

# The State of New York

*is pleased to present the*



## State Board Training Consortium's

*Achieving Excellence in Governance*

A **FREE** training series designed for  
Board Members of Qualifying Nonprofit Organizations

### **JANUARY - DECEMBER 2011 WORKSHOPS INCLUDE:**



- *Being an Effective Board Officer*
- *Hitting the Ground Running as a New Board Member*
- *Taking Care of Business: Making & Documenting Board Decisions*

- *Board's Role in Working with Staff Leadership*
- *Duties and Responsibilities of Nonprofit Boards*
- *Developing a Fiscally Accountable Nonprofit Board*
- *Doing the Right Thing: Board Members as Ethical Leaders and Decision Makers*
- *Fund Development for Nonprofit Boards*
- *Nonprofit Accounting Basics for Board Members*
- *Nonprofit Board Member Responsibilities for Governance of Medicaid-Supported Programs*
- *Recruiting, Developing and Retaining a Motivated Board of Directors*
- *Strategic Planning: Setting the Course for a Successful Future*
- *The New Form 990: A Focus on Board Governance*



### **TO BE HELD AT LOCATIONS THROUGHOUT NEW YORK STATE**

**FREE TO BOARD MEMBERS OF  
NONPROFITS AFFILIATED WITH:**

NYS Department of Health AIDS Institute  
and Center for Community Health  
NYS Office of Alcoholism & Substance  
Abuse Services  
NYS Office of Children and Family Services  
NYS Office of Mental Health  
NYS Office of People with Developmental  
Disabilities



**DEVELOPED & PRESENTED BY:**  
New York Council of Nonprofits, Inc.  
(NYCON)



[www.nycon.org](http://www.nycon.org)  
Registration Info. | 1.800.515.5012 ext. 126

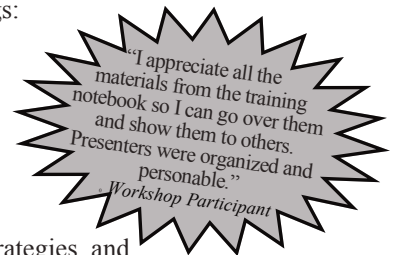


# WELCOME

## Welcome to the New York State Board Training Consortium (SBTC)

Entering its 9<sup>th</sup> year, SBTC's *Achieving Excellence in Governance* training series is an unprecedented and successful collaborative effort of 5 state agencies in partnership with the New York Council of Nonprofits, Inc. (NYCON) that offers **FREE board training** throughout the state to affiliated nonprofits. If your nonprofit receives funds from or is regulated by any of the following SBTC State Agencies, your board members are encouraged to attend any and all of the **free** SBTC trainings:

- Office of Alcoholism and Substance Abuse Services (OASAS);
- Office of Mental Health (OMH);
- Office of People with Developmental Disabilities (OPWDD);
- Department of Health's AIDS Institute and Center for Community Health; and
- Office of Children & Family Services



The SBTC's *Achieving Excellence in Governance* Training Series empowers board members of affiliated nonprofits throughout the state with the latest information, practical and "best practice" strategies, and "hands-on" tools that are important for effective and high performing boards of directors. The New York Council of Nonprofits, Inc. the premier capacity building organization in the state, is the contractual provider for the trainings. Whether you are an experienced board member or just beginning your volunteer service, on a board for a larger established nonprofit or a grassroots, community-based organization, you will find SBTC trainings and the resource materials provided to be invaluable.

## Who Should Plan on Attending?

Board members of organizations affiliated either through funding or regulatory relationships with SBTC state agencies may attend the sessions **free** of charge. Executive Directors/CEO's, key fiscal staff and Corporate Compliance Officers are also invited to attend but **must** be accompanied by at least one board member from the organization.

## About the Trainers: New York Council of Nonprofits, Inc. (NYCON)

NYCON is a charitable nonprofit association of over 2,700 nonprofits and supporters of the charitable sector. NYCON's highly experienced multi-disciplinary staff bring to each SBTC training a thorough, real-life knowledge of nonprofit governance, administrative and program matters that unavailable through any other source. NYCON's expert trainers also possess substantive working knowledge of the health and human services landscape in New York State, including the challenges and trends affecting SBTC affiliated nonprofits. Please visit [www.nycon.org](http://www.nycon.org) for information on other capacity building services including cost-saving opportunities that NYCON offers.

## Announcing SBTC Webinar Wednesdays!

Do you have trouble attending SBTC trainings in person? We are pleased to announce that the **first Wednesday of each month** NYCON will offer webinars on our newest topics, including *Hitting the Ground Running as a New Board Member*, *Being an Effective Board Officer* and *Taking Care of Business: Making and Documenting Board Decisions*. Each webinar will start at 10:00AM and end at Noon. It's easy to participate! Upon registration, you'll receive an e-mail confirmation from NYCON with log-in instructions for each webinar. We'll be sharing PowerPoint and other resource materials on-line, and to hear audio, you dial our toll-free conference line.

## What Will You Get from Attending an SBTC Training?

- Unique peer-to-peer interaction and contacts
- The knowledge and tools to empower you to be the effective board member you want to be, including a comprehensive resource manual with tools helpful for post-training reference and use
- Certificate of Attendance and Special recognition from the State of New York for completing 6 of the 13 sessions in the series
- Refreshments offered at each session.
- **\*New!** Organizations with two (2) or more attendees will receive one free copy of the *Compensation Profile of NYS Nonprofits* -- a \$75 value!

## What Can You Expect from Us Once You Sign Up to Attend a Session?

Once you register to attend an SBTC session, you will be contacted by NYCON and provided with what is needed for your participation. Prior to the session you will receive:

- Confirmation of your registration
- Directions to your training session/Instructions for Webinar Participation



**Fee and Program Information:** There is **NO** fee for these SBTC Training Sessions.

For detailed program information, call our Registration Information Line at 800.515.5012 ext. 126.

# WORKSHOPS by Locations

*Pre-registration is required*

## ALBANY

*272 Broadway, Menands, NY 12204*

Date	Workshop	Time	Session #
Tuesday, January 11, 2011	Fund Development for Nonprofit Boards	9:00am - 12:00pm	FD200
	Strategic Planning: Setting the Course for a Successful Future	1:00pm - 4:00pm	SP200
Thursday, April 28, 2011	Duties & Responsibilities of Nonprofit Boards	9:00am - 12:00pm	DR202
	Developing a Fiscally Accountable Nonprofit Board	1:00pm - 4:00pm	FA200
Tuesday, December 6, 2011	Board's Role in Working with Staff Leadership	9:00am - 12:00pm	BR205
	The New Form 990: A Focus on Board Governance	1:00pm - 4:00pm	NF204

## BINGHAMTON

*Holiday Inn Downtown (Arena Area), 2-8 Hawley Street, Binghamton, NY 13901*

Date	Workshop	Time	Session #
Tuesday, August 16, 2011	Fund Development for Nonprofit Boards	9:00am - 12:00pm	FD207
	Recruiting, Developing & Retaining a Motivated Board of Directors	1:00pm - 4:00pm	MB205

## BUFFALO

*Holiday Inn Amherst, 1881 Niagara Falls Boulevard, Amherst, NY 14228*

Date	Workshop	Time	Session #
Thursday, March 24, 2011	Strategic Planning: Setting the Course for a Successful Future	9:00am - 12:00pm	SP201
	Fund Development for Nonprofit Boards	1:00pm - 4:00pm	FD203
Wednesday, October 12, 2011	Nonprofit Accounting Basics for Board Members	9:00am - 12:00pm	NA206
	Developing a Fiscally Accountable Nonprofit Board	1:00pm - 4:00pm	FA203
Thursday, October 13, 2011	Duties & Responsibilities of Nonprofit Boards	9:00am - 12:00pm	DR207
	Doing the Right Thing: Board Members as Ethical Leaders and Decision Makers	1:00pm - 4:00pm	ETH205

## LONG ISLAND/PLAINVIEW

*Holiday Inn Plainview, 215 Sunnyside Boulevard, Plainview, NY 11803*

Date	Workshop	Time	Session #
Wednesday, May 25, 2011	Nonprofit Accounting Basics for Board Members	9:00am - 12:00pm	NA202
	The New Form 990: A Focus on Board Governance	1:00pm - 4:00pm	NF201
	Duties & Responsibilities of Nonprofit Boards	5:30pm - 8:30pm	DR204
Thursday, May 26, 2011	Nonprofit Board Member Responsibilities for Governance of Medicaid-Supported Programs	9:00am - 12:00pm	MED202
	Doing the Right Thing: Board Members as Ethical Leaders and Decision Makers	1:00pm - 4:00pm	ETH201

## NEW YORK CITY

*Support Center, 305 7th Avenue at 27th Street, 11th Floor, New York, NY 10001*

Date	Workshop	Time	Session #
Wednesday, January 12, 2011	Fund Development for Nonprofit Boards	9:00am - 12:00pm	FD201
	Recruiting, Developing & Retaining a Motivated Board of Directors	1:00pm - 4:00pm	MB200
Thursday, January 13, 2011	Doing the Right Thing: Board Members as Ethical Leaders and Decision Makers	9:00am - 12:00pm	ETH200
	Duties & Responsibilities of Nonprofit Boards	1:00pm - 4:00pm	DR200
Tuesday, April 12, 2011	Nonprofit Accounting Basics for Board Members	9:00am - 12:00pm	NA201
	Duties & Responsibilities of Nonprofit Boards	1:00pm - 4:00pm	DR201
Wednesday, April 13, 2011	Nonprofit Board Member Responsibilities for Governance of Medicaid-Supported Programs	9:00am - 12:00pm	MED201
	The New Form 990: A Focus on Board Governance	1:00pm - 4:00pm	NF200
Tuesday, July 19, 2011	Doing the Right Thing: Board Members as Ethical Leaders and Decision Makers	9:00am - 12:00pm	ETH204
	Developing a Fiscally Accountable Nonprofit Board	1:00pm - 4:00pm	FA202
	Duties & Responsibilities of Nonprofit Boards	5:30pm - 8:30pm	DR206
Wednesday, July 20, 2011	Fund Development for Nonprofit Boards	9:00am - 12:00pm	FD206
	Strategic Planning: Setting the Course for a Successful Future	1:00pm - 4:00pm	SP203
Wednesday, September 14, 2011	Board's Role in Working with Staff Leadership	9:00am - 12:00pm	BR204
	Fund Development for Nonprofit Boards	1:00pm - 4:00pm	FD208
Thursday, September 15, 2011	Nonprofit Board Member Responsibilities for Governance of Medicaid-Supported Programs	9:00am - 12:00pm	MED203
	The New Form 990: A Focus on Board Governance	1:00pm - 4:00pm	NF203

# WORKSHOPS by Locations

*Pre-registration is required*

## NEW YORK CITY *continued*

*Support Center, 305 7th Avenue at 27th Street, 11th Floor, New York, NY 10001*

Date	Workshop	Time	Session #
Thursday, November 17, 2011	Nonprofit Accounting Basics for Board Members	9:00am - 12:00pm	NA207
	Duties & Responsibilities of Nonprofit Boards	1:00pm - 4:00pm	DR208
Thursday, December 14, 2011	Fund Development for Nonprofit Boards	9:00am - 12:00pm	FD210
	Strategic Planning: Setting the Course for a Successful Future	1:00pm - 4:00pm	SP205
Friday, December 15, 2011	Recruiting, Developing & Retaining a Motivated Board of Directors	9:00am - 12:00pm	MB206
	Developing a Fiscally Accountable Nonprofit Board	1:00pm - 4:00pm	FA204

## PLATTSBURGH

*Plattsburgh Holiday Inn, 412 Route 3, Plattsburgh, NY 12901*

Date	Workshop	Time	Session #
Tuesday, July 12, 2011	Developing a Fiscally Accountable Nonprofit Board	9:00am - 12:00pm	FA201
	Doing the Right Thing: Board Members as Ethical Leaders and Decision Makers	1:00pm - 4:00pm	ETH203
Wednesday, July 13, 2011	Nonprofit Accounting Basics for Board Members	9:00am - 12:00pm	NA205
	Fund Development for Nonprofit Boards	1:00pm - 4:00pm	FD205

## POUGHKEEPSIE

*Poughkeepsie Grand Hotel, 40 Civic Center Plaza, Poughkeepsie, NY 12601*

Date	Workshop	Time	Session #
Wednesday, February 9, 2011	Board's Role in Working with Staff Leadership	9:00am - 12:00pm	BR200
	Recruiting, Developing & Retaining a Motivated Board of Directors	1:00pm - 4:00pm	MB201
Thursday, February 10, 2011	Nonprofit Board Member Responsibilities for Governance of Medicaid-Supported Programs	9:00am - 12:00pm	MED200
	Nonprofit Accounting Basics for Board Members	1:00pm - 4:00pm	NA200
Thursday, October 18, 2011	Fund Development for Nonprofit Boards	9:00am - 12:00pm	FD209
	Strategic Planning: Setting the Course for a Successful Future	1:00pm - 4:00pm	SP204

## ROCHESTER

*Holiday Inn Rochester Airport, 911 Brooks Avenue, Rochester, NY 14624*

Date	Workshop	Time	Session #
Wednesday, March 23, 2011	Recruiting, Developing & Retaining a Motivated Board of Directors	9:00am - 12:00pm	MB202
	Fund Development for Nonprofit Boards	1:00pm - 4:00pm	FD202
Wednesday, May 12, 2011	Board's Role in Working with Staff Leadership	9:00am - 12:00pm	BR202
	Strategic Planning: Setting the Course for a Successful Future	1:00pm - 4:00pm	SP202

## SUFFERN

*Holiday Inn Suffern, 3 Executive Boulevard, Suffern, NY 10901*

Date	Workshop	Time	Session #
Thursday, June 16, 2011	Nonprofit Accounting Basics for Board Members	9:00am - 12:00pm	NA204
	Duties & Responsibilities of Nonprofit Boards	1:00pm - 4:00pm	DR205
	Recruiting, Developing & Retaining a Motivated Board of Directors	5:30pm - 8:30pm	MB204
Friday, June 17, 2011	Doing the Right Thing: Board Members as Ethical Leaders and Decision Makers	9:00am - 12:00pm	ETH202
	Board's Role in Working with Staff Leadership	1:00pm - 4:00pm	BR203

## SYRACUSE

*Holiday Inn Carrier Circle, 6555 Old Collamer Road South, East Syracuse, NY 13057*

Date	Workshop	Time	Session #
Tuesday, May 10, 2011	Board's Role in Working with Staff Leadership	9:00am - 12:00pm	BR201
	Duties & Responsibilities of Nonprofit Boards	1:00pm - 4:00pm	DR203
Wednesday, May 11, 2011	Fund Development for Nonprofit Boards	9:00am - 12:00pm	FD204
	Recruiting, Developing & Retaining a Motivated Board of Directors	1:00pm - 4:00pm	MB203

## WATERTOWN

*Ramada Watertown, 6300 Arsenal Road, Watertown, NY 13601*

Date	Workshop	Time	Session #
Thursday, June 2, 2011	Nonprofit Accounting Basics for Board Members	9:00am - 12:00pm	NA203
	The New Form 990: A Focus on Board Governance	1:00pm - 4:00pm	NF202

**Pre-registration is required**

**Take workshops from your home, office or anywhere with a phone, computer and internet connection!**

Date	Workshop	Session #	Date	Workshop	Session #
Wednesday, January 5, 2011	Hitting the Ground Running as a New Board Member	BM100	Wednesday, July 6, 2011	Hitting the Ground Running as a New Board Member	BM102
Wednesday, February 2, 2011	Being an Effective Board Officer	BO100	Wednesday, August 3, 2011	Being an Effective Board Officer	BO102
Wednesday, March 2, 2011	Taking Care of Business: Making & Documenting Board Decisions	BP200	Wednesday, September 7, 2011	Taking Care of Business: Making & Documenting Board Decisions	BP202
Wednesday, April 2, 2011	Hitting the Ground Running as a New Board Member	BM101	Wednesday, October 5, 2011	Hitting the Ground Running as a New Board Member	BM103
Wednesday, May 4, 2011	Being an Effective Board Officer	BO101	Wednesday, November 2, 2011	Being an Effective Board Officer	BP103
Wednesday, June 1, 2011	Taking Care of Business: Making & Documenting Board Decisions	BR201	Wednesday, December 7, 2011	Taking Care of Business: Making & Documenting Board Decisions	BP203



**Webinar Instructions:** Upon registration, you will receive an e-mail confirmation from NYCON with log-in instructions for each webinar. Please note, SBTC webinars will be sharing PowerPoint and other resource materials online, however, to hear the audio of this webinar you must dial in to a toll-free conference call line.

## WORKSHOP Descriptions

### Being an Effective Board Officer



#### OVERVIEW

Board Officers are leaders of the board with inherent responsibilities for the governance of the organization; some are identified by the nonprofit corporation law and some are unique to a nonprofit's organizational culture and needs. This webinar will explore the range of responsibilities and expectations of key officer positions and describe effective leadership styles.

#### WHAT WILL BE COVERED

- Nonprofit Corporation Law regarding officer positions
- Bylaw charges and job descriptions for officers
- Officers and committee responsibilities
- Exercising leadership

### Board's Role in Working with Staff Leadership

#### OVERVIEW

This session will help Board Members & Staff develop an appropriate balance of governance and management roles. It will also provide the opportunity for participants to think through some challenging scenarios using case studies and group discussion.

#### WHAT WILL BE COVERED

- Building a dynamic leadership team
- Supporting and evaluating the Executive Director
- Compensation policies and succession planning

### Developing a Fiscally Accountable Nonprofit Board

#### OVERVIEW

*Developing a Fiscally Accountable Nonprofit Board* will emphasize how a board can efficiently organize itself to make sound fiscal decisions and be accountable to donors, funding sources, constituencies and regulating bodies.

#### WHAT WILL BE COVERED

- Board fiduciary responsibilities
- Board, Committee and staff roles in financial oversight
- Key elements of a financial report
- Budget development, methods and tips
- Investment policy and management

### Doing the Right Thing: Board Members as Ethical Leaders and Decision Makers

#### OVERVIEW

Through presentations and case examples, this session will explore the ethical considerations of board service and help participants address some of the challenges organizations may face.

#### WHAT WILL BE COVERED

- The importance of developing a shared understanding of ethical behavior
- How to codify ethical behavior in policies and bylaws
- Managing difficult or unethical conduct on the board

### Duties and Responsibilities of Nonprofit Boards

#### OVERVIEW

This session provides a critical orientation to Board Members with an overview of the governance responsibilities, knowledge and skill areas needed to provide effective governance.

#### WHAT WILL BE COVERED

- Overview of legal and fiduciary responsibilities
- Policy and monitoring functions of the Board
- Board structure and using committees effectively

### Fund Development for Nonprofit Boards

#### OVERVIEW

This session provides an introduction to the diverse strategies nonprofits can use to generate revenue for their organizations with an emphasis on planning, sustainability and the role of Board Members in fundraising efforts.

#### WHAT WILL BE COVERED

- Building a Board-Staff partnership for fund development
- Considering new, different and entrepreneurial approaches
- Overcoming your fear of "the ask"

## Hitting the Ground Running as New Board Member



### OVERVIEW

You've agreed to serve on the board of a nonprofit organization or your board has new members. What do new board members need to know to successfully carry out their responsibilities and what key documents should they receive from the organization? This webinar will empower new board members to ask the right questions, understand key corporate documents, and help them get started as effective board members.

### WHAT WILL BE COVERED

- Clarifying expectations
- Key Information & documents that you should have
- Core fiduciary responsibilities
- Tips on being engaged as a new board member

## Nonprofit Accounting Basics for Board Members

### OVERVIEW

*Nonprofit Accounting Basics for Board Members* is designed to demystify nonprofit accounting by providing an overview of key accounting terms, basic accounting practices, financial statements and reporting requirements.

### WHAT WILL BE COVERED

- Cash vs. Accrual accounting
- Financial reporting to the board
- Internal controls and fraud prevention
- The IRS Form 990, CHAR 500 & CFR

## Nonprofit Board Member Responsibilities for Governance of Medicaid-Supported Programs\*

### OVERVIEW

This training will provide critical information that board members need to have to provide appropriate fiscal oversight of Medicaid-supported programs, understand the role of government funders and the Office of the Medicaid Inspector General in promoting compliance and quality of care.

*\*Please note: This workshop is open to any Medicaid Staff or Quality Assurance Officers as long as they are accompanied by a board member.*

### WHAT WILL BE COVERED

- Respective roles in governing and administering Medicaid-supported programs
- Mission and scope of authority of the Office of the Medicaid Inspector General
- Elements of a Medicaid Compliance Plan
- Key governance issues related to Medicaid-supported services
- Board liability with regards to Medicaid fraud

## Recruiting, Developing & Retaining a Motivated Board of Directors

### OVERVIEW

This session is designed to help the organization assess, develop and implement a Board composition and structure that supports excellence in governance.

### WHAT WILL BE COVERED

- Elements of and approaches to board assessment
- The importance of ongoing board development
- Recruiting, nominating and retention strategies

## Strategic Planning: Setting the Course for a Successful Future

### OVERVIEW

This session provides participants with an overview of the strategic planning process and the importance of implementation and monitoring for success.

### WHAT WILL BE COVERED

- Designing a planning process to meet your needs and goals
- Roles of board & committee members, staff, consumers, etc.
- Strategic goals and their relation to board, committee and staffing structure

## Taking Care of Business: Making & Documenting Board Decisions



### OVERVIEW

The business of the Board is to act - to make responsible decisions based on deliberative processes and to document these decisions. Failure to do so can have serious consequences with regard to compliance, liability exposure and risks. This session explains what boards should know about how to plan, conduct and document successful meetings. Other important topics to be covered include: knowing when corporate actions require approval from your directors or members; setting up a corporate records manual; and the important role of the Secretary. Participants will receive sample forms and tools.

### WHAT WILL BE COVERED

- Decision-making, voting and ways that boards can take action
- Understanding when board and/or membership approval is required
- Types of meetings (annual, regular, and special)
- Meeting preparation (meeting packets, calling meeting, notice, agendas, draft resolutions, proxies, meetings in cyberspace, etc.)
- Documenting and managing conflicts of interest in a meeting
- Role of the Chair and Secretary in meeting management and documentation
- Basics of Roberts Rules
- Key organizational documents

## The New Form 990: A Focus on Board Governance

### OVERVIEW

The Internal Revenue Service (IRS) has revised the tax reporting form that nonprofit organizations must file. The new IRS Form 990 requires nonprofit organizations to report on numerous elements related to board oversight, governance and relationships with nonprofit organizations. This training will provide critical information that board members need to have in order to prepare for and be compliant with the new IRS reporting requirements.

### WHAT WILL BE COVERED

- Recall the relevance of the IRS Form 990 in reporting to stakeholders, constituencies, regulators & the donating public
- The core form and relevant schedules that relate to board governance, oversight, and relationships with nonprofits
- Policies in accordance with best practices for managing conflicts of interest



**SBTC**  
**Achieving Excellence in Governance**  
**REGISTRATION FORM**



Please complete the following for each participant (photocopy as necessary). *Pre-registration is required.*

\* *Note: Free "Compensation Profile of NYS Nonprofits" is available to organizations with two (2) or more representatives in attendance.*

Name \_\_\_\_\_

Mailing Address \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_ Email \_\_\_\_\_

Please list the Date & Session Number(s) that you wish to register for: \*\*

1. Date \_\_\_\_\_ Session \_\_\_\_\_    2. Date \_\_\_\_\_ Session \_\_\_\_\_    3. Date \_\_\_\_\_ Session \_\_\_\_\_    4. Date \_\_\_\_\_ Session \_\_\_\_\_  
 5. Date \_\_\_\_\_ Session \_\_\_\_\_    6. Date \_\_\_\_\_ Session \_\_\_\_\_    7. Date \_\_\_\_\_ Session \_\_\_\_\_    8. Date \_\_\_\_\_ Session \_\_\_\_\_

\*\***MEDICAID:** This workshop is open to any Medicaid Staff/Quality Assurance Officers as long as they are accompanied by a board member.

Please list any Special Needs you may have \_\_\_\_\_

Corporate Name of Nonprofit \_\_\_\_\_

Mailing Address \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ Zip \_\_\_\_\_

Are you an Officer of the Board  Yes  No  
 If Yes, what position do you hold?  President  Vice President  Secretary  Treasurer

Are you the Executive Director/CEO or Chief Fiscal Officer of this nonprofit?  Yes  No  
 If yes, has a Board Member from your organization also registered?  Yes  No  
 Name of Board Member: \_\_\_\_\_

Please list any other Nonprofit Boards of which you are currently a Member. (Please Provide Full Name)

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

The SBTC trainings are made available **FREE OF CHARGE** to nonprofit organizations that receive funding or are otherwise affiliated with at least one of the State Agencies listed below. Please check all that apply.

- |  |   |
|--|---|
| <input type="checkbox"/> NYS Department of Health's AIDS Institute & Center for Community Health | <input type="checkbox"/> NYS Office of Mental Health                          |
| <input type="checkbox"/> NYS Office of Alcoholism and Substance Abuse Services                   | <input type="checkbox"/> NYS Office of People with Developmental Disabilities |
| <input type="checkbox"/> NYS Office of Children and Family Services                              | <input type="checkbox"/> Not Sure? Please call NYCON                          |

How did you hear about SBTC? \_\_\_\_\_

**CPE ELIGIBILITY**

**Mandatory Continuing Education Requirement:**

This program complies with the standards set forth by the NYS Education Department for mandatory continuing education for CPAs.

**Course Details:**

**Designed for:** Board Trainings  
**Fees:** Free  
**NYS CPE Sponsor #:** 002106  
**Developer:** New York Council of Nonprofits, Inc.

**Method of Presentation:** Lecture, Q&A  
**Field of Study:** Specialized Knowledge & Applications  
**Available CPE Credit:** 3 for each 3 hour workshop

**HOW TO REGISTER**

**ONLINE |** [www.nycon.org](http://www.nycon.org)

**BY EMAIL |** [jmontalvo@nycon.org](mailto:jmontalvo@nycon.org)

**BY FAX |** 518.434.0392

**BY MAIL |** Complete the Registration Form and return to:  
 NYCON/SBTC Registration, 272 Broadway, Albany, NY 12204

**QUESTIONS? |** Contact Jennifer Montalvo, Events Coordinator at:  
 1.800.515.5012, ext. 126 or [jmontalvo@nycon.org](mailto:jmontalvo@nycon.org)



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Albany, NY

**New York Council of Nonprofits, Inc.**  
272 Broadway  
Albany, NY 12204

**ADDRESS SERVICE REQUESTED**

**The State of New York** *is pleased to present the*



**State  
Board  
Training  
Consortium's**

*Achieving Excellence in Governance*



A **FREE** training series held at locations throughout New York State designed for  
**Board Members of Qualifying Nonprofit Organizations**

**JANUARY- DECEMBER 2011 Schedule**

**Free Trainings with the Latest Information on Good Governance**