devote the resources of the organization to achieving its stated purpose.

II. GOVERNING BODY

Nonprofits are governed by an elected, volunteer board of directors that should consist of individuals who are committed to the mission of the organization. An effective nonprofit board should determine the mission of the organization, establish management policies and procedures, assure that adequate human resources (volunteer or paid staff) and financial resources (earned income, government contracts and grants, and charitable contributions) are available, and actively monitor the organization's financial and programmatic performance.

III. CONFLICT OF INTEREST

Nonprofit board and staff members should act in the best interest of the organization, rather than in furtherance of personal interests or the interests of third parties. A nonprofit should have policies in place, and should routinely and systematically implement those policies, to prevent actual, potential, or perceived conflicts of interest.

IV. HUMAN RESOURCES

A nonprofit's relationship to its employees and volunteers is fundamental to its ability to achieve its mission. Volunteers occupy a special place in nonprofit organizations, serving in governance, administrative and programmatic capacities. An organization's human resource policies should address both paid employees and volunteers, and should be fair, establish clear expectations, and provide for meaningful and effective performance evaluation.

V. FINANCIAL AND LEGAL

Nonprofits must practice sound financial management and comply with a diverse array of legal and regulatory requirements. A nonprofit's financial system should assure that accurate financial records are kept and that the organization's financial resources are used in furtherance of the organization's charitable purposes. Organizations should conduct periodic reviews to address regulatory and liability concerns.

VI. OPENNESS

Nonprofits are private corporations that operate for public benefit with support from the general public. As such, they should provide the public with information about their mission, program activities, and finances. A nonprofit should also be accessible and responsive to members of the public who express interest in the affairs of the organization.

VII. FUNDRAISING

Charitable fundraising provides an important source of financial support for the work of most nonprofit organizations. An organization's fundraising program should be maintained on a foundation of truthfulness and responsible stewardship. Its fundraising policies should be consistent with its mission, compatible with its organizational capacity, and respectful of the interests of donors and prospective donors.

VIII. PUBLIC AFFAIRS & PUBLIC POLICY

Nonprofits provide an important vehicle through which individuals organize and work together to improve their communities. Nonprofits should represent the interests of the people they serve through public education and public policy advocacy, as well as by encouraging board members, staff, volunteers and constituents to participate in the public affairs of the community.

MEMBERSHIP FEE SCHEDULE:

Membership Fee: Operating Nonprofits

Operating Expenses

Up to \$250,000
250,000 to 1 million
1 million to 5 million
5 million to 10 million
Over 10 million

Membership Fee

\$300
\$450
\$850
\$1300
1/50 of 1% of operating expenses for last year*

* *Maximum Dues: \$10,000*

Membership Fee: Grantmakers

1/10 of 1% of the organization's budgeted grants for the year*

* *Maximum Dues: \$10,000*

Membership Fee: Associate Members

Solo Practice	\$200
For-profit Company:	
Up to 25 employees	\$500
25 to 50 employees	\$1,000
50 - 100 employees	\$1,500
100 - 200 employees	\$2,000
200 or more employees	\$3,000

Membership Fee: Students

Students \$ 50

**SHOW THE PUBLIC YOU
DESERVE THEIR TRUST.**

MEMBERSHIP APPLICATION

NAME OF ORGANIZATION _____

ORGANIZATION EMAIL _____

ADDRESS _____

CITY, STATE, ZIP _____

TELEPHONE _____

FAX _____

FEDERAL EMPLOYER IDENTIFICATION NUMBER _____

CHIEF PROFESSIONAL OFFICER _____

TITLE _____

EMAIL _____

CONTACT PERSON (IF DIFFERENT) _____

TITLE _____

EMAIL _____

TYPE OF MEMBERSHIP (CHECK ONE):

OPERATING NONPROFIT GRANTMAKER

ASSOCIATE MEMBER STUDENT

ANNUAL MEMBERSHIP DUES

(from schedule at left) \$ _____

Membership is not active until payment has been received.
You may submit payment by check or charge.

Check enclosed (payable to Standards for
Excellence Institute)

Charge \$ _____ to my: Visa MasterCard

Account Number _____

Expiration Date _____

Cardholder's Name _____

Return to:

STANDARDS FOR EXCELLENCE INSTITUTE

190 W. OSTEND STREET SUITE 201, BALTIMORE, MD 21230

Standards for **excellence** Institute 

190 W. Ostend Street, Suite 201
Baltimore, MD 21230

410.727.1726 FAX: 410.727.1914

www.standardsforexcellenceinstitute.org