



Manual of Policies, Procedures  
and  
Chapter and Affiliate Development  
Guidelines

Policy Manual edited, updated and revised by Cherie Brown, CEO, Robert Dungey, Acting  
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Approved by NCBI Board of Directors on \_\_\_\_\_ .

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## From the CEO

I am delighted to welcome you to NCBI and to provide this handbook to give you guidance as you develop your Chapter or Affiliate. I believe that providing a foundation and structure for managing your team is essential for keeping our organization focused on its mission while ensuring financial solvency.

In this handbook you will find helpful guidelines on setting up the administrative function of your Chapter or Affiliate; NCBI policies and procedures; how to conduct Chapter or Affiliate meetings; building a team of committed leaders; practicing individual leadership skills; and launching NCBI programs in your community, organization, and on your university campus. Your team should represent all sectors of the community, including elected officials, law enforcement officers, government workers, educators, students, business executives, labor union leaders, members of the clergy, and community activists.

Whether you are a veteran of NCBI or a new Chapter or Affiliate leader, you play a key part in NCBI's success--the principles and mission we represent could not happen without you and your Chapter or Affiliate members.

NCBI started in 1984 when I launched Black-Jewish coalitions on college campuses. This work soon broadened to include international leadership work to eliminate prejudice and intergroup conflict throughout the world. We grew to examine many intergroup issues, including ethnicity, race, religion, national origin, gender, age, class background, sexual orientation, and disability. NCBI Associates, who come from as many diverse backgrounds as you can imagine, now join me in training thousands of more effective community leaders all around the world.

I welcome your leadership to our worldwide organization.

A handwritten signature in cursive script, reading "Cherie Bear", written over a horizontal line.

Founder and CEO  
NCBI Headquarters

# Manual of Policies, Procedures and Chapter and Affiliate Development Guidelines

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## **Section 1. Purpose**

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1.1. The purpose of this policy manual is to provide knowledge of policies, practices, and procedures required to lead NCBI programs and in implementing standard organizational procedures of the National Coalition Building Institute (NCBI). The policies are to advance the mission of NCBI, to become one of the foremost leadership development organizations dedicated to ending racism and all forms of oppression throughout the world. Members, Associates, Employees, and Contractors of NCBI are obliged to adhere to NCBI policies so that a cooperative community of NCBI leaders may grow and flourish.

1.2. If one wants further clarification of an NCBI policy, one should first put the question in writing to the CEO, who may in turn refer the matter to the NCBI Board of Directors.

1.3. The policies and agreements contained in this manual apply to all Chapters and Affiliates. The NCBI Board of Directors is the governing body of NCBI with powers and duties as listed in the by-laws.

1.4. The format and design of this policy manual is suitable for inclusion in a three-ring binder. As NCBI revises or adds policies, NCBI Headquarters will issue those revisions.

## **Section 2. Definitions**

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2.1 The National Coalition Building Institute (NCBI) is a leadership development organization currently operating in the United States, Switzerland, Canada, United Kingdom, Macedonia and Brazil. Chapters and Affiliates that operate in countries where English is an additional language receive approval for the name in consultation with NCBI's CEO and Board of Directors.

2.2. NCBI Headquarters refers to the principal office of NCBI, which is currently located at 1120 Connecticut Avenue, N.W., Suite 450, Washington, D.C. 20036.

2.3. Chapter refers to a local group of NCBI-trained people that use the NCBI models in their respective communities and operate as an official Chapter of NCBI. Each Chapter name comes from the geographic area it serves (*e.g.*, Missoula Chapter, Rochester Chapter).

2.4. Interim Chapter refers to a local group that is in the process of forming a new NCBI Chapter or re-organizing an existing Chapter that is not fully functioning. An interim chapter director is a chapter director waiting for approval by the CEO.

2.5. Affiliate refers to a local group of NCBI-trained people who use the NCBI models in their respective organizations with the express permission of NCBI and operate within the auspices of an existing organization. The work of NCBI must be done within the

organization or campus and only as long as on-going support from NCBI Headquarters is maintained.

2.6. Corporate Affiliate refers to a corporation in which a team of NCBI-trained people presents the NCBI model workshops in a particular corporate community.

2.7. Campus Affiliate refers to a college or university in which a team of NCBI-trained people, designated as the NCBI Campus Team, uses the NCBI model workshops in their campus community.

2.8. Region refers to a designated group of Chapters and Affiliates organized into a particular geographic area.

2.9. Constituency Group or Caucus refers to a network of NCBI members organized according to self-selected group identities (*e.g.*, Black African Heritage, Women). The network provides support to group members, develops leadership, and ordinarily sponsors annual retreats. New Constituency Groups or Caucuses are formed only with approval of the Director of Constituency Caucuses in consultation with the CEO and in partnership with members of the affinity group.

2.10. Board of Directors refers to the policymaking body of NCBI, which is responsible for the governance of NCBI in accordance with its Articles of Incorporation and Bylaws. The Advisory Body of the Board of Directors are responsible for advice and consultation on committees, Chapters and Affiliates, regional, projects, and Constituency Caucuses.

2.11. CEO refers to the Chief Executive Officer of NCBI who is responsible for the management of the organization.

2.12. Regional Director refers to a leadership position in NCBI that the CEO appoints. A Regional Director is responsible for leadership and monitoring of a number of Chapters and Affiliates. We will pilot webinars and other formats as alternative means of providing regional support to Chapters and Affiliates in lieu of individual support calls.

2.12A. The Campus Advisory Committee is an advisory body that provides guidance to the National Campus Program; support calls to NCBI campuses, and participates in the planning and implementation of the national campus conference.

2.13. Director refers to the leader of an NCBI Chapter, Campus Affiliate, Organizational Affiliate, Program, or Constituency Group.

2.14. Local Associate refers to a leadership position within a designated Chapter or Affiliate that the Chapter Director or Affiliate Director appoints.

2.15. Associates Meeting refers to a policy and leadership development meeting of the organization that NCBI Headquarters organizes and sponsors.

2.16. Travel Pool refers to an NCBI designated amount of money to defray the transportation costs incurred by NCBI Associates in attending Associates Meetings. The Board of Directors, in consultation with the CEO, will determine how to distribute the

subsidy equitably among the Associates, taking into account both the varying travel costs and financial resources of individual Associates.

2.17. NCBI Programs or Workshops are defined as any presentation that uses all or significant parts of the following training models developed by NCBI:

Prejudice Reduction Workshop Model, Conflict Resolution Workshop Model, Controversial Issues Process, Elementary/Middle School Curriculum, High School Training of Trainers, Violence Prevention Model,	Leadership for Diversity Clinic, Train-the-Trainer Workshop, Building Allies Workshop, Organizational Consulting, and Managing Diversity, 5 Day Leadership Institute.
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### **Section 3. Active Members**

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3.1 An active member, which includes all local associates, is someone who agrees to the following:

- a) Follows all policies in the *Manual of Policies, Procedures and Chapter and Affiliate Development Guidelines*
- b) Attends meetings regularly of chapter, affiliate, or campus affiliates where such affiliates exist.
- c) For all chapter affiliates of campus directors - has attended an Associates meeting, a constituency caucus retreat, or campus conference within your three year term.
- d) Be in relationship with your constituency leader and participate in a constituency program.

### **Section 4. Authorization to Lead NCBI Work**

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4.1. Anyone who leads an NCBI program must receive prior approval from the appropriate NCBI leadership. Permission to lead an NCBI program is limited to a specific geographic area.

4.2. Chapter or Affiliate Directors or Chapter or Affiliate Members who want to present an NCBI program at a site outside of the geographic area designated by their Chapter or Affiliate but within their NCBI Region must obtain prior approval from their Regional Director. Chapter or Affiliate Directors and Chapter or Affiliate Members who want to present an NCBI program at a site outside of their Region must obtain prior approval from the CEO.

4.3. Campus Affiliate Directors or Members of the Campus Team who want to present an NCBI program off campus, even in partnership with a local NCBI chapter, must receive prior approval from both their Campus Support person and the NCBI Director of the Campus Program.

4.4. Affiliate Directors or Affiliate Members who want to present an NCBI program outside of their Affiliate but at a site within their Region must obtain prior approval from their Regional Director. Affiliate Directors or Affiliate Members who want to present an NCBI program at a site outside of their Region must receive prior approval from the CEO.

4.5. Constituency programming is under the auspices of the Director of Constituency Program Development. When a Chapter Director or Affiliate Director, wants to present an NCBI Constituency program they must contact the Director of Constituency Caucuses. Any constituency retreats, affinity group programming, or constituency related interventions should be directed to the Director of Constituency Caucuses.

4.6. A Chapter or Affiliate that wants to retain the services of a leader who resides outside of the Chapter or Affiliate, the Chapter or Affiliate must receive prior approval from the regional director to ensure the development of leadership.

4.7. All Associates who have received invitations to lead NCBI programs outside of their own geographic area must obtain approval from the CEO prior to confirming their participation in any NCBI-related program. NCBI Headquarters may have already developed a plan for launching a Chapter or Affiliate in the community that has extended the invitation. Therefore, it is important for Associates to coordinate the planning of training programs outside of their geographic areas with NCBI Headquarters.

4.8. NCBI leaders who conduct NCBI programs outside of their geographic areas become emissaries of NCBI and should plan to distribute NCBI brochures and other promotional literature.

4.9. All Chapters or Affiliates, and Teams, including their Directors, Associates, and Members, that have received permission to conduct NCBI programs outside of their designated geographic area or Region, must acknowledge in both internal and external publicity that they are using workshop models developed by NCBI.

4.10. All NCBI leaders are expected to acknowledge NCBI publicly whenever they use any NCBI principles. In addition, all NCBI leaders are encouraged, whenever possible, to lead whatever they are leading as an NCBI program, even if it is not one of the designated NCBI workshop models. This will increase the visibility of NCBI; make it easier to raise money; and in general, help grow the organization.

## **Section 5. Use of NCBI Models**

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### **Required Permission**

5.1. Only people who have received express permission, either from the CEO or from the Chapter Director, Affiliate Director, Constituency Leader, or Team Leader who has authority, may use the name of the National Coalition Building Institute or NCBI in connection with any programs that they may lead or sponsor. Anyone proceeding without this approval risks losing the license to use the NCBI models.

5.2. An NCBI workshop leader must be an active member of an NCBI Chapter or Affiliate and must receive supervision from the Regional Director or the local NCBI Chapter or Affiliate Director or Team Leader.

5.3. Anyone from a community where there is no NCBI Chapter or Affiliate, who wants to lead NCBI workshops or use the NCBI models, must obtain the prior approval of the CEO,



the Regional Director in whose Region the program will take place, or an NCBI Leader who is the designated support person.

5.4. NCBI does not authorize anyone to utilize its program pieces or a subset of its models out of the context of a complete NCBI workshop. NCBI prohibits the mixing of exercises it has developed with any non-NCBI training programs. Any derivation from this policy requires prior approval.

5.5. In all matters related to NCBI programs sponsored by Chapters and Affiliates, the Chapter or Affiliate must acknowledge their connection to NCBI and that NCBI developed the workshop models. This information should be provided on letterheads, correspondence, funding proposals, announcements, brochures, advertisements, and contacts with print and electronic media.

5.6. All one day workshops on college campuses that utilize off-campus NCBI trainers and all Train-the-Trainer Programs that take place on college campuses need prior approval of the NCBI CEO and the NCBI Director of Campus Programs. One day workshops that utilize off-campus NCBI leaders and all Train-the-Trainer Programs on college campuses are programs of NCBI Headquarters.

5.7. All NCBI workshop leaders must abide by the policies set forth in this manual, especially in matters pertaining to ethics, finances, and obtaining authorization to lead programs in a particular geographic area.

5.8. In order to acknowledge contributions of targeted and oppressed groups, it is a requirement to acknowledge in writing or verbally the names of all NCBI leaders that contributed to all power point presentations, forms, approved updates to the model, stories, or creative thinking orally transmitted.

### **Train-the-Trainer Program**

5.9. Only certified NCBI Leaders who have received approval from the CEO may lead NCBI Train-the-Trainer sessions.

5.10. NCBI Training Manuals are protected by international copyright laws and should be adhered to. Permission is needed from NCBI Headquarters for any copying or distribution.

5.11. Train-the-Trainer Programs are programs of NCBI Headquarters. The Leaders of all Train-the-Trainer Programs must be approved by the CEO before they are invited to lead a Train-the-Trainer Program. The scheduling of a Train-the-Trainer Program, whether it is in a community, a college campus, a school, or organization, must receive prior approval from the CEO of NCBI.

## **Section 6. Financial Agreements**

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### **Chapter and Affiliate Fees**

6.1. For an NCBI Chapter or Affiliate to be in good standing, it must submit in a timely manner by the end of every quarter a ten percent Support Fee to NCBI Headquarters on *all*

income that the Chapter or Affiliate generates. Chapter or Affiliate income subject to the ten percent fee includes, but is not limited, to the following:

- Contracts,
- Grants,
- Dues,
- Donations,
- Sales of literature and other items,
- Interest on Chapter or Affiliate checking and savings accounts,
- Fundraising revenue,
- Net profit in excess of the expenses related to Train-the-Trainer and Chapter or Affiliate Development sessions, and
- Net profit in excess of the expenses related to community or other workshops that the Chapter or Affiliate sponsors and for which it charges fees.

If a Chapter or Affiliate is unable to meet this quarterly payment they must be in contact with the Finance Committee of the NCBI Board of Directors one month before the payment is due.

### **Travel Pool**

6.2. For a Chapter or Affiliate to be eligible to receive funding from the Travel Pool for one meeting in any fiscal year, to use to defray the transportation costs of an Associate to attend Associates Meetings, the Chapter or Affiliate must have sent the Minimum Annual Contribution (of \$900) pertaining to Support Fees to the NCBI Headquarters by the close of business on the last working day of the prior fiscal year. NCBI's fiscal year corresponds to the calendar year (January 1 – December 31). The Minimum Annual Contribution of Support Fees that makes a Chapter or Affiliate eligible for Travel Pool funds is set forth below. For example, if NCBI Headquarters received a Minimum Annual Contribution (of \$900) or more from a Chapter or Affiliate by the last working day in December, then the Chapter or Affiliate would be entitled to Travel Pool funds for Associates Meetings throughout the following calendar year. All Board Members have travel pool covered for any scheduled Board Meetings.

6.3. New Chapters that join NCBI prior to the first of August in any given fiscal year will, for the purpose of calculating their eligibility for the Travel Pool, have their Support Fees applied to the current fiscal year. New Chapters that join after the first of August in any given fiscal year will, for the purpose of calculating their eligibility for the Travel Pool, have their Support Fees applied to the next fiscal year beginning on January first.

6.4. Only Associates that are Chapter Directors are eligible for reimbursement from the Travel Pool for legitimate transportation expenses related to attending an Associates Meeting. If the Chapter is unable to attend an Associates Meeting, the Director is encouraged to send a replacement from the Chapter. However, the Director's replacement is not eligible to benefit from the Travel Pool.

6.5. Affiliate Directors, including Directors of Campus Affiliates, are not eligible for the Travel Pool.

## **Train-the-Trainer Programs**

6.6. When a Chapter or Affiliate Director wants to lead a TTT in his or her own Chapter or Affiliate or contracts outside the Chapter or Affiliate, they must first receive permission from the NCBI CEO. It is still a program of NCBI headquarters. NCBI Headquarters must still receive from the Chapter or Affiliate the established TTT fee rate of \$900 for each TTT Program conducted. *Fees that an existing Chapter or Affiliate pays to the NCBI Headquarters for a TTT Program are not counted as 10% royalty payments; so they are not included in the calculation of a Chapter or Affiliate's Minimum Contribution that would make it eligible for receipt of Travel Pool funds.*

6.7. High School TTT programs are usually two days. The Train-the-Trainer fee payable to NCBI Headquarters for the High School TTT program is \$600 per program when a local leader leads the program.

## **Interim Chapter or Affiliate**

6.8. Any Chapter or Affiliate that does not meet the Minimum Annual Contribution pertaining to Support Fees will function as an Interim Chapter or Affiliate in regard to participating in Associates Meetings and will not be eligible for receipt of Travel Pool funds.

## **Annual Fees for Affiliates**

6.9. For an NCBI Affiliate to remain in good standing, it must pay an annual fee to NCBI Headquarters. Affiliate fees depend on the organizational status of the Affiliate. Nonprofit organizations, corporations, and educational institutions have different fee structures.

## **Agreements**

6.10. Financial agreements with Chapters or Affiliates in any country need to follow the same policies and procedures set forth in this manual and need to be in relationship with the Board of Directors of NCBI Headquarters. All presidents of Chapters or Affiliates are to be in regular contact with the President of the NCBI Board of Directors.

## **Local Fees**

6.11. Any individual or organization that receives income from leading an NCBI program must contribute a ten percent Support Fee on income received for each program to the NCBI Headquarters. In addition to the Support Fee due to the NCBI Headquarters, Chapter and Affiliates may also use a portion of income (usually between 10 and 20%) from NCBI-related work to support local offices. Workshop leaders are financially accountable to the Chapter Affiliate where a workshop takes place or to the NCBI Headquarters if the workshop takes place in an area without an organized Chapter or Affiliate.

## **Accounting Period**

6.12. All financial agreements and reports correspond to NCBI's fiscal year, which follows the calendar year, beginning on the first of January and ending on the thirty-first of December.

## **Grants and Contracts Originating in NCBI Headquarters**

6.13. When grants and contracts originate in NCBI Headquarters, NCBI Headquarters will enter a contractual agreement with NCBI trainers. NCBI Headquarters is responsible for all financial aspects of the program contract.

## **Fundraising**

6.14. NCBI Headquarters reserves the right to raise funds from foundations and other sources that provide financial assistance to national or international organizations or to regions where there is no existing NCBI Chapter or Affiliate. Chapters and Affiliates may raise funds from foundations or other sources that primarily provide financial assistance to projects in their local areas. Chapters and Affiliates may conduct direct mail appeals or other fundraising activities within their localities. Any Chapter or Affiliate that seeks funding from a foundation or other source that supports projects beyond the geographic area of the Chapter or Affiliate must receive prior approval from NCBI Headquarters before submitting the proposal. Notify the CEO of NCBI of any proposals for fundraising initiatives.

## **Reimbursement for Expenses**

6.15. Any NCBI staff person, Chapter Director or Affiliate Director, Associate, or others who incur legitimate expenses incidental to work performed under the auspices of NCBI should submit written expense reports with attached itemized receipts, along with a written request for reimbursement, to the appropriate component of NCBI.

## **Section 7. Reporting Requirements**

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### **Chapter and Affiliate Quarterly Financial Reports**

7.1. In the course of the fiscal year, Chapters and Affiliates are required to file with NCBI Headquarters four quarterly financial reports. The quarterly financial reports are due on or before the last working days of March, June, September, and December. Chapters and Affiliates must submit the quarterly financial reports whether or not the Chapter or Affiliate generated any income or paid out any expenses in the quarter. The quarterly financial reports should include the following information:

- A listing of workshops that the Chapter or Affiliate sponsored in the quarter, noting the particular NCBI programs conducted and the names of the trainers who led them;
- A financial report based on the Financial Agreements as set forth in Section 5 above; and

- An accounting and submission of the ten percent Support Fee that is due to NCBI Headquarters.

## **Tax Reporting Requirements**

7.2. Chapters are required to produce annual financial reports and comply with all country, national, state or provincial, and local laws governing tax - reporting requirements for nonprofit organizations.

7.3. NCBI Headquarters does not require that each Chapter obtain an independent accountant or auditor. Anyone who has questions regarding the establishment of a Chapter or proper accounting procedures should contact NCBI Headquarters.

7.4. All Chapters or Affiliates are responsible for establishing their organizational structures and following the proper financial reporting requirements in accordance with the laws of their respective countries.

## **Sales Taxes**

7.5. When a Chapter sells goods to the public, the Chapter is responsible for collecting the appropriate sales tax if applicable. The Chapter must also remit the sales taxes in a timely manner to the appropriate authority. The Chapter should take steps to qualify for exemption from sales taxes on goods that it purchases.

## **Section 8. Insurance Requirements**

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8.1. No person is authorized to conduct NCBI programs unless he or she has full coverage under NCBI's professional liability insurance policy.

## **Section 9. NCBI Consulting**

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### **Fee Setting**

9.1. NCBI Chapters and Affiliates set their own fees for local work, which can be higher or lower than those of NCBI Headquarters. Each community can vary economically, and Chapters and Affiliates may set rates commensurate with fees being charged for similar work in their local markets.

### **Contract Expenses**

9.2. Contract expenses (*e.g.*, airfare, lodging, and meals) are paid by the client directly or through reimbursement from the client. Whenever possible, NCBI will charge clients an additional program planning fee. Any consultant incurring expenses that are not listed in the client contract must have prior approval from either the client or NCBI to obtain reimbursement.

## **Section 10. Promotional Materials**

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### **NCBI Brochures**

#### **Stationary and Business Cards**

10.1. NCBI Associates should use only standardized NCBI stationary and business cards.

#### **Purchasing of NCBI Materials**

10.2. Chapters and Affiliates may purchase NCBI materials (*e.g.*, books, articles, T-shirts) at a discount from NCBI Headquarters.

## **Section 11. NCBI Associates**

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### **Appointment of Associates**

11.1. The CEO appoints Chapter Directors or Affiliate Directors in consultation with communities of people who have been trained in NCBI models. Directors of NCBI Chapters or Affiliates also serve as Associates. The NCBI CEO, in consultation with the NCBI Director of Campus Programs, must approve the Directors of Campus Affiliate Teams. The Director of an Interim Chapter is an Acting Associate.

11.2. The CEO, in consultation with the NCBI Board of Directors, may also appoint other Associates. Associates that are not the Directors of Chapters or Affiliates may hold other key NCBI leadership positions, such as serving as the Director of a Constituency Caucus.

11.3. A consideration in all appointments is the desire to develop a diverse leadership team. The primary function of all Associates is to build the organizational and programmatic strength of NCBI.

### **NCBI Associates**

11.4. NCBI Associates are responsible for developing the NCBI organization both locally and internationally. The Associates must meet the financial reporting requirements and uphold all NCBI policies.

11.5. All Chapter Directors and all Affiliate Directors are required to attend at least one associates meeting per year. They are also encouraged to lead a learning group at the April and August 5 Day Institutes each year.

11.6. NCBI Directors from Campus Affiliates are encouraged to attend NCBI's annual campus conference. They are also welcome to attend Associates Meetings.

11.7. The Associates are part of the Associates Team, which plays a significant role in the direction and vitality of NCBI. Developing and maintaining good working relationships among Associates is an important NCBI organizational value. Associates are committed to

using mediation and other NCBI methodology to resolve any conflicts that may arise among themselves or with the staff of NCBI Headquarters.

## **Benefits**

11.8. Among the benefits that accrue to an NCBI Associate are the following:

- Permission to represent NCBI, to conduct NCBI programs, and to use the name of NCBI in fundraising;
- Telephone consultations with the CEO and other NCBI staff;
- Advanced training and coaching opportunities provided by participating in the Associates Meetings and leading support groups at Training Institutes;
- Travel Pool funding to defray the costs of attending Associates Meetings;
- Access to conflict resolution and grievance procedures developed by NCBI; and
- Satisfaction from making a contribution to the world's need for prejudice reduction and conflict resolution.

## **Length of Term**

The length of term for an NCBI Chapter Director or Affiliate Director is three years. All associates will have their leadership commitment renewed every three years by the CEO and the Personal Committee, including a review of honoring all NCBI policies (receiving a monthly support call, attend at least one associate meeting or campus conference within the three year term).

## **Removal from Office**

11.9. NCBI Associates may be removed from office for reasonable cause by the Board of Directors, in consultation with the CEO. NCBI constituency leaders may be removed from Leadership for reasonable cause by the Director of Constituency Caucuses.

## **Section 12. Local Associates**

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### **Appointment, Benefits, and Responsibilities of Local Associates**

12.1. Organizational, Corporate and Campus Affiliates in order to maintain their annual licenser of NCBI models through their internal NCBI coordinator or designates must be in monthly contact with their NCBI support person.

12.2. After consulting with Chapter or Affiliate members and the appropriate Regional Director, an Associate who is the Director of a Chapter or Affiliate may appoint Local Associates to assist with the work of developing the Chapter or Affiliate. All Local Associates must be active members of a Chapter or Affiliate and possess the requisite skills to lead NCBI programs. Local Associates have permission to represent NCBI in

their Region and they share with the Associates responsibility for the organizational growth of the local Chapter or Affiliate.

### **Attendance at Associates Meetings and Institutes**

12.3. Invited Local Associates and Local Members who attend Associates Meetings are responsible for meeting all travel expenses and also expenses related to food and lodging throughout the duration of the Associates Meetings. In addition, one Local Associate per Chapter or Affiliate is eligible to attend each 5 Day Institute at 50% of the early registration fee.

## **Section 13. Discrimination, Sexual Harassment, Sexual Misconduct, and Confidentiality Agreements**

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13.1. All components of NCBI, including, but not limited to, NCBI Headquarters, Chapters, Interim Chapters, and Affiliates, as well as all NCBI employees, consultants, Associates, and contractors, must abide by NCBI's prohibition against unlawful discrimination, sexual harassment, and sexual misconduct in all of NCBI's operations.

### **Discrimination and Sexual Harassment**

13.2. Consistent with NCBI's mission to end oppression and the mistreatment of any person, NCBI is committed to the principles of equal opportunity in its employment practices and delivery of services. In accordance with applicable United States federal law, NCBI does not discriminate on the basis of race, color, national origin, religion, age, sex, and disability. NCBI is also committed to creating workplaces and learning environments free of unlawful sexual, racial, and national origin harassment. In addition, NCBI Chapters and Affiliates are obliged to abide by the applicable nondiscrimination laws of their respective countries, states, or localities, which may recognize other protected classes. For example, in the District of Columbia, in accordance with the applicable local law, NCBI also does not discriminate on the basis of marital status, personal appearance, sexual orientation, family responsibilities, matriculation, political affiliation, source of income, place of business or residence, pregnancy, child-birth, or related conditions.

13.3. Under United States federal law, as well as under many state and local laws, it may be unlawful for an employer or provider of services to retaliate against an employee or beneficiary of services either for opposing discriminatory practices or participating in an investigation into alleged discrimination.

13.4. To file a complaint alleging discrimination, harassment, sexual misconduct, or other illegal or unethical activities, one should notify the CEO in writing, who will designate the appropriate people to investigate and resolve the matter. The nature and extent of the investigation will depend on the complaint. NCBI will provide written notice to the accused, summarizing the allegations in the complaint and explaining the investigative process. Alternatively, if the complaint involves the CEO, one may file a complaint with the Personnel Committee of the Board of Directors who will conduct an investigation and take appropriate action. Insofar as it is reasonable, the investigation will respect the privacy of the complainant and the accused. NCBI will notify the complainant and the accused in writing regarding the outcome of the complaint investigation. NCBI will take



reasonable steps to modify the complaint process to make it accessible to persons with disabilities and to persons with limited English proficiency.

13.5. All NCBI Chapters, Affiliates, Associates, and Members are expected to cooperate, upon the request of the CEO, with any NCBI-sponsored investigation of a complaint. Any person affiliated with NCBI who is determined to have engaged in unlawful discrimination, harassment, retaliation, sexual misconduct or other illegal or unethical activities or who fails to cooperate with an NCBI-sponsored investigation may be subject to disciplinary action, up to and including termination of association with NCBI.

***13.6. Nothing in this policy manual bestows any additional rights on NCBI employees, contractors, clients, workshop participants, or beneficiaries than those already guaranteed by the applicable federal, state, or local laws.***

### **Confidentiality**

13.7. Based on twenty nine years of experience, NCBI has found that confidentiality (*i.e.*, a mutual agreement among workshop leaders and participants not to identify participant statements outside the context of the workshop) is a business necessity, an essential prerequisite that enables NCBI to do its work of creating learning environments that lead to social and institutional change.

13.8. NCBI workshop leaders have an ethical obligation to respect the privacy of clients and workshop participants by keeping confidential any information about them, their colleagues, family members, and friends acquired in the course of a training program.

13.9. NCBI workshop leaders are not to discuss client or participant matters that arise during the course of a workshop with anyone, except with other NCBI colleagues who share direct responsibility for conducting the workshop while the workshop is still taking place. NCBI will not tolerate any violations of this policy.

13.10. By attending NCBI programs, clients and participants are agreeing to honor NCBI's confidentiality requirements. All contracts with clients should contain language stating that sponsorship of or participation in NCBI programs implies consent to abide by NCBI's confidentiality policy.

13.11. At every NCBI program, workshop leaders shall remind participants of NCBI's confidentiality agreement, discuss the terms of the agreement, and obtain oral reconfirmation of participant consent.

13.12. NCBI's confidentiality policy does not prevent a workshop leader, or any other person, who learns during the course of an NCBI program of ongoing criminal activity, especially involving the mistreatment of minors, from reporting the activity to the proper legal authorities.

## **Section 14. Financial Schedule**

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### **Affiliate Fees**

14.1. The amount of the annual Affiliate fee depends on the type of organization the Affiliate is. Nonprofits pay an annual fee of \$900-2,000 plus quarterly payments of ten percent on fees and grants received. NCBI negotiates contract fees with corporations, with \$1,800 annual fee being the minimum fee. Campus Affiliates pay an annual fee determined by the number of full-time enrolled students (FTE). In addition to these annual fees, all NCBI Campus and Community-Based Affiliates that generate income leading NCBI work (*i.e.*, fees charged for workshops, income received from grant funds for NCBI work, the sale of NCBI literature, must submit quarterly reports and pay 10% Support Fees on the income.

### **Annual Fee Schedule for Campus Affiliates - Current as of 2013 and subject to change by designation of the NCBI Board of Directors.**

<b>Type of Affiliate</b>	<b>Nonprofit</b>	<b>Corporation</b>	<b>Campus</b>	
<b>Annual Fee</b>	\$900 – 2,000 depending on size of organization plus quarterly fee of 10% of all income received	Determined by contract on a case-by-case basis; \$1,800 minimum	Under 1,000 FTE	\$675
			1,000-2,499 FTE	\$800
			2,500-4,999 FTE	\$930
			5,000-9,999 FTE	\$1060
			10,000-14,999 FTE	\$1185
			15,000-19,999 FTE	\$1310
			20,000+ FTE	\$1475

## **Section 15. Becoming and Maintaining a Chapter or Affiliate**

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### **For All Chapters and Affiliates**

- ✓ Read all new Chapter and Affiliate Documents
- ✓ Obtain Interim Chapter or Affiliate Status with NCBI Headquarters
- ✓ File the following documents with NCBI Headquarters:
  - Copy of Chapter or Affiliate’s articles of incorporation
  - Copy of Chapter or Affiliate’s Bylaws
- ✓ Set Up Bank Account and Bookkeeping System
- ✓ Pay initial Chapter or Affiliate Fee to NCBI Headquarters
- ✓ Send Quarterly Financial Reports and Fees to NCBI Headquarters (as per Section 6 of the NCBI Manual of Policies, Procedures and Chapter Development)

- ✓ Notify NCBI Headquarters of compliance with ALL of the above items to become a Full-Fledged Chapter or Affiliate

*NCBI is committed to following the legal policies for establishing a non-profit corporation of each country/region where we have Chapters or Affiliates. Any differences that apply in setting up a new Chapter or Affiliate can be obtained from your Chapter, Affiliate or Regional Director. Non U.S. Chapters and Affiliates are also required to follow all policies in this manual.*

### **Taking the First Steps: A Practical Guide in Becoming an NCBI Chapter or Affiliate**

**STEP 1:** NCBI Leaders must receive prior approval from the NCBI CEO before planning a TTT. Then notify NCBI Headquarters before your team conducts a Train-the-Trainer Program.

**STEP 2:** File for any licenses, not for profit status documents and any other business reporting documentation that is required by your country of affiliation. Send a copy of all documentation to NCBI Headquarters for file.

### **STEP 3: Develop Bylaws**

All Chapter Affiliates are required to develop a set of bylaws.

#### **Sample Documents You Will Need:**

- Sample licenses, not for profit status documents and any other business reporting documentation that is required by your country of affiliation
- Sample Chapter Affiliate Bylaws
- NCBI Quarterly Report Form
- Sample NCBI Client Invoice
- Sample NCBI Client Contract
- NCBI Logo

#### **Maintaining Chapter or Affiliate Status**

- ✓ Send Quarterly Reports and Support Fees to NCBI Headquarters (as per Section 6 of the NCBI Manual of Policies, Procedures and Chapter Development) for all quarters ending March, June, Sept and Dec of every fiscal year.
- ✓ File the Following Documents with NCBI Headquarters
- ✓ Report Changes in Official Mailing Address, phone number and email address to NCBI Headquarters
- ✓ Follow NCBI Policies and Procedures.

- ✓ Directors of all Chapter Affiliates are required to participate in monthly support calls.
- ✓ The primary officer (i.e. President, Chair of BOD) of all Chapter Affiliates needs to be in regular contact with the President of the NCBI Board of Directors.

### **NCBI Chapter Director Job Description**

Chapter Directors are appointed by the CEO and are supervised and supported by their Regional Director.

The duties of the Chapter Director:

1. Be available and keep monthly support calls with their Regional Director.
2. During monthly calls, be prepared to:
  - Discuss Chapter organizational and program development issues;
  - Be informed of NCBI policies and business; and
  - Work on healing/counseling issues that inhibit taking full leadership of the Chapter.
3. Conduct Chapter meetings to:
  - Practice NCBI skills;
  - Plan NCBI programs for their community;
  - Maintain accountability/responsibility of the Chapter to NCBI Headquarters; and
  - Support healing and leadership of Chapter members.
4. Develop and maintain a Chapter Steering Committee or Board of Directors to assist in the overall management of the Chapter.
5. Develop and mentor Chapter members (Local Associates) and encourage and support their participation in Training Institutes and Constituency Retreats.
6. Supervise Local Associate's training.
7. Develop and manage a plan for Chapter financial sustainability.
8. Implement NCBI programs and marketing in the local community.
9. Maintain a relationship with and support NCBI Headquarters by: submitting quarterly reports of activities on or before March 31, June 30, September 30 and December 31 of each year; maintain a good relationship with the CEO and all NCBI Leaders; and participate in gaining advanced training and counseling skills.

### **NCBI Regional Director Job Description**

Regional Directors are appointed by the CEO. The duties of Regional Directors are assigned by the CEO and are listed below.

1. Make monthly telephone calls to assigned Chapter Director or Affiliate Directors.

2. Monthly calls will consist of the following components: Chapter /Affiliate organizational and program development issues; NCBI Headquarter policies and business; and healing/counseling support.
3. Submit quarterly reports to NCBI Headquarters on the status of their assigned Chapters. The reports will highlight the achievements and struggles of the Chapters under their supervision.
4. Be available and keep monthly support call appointments with their Coordinator of Chapter Development.
5. Support the overall development of NCBI.
6. In supervising local Chapters and affiliates, ensure that NCBI policies are understood and followed.
7. In supervising Chapters that are recipients of grants or are participants in special projects of NCBI Headquarters, support the local director in fulfilling their grant or project responsibilities.
8. As a Regional Director, model participating in advanced development and counseling activities to increase the capacity to lead.

Note: Additional responsibilities may be assigned as needed by the CEO.

**See Addendum I for policies specific to U.S. Chapters and Affiliates**

## **Section 16. Accessibility**

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**See Accessibility recommendations in Addendum II.**