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This work also builds on the work of writers and contributors to two predecessor texts produced by the Society and the ABA on the topic of governance for nonprofits: *Nonprofit Governance and Management*, published in 2002, and *Nonprofit Governance: The Executive's Guide*, published in 1997. The driving force behind both these texts was Victor Futter, who was for many years a significant presence in both the Society and the ABA. Both texts helped influence the contents of this work and portions of the texts were adapted or reworked for inclusion in this publication.

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Foreword

Serving on the board of directors or as executive staff of a nonprofit organization is both a privilege and a responsibility. It is a privilege to be able to help shape the vision and mission of an organization and to guide its long-range planning. It is a responsibility to protect the interests of the organization and those it serves and to ensure that its policies and goals are carried out.

Nonprofit Governance and Management (3rd edition), a collaborative effort of the American Bar Association and the Society of Corporate Secretaries and Governance Professionals, is an invaluable guide for nonprofit board chairs, executive officers, and other directors and officers. This book provides an overview of governance basics and board structure and operations, as well as specific guidance on such key substantive issues as strategic planning, financial management, fund-raising, oversight of the executive officer, human resources management, risk management, and handling of crises. In the wake of negative publicity surrounding fiscal mismanagement in some high-profile nonprofit organizations, today's board members and executive staff face increasing scrutiny from the Internal Revenue Service as well as from their members, constituents, and donors. Both directors and executives need to be knowledgeable about the organization's tax-exempt status, internal controls, fund-raising activities, lobbying, financial reporting, intermediate sanctions, unrelated business income tax, and other fiscal management issues. *Nonprofit Governance and Management* covers each of these areas in a well-organized, easy-to-use format.

While this book is an indispensable tool for nonprofit board members, it is of particular value to executive officers and board chairs. It clearly spells out the responsibilities of these two roles and stresses the importance of mutual respect, trust, and support in promoting the organization's goals.

The "Practical Advice" section at the end of each chapter expands on the topics covered in the chapter and offers concise, cogent examples of how to apply the suggestions and recommendations. The "Sample Forms and Guidelines" contained in the Appendices are a treasure trove for any board and

its management leaders and can be adapted to virtually any type of nonprofit organization.

While the commitment of time, expertise, and money required from individuals serving on a board of directors continues to mount, board members, as well as nonprofit executives, have numerous resources at their disposal. Chief among these is this edition of *Nonprofit Governance and Management*, a comprehensive publication containing timely and important insights and advice that any nonprofit board and its executive staff would do well to implement.

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