

Northwestern Psychoanalytic Society and Institute

Board Policies and Procedures Manual

Revised 2019

# NPSI Board of Directors Policies and Procedures Manual Table of Contents

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136-2386.0

Validation  
Val: 05/11/2001 - 257154  
\$50.00 on 05/11/2001  
05/07/2001 1012


**STATE OF WASHINGTON  
SECRETARY OF STATE**

- Please PRINT or TYPE in black ink
- Sign, date and return original AND ONE COPY

**FILED  
STATE OF WASHINGTON**

CORPORATIONS DIVISION.

801 CAPITOL WAY SOUTH • PO BOX 40434  
OLYMPIA, WA 98504-0234**MAY 11 2001**

FOR OFFICE USE ONLY

- BE SURE TO INCLUDE FILING FEE  
should be made payable to "Secretary of State".

FILED:	/	/	UBI: <b>602 120 772</b>
CORPORATION NUMBER:			

IMPORTANT! Person to contact about this filing

**Marianne Robinson**

Daytime Phone Number (with area code)

**(206) 443-3879**
**ARTICLES OF INCORPORATION**

NAME OF CORPORATION (May contain designations such as "Association" "Services" or "Committee." May not contain a corporate designation such as "Corporation" "Incorporated" or "Limited" or the abbreviation "Corp." "Inc." "Co." or "Ltd.")

**Northwestern Psychoanalytic Society Study Group**

EFFECTIVE DATE OF INCORPORATION (Specified effective date may be up to 30 days after receipt of the document by the Secretary of State)

Specific Date: \_\_\_\_\_  Upon filing by the Secretary of State

TERM OF EXISTENCE (Check one box only)

Perpetual  \_\_\_\_\_ Years (Please indicate number of years)

PURPOSE FOR WHICH THE NONPROFIT CORPORATION IS ORGANIZED: (If necessary, attach additional information)

**to seek and transmit an understanding of psychoanalysis & psychoanalytic treatment through charitable, educational & scientific purposes.**

IN THE EVENT OF A VOLUNTARY DISSOLUTION, THE NET ASSETS WILL BE DISTRIBUTED AS FOLLOWS: (If necessary, attach additional information)

**to another 501(c)(3) non-profit dedicated to educational/scientific purposes consistent with this corporation's philosophy**

NAME AND ADDRESS OF WASHINGTON STATE REGISTERED AGENT

Name **Kathi Effenberger**

Street Address (Required) **20343-14<sup>th</sup> Ave NE #3** City **Shoreline** State **WA** ZIP **98155**

PO Box (Optional – Must be in same city as street address) \_\_\_\_\_ ZIP (If different than street ZIP) \_\_\_\_\_

I consent to serve as Registered Agent in the State of Washington for the above named corporation. I understand it will be my responsibility to accept Service of Process on behalf of the corporation; to forward mail to the corporation; and to immediately notify the Office of the Secretary of State if I resign or change the Registered Office Address.

**Kathi A. Effenberger** **5/7/01**  
Signature of Agent Printed Name Date

NAMES AND ADDRESSES OF EACH INITIAL BOARD DIRECTOR (If necessary, attach additional names and addresses)

Name **See attached list**  
Address \_\_\_\_\_ City \_\_\_\_\_ State \_\_\_\_\_ ZIP \_\_\_\_\_

NAMES AND ADDRESSES OF EACH INCORPORATOR (If necessary, attach names, addresses and signatures of each additional incorporator)

Name **Kathi A. Effenberger**  
Address **20343-14<sup>th</sup> Ave NE #3** City **Shoreline** State **WA** ZIP **98155**

SIGNATURE OF INCORPORATOR

This document is hereby executed under penalties of perjury, and is, to the best of my knowledge, true and correct.

**KAEffenberger Cieeting SVC** **5/7/01**  
Signature of Incorporator Printed Name Title Date

NORTHWESTERN PSYCHOANALYTIC SOCIETY STUDY GROUP

1711-12TH AVENUE  
SEATTLE, WA. 98122  
206-441-4116

BOARD OF DIRECTORS

Austin Case, M.D.	2107 Elliott Ave., Ste. 310-Seattle, WA 98121	206-441-4116 President
Maxine Anderson, M.D.	1711-12th Ave.-Seattle, WA. 98122	209-441-4116 V-President
Marianne Robinson, M.S.W.	2515-4th Ave., Ste. 2308-Seattle, WA. 98121	206-443-3873 Sec/Treasurer
Sandra Connell, M.D.	1104-35th Ave.-Seattle, WA. 98122	206-329-3172 Board Mem.
Theodore Dorpat, M.D.	2271 NE 51st Street-Seattle, WA. 98105	206-522-8553 Board Mem.
Kenneth King, M.D.	1687-114th Ave. SE, Ste. 215-Bellevue, WA. 98004	425-646-2960 Board Mem.

136-2386

**STATE of WASHINGTON****SECRETARY of STATE**

*I, SAM REED, Secretary of State of the State of Washington and custodian of its seal,  
hereby issue this*

**CERTIFICATE OF INCORPORATION**

to

NORTHWESTERN PSYCHOANALYTIC SOCIETY  
STUDY GROUP

a Washington Non Profit corporation. Articles of Incorporation were filed for record in  
this office on the date indicated below.

UBI Number: 602 120 772

Date: May 11, 2001



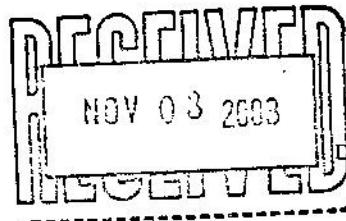
*Given under my hand and the Seal of the State  
of Washington at Olympia, the State Capital*

A handwritten signature in cursive script that reads "Sam Reed".

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Sam Reed, Secretary of State  
2-953517-6

INTERNAL REVENUE SERVICE  
P. O. BOX 2508  
CINCINNATI, OH 45201



DEPARTMENT OF THE TREASURY

Date: OCT 30 2003

NORTHWESTERN PSYCHOANALYTIC  
SOCIETY STUDY GROUP  
1711 12TH AVE  
SEATTLE, WA 98122

Employer Identification Number:  
91-2152405  
DLN:  
17053094016023  
Contact Person:  
MRS. R. MEDLEY ID# 52402  
Contact Telephone Number:  
(877) 829-5500  
Accounting Period Ending:  
June 30  
Form 990 Required:  
YES  
Addendum Applies:  
NO

Dear Applicant:

Based on information supplied, and assuming your operations will be as stated in your application for recognition of exemption, we have determined you are exempt from federal income tax under section 501(a) of the Internal Revenue Code as an organization described in section 501(c)(3).

We have further determined that you are not a private foundation within the meaning of section 509(a) of the Code, because you are an organization described in sections 509(a)(1) and 170(b)(1)(A)(vi).

If your sources of support, or your purposes, character, or method of operation change, please let us know so we can consider the effect of the change on your exempt status and foundation status. In the case of an amendment to your organizational document or bylaws, please send us a copy of the amended document or bylaws. Also, you should inform us of all changes in your name or address.

As of January 1, 1984, you are liable for taxes under the Federal Insurance Contributions Act (social security taxes) on remuneration of \$100 or more you pay to each of your employees during a calendar year. You are not liable for the tax imposed under the Federal Unemployment Tax Act (FUTA).

Since you are not a private foundation, you are not subject to the excise taxes under Chapter 42 of the Code. However, if you are involved in an excess benefit transaction, that transaction might be subject to the excise taxes of section 4958. Additionally, you are not automatically exempt from other federal excise taxes. If you have any questions about excise, employment, or other federal taxes, please contact your key district office.

Grantors and contributors may rely on this determination unless the Internal Revenue Service publishes notice to the contrary. However, if you lose your section 509(a)(1) status, a grantor or contributor may not rely on this determination if he or she was in part responsible for, or was aware of, the act or failure to act, or the substantial or material change on the

Letter 947 (DO/CG)

# SAMPLE NPSI BUSINESS LICENSE

City of Seattle Customer #: 546840



State of Washington UBI #: 602120772-001-0001

Tax period: Annual\*

Tax Reporting: Separate

BUSINESS LICENSE TAX CERTIFICATE

BUSINESS LICENSE

EXPIRATION DATE

12/31/2017

12/31/2017

\* Annual tax return due: Jan 31

IF you have not received a blank return within 20 days of a due date, contact the Licensing & Tax Administration office.

NPS  
2701 1ST AVE # STE 120  
SEATTLE, WA 98121-1127

**Not Transferable**

**Post Conspicuously**



## THE CITY OF SEATTLE

Dept. of Finance and Administrative Services

700 5th Avenue Suite 4250

P.O. BOX 34214

Seattle WA 98124-4214

(206) 684-8484 Fax (206) 684-5170

email: tax@seattle.gov website: seattle.gov/licenses

Business License Tax Certificate  
Expiration Date: 12/31/2017

**BUSINESS MAILING ADDRESS:**

546840

000 4

/16-1-107



NORTHWESTERN PSYCHOANALYTIC SOCIETY & INSTITUTE

NPS

2701 1ST AVE STE 120 # STE

SEATTLE WA 98121-1127



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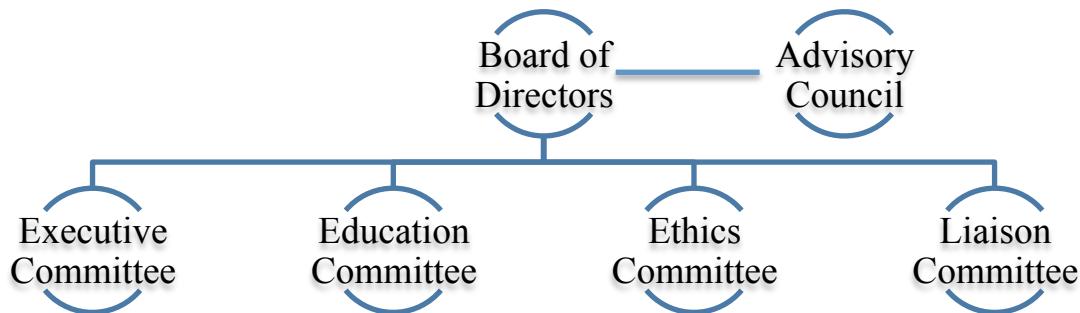
NPSI's Strategic Plan is updated every three years at the September Board/Advisory Council Retreat. You can find the current Strategic Plan on the website at:

[https://npsi.us.com/uploads/NPSI%20Strategic%20Plan-docx%20\(1\).pdf](https://npsi.us.com/uploads/NPSI%20Strategic%20Plan-docx%20(1).pdf)

# **Northwestern Psychoanalytic Society and Institute Organization Chart**

The Board of Directors oversees all aspects of the organization.  
All members belong to the Society and some are also involved in Institute (Education Committee) activities.

Levels of membership in the Society include full members (psychoanalysts), candidates (analysts-in-training), and community members. Community membership is open to mental health professionals or others interested in supporting the activities of NPSI.



- |   |   |  |
|---|---|--|
| *President<br>*President-Elect<br>or Past-President<br>*Secretary<br>*Treasurer | *Director of Training<br>(Chair)<br>*Candidate President<br>(Non-Voting)<br>And chairs of the<br>following<br>subcommittees:<br>*Admissions<br>*Curriculum &<br>Faculty<br>*Progression<br>*Training Analysts | Directors liaison<br>between NPSI and:<br>*International<br>Psychoanalytical<br>Association<br>*North American<br>Psychoanalytic<br>Confederation<br>*Confederation of<br>Independent<br>Psychoanalytic<br>Societies |
|---|---|--|

You can find NPSI's current bylaws on the website at:

[https://npsi.us.com/uploads/Bylaws/Bylaws\\_June\\_2019.pdf](https://npsi.us.com/uploads/Bylaws/Bylaws_June_2019.pdf)

# **NORTHWESTERN PSYCHOANALYTIC SOCIETY AND INSTITUTE**

## **CODE OF ETHICS**

January 2017

### **Principles and Standards of Ethics for Psychoanalysts<sup>1</sup>**

#### **Preamble**

Psychoanalysis is a method of treating children, adolescents, and adults with emotional and mental disorders that attempts to reduce suffering and disability and enhance growth and autonomy. While the psychoanalytic relationship is predicated on respecting human dignity, it by necessity involves an authority or power differential between psychoanalyst and patient, that if ignored, trivialized, or misused, can compromise treatment and result in significant harm to both parties and to the treatment. Ongoing self-examination and reflection by the psychoanalyst and liberal use of formal consultation are recognized safeguards for the patient, as well as for the treating psychoanalyst.

When the patient is a child or adolescent the role of the parent(s) or guardian(s) plays a significant role in the treatment. In these situations, the patient's role is expected to evolve over time depending on age, stage of development, diagnosis, and emotional capacity. How the psychoanalyst relates to the patient and the patient's family members will reflect these changes. The potential power differential and transference/countertransference between psychoanalyst, patient, and caretakers (if other than parents) is recognized as significant. If not recognized or mishandled these dynamics can interfere with or disrupt the treatment.

No code of ethics can be encyclopedic in providing guidance regarding ethical questions that may arise in the practice of psychoanalysis. Sound judgment and integrity of character are indispensable in applying ethical principles to particular situations with individual patients. The major goal of this code is to facilitate the psychoanalyst's best efforts in all areas of analytic work and to encourage early and open discussion of ethical questions and concerns with colleagues and members of local, national, and international ethics committees. The principles outlined in this code presuppose the psychoanalyst's ongoing commitment to act ethically and support ethical behavior on the part of candidates and other colleagues. It is expected that over time all psychoanalysts will enrich and add to the guidance outlined in this code based on their clinical experience and values. It is anticipated that this code will continue to evolve, and be revised based on the profession's cumulative insight and understanding.

### **General Principles of Ethics for Psychoanalysts**

#### **Introduction**

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<sup>1</sup> Although this code is explicitly for psychoanalysts, it is also intended as a guide for candidates or psychoanalysts-in-training at Northwestern Psychoanalytic Society and Institute.

Northwestern Psychoanalytic Society and Institute (NPSI) has adopted the following Principles of Ethics and Standards of ethics to guide candidates and members in their professional conduct toward their patients and, in the case of minors, toward their parent(s) or guardian(s) as well as supervisees, students, colleagues, and the general public. These principles emphasize constraints on behaviors that are likely to misuse the power differential of the transference/countertransference relationship to the detriment of patients and, in the case of minors, their parent(s) or guardian(s) as well. These Principles and Standards revise and update the ethical principles contained in the previous Principles of Ethics first published by NPSI in 1999, and revised in 2013 and again in 2016. The revisions take account of evolving ethical sensibilities and observed deficiencies in the earlier codes. In this regard, however, these evolving standards should not be applied retroactively. These revised principles emphasize constraints on behaviors that are likely to misuse the power differential of the transference/countertransference relationship to the detriment of patients, and in the case of minors, their parent(s) or guardian(s) as well.

This code seeks to identify the parameters of the high standard of care expected of psychoanalysts engaged in psychoanalytic treatment, teaching, and research. By specifying standards of expected conduct, the code is intended to inform all psychoanalysts in considering and arriving at ethical courses of action and to alert members and candidates to departures from the wide range of acceptable practices. When doubts about the ethics of a psychoanalyst's conduct arise, early intervention is encouraged. Experience indicates that when ethical violations are thought to have occurred, prompt consultation and mediation tend to serve the best interests of all parties concerned. When indicated, procedures for filing, investigating, and resolving complaints of unethical conduct are addressed in the **Provisions for Implementation of the NPSI Code of Ethics**.

There are times when ethical principles conflict, making a choice of action difficult. In ordering ethical obligations, one's duty is to the patient, directly or indirectly, through consultation with the treating psychoanalyst. In the case of patients who are minors, there are also ethical obligations to parent(s) or guardian(s), which changes as the patient becomes older and more mature. Thereafter, ethical obligations are to the profession, to candidates and other colleagues, and to society. The ethical practice of psychoanalysis requires the psychoanalyst to be familiar with the principles and standards contained in the Code; to conduct regular self-examination; to seek consultation promptly when ethical questions or concerns arise; and to reach just sanctions when evaluating the actions of a colleague.

## **Guiding General Principles**

**I. Professional Competence.** The psychoanalyst is committed to provide competent professional service. The psychoanalyst should continually strive to improve his or her knowledge and practical skills. Illnesses and personal problems that significantly impair the psychoanalyst's performance of professional responsibilities should be acknowledged and addressed in appropriate fashion as soon as recognized.

**II. Respect for Persons.** The psychoanalyst is expected to treat patients and their families, students and colleagues with respect and care. Discrimination on the basis of age, disability, ethnicity, gender, race, religion, sexual orientation, or socioeconomic status is ethically unacceptable.

**III. Mutuality and Informed Consent.** The treatment relationship between the patient and psychoanalyst is founded upon trust and informed mutual agreement of consent. At the outset of treatment, the patient should be made aware of the nature of psychoanalysis and relevant alternative therapies. The psychoanalyst should make agreements pertaining to scheduling, fees, and other policies and obligations of treatment tactfully and humanely, with adequate regard for the realistic and therapeutic aspects of the relationship. The core elements of these verbal agreements should also be summarized in the psychoanalyst's written Disclosure Statement (as required by Washington State law) and reviewed at the beginning of treatment with the patient before signing.

When the patient is a minor these same general principles pertain but the patient's age and stage of development should guide how specific arrangements will be handled and with whom.

**IV. Confidentiality.** A psychoanalyst may not reveal present or former patient confidences without permission, nor discuss the particularities observed or inferred about patients outside consultative, educational, or scientific contexts. If a psychoanalyst uses case material in exchanges with colleagues for consultative, educational, or scientific purposes, the identity of the patient must be disguised to prevent identification of the individual, or the patient's authorization must be obtained after frank discussion of the purpose(s) of the presentation, other options, probable risks and benefits to the patient, and the patient's right to refuse or withdraw consent.

When the patient is a minor the issues outlined above will be influenced by the patient's age and stage of development as well as by the degree of parental or guardian responsibilities.

**V. Truthfulness.** The psychoanalytic treatment relationship is founded on thoroughgoing truthfulness. The psychoanalyst should deal honestly and forthrightly with patients, and with patients' families in the case of those who are minors, as well as with students and colleagues. Being aware of the ambiguities and complexities of human relationships and communications, the psychoanalyst should engage in an active process of self-monitoring in pursuit of truthful therapeutic and professional exchanges.

**VI. Avoidance of Exploitation.** In light of the vulnerability of patients and the power differential of the psychoanalyst/patient dyad, the psychoanalyst should scrupulously avoid any and all forms of exploitation of patients and their families, current or former, and limit, as much as possible the role of self-interest and personal desires. Sexual relations between psychoanalyst and patient or family member, current or former, are considered harmful to both parties, and unethical. Financial dealings other than reimbursement for treatment or consultation are unethical. Concurrent supervision of candidates by the spouse, significant other or other relative of their analysts should be avoided whenever possible in the interest of maintaining the independence and objectivity of both the supervisory and analytic processes.

**VII. Scientific Responsibility.** The psychoanalyst is expected to be committed to advancing scientific knowledge and to the education of colleagues and students. Psychoanalytic research should conform to generally accepted scientific principles and research integrity and should be based on a thorough knowledge of relevant scientific literature. Every precaution should be taken in research with human subjects, and in using clinical material, to respect the patient's rights and in the case of minor patients, their families, to minimize potentially harmful effects.

**VIII. Protection of the Public and the Profession.** The psychoanalyst should strive to protect the patients of colleagues and persons seeking treatment from psychoanalysts observed to be deficient in competence or known to be engaged in behavior with the potential of affecting such patients adversely. The psychoanalyst should urge such colleagues to seek professional consultation and/or treatment. Information about unethical or impaired conduct by any member of the profession should be reported to the appropriate committee at local (e.g. NPSI Ethics Committee or Washington State Department of Health) or international levels (e.g. IPA Ethics Committee).

**IX. Social Responsibility.** A psychoanalyst should comply with the law and with social policies that serve the interests of patients and the public. The Principles recognize that there are times when conscientious refusal to obey a law or policy constitutes the most ethical action. If a third-party or patient or in the case of minor patients, the parent(s) or guardian(s) demands actions contrary to ethical principles or scientific knowledge, the psychoanalyst should refuse. A psychoanalyst is encouraged to contribute a portion of his or her time and talents to activities that serve the interests of patients and the public good.

**X. Personal Integrity.** The psychoanalyst should be thoughtful, considerate, and fair in all professional relationships, uphold the dignity and honor of the profession, and accept its self-imposed disciplines. Professional courtesy and consideration should be extended to colleagues in allied mental health professions relative to their clinical skills and competence. Psychoanalysts should cooperate with ethics investigations and proceedings conducted in accordance with the Provision for Implementation of the Principles and Standards of Ethics for Psychoanalysts. Failure to cooperate is itself an ethics violation.

## **Standards Applicable to the Principles of Ethics for Psychoanalysts**

NPSI is aware of the complicated nature of the psychoanalyst/patient relationship and the sometimes-conflicting expectations of psychoanalysts and patients in contemporary society. In addition, NPSI recognizes that this complexity is increased when the patient is a minor and parent(s) and guardian(s) are a natural, if changing, part of the treatment picture. The following ethical standards are offered as a practical guide for putting into practice the aforementioned general principles. These standards represent practices that psychoanalysts have over time found to be conducive to ethically appropriate professional conduct.

### **I. Competence**

1. Psychoanalysts are expected to work within the range of their professional competence and to refuse to assume responsibilities for which they are untrained.
2. Psychoanalysts should strive to keep current with changes in theory and technique and to make appropriate use of professional consultation, both psychoanalytic and in allied psychotherapeutic fields such as psychopharmacology.
3. Psychoanalysts should seek to avoid making claims in public presentations that exceed the scope of their competence.

4. Psychoanalysts should take steps to address any impairment to their analyzing capacities and do whatever is necessary to protect patients from such impairment.

## **II. Respect for Persons and Nondiscrimination**

1. Psychoanalysts should try to eliminate from their work the effects of biases based on age, disability, ethnicity, gender, race, religion, sexual orientation, or socioeconomic status.
2. The psychoanalyst should refuse to observe organizational policies that discriminate with regard to age, disability, ethnicity, gender, race, religion, sexual orientation, or socioeconomic status.

## **III. Mutuality and Informed Consent**

1. Psychoanalytic treatment exists by virtue of an informed choice leading to a mutually accepted agreement between a psychoanalyst and a patient or the parent(s) or guardians(s) of a minor patient.
2. It is not ethical for a psychoanalyst to take advantage of the power of the transference relationship to aggressively solicit patients, students, or supervisees into treatment or consultation, or to prompt testimonials from current or former patients. Neither is it ethical to take such advantage in relation to parent(s) or guardian(s) of current or former minor patients.
3. It is unethical for a psychoanalyst to use his/her position of power in analytic organizations, professional status, or special relationship with a potential patient or parent or guardian of a minor patient to coerce or manipulate an individual into treatment.
4. Careful attention should be given to the process of referral to avoid conflicts of interest with patients or colleagues.
5. All aspects of the treatment contract that are applicable should be discussed with the patient during the initial consultation process. The psychoanalyst's policy of charging for missed sessions should be understood in advance of such a charge and included in the psychoanalyst's Disclosure Statement. The applications of this policy to third party payment for services should be discussed and agreed upon by the patient and included in the Disclosure. In the case of patients who are minors, these matters should be discussed early on with the parent(s) or guardians(s) as well as with the patient as age and capability dictate.
6. A reduced fee does not limit any of the ethical responsibilities of the treating psychoanalyst.
7. The psychoanalyst should not unilaterally discontinue treating a patient without adequate notification discussion with the patient and, if a minor, with the parent(s) or guardian(s) and an offer of referral for further treatment. Consultation regarding the reasons for and best methods of discontinuing treatment should also be considered.

#### **IV. Confidentiality**

1. All information about the specifics of a patient's life is confidential, including the name of the patient, and the fact of treatment. The psychoanalyst should resist disclosing confidential information to the full extent permitted by law. Furthermore, it is ethical, though not required for a psychoanalyst to refuse legal, civil or administrative demands for such confidential information and accept instead the legal consequences of such a refusal. Legal counsel with an attorney versed in mental health law should also be considered.<sup>2</sup>
2. The psychoanalyst should never share confidential information about a patient, when the patient's identity is known, with non-clinical third parties (e.g. insurance companies) without the patient's or, in the case of a minor patient, the parent's informed consent. For the purpose of claims review or utilization management, it is not a violation of confidentiality for a psychoanalyst to disclose confidential information to a consultant psychoanalyst or other licensed mental health professional, provided the consultant is also bound by the same confidentiality standards and the informed consent of the patient or parent of a minor patient has first been obtained. If a third party payor or patient or parent of a minor patients demands that the psychoanalyst act contrary to these Principles, it is ethical for the psychoanalyst to refuse such demands, even with the patient's or, in the case of a minor patient, the parent's informed consent.<sup>3</sup> The restrictions of this paragraph do not apply to clinical seminars, scientific meetings or similar educational activities provided the psychoanalyst either disguises patient identity to maintain confidentiality or obtains the patient's written consent (see also paragraph 6).
3. The psychoanalyst of a minor patient must seek to preserve the patient's confidentiality, while keeping parents or guardians informed of the course of treatment in ways appropriate to the age and stage of development of the patient, the clinical situation and these Principles.
4. The psychoanalyst should take particular care that patient records and other documents are handled so as to protect patient confidentiality. A psychoanalyst may direct an executor to destroy such records and documents after his or her death.
5. It is not a violation of confidentiality for a psychoanalyst to disclose confidential information about a patient in a formal consultation or supervision in which the consultant or supervisor is also bound by the confidentiality requirements of these Principles. On seeking consultation, the psychoanalyst should first ascertain that the

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<sup>2</sup> Refusal of such demands for confidential information, while ethical, may have serious consequences for the patient, e.g., loss of benefits, loss of a job opportunity, etc., which may cause the patient to take some legal action against the member. The fact that refusal is ethical is unlikely to protect the psychoanalyst in those circumstances, unless the member has made his or her position clear both at the onset and throughout treatment. Even with these clarifications a degree of exposure may remain.

<sup>3</sup> The caveat expressed in footnote 2 is applicable. Again, the psychoanalyst may refuse the patient's demand that he or she act contrary to the Principles. While this may protect a member against accusations of unethical conduct, it is unlikely to protect a psychoanalyst against legal allegations of substandard conduct.

consultant or supervisor is aware of and accepts the requirements of this confidentiality standard.

6. If the psychoanalyst uses confidential case material in clinical presentations or in scientific or educational exchanges with colleagues, either the case material must be disguised sufficiently to prevent identification of the patient, or the patient's informed consent must first be obtained. If the latter, the psychoanalyst should discuss the purpose(s) of such presentations, the possible risks and benefits to the patient's treatment and the patient's right to withhold or withdraw consent. In the case of a minor patient, parent(s) or guardian(s) should be consulted and, depending on the age and developmental stage, the matter may be discussed with the patient as well.
7. Supervisors, peer consultants, and participants in clinical and educational exchanges have an ethical duty to maintain the confidentiality of patient information conveyed for purposes of consultative or case presentations or scientific discussions.
8. Candidates or psychoanalysts-in-training are urged to discuss with their control case supervisor whether to obtain the patient's informed consent before beginning psychoanalysis, pertaining to disclosures of confidential information in groups (e.g. clinical seminars) or written reports required by the candidate's training. Where the patient is a minor, the candidate should obtain informed consent from the parent(s) or guardian(s); age and stage of development will assist the candidate in determining if the patient should also be informed.

#### **V. Truthfulness**

1. Candidates or psychoanalysts-in-training are strongly urged to inform psychoanalytic control case patients and prospective psychoanalytic control case patients that they are in training and supervised. If asked, the candidate or psychoanalyst-in-training should not deny that they are being supervised as a requirement of their training. Where the patient is a minor, the parent(s) or guardian(s) should also be informed.
2. The psychoanalyst should speak candidly with prospective patients or the parent(s) or guardian(s) if the patient is a minor about the benefits and burdens of psychoanalytic treatment.
3. The psychoanalyst should avoid misleading patients or parents of minor patients or the public with statements that are knowingly false, deceptive or misleading about psychoanalytic treatment

#### **VI. Avoiding Exploitation**

1. Sexual relationships involving any kind of sexual activity between the psychoanalyst and a current or former patient, or a parent or guardian of a current or former patient, whether initiated by the patient, the parent or guardian, or by the treating psychoanalyst, are unethical.

Physical touching is not ordinarily regarded as a technique of value in psychoanalytic treatment. If touching occurs, whether of the patient by the psychoanalyst or the psychoanalyst by the patient, such an event should alert the psychoanalyst to the potential

for misunderstanding of the event by the patient or the psychoanalyst and consequent harm to the future course of treatment and consultation should be considered.

Consultation should be considered if there is concern about the future course of treatment.

With children before the age of puberty, touching between the patient and the psychoanalyst is inevitable as in helping or during a patient's exuberant play. Also, a disruptive or out of control child may need to be restrained. The psychoanalyst needs to be alert to the multiple meanings for both parties of such touching. Keeping parent(s) or guardian(s) informed when this occurs may be useful. Consultation shuld be considered if the touching causes the psychoanalyst concern.

2. Marriage between a psychoanalyst and a current or former patient, or between a psychoanalyst and the parent or guardian of a patient or former patients is unethical, notwithstanding the absence of a complaint from the spouse and the legal rights of the parties.
3. It is not ethical for a psychoanalyst to engage in financial dealings with patient, or in the case of a minor patient, the parent(s) or guardian(s) beyond reimbursement for treatment, or to use information shared by a patient or parent(s) or guardian(s) for the psychoanalyst's financial gain.
4. It is not ethical for a psychoanalyst to solicit financial contributions from a current or former patient or the parent/guardian of a current or former patient for any purpose; nor should a psychoanalyst give the names of current or former patients or their parents/guardians for purposes of financial solicitation by others.
5. If a patient or parent of a minor patient brings up the idea of a financial gift to a psychoanalytic organization or cause during treatment, it should be handled psychoanalytically and, if necessary, the patient should be informed that his or her confidentiality might be breached by the treating psychoanalyst's obligation to reclude him/herself from involvement in decisions governing use of the gift. If a gift is given nevertheless, the psychoanalyst is ethically obliged to refrain from any decision regarding its use by the recipient.
6. If a current or former patient or the parent/guardian of a current or former patient gives an unsolicited financial gift, or establishes a trust or foundation or other entity for the benefit of the psychoanalyst or for the benefit of the professional or scientific work of the psychoanalyst, or for the benefit of the psychoanalyst's family, acceptance of such gifts is considered unethical. Whenever possible the transference meaning of the gift along with the psychoanalyst's reasons for abstaining should be discussed with the current or former patient, or in the case of a minor, with the parent(s) or guardian(s).
7. It is ethical for a psychoanalyst to accept a bequest from the estate of a former patient, provided that it is promptly donated to an organization or cause from which the psychoanalyst or their family do not benefit and over which the psychoanalyst has no direct control.

8. It is unethical for a psychoanalyst to use his or her professional status, special relationship, or position of power in an analytic organization to solicit gifts or funds, sexual favors, special relationships, or other tangible benefit from patients, the parent(s) or guardian(s) of minor patients, psychoanalysts-in-training or supervises. Sexual relationships between supervisors and supervisees are unethical.

## VII. Scientific Responsibility

1. The psychoanalyst should take every precaution in using clinical material to respect the patient's rights and to minimize the impact of its use on the patient's privacy and dignity. In the case of minor patients the impact on parent(s) or guardian(s) needs to be considered. Particular care should be exercised in using material from a patient who is currently in treatment.
2. It is unethical for a psychoanalyst to make public presentations or submit for publication in scientific journals falsified material that does not refer to actual observations, interferences drawn and conclusions reached in the course of his or her clinical work with patients, except that such material may be disguised sufficiently to protect identification of the patient.
3. The psychoanalyst should exercise caution in disguising patient material to avoid misleading colleagues as to the source and significance of his or her scientific conclusions.

## VIII. Safeguarding the Public and the Profession

1. The psychoanalyst should seek consultation when, in the course of treating a patient, the work becomes continuously confusing or seriously disturbing to either the psychoanalyst or the patient, or both. On occasion in the treatment of a minor, the relationship between the psychoanalyst and parent(s) figure may cause sustained disturbance or confusion for the psychoanalyst. In such a situation, consultation is indicated.
2. A psychoanalyst who undergoes a serious illness and extended convalescence, or whose analyzing capacities are impaired, should seek consultation with a colleague or medical specialist to clarify the significance of his or her condition for continuing to work.
3. A request by a patient, a parent/guardian of a minor patient, or a colleague that the psychoanalyst seeks consultation should be taken seriously and receive respectful consideration.
4. If a psychoanalyst is officially notified by a representative of an institute or society that a possible impairment of his/her clinical judgment or analyzing ability exists, the psychoanalyst must seek consultation with no less than two colleagues, one of whom may be a non-analyst medical specialist, each acceptable to the notifying body. If impairment is found, remedial measures should be followed by the psychoanalyst in order to protect patients from harm and to prevent degradation of the standards of care in the profession.
5. It is ethical for a psychoanalyst to consult with the patient of a colleague without giving notice to the colleague, if the colleague's patient has requested the consultation.

6. It is ethical for a psychoanalyst to intervene on behalf of a colleague's patient if he or she has evidence from a direct or indirect consultation with the colleague's patient or from supervision of the colleague's work with the patient that the colleague may be conducting him/herself unethically toward the patient or may be so impaired as to threaten the patient's welfare.
7. It is ethical for a psychoanalyst to accept for treatment the current patient of a colleague if consultation with a third colleague indicated that it is in the best interest of the patient to do so.
8. In the event that a credible threat of imminent bodily harm to a third party by a patient becomes evident, the psychoanalyst should take reasonable appropriate steps to protect the third-party from bodily harm, and may breach patient confidentiality if necessary.
9. In the case of a minor where the psychoanalyst is concerned that a credible threat of serious self-injury or suicide is imminent, the psychoanalyst should take appropriate steps. This may include the notification of parent(s) or guardian(s) even when a breach of confidentiality results.
10. A psychoanalyst who is concerned that abuse of an adult or child is currently occurring should continue to explore the situation utilizing consultation with local experts on what existing processes would be most helpful in treatment. When a psychoanalyst becomes convinced that abuse is currently occurring the psychoanalyst should report the abuse of a child or adult patient, or by a patient, to the appropriate governmental agency in keeping with local laws. Should the patient be a minor, informing parent(s) or guardian(s) should be considered. In this circumstance, confidentiality may be breached to the extent necessary.
11. Local psychoanalytic societies and institutes have an obligation to promote the competence of their members and to initiate confidential inquiries in response to ethics complaints.

## **IX. Social Responsibility**

1. The psychoanalyst should make use of all legal, civil, and administrative means to safeguard the patient's right to confidentiality, to ensure the protection of patient treatment records from third party access, and to utilize any other ethical measures to ensure and maintain the privacy essential to the conduct of psychoanalytic treatment.
2. The psychoanalyst is urged to support laws and social policies that promote the best interests of patients and the ethical practice of psychoanalysis.
3. The psychoanalyst is encouraged to contribute his or her time and talents, if necessary without monetary compensation, to consultative and educational activities intended to improve public welfare and enhance the quality of life for the mentally ill and economically deprived members of the community.

## **X. Integrity**

1. Psychoanalysts and candidates or psychoanalysts-in-training should be familiar with this and other applicable professional ethical codes (e.g. related to the psychoanalyst's licensure as a mental health counselor, clinical social worker, psychologist, psychiatrist, or other mental health profession) and their application to treatment.
2. Psychoanalysts should strive to be aware of their own beliefs, values, needs and limitations, and monitor how these personal interests affect their clinical work with patients.

<b>President</b>	Term: 2 years
The President shall assume the office of President after first having served for one (1) year as President-Elect. She or he shall serve for two (2) years as President, after which she or he shall serve as Past President for one (1) year. The President shall, subject to the control of the Board, generally supervise, direct, and control the business and the officers of the Corporation. She or he shall preside at all meetings of the Members and, in the absence of the Chairman of the Board, or if there be none, at all meetings of the Board. The President shall be an ex-officio member of all committees, but shall have no vote except in the case of a tie. The President may appoint and discharge employees or agents of the Corporation and sign contracts and agreements in the name of and on behalf of the Corporation. The President works with the President-Elect to ensure a smooth transition of authority from one administration to the next. The President oversees all activities of the NPSI Administrator and is responsible approving all aspects of her or his work including review and editing of monthly board meeting minutes.	
<b>President-Elect</b>	Term: 1 year
The President-Elect is to become the President after serving for one (1) year as President-Elect. In the absence or disability of the President, the President-Elect shall perform all of the duties of the President and when so acting, shall have all powers of, and be subject to, all the restrictions upon the President. The President-Elect shall have such powers and perform such duties as from time to time may be prescribed for him/her respectively by the Board.	
<b>Past-President</b>	Term: 1 year
After first having been elected for one (1) year as President-Elect, he or she shall become President for two (2) years, after which s/he shall become Past President for one (1) year. In the absence or disability of the President, the Past President shall perform all the duties of the President and in so acting shall have all the powers of and be subject to all the restrictions upon the President. The Past President shall have such powers and perform such duties as from time to time may be prescribed for him/her respectively by the Board.	
<b>Secretary</b>	Term: 2 years
The Secretary shall keep or cause to be kept, at the principal executive office of such other place as the Board may direct, a book of minutes of all meetings and actions of Directors, committees of the Board, and Members, with the time and place of holding whether regular or special, and, if special, how authorized, the notice given, the names of those present at such meetings, the number of Members present or represented at Members' meetings, and the proceedings of such meetings. The minutes will also be posted on the NPSI website ( <a href="http://www.npsi.us.com">www.npsi.us.com</a> ) after they have been approved by a vote of the Board.	

<b>Treasurer</b>	Term: 2 years
The Treasurer shall keep and maintain, or cause to be kept and maintained, adequate and correct books and records of accounts of the properties and business transactions of the Corporation, including accounts of its assets, liabilities, receipts, disbursements, gains, losses, capital, retained earnings, and other matters customarily included in financial statements. The books of account shall be open to inspection by any Director at all reasonable times.	
<b>Director</b>	Term: 2 years
Director positions (2 - 6) may be filled by a full member or by a community member. Directors serve a variety of functions depending on their expertise and on the needs of the organization during their term. The Chair of Organizing Committee (or his or her designee) for the biennial International Evolving British Object Relations (EBOR) conference attends Board meetings whenever the organization is producing this event. The Chair (or his or her designee) serves as a director from the time the conference committee is formed through the Board meeting following EBOR (typically November). If nominated and elected directors may serve successive terms.	
<p>Specific Board Director responsibilities include: Serving as advisor to the President as he/she develops and implements NPSI's strategic plan; Reviewing outcomes and measures as created by NPSI for evaluating its impact and regularly assessing its performance and effectiveness using those measures; Reviewing agenda and related materials prior to Board and Committee meetings; Approving NPSI's annual budget, financial reports, and material business decisions; Being informed of and meeting all legal and fiduciary responsibilities; Assisting the President and Board Chairs in identifying and recruiting other Board Directors and Committee Members; Serving on standing or ad hoc committees and taking on special assignments as directed by the President; Acting as representatives or ambassadors on behalf of NPSI to the membership, to the national and international psychoanalytic community, and to the general public; Making an annual tax-deductible financial contribution to NPSI and accepting assignments for soliciting contributions from foundations, organizations, and individuals.</p>	
<b>Director of Training</b>	Term: 2 years
The Director of Training is the head of the NPSI Institute and Chairperson of the Education Committee (EC). The EC consists of the Director of Training, the Dean of Students, the Candidate President, and the chairpersons of the Curriculum, Psychotherapy Program, Progression, and Training Analysts Committees. As stipulated in the NPSI By-Laws, the Director of Training is an Officer of the Corporation and a Board Member, and is elected to serve for periods of two (2) years by a majority vote of the Active Members. If nominated and elected the Director of Training may serve successive terms.	
The Director of Training, in cooperation with the EC members and Subcommittees,	

will be responsible for continuing development and administration of the training program including faculty and curriculum development, the improvement of teaching and evaluation methodology, candidate progression, and the work of Training and Supervising Analysts. Routine activities include conducting meetings; working with a recording secretary to produce and maintain minutes; reporting on EC activities at monthly meetings of the Board of Directors and submits meeting minutes that are included as an appendix to the Board minutes; coordinating the preparation and presentation of EC sub-committee reports at the Annual Membership Meeting; and holding day to day authority in the workings of the NPSI Institute. Exceptional activities include offering support to NPSI candidates in difficult circumstances, including ethics investigations, or the death or sudden incapacitation of a personal analyst.

<b>Candidate Representative</b>	Term: 2 years
The Candidate President may serve as the Candidate Representative or a senior candidate nominated by the current candidate group of the NPSI Institute may fill the position. She or he attends monthly candidate meetings and represents the interests of the group at Board meetings. The Candidate Representative also serves as liaison between the Board and the candidate group and works with the Director of Training to consider how best to convey sensitive information (e.g. the outcome of an ethics complaint). The Candidate Representative is also invited to attend Membership Assemblies (typically for full members only) and serves a liaison function between full members and the candidate cohort. If nominated and approved by the Board, the Candidate President may serve successive terms or become a Director upon graduation from the NPSI Institute.	
Recording Secretary	Term: Concurrent with NPSI Administrator employment
The NPSI Administrator will serve as the Recording Secretary. The Recording Secretary attends, records, and transcribes monthly Board meeting minutes and posts on the npsi.us.com website (About > Structure, Bylaws, Minutes) and sends to the full member listerv and the NPSI Advisory Council.	

# GLOSSARY

## of Nonprofit Governance

### #

**501(c)(3)**: refers to public charities and private foundations as defined by the IRS

**501(c)(4)**: refers to social welfare and advocacy organizations as defined by the IRS

**501(c)(6)**: refers to trade associations and business leagues as defined by the IRS

**501(h) Election**: an option for public charities (except churches) to measure their permissible lobbying activity using an expenditure test

### A

**Accountability**: the acknowledgment and assumption of responsibility for policies and decisions, including the obligation to be answerable for resulting consequences

**Ad hoc committee**: a temporary committee established to address a specific issue, not necessarily within a specific time frame

**Advisory Council**: a group created to advise and support an organization or its leadership also called advisory group, advisory committee, or advisory board; usually focuses on a specific issue, area of concern, or constituency

**Advocacy**: any behavior or action that speaks in support of, recommends, argues for, or otherwise defends or pleads for a cause, mission, or organization that benefits others

**Affiliate**: a chapter, an auxiliary group, or a branch of a parent organization

**All volunteer organization (AVO)**: a nonprofit organization that is managed and governed by volunteers

**Articles of incorporation**: an official statement of creation of an organization; it is filed with the appropriate state agency

**Articles of organization**: a charter for an unincorporated organization

**Association**: a membership organization that may be incorporated or unincorporated

**Audit**: a formal review of financial and/or activities and legal transactions

### B

**Board development**: a process of building effective boards; from recruiting and orienting to engaging and educating board members, also includes rotations of board members to ensure a good fit with the organization's governance needs Board member agreement a verbal or written statement of commitment to fulfill responsibilities as outlined in the board member job description

**Board member matrix**: a tool helping identify desired characteristics and gaps on a board

**Board of directors**: governing body of a nonprofit or for-profit corporation; has specific legal and ethical responsibilities to and for the organization

**Bylaws**: the legal operating guidelines for a board

**Bylaws amendment**: a formal change to the original bylaws of an organization; the bylaws themselves should outline amendment procedures

### C

**CEO**: the chief executive officer; top staff position of a nonprofit organization or a for-profit company

**Chair**: in a nonprofit organization, the chief volunteer position, the elected leader of the board

# GLOSSARY

of Nonprofit Governance

**Chapter:** a member or affiliated organization of a federated organization

**Charitable contribution:** a tax-deductible donation given to a nonprofit organization

**Charity:** a nonprofit organization providing a public service as defined by the Internal Revenue Code Section 501(c)(3)

**Charter:** the legal organizational document for a nonprofit; also known as the articles of incorporation or articles of organization; may also refer to a formal description of responsibilities assigned to a committee, a chapter, or an affiliate

**Chief executive:** the top staff position of an organization, also called CEO or, in many nonprofits, executive director

**Code of conduct:** the formal or informal ethical standards expected of every member of a group, whether board, staff, or member of a profession

**Community foundation:** a foundation whose mission is to support a specific community

**Confidentiality clause:** a policy defining unauthorized and improper disclosures of confidential information

**Conflict of interest:** a situation in which the personal or professional concerns of a member of the board or staff may affect his or her ability to put the welfare of the organization before benefit to self or another party

**Consent agenda:** a component of the meeting agenda that groups routine items and resolutions as one agenda item; does not require board discussion prior to the vote; requests for an item to be moved from the consent agenda to the regular agenda are automatically granted

**Constitution:** usually refers to the basic documents governing an organization's purpose, structure, and governance

**Consultant:** an expert providing professional advice or services

**Corporate sponsorship:** a relationship between a nonprofit and a company where the nonprofit receives monetary support, goods, or services in exchange for public recognition of the company

**Corporation:** a legal entity that exists in perpetuity until it is dissolved; a "fictitious person," separate from its managers or governors, usually given the same rights and obligations as natural persons

## D

**D&O (Directors and Officers) insurance:** insurance that protects board members and top staff personnel from personal liability created by board decisions or actions

**Determination letter:** an official notification by the IRS stating that a nonprofit is recognized as a tax-exempt organization

**Development:** a term used to describe all methods of obtaining funding or support for an organization

**Disclosure:** form a form on which board members annually detail personal and professional connections that could create a potential conflict of interest

**Disclosure requirement:** regulations requiring nonprofits to share financial or other information with the public, defining IRS form 990 as a public document

**Disqualified person:** includes organization managers and any other person (such as a board member) who, within the past five years, was in a position to exercise substantial influence over the affairs of the organization, also family members of the above

**Dissolution of nonprofits:** the formal procedure by which a nonprofit ceases to operate or exist; involves filing with the state and distribution of assets

**Diversity:** collective mixture of participants from different backgrounds, aiming for inclusiveness rather than mere presence of people from different backgrounds

**Due diligence:** an expectation that a board member exercises reasonable care and follows the business judgment rule when making decisions

**Duty of care:** requirement that board members be reasonably informed about the organization's activities, participate in decisions, and do so in good faith and with the care of an ordinarily prudent person in similar circumstances

# GLOSSARY

of Nonprofit Governance

**Duty of loyalty:** a requirement that a board member remain faithful and loyal to the organization and avoid conflicts of interest

**Duty of obedience:** a requirement that a board member remain obedient to the central purposes of the organization and respect all laws and legal regulations

## E

**Emeritus status:** an honorific title usually given to a former board member who is invited to stay on board as a nonvoting member in an advisory capacity

**Endowment:** a fund or collection of assets whose investment earnings support an organization, a specific project or purpose; may be legally restricted based on stipulations made by donor(s)

**Ex officio:** “by reason of their office”; a person serving on a board due to his or her position rather than through elections, may or may not include voting rights

**Excess benefit transaction:** a transaction in which an economic benefit is provided by a nonprofit, directly or indirectly, to a disqualified person, and the value of the economic benefit provided by the organization exceeds the value of the consideration (including the performance of services) received by the organization

**Excise tax:** a tax issued by the IRS on nonprofits that violate specific regulations

**Executive committee:** a committee that has specific powers, outlined in the bylaws, which allow it to act on the board’s behalf when a full board meeting is not possible or necessary

**Executive session:** a meeting of a board in which only board members and individuals specifically invited by the board are present; governed by rules of confidentiality

## F

**Federated organization:** an organizational structure composed of an umbrella organization (national or regional) with smaller local chapters

**Fiduciary duty:** a responsibility of board members and the nonprofit board as a whole to serve as trustee of the organization’s assets on behalf of the greater community; responsibility for financial viability and proper handling of financial matters

**Form 990:** an annual information form submitted to the IRS, a public document listing information concerning an organization’s finances and programs, as well as names of board and highest paid staff leaders

**Form 990-PF:** an information form for private foundations to be filed with the IRS

**Form 990-T:** a financial form for organizations who must pay unrelated business income tax

**Form 1023:** an application form for nonprofits that want to be recognized as a 501(c)(3) organization

**Form 1024:** an application form for nonprofits that seek tax-exempt recognition as any other type of 501(c) than a 501(c)(3) organization

**Foundation:** a tax-exempt nonprofit organization operating under more stringent IRS regulations than other 501(c)(3) organizations; may be designed to collect and distribute funds for nonprofit purposes or may operate its own programs

**Fundraising:** a wide variety of activities that help generate donations for an organization

## G

**Governance:** the legal authority of a board to establish policies that will affect the life and work of the organization and accountability for the outcome of such decisions

# GLOSSARY

## of Nonprofit Governance

**Governance committee:** a committee responsible for recruiting, orienting, and training of board members; may also be responsible for periodic bylaws reviews

**Grant funding:** provided to an organization through a foundation or government source for a specific purpose

## I

**Incorporation:** a legal process through which a group is created and recognized by the state as an entity separate from the individuals who manage or govern it; limits individual responsibility for actions of the group

**Indemnification:** a guarantee by an organization to pay board members' legal costs for claims that result from board service

**Intermediate sanctions:** IRS regulations creating penalties for nonprofit board members and staff who receive or authorize an excessive benefit transaction

## L

**Lobbying:** attempting to influence legislation through direct contact with lawmakers or with constituents

## M

**Membership organization:** a nonprofit that grants its members specific rights to participate in its internal affairs and/or to receive certain benefits in return for payment of membership dues

**Merger:** combining two or more organizations into one

**Micromanagement:** this usually refers to a manager who is paying too much attention to details and is not focusing on the big picture; also refers to boards that stray into management and fail to respect the authority delegated to the chief executive

**Mission:** the fundamental purpose and reason for which an organization exists

**Mission statement:** a brief description of the organization's approach to filling the need it was created to address

## N

**Nonprofit organization:** a nongovernmental organization established for purposes other than profit making

**Nonprofit sector:** includes organizations that are independent from government and not part of the for-profit business sector

**Not-for-profit organization:** a term emphasizing that while the organization's purpose is not private profit making, its programs may make a profit for the organization in order to safeguard its future ability to serve its public benefit mission

## O

**Officer:** a leadership position with a specific set of responsibilities; on a board typically refers to the chair, vice-chair, secretary, or treasurer

**Open meeting laws:** also called "Sunshine Laws"; state regulations that require government agencies and some nonprofit organizations receiving public funding to open at least some of their board meetings to the public

**Operational reserves:** a reasonable buffer against unforeseen, seasonal, irregular, or exceptional cash shortages

**Orientation:** educating participants on their roles, responsibilities, their organization, and how the board works

# GLOSSARY

of Nonprofit Governance

## P

**Policy:** a written and binding guideline for action; creates limits on the range of acceptable options

**President:** a term used to describe either the chief volunteer officer or the chief staff officer of an organization

**Private inurement:** benefits received by an insider with sizable influence over a nonprofit organization's decisions when benefit is of greater value than service provided

**Public support test:** an IRS regulation used to determine whether a nonprofit organization is a private foundation or public charity; involves determining the source of the majority of funding for the organization

## R

**Retreat:** an event where the board or staff meet to learn about or explore specific issues; examples include strategic planning, orientation, or self-assessment; is usually longer than a regular meeting, often off-site and informal in nature

**Robert's Rules of Order:** a parliamentary procedure used to conduct meetings

## S

**Secretary:** an officer position that involves taking minutes and keeping records and archives of the board; duties are often delegated to staff

**Self-assessment:** a process by which boards and/or board members evaluate their own performance

**Staggered terms:** an organizational structure where board members' terms expire in alternating years

**Sunshine laws:** also called open meeting laws; state regulations that require government agencies and some nonprofit organizations that receive public funding to open at least some of their board meetings to the public

## T

**Tax-deductible donation:** a donation in which the donor can deduct the amount of the donation from his or her taxable income

**Term limits:** a restriction on the number of consecutive terms that a person can serve as a board member

**Transparency:** a system of operation and communication that enables people to understand how the organization operates, makes decisions, and uses resources; an important aspect to ensure public trust

**Treasurer:** a board officer position that is responsible for coordinating and ensuring financial oversight of the organization

## V

**Values statement:** a written description of the beliefs, principles, and ethical guidelines that direct a nonprofit's planning and operations

**Vice chair:** a board officer whose main duty is to replace the chair when the chair is not able to carry out his or her duties; may or may not imply position as chair-elect

**Vision:** a picture or a dream of a desired future

**Vision statement:** a written description of what the organization intends to achieve at some point in the future, either in terms of the organization itself or in terms of the impact the organization will have had on the community

[Source: Nonprofit Board Fundamentals](#)



NORTHWESTERN PSYCHOANALYTIC SOCIETY AND INSTITUTE

### **Consent to Electronic Transmission of Notices for Directors**

**Date:** \_\_\_\_\_

**I (Director Name):** \_\_\_\_\_  
a director of Northwestern Psychoanalytic Society and Institute, a Washington nonprofit corporation, do hereby authorize the corporation and its representatives to transmit notices from or regarding the corporation to me by electronic transmission at the following electronic address: \_\_\_\_\_

This authorization shall remain in effect until such time as I deliver to the corporation a written rescission of this authorization substantially in the form below.

**Signature:** \_\_\_\_\_

---

### **Rescission of Consent to Electronic Transmission of Notices for Directors**

**Date:** \_\_\_\_\_

**I (Director Name):** \_\_\_\_\_  
a director of Northwestern Psychoanalytic Society and Institute, a Washington nonprofit corporation, do hereby rescind my prior authorization to transmit notices from the corporation to me via electronic transmissions. This rescission is in effect upon receipt by the corporation.

**Signature:** \_\_\_\_\_

**CONTINGENCY LETTER OF AGREEMENT BETWEEN THE NORTHWESTERN PSYCHOANALYTIC  
SOCIETY AND INSTITUTE (NPSI) AND THE PSYCHOANALYTIC CENTER OF CALIFORNIA (PCC)**  
03/17/2014

This agreement constitutes a plan to ensure the ongoing psychoanalytic education of candidates enrolled at NPSI in the event of a disaster. As such, this agreement stipulates procedures to maintain educational structure in as timely a way as possible following a disaster.

**POLICY**

In consultation with the NPSI Board, the Director of Training will make a formal declaration of disaster. If it is determined that NPSI cannot provide adequate, local educational experience for its candidates within a reasonable time frame, arrangements will be made to temporarily transfer NPSI candidates to PCC. NPSI candidates will be given an estimated time of the transfer duration and will be informed of any changes in this estimate. In the event that NPSI is unable to re-establish an adequate training structure within a reasonable time frame, permanent transfer will be arranged to the extent possible. Specific candidate needs will be considered to the extent that is possible in all temporary or permanent transfers. In either case, policies for long distance and/or local learning with PCC will be established.

**SPECIFIC PROCEDURES**

- \* In the event that NPSI is unable to continue to provide ongoing training for its candidates, PCC agrees to accept into their psychoanalytic training program all fully matriculated NPSI candidates in good standing.
- \* Tuition will be based on the PCC tuition scale.
- \* For long distance learning, NPSI and PCC will maintain location facilities and audio-visual technology to continue training. For this purpose, NPSI will maintain a reserve fund of \$20,000.
- \* In the event that temporary, long distance learning is not feasible over time, NPSI and PCC will make arrangements for temporary or permanent on site training for candidates where feasible.
- \* In any case, candidates will be placed in equivalent classes and, if possible, placed with other candidates at the same level of training.
- \* PCC will credit NPSI candidates for all courses they have taken and both supervisory and training analysis hours completed.
- \* Every effort will be made to allow NPSI candidates to continue with both their chosen Training Analyst and chosen Training Supervisors.
- \* Didactic class and clinical seminar evaluations of NPSI candidates will be based on PCC methods of evaluation on consultation with NPSI's instructors.
- \* Upon re-entry to NPSI's re-constituted training program, all candidates will be given credit for their temporary training at PCC. The NPSI Progression Committee will address any educational deficiencies for individual candidates.
- \* In the event of permanent transfer to PCC, NPSI's records will be made available to the PCC Progression Committee. Every effort will be made to communicate each candidate's current and future training needs. The NPSI Progression Committee Chair will be the chief liaison to PCC for this purpose.

Mayne X Anderson  
NPSI Director of Training

4/2/14  
Date

Helen L. Nedelman, Psy.D./pera  
PCC Director of Training

3/17/2014  
Date

**PROPOSED CONTINGENCY LETTER OF AGREEMENT BETWEEN THE  
PSYCHOANALYTIC CENTER OF CALIFORNIA (PCC) AND THE NORTHWESTERN  
PSYCHOANALYTIC SOCIETY AND INSTITUTE (NPSI)**

05/07/15

This agreement constitutes a plan to ensure the ongoing psychoanalytic education of candidates enrolled at PCC in the event of a natural disaster that would make attending classes in Los Angeles impossible. As such, this agreement stipulates procedures to maintain educational structure in as timely a way as possible following such a disaster.

**POLICY**

In consultation with the PCC Board, the Director of Training will make a formal declaration of disaster. If it is determined that PCC cannot provide adequate, local educational experience for its candidates within a reasonable time frame, arrangements will be made to temporarily transfer PCC candidates to NPSI. PCC candidates will be given an estimated time of the transfer duration and will be informed of any changes in this estimate. In the event that PCC is unable to re-establish an adequate training structure within a reasonable time frame, permanent transfer will be considered, or an alternative could be considered along with the candidate(s) that would be equivalent to the NPSI training to the extent possible. Specific candidate needs will be considered to the extent that is possible in all temporary or permanent transfers. In either case, policies for long distance and/or local learning with NPSI will be established.

**SPECIFIC PROCEDURES**

- \* In the event that PCC is unable to continue to provide ongoing training for its candidates, NPSI agrees to accept into their psychoanalytic training program all fully matriculated PCC candidates in good standing.
- \* Tuition will be based on the NPSI tuition scale.
- \* For long distance learning, PCC and NPSI will maintain location facilities and audio-visual technology to continue training. For this purpose, PCC will maintain a reserve fund of \$20,000.
- \* In the event that temporary, long distance learning is not feasible over time, PCC and NPSI will make arrangements for temporary or permanent on site training for candidates where feasible.
- \* In any case, candidates will be placed in equivalent classes and, if possible, placed with other candidates at the same level of training.
- \* NPSI will credit PCC candidates for all courses they have taken and both supervisory and training analysis hours completed.
- \* Every effort will be made to allow PCC candidates to continue with both their chosen Training Analyst and chosen Training Supervisors.

- \* Didactic class and clinical seminar evaluations of PCC candidates will be based on NPSI methods of evaluation on consultation with PCC's instructors.
- \* Upon re-entry to PCCs re-constituted training program, all candidates will be given credit for their temporary training at NPSI. The PCC Candidate Progression Committee will address any educational deficiencies for individual candidates.
- \* In the event of permanent transfer to NPSI, PCC's records will be made available to the NPSI Progression Committee. Every effort will be made to communicate each candidate's current and future training needs. The PCC Candidate Progression Committee Chair will be the chief liaison to NPSI for this purpose.

Lori Lohr PhD  
PCC Director of Training

June 5, 2015  
Date

Marianne K Anderson MD  
NPSI Director of Training

May 8, 2015  
Date

## SAMPLE

Approved Board Meeting Minutes may be viewed at  
[www.npsi.us.com](http://www.npsi.us.com) > About > Structure, Bylaws, Minutes.

### Board of Directors Meeting Minutes May 22, 2017

#### Officers:

President – Caron Harrang, LICSW, FIPA  
Secretary/Treasurer – Maxine Nelson,  
LICSW, FIPA  
Director of Training – Dana Blue,  
LICSW, FIPA

#### Directors:

David Jachim, PhD, FIPA  
Community Member Director – John  
Petrov  
Candidate Representative – Becky  
McGuire, MS, LMHC

#### Administrative Staff:

Recording Secretary – Hollee Sweet

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Present: Dana Blue, Caron Harrang, David Jachim, Becky McGuire, Maxine Nelson, John Petrov, Hollee Sweet

Guest: Patrick Nalbone

---

The meeting was called at 7:05 pm.

#### I. March Minutes.

The March minutes were previously reviewed and unanimously approved via email in March (NPSI did not hold a Membership Assembly as initially planned and noted in those minutes).

#### II. Secretary-Treasurer's report. Patrick Nalbone and Maxine Nelson reporting:

Patrick Nalbone reported that NPSI has \$28,714.84 in checking, \$15,127.28 in savings, \$25,968.27 in our investment account, and \$978.41 in Pay Pal waiting to be transferred to savings.

Hollee Sweet summarized the Legal Ins and Outs of Non-Profit Fundraising webinar, noting that fundraising flyers (e.g. annual donation request) cannot be sent to individuals living outside of the state of Washington without registering in each state, and the Board discussed sending out a Constant Contact flyer noting where donors are able to donate to NPSI on the website. A question arose as to whether cash contributions can be designated to specific programs (e.g. scholarship fund) and qualify as a tax deduction. It was noted that cash contributions for lobbying do not qualify.

Action: Caron will check with a certified public accountant regarding tax-deductible donations. She will then draft a Constant Contact flyer regarding donating online.

Caron discussed joining the Seattle Foundation (part of the “Give Big” campaign), which has wide-reaching advertising.

## SAMPLE

Approved Board Meeting Minutes may be viewed at  
[www.npsi.us.com](http://www.npsi.us.com) > About > Structure, Bylaws, Minutes.

Action: John Petrov will research NPSI joining the Seattle Foundation and report back on or before the September 9 Board and Advisory Council Retreat.

### III. Institute (Education Committee) Report. Dana Blue reporting:

Dana Blue reported that NPSI is expecting to receive up to 5 additional applications for psychoanalytic training, beginning 2017/1018. The Director of Training and Admissions Committee (Maxine Nelson, Chair) will be working to schedule interviews with applicants to evaluate suitability for entering psychoanalytic training.

The Fundamentals of Psychoanalysis certificate program has 3 applicants thus far for 2017/2018. Dana is working with David Parnes to develop a revised curriculum for the certificate program.

Rikki Ricard will be working with Dana on scholarship fund policies and procedures.

### IV. Board Development Report. David Jachim reporting:

David Jachim reported that Nathan Fahrer respectfully declined joining the Board at this time. However, he may be interested in joining the Board in the future as his schedule allows. David is talking to another psychoanalyst who is considering joining the Board.

Caron Harrang informed the Board that Stan Case, LICSW, FIPA is applying to NPSI as a Full Member.

### V. ExCom Report. Dana Blue, Caron Harrang, and Maxine Nelson reporting:

Caron Harrang notified the Board that the ExCom decided on a new publication schedule for *Selected Facts* of twice per year, with a Fall/Winter issue published in December and a Spring/Summer issue published in June.

ExCom will be meeting with Center for Object Relations (COR) leadership (Ann Glasser, Josh Sandoz, and Pam Van Dalsen) in June to explore how our organizations, both of which are theoretically oriented to British object relations, may develop closer ties to the benefit of both.

### VI. Liaison Committee report. Caron Harrang and Maxine Nelson reporting:

Caron Harrang discussed NPSI's report to the IPA on the Eitingon Model, which has been well received by the Boards of Directors of the Confederation of Independent Psychoanalytic Societies (CIPS) and the North American Psychoanalytic Confederation (NAPsaC) and by Beth Kalish (Rep from N America on the IPA Board of Directors).

Caron suggested inviting a new director to replace herself as director on the CIPS Board in light of her role as NAPsaC Secretary. Maxine Nelson will become lead director when an alternate director is identified. Directors attend CIPS and NAPsaC Board meetings via telephone and videoconference and annual face-to-face meetings in New York City during APsaA's winter meeting.

## SAMPLE

Approved Board Meeting Minutes may be viewed at  
[www.npsi.us.com](http://www.npsi.us.com) > About > Structure, Bylaws, Minutes.

### VII. President's Report. Caron Harrang reporting:

Caron Harrang informed the Board that she will meet with Hollee Sweet in June for her annual employment review.

Caron noted that our revised bylaws need to be sent out for discussion and a vote of the full members. She will correct the date that membership dues are collected (January). Dana Blue suggested the members be given a comment period before calling for a vote on changes to the bylaws.

Caron reported on her meeting with Teddy Jachim (NPSI Advisory Council) to discuss video recording Scientific Meetings to have available online and password protected. Teddy will be looking into the necessary equipment and video platform.

Action: Teddy will submit a written report to the Board and Advisory Council at the upcoming September 9, 2017 annual retreat. If approved, recording might begin as early as October 2017.

Caron is finalizing her efforts on the Board Policies and Procedures Manual. Regarding the Manual, Caron met with David Schoolcraft and discussed the Memorandum of Understanding. David thought the document would provide clarity for the Board Members, with or without signature. Directors discussed revising the memorandum to remove the signature line and revising the language to make it less formal and in line with our organizational culture.

Action: Dana Blue will revise the current document and submit to the Board on or before the September 9, 2017 Board and Advisory Council Retreat.

The location of the September 9 Directors and Advisory Council Retreat will be moved from Maxine Nelson's home. Caron will obtain a secondary location.

The annual membership meeting is scheduled for September 29, 2017 (5:30 to 8:00 pm) and revised as the NPSI Annual Membership Party. The business meeting and election of new officers and directors will be shortened and integrated into a festive gathering for candidates, community members, and full members. Caron suggested the Board invite a full member to chair an ad hoc committee to organize the event.

Action: Becky McGuire will ask candidates if they are interested in helping with planning the Annual Membership Party on September 29, 2017. Names will be forwarded to Caron.

Action: The President and Director of Training will call for committee reports from the Society and Institute, respectively, and co-author the annual report.

Adriana Prengler will be attending the IPA President's Meeting in Buenos Aires for Caron Harrang. Caron asked that, in addition to presenting NPSI's report, Adriana inform the group that NPSI believes it may be harder to maintain our current training standard if

## SAMPLE

Approved Board Meeting Minutes may be viewed at  
[www.npsi.us.com](http://www.npsi.us.com) > About > Structure, Bylaws, Minutes.

the international model is changed. Adriana will be maintaining a list of any additional thoughts the Board would like shared at the meeting.

The meeting was adjourned at 8:30 pm.

The Board will next meet at the Annual Board and Advisory Council Retreat on Saturday, September 9, 2017 (9 am to 1 pm) at The Klee (2717 Western Avenue, Second Floor Community Room; Seattle, WA 98121.

### Board Meeting Addendum

The Board discussed and voted on the following motion by email on May 23, 2017:  
"NPSI will adopt PayPal as a payment option for all events sponsored by the organization including Psychoanalytic Training, Fundamentals of Psychoanalysis Certificate Program, Study Groups, and Scientific Meetings. This policy will extend to video recordings of any of the aforementioned events."

The motion passed by a unanimous vote of the directors.

## **TEMPLATE**

Annual Meeting Minutes can be found online at:  
<https://npsi.us.com/about/organizationalstructure>

NPSI Annual Membership Meeting Minutes and Committee Reports

[DATE]

Officers:

Directors:

Administrative Staff:  
Recording Secretary –

---

Present:

Absent:

---

- I. Review of (previous) Annual Meeting Minutes.
- II. Annual Report by the President and Committee Chairs (Appendix A).
- III. Revisions to NPSI Bylaws.
- IV. Election of Officers and Directors.
- V. Outstanding Community Member Service Award.
- VI. New Business.

**ATTACHMENT: APPENDIX A (ANNUAL REPORTS)**



NORTHWESTERN PSYCHOANALYTIC SOCIETY AND INSTITUTE

## Protocols for Board Minutes

Board minutes should be recorded via audio recording and transcribed by the administrator. The administrator should review and edit the minutes, maintaining the format of previously recorded minutes. The minutes should also be reviewed by the President.

Once the President has reviewed the minutes, they should be approved at the following Board meeting. Upon approval of the Board, the minutes are converted into PDF, posted to the NPSI website under the appropriate year (<http://npsi.us.com/about/organizationalstructure>). The administrator should send the approved minutes via email to the Advisory Council, and, separately, to the full member listserv.

**Commercial Umbrella****Renewal Declaration**

**POLICY NUMBER**  
B 5085494631

**COVERAGE PROVIDED BY**  
CONTINENTAL CASUALTY COMPANY  
333 S. WABASH  
CHICAGO, IL. 60604

**FROM - POLICY PERIOD - TO**  
06/25/2017 06/25/2018

**INSURED NAME AND ADDRESS**  
Northwestern Psychoanalytic Society & Institute  
2701 1ST AVE  
SUITE 120  
SEATTLE, WA 98121

**AGENCY NUMBER**  
070078

**AGENCY NAME AND ADDRESS**  
CS&S/BELLTOWN INSURANCE GROUP INC.  
2133 3RD AVENUE, STE 106  
SEATTLE, WA 98121  
Phone Number: (877)724-2669

**BRANCH NUMBER**  
050

**BRANCH NAME AND ADDRESS**  
SEATTLE BRANCH  
999 THIRD AVENUE, STE 2500  
SEATTLE, WA 98104  
Phone Number: (206)587-2600

000006

This policy becomes effective and expires at 12:01 A.M. standard time at your mailing address on the dates shown above.

The Named Insured is a Corporation.

Your policy is composed of this Declarations, with the attached Coverage Forms, and Endorsements if any. The Policy Forms and Endorsement Schedule shows all forms applicable to this policy at the time of policy issuance.

**PREMIUM**

Premium Basis	Estimated Exposure	Rate	Estimated Advance Premium
Flat Charge			\$404

Minimum Premium: \$404 Annual Total Advance Premium: \$404.00

Your Premium includes the following amount for Certified Acts of Terrorism Coverage \$4.00

Audit Period is Not Auditible

**POLICY NUMBER**  
B 5085494631

**INSURED NAME AND ADDRESS**  
Northwestern Psychoanalytic Society & Institute  
2701 1ST AVE  
SUITE 120  
SEATTLE, WA 98121

**POLICY LIMITS OF INSURANCE**

Each Incident: \$1,000,000 Aggregate: \$1,000,000

**RETAINED LIMIT**

Retained Limit: \$10000

**SCHEDULE OF UNDERLYING INSURANCE**

<b>Underlying Insurer Policy Number Policy Period</b>	<b>Underlying Insurance</b>	<b>Coverages</b>	<b>Limits of Insurance</b>
National Fire Ins Co. Hartford  5085216196  Eff: 06/25/2017 to 06/25/2018	General Liability	Each Occurrence Limit  General Aggregate Limit Applies per location Doesn't apply per project  Products/Completed Operations Aggregate Limit  Personal and Advertising Injury Liability Limit	\$1,000,000  \$2,000,000  \$2,000,000  \$1,000,000

**POLICY NUMBER**  
B 5085494631

**INSURED NAME AND ADDRESS**  
Northwestern Psychoanalytic Society & Institute  
2701 1ST AVE  
SUITE 120  
SEATTLE, WA 98121

**FORMS AND ENDORSEMENTS SCHEDULE**

**Form Number**

<b>Form Number</b>	<b>Form Title</b>
G115922A	06/1995 Aircraft Limitation
G116393B	07/2005 Contractual Liability Limitation
G127685B	01/2007 Tobacco Products Exclusion
G133136B	07/2005 Bridge Endorsement
G140397B98	07/2005 Fungi/Mold/Mildew/Yeast/Microbe Exclusion
G146908A46	08/2005 Washington Changes
G15057C	06/2005 Commercial Umbrella Plus Coverage Part
G16375E	01/2004 Contractor Limitation Endorsement
G300435A	06/2007 Special Events Exclusion Endorsement
G300912A	02/2010 Pollution Exclusion Amendment
G300982A	07/2010 Crisis Management Coverage Endorsement
G301134A	10/2010 Key Employee Replacement Expense Coverage Endt
IL0146	08/2010 Common Policy Conditions

**\*\*\* PLEASE READ THE ENCLOSED IMPORTANT NOTICES CONCERNING YOUR POLICY \*\*\***

**Form Number**

G144233F 01/2008 **Form Title**

Notice - Offer of Terrorism Disclosure of Premium

000006

*Thomas F. Mohamed*  
Chairman of the Board

\_\_\_\_\_  
Countersignature

*Jonathan Kanton*  
Secretary

CNA Connect

Renewal Declaration

**POLICY NUMBER**  
B 5085216196**COVERAGE PROVIDED BY**  
Nat'l Fire Ins Co of Hartford  
333 S. WABASH  
CHICAGO, IL. 60604**FROM - POLICY PERIOD - TO**  
06/25/2017 06/25/2018**INSURED NAME AND ADDRESS**  
NORTHWESTERN PSYCHOANALYTIC SOCIETY  
2701 1ST AVE  
SUITE 120  
SEATTLE, WA 98121**AGENCY NUMBER**  
070078**AGENCY NAME AND ADDRESS**  
CS&S/BELLTOWN INSURANCE GROUP INC.  
2133 3RD AVENUE, STE 106  
SEATTLE, WA 98121  
Phone Number: (877)724-2669**BRANCH NUMBER**  
050  
000007**BRANCH NAME AND ADDRESS**  
SEATTLE BRANCH  
999 THIRD AVENUE, STE 2500  
SEATTLE, WA 98104  
Phone Number: (206)587-2600

This policy becomes effective and expires at 12:01 A.M. standard time at your mailing address on the dates shown above.

The Named Insured is a Corporation.

Your policy is composed of this Declarations, with the attached Common Policy Conditions, Coverage Forms, and Endorsements, if any. The Policy Forms and Endorsement Schedule shows all forms applicable to this policy at the time of policy issuance.

The Estimated Policy Premium Is \$500.00 \*\*

**Terrorism Risk Insurance Act Premium** \$5.00

Audit Period is Not Auditable

\*\* Minimum Premium

**POLICY NUMBER**  
B 5085216196

**INSURED NAME AND ADDRESS**  
NORTHWESTERN PSYCHOANALYTIC SOCIETY  
2701 1ST AVE  
SUITE 120  
SEATTLE, WA 98121

**PROPERTY COVERAGE**

**LIMIT OF INSURANCE**

The following deductible applies unless a separate deductible is shown on the Schedule of Locations and Coverage.

Deductible: \$500

**Business Income and Extra Expense Coverage**

Business Income and Extra Expense 12 Months Actual Loss Sustained

Business Income and Extra Expense - Dependent Properties \$10,000

Employee Dishonesty \$25,000

Forgery and Alteration \$25,000

**LIABILITY COVERAGE**

**LIMIT OF INSURANCE**

Liability and Medical Expense Limit - Each Occurrence \$1,000,000

Medical Expense Limit -- Per Person \$10,000

Personal and Advertising Injury \$1,000,000

Products/Completed Operations Aggregate \$2,000,000

General Aggregate \$2,000,000

Damage To Premises Rented To You \$300,000

Employment Practices/Fiduciary Liability Retroactive Date: 06/25/2012 \$10,000  
EPLI Deductible: \$0

Stop GAP Liability

Designated States WA

Bodily Injury by Accident Each Accident Limit \$300,000

Bodily Injury by Disease Each Employee \$300,000

Bodily Injury by Disease Aggregate \$600,000

POLICY NUMBER  
B 5085216196

INSURED NAME AND ADDRESS  
NORTHWESTERN PSYCHOANALYTIC SOCIETY  
2701 1ST AVE  
SUITE 120  
SEATTLE, WA 98121

SCHEDULE OF LOCATIONS AND COVERAGE

LOCATION 1 BUILDING 1

2701 1ST AVE STE 120  
SEATTLE, WA 98121

Construction: Masonry Non Combustible

Class Description: Associations - Trade, Not For Profit

PROPERTY COVERAGE	LIMIT OF INSURANCE
Accounts Receivable	\$25,000
Building	Not Covered
Business Personal Property	\$11,040
Electronic Data Processing	\$50,000
Equipment Breakdown	\$11,040
Fine Arts	\$25,000
Ordinance or Law - Demolition Cost, Increased Cost of Construction	\$25,000
Seasonal Increase: 25%	
Sewer or Drain Back Up	\$25,000
Valuable Papers & Records	\$25,000

000007

**POLICY NUMBER**  
B 5085216196

**INSURED NAME AND ADDRESS**  
NORTHWESTERN PSYCHOANALYTIC SOCIETY  
2701 1ST AVE  
SUITE 120  
SEATTLE, WA 98121

**ADDITIONAL INTEREST SCHEDULE**

**LOCATION** 1 **BUILDING** 1

**Type:** Manager, Lessor

**Additional Interest Name and Address:**

2701 FIRST AVENUE LLC

2701 First Avenue

SEATTLE

, WA 98121

**LOSS PAYEE SCHEDULE**

All loss payees as their interests may appear in the Covered Property.

The following provisions apply in accordance with the insurable interest of the loss payee: Loss Payee

**Description of Property:** Any Covered Property in which a loss payee, creditor or lender holds an interest, including any person or organization you have entered a contract with for the sale of Covered Property.

**FORMS AND ENDORSEMENTS SCHEDULE**

The following list shows the Forms, Schedules and Endorsements by Line of Business that are a part of this policy.

**COMMON**

<b>FORM NUMBER</b>	<b>FORM TITLE</b>
CNA79203XX	06/2014 Exclusion - Access or Disclosure of Confidential
CNA80103XX	09/2014 Primary and Non Contributory - Other Ins Condition
CNA81751XX	03/2015 Cap on Losses from Certified Acts of Terrorism
SB147075A	01/2006 Economic and Trade Sanctions Condition
SB147082E	04/2014 Businessowners Common Policy Conditions
SB147086B	04/2010 Loss Payable Provisions

**COMMERCIAL PROPERTY**

<b>FORM NUMBER</b>	<b>FORM TITLE</b>
SB146801I	04/2014 Businessowners Special Property Coverage Form
SB146802D	06/2011 Business Income and Extra Expense
SB146803A	01/2006 Seasonal Increase
SB146804A	01/2006 Arson and Theft Reward
SB146805A	01/2006 Claim Data Expense
SB146806B	01/2008 Debris Removal
SB146807D	04/2014 Employee Dishonesty
SB146808A	01/2006 Expediting Expenses
SB146809C	07/2009 Fine Arts
SB146810A	01/2006 Fire Department Service Charge
SB146811A	01/2006 Fire Protective Equipment Discharge
SB146812C	04/2010 Forgery and Alteration
SB146813B	01/2008 Newly Acquired or Constructed Property
SB146814B	03/2006 Ordinance or Law
SB146815A	01/2006 Outdoor Trees, Shrubs, Plants and Lawns
SB146816A	01/2006 Pollutant Clean Up and Removal
SB146817A	01/2006 Preservation of Property
SB146818A	01/2006 Temporary Relocation of Property
SB146819A	01/2006 Water Damage, Other Liquids, Solder, Molten Damage
SB146820C	06/2011 Accounts Receivable
SB146821A	01/2006 Appurtenant Buildings and Structures
SB146822A	01/2006 Building Glass
SB146823B	01/2008 Business Income Extra Expense - Dependent Property
SB146824B	01/2008 Business Income Extra Expense-Newly Acquired Locs
SB146825C	06/2011 Business Personal Property Off Premises
SB146826B	01/2008 Civil Authority
SB146827F	06/2011 Electronic Data Processing
SB146828E	04/2014 Equipment Breakdown
SB146830B	01/2008 Money Orders and Counterfeit Paper Currency
SB146831B	06/2011 Nonowned Detached Trailers
SB146832B	01/2008 Ordinance or Law-Increased Period of Restoration
SB146833A	01/2006 Outdoor Property
SB146834A	01/2006 Personal Effects
SB146835A	01/2006 Signs
SB146836A	01/2006 Spoilage Consequential Loss
SB146837A	01/2006 Theft Damage to Rented Property
SB146838C	06/2011 Valuable Papers and Records
SB146839F	06/2011 Sewer or Drain Back Up
SB147059C	09/2014 Washington Changes

**POLICY NUMBER**  
B 5085216196

**INSURED NAME AND ADDRESS**  
NORTHWESTERN PSYCHOANALYTIC SOCIETY  
2701 1ST AVE  
SUITE 120  
SEATTLE, WA 98121

**FORMS AND ENDORSEMENTS SCHEDULE**

**COMMERCIAL PROPERTY**

**FORM NUMBER**

<b>FORM NUMBER</b>	<b>FORM TITLE</b>
SB147060A	01/2006 Washington Changes
SB147084B	07/2009 Fungi, Wet Rot, Dry Rot and Microbe Exclusion
SB300042A	01/2006 Include Volunteer Workers - Employee Dishonesty
SB300129A	03/2006 Targeted Hacker Attack
SB300456A46	07/2007 Concurrent Causation, Earth Movement and Water Dam
SB300596A	01/2008 Identity Theft/Recovery Services Endorsement

**COMMERCIAL GENERAL LIABILITY**

**FORM NUMBER**

<b>FORM NUMBER</b>	<b>FORM TITLE</b>
SB146932E	06/2011 Blanket Additional Insured - Liability Extension
SB147079A	01/2006 War Liability Exclusion
SB147080A	01/2006 Exclusion - Silica
SB147083B	07/2009 Fungi/Mold/Mildew/Yeast/Microbe Exclusion
SB147089A	01/2006 Employment - Related Practices Exclusion
SB300000D	04/2014 Businessowners Liability Coverage Form
SB300018A	01/2006 Stop Gap Coverage Liability Coverage Endorsement
SB300081D	06/2011 Exclusion of Coverage for Special Events
SB300117A	01/2006 Additional Insr - Manager or Lessors of Premises
SB300441A	01/2007 Fiduciary Liability Coverage Form
SB300449A	01/2007 Single Limit of Insurance Endorsement
SB300450A	01/2007 Employment Practices Liability Coverage Form
SB300849A	07/2009 Recd and Distribution of Material or information

**\*\*\* PLEASE READ THE ENCLOSED IMPORTANT NOTICES CONCERNING YOUR POLICY \*\*\***

**FORM NUMBER**

<b>FORM NUMBER</b>	<b>FORM TITLE</b>
CNA62823XX	06/2015 Notice To Policyholders Jurisdictional Inspections
CNA79240XX	06/2014 Important Info Excl App to Access or Disclosure
CNA81758XX	03/2015 Notice - Offer of Terrorism Disclosure of Premium

Countersignature

*Thomas F. Mohamed*

Chairman of the Board

*Jonathan Kanton*  
Secretary

NDO1030969J  
Renewal of Number

POLICY DECLARATIONS

No. NDO1030969K

**United States Liability Insurance Company**  
1190 Devon Park Drive, Wayne, Pennsylvania 19087  
A Member Company of United States Liability Insurance Group

NAMED INSURED AND ADDRESS:

Northwestern Psychoanalytic Society and Institute  
2701 First Avenue, #120  
Seattle, WA 98121

POLICY PERIOD: (MO. DAY YR.) From: 02/28/2017 To: 02/28/2018

12:01 A.M. STANDARD TIME AT YOUR  
MAILING ADDRESS SHOWN ABOVE

BUSINESS DESCRIPTION: Non-Profit Directors and Officers

IN RETURN FOR THE PAYMENT OF THE PREMIUM, AND SUBJECT TO ALL THE TERMS OF THIS POLICY, WE AGREE  
WITH YOU TO PROVIDE THE INSURANCE AS STATED IN THIS POLICY.

THIS POLICY CONSISTS OF THE FOLLOWING COVERAGE PARTS FOR WHICH A PREMIUM IS INDICATED.

	PREMIUM
Directors And Officers Liability Coverage Part	\$1,525.00
TOTAL:	\$1,525.00

**Swett Broker Fee: \$250.00**

Coverage Form(s) and Endorsement(s) made a part of this policy at time of issue  
See Endorsement EOD (1/95)

Agent: SWETT & CRAWFORD (WA) (1244)  
720 Olive Way, Suite 1800  
Seattle, WA 96237

Issued: 01/31/2017 1:09 PM

Broker:

By:

Thomas P. Nealey  
Authorized Representative

THESE DECLARATIONS TOGETHER WITH THE COMMON POLICY CONDITIONS, COVERAGE PART DECLARATIONS,  
COVERAGE PART COVERAGE FORM(S) AND FORMS AND ENDORSEMENTS, IF ANY, ISSUED TO FORM A PART THEREOF,  
UPD (08-07) COMPLETE THE ABOVE NUMBERED POLICY.

## EXTENSION OF DECLARATIONS

Policy No. NDO1030969K

Effective Date: 02/28/2017

12:01 AM STANDARD TIME

### FORMS AND ENDORSEMENTS

The following forms apply to the Directors And Officers Liability coverage part

Endt#	Revised	Description of Endorsements
DO-100	04/07	Coverage Part A. Non Profit Directors and Officers Liability
DO-101	04/07	Coverage Part B. Employment Practices Liability
DO-201	01/94	Accreditation, Certification, Standard Setting Exclusion Endorsement
DO-207	01/94	Failure to Maintain Insurance Exclusion Endorsement
DO-239	06/15	Specified Person Or Entity Exclusion Endorsement
DO-276	05/03	Labor Dispute Exclusion Endorsement
DO-283	01/14	Data & Security+ Endorsement
DO-290	05/10	Fair Labor Standards Act Sublimit Endorsement
DO-291	01/11	Excess Benefit Transaction Excise Tax Endorsement
DO-293	06/13	Amended Lifetime Occurrence Reporting Provision Endorsement
DO-294	04/14	Amended Notice/Claim And Circumstance Reporting Provisions
DO-WA M	04/10	Washington State Amendatory Endorsement
DO Jacket	09/10	Non Profit Professional Liability Policy
USL-DO J	04/07	Professional Liability Policy Common Policy Conditions

# PROFESSIONAL LIABILITY COVERAGE PART DECLARATIONS

PLEASE READ YOUR POLICY CAREFULLY.

THIS IS A CLAIMS MADE POLICY COVERAGE FORM AND UNLESS OTHERWISE PROVIDED HEREIN, THE COVERAGE OF THIS FORM IS LIMITED TO LIABILITY FOR CLAIMS FIRST MADE DURING THE POLICY PERIOD, OR THE EXTENSION PERIOD, IF APPLICABLE. DEFENSE COSTS SHALL BE APPLIED AGAINST THE RETENTION.

No. NDO1030969K

Effective Date: 02/28/2017

12:01 AM STANDARD TIME

## ITEM I. PARENT ORGANIZATION AND PRINCIPAL ADDRESS

Northwestern Psychoanalytic Society and Institute  
2701 First Avenue, #120  
Seattle, WA 98121

ITEM II. POLICY PERIOD: (MM/DD/YYYY) From: 02/28/2017 To: 02/28/2018

## Coverage Part A: Non Profit Directors and Officers Liability

### ITEM III. LIMITS OF LIABILITY

a. Non Profit Directors & Officers	\$1,000,000	EACH CLAIM
b. Non Profit Directors & Officers	\$1,000,000	IN THE AGGREGATE

ITEM IV. RETENTION: \$0 EACH CLAIM

ITEM V. PREMIUM: \$1,150

## Coverage Part B: Employment Practices Liability

### ITEM III. LIMITS OF LIABILITY

a. Employment Practices	\$1,000,000	EACH CLAIM
b. Employment Practices	\$1,000,000	IN THE AGGREGATE

ITEM IV. RETENTION: \$5,000 EACH CLAIM

ITEM V. PREMIUM: \$375

ITEM VI. Coverage Form(s)/Part(s) and Endorsement(s) made a part of this policy at time of issue:  
See Endorsement EOD (01/95)

THESE DECLARATIONS ARE PART OF THE POLICY DECLARATIONS CONTAINING THE NAME OF THE INSURED AND THE POLICY PERIOD.

# SAMPLE

## Terms of Employment

Holley Sweet

June 23, 2014  
Updated November 14, 2014

Northwestern Psychoanalytic Society and Institute offers the terms of employment as follows:

Hours per week:	10-15 hours/week
Hourly Wage:	18.00/hour
Personal Time Away (vacation, sick, personal):	3.5 hours earned each month; maximum of 42 hours per year; not to be accessed prior to three months from beginning date of employment; accrued personal time may not be carried over to next calendar year.
Start Date:	June 23, 2014.

## Addendum

Parking: \$10 per week

Employee signature: Holley Sweet Date 11-14-14

President signature: Chad Tansey Date 11-14-2014

## Criteria for NPSI Outstanding Community Member Service Award

Revised October 2015

The purpose of this annual service award founded in 2013 is to recognize and honor an individual who has demonstrated professionalism, dedication, creativity, professionalism, and leadership in donating their time and services to the organization. Examples of exemplary service may include work done on an NPSI standing committee (e.g. Publications, Scientific Meetings, Special Events), an ad hoc committee (e.g. ACPE Accreditation, Ethics), or other special project (e.g. distance learning) that benefits the organization.

Nominations may be made by any Full Member, Candidate, or Community Member and must be submitted in writing to the President of the Board at least 30 days prior to the Annual Meeting.

Nominee must be a Community Member in good standing. No Community Member may nominate himself or herself. Nor may any Full Member, Candidate, or Community Member nominate his or her partner or spouse.

The Board will review nominees and select an awardee at least 10 days prior to the annual meeting. The President will announce the awardee and present a service award certificate to the selected individual at the annual meeting. If the awardee is unable to attend the annual meeting, the award will be announced at the meeting and given to an individual designated by the awardee to accept it on his or her behalf.

## Nomination Form

### NPSI Annual Outstanding Community Member Service Award

Date: \_\_\_\_\_

Nominee: \_\_\_\_\_

**Describe the reasons for nominating this Community Member (please refer to NPSI Criteria for Outstanding Community Member Service Award):**

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Nominated by: \_\_\_\_\_  
Name \_\_\_\_\_ Email \_\_\_\_\_

Please return this form to NPSI; 2701 First Avenue, Suite 120; Seattle, WA 98121 or scan and email to [admin@npsi.us.com](mailto:admin@npsi.us.com) with "Nomination for Service Award" in the subject line.

**Nomination Form  
NPSI Board of Directors  
Annual Meeting December 2, 2015 (7:30 – 9:00 pm)**

**Open positions:**

- 1. President-Elect (serves for one year before becoming President followed by President for two years and Past-President for one year).**
- 2. Director – Full Member (serves for three years)**
- 3. Director – Community Member (serves for three years)**

**Date:** \_\_\_\_\_

**Nominee:** \_\_\_\_\_

**Describe your reasons for nominating this Full Member or Community Member and why you believe they can contribute to the governance and healthy growth of the organization:**

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**Nominated by:** \_\_\_\_\_  
Name \_\_\_\_\_ Email \_\_\_\_\_

Please return this form to NPSI; 2701 First Avenue, Suite 120; Seattle, WA 98121 or scan and email to [admin@npsi.us.com](mailto:admin@npsi.us.com) with “Nomination for NPSI Board” in the subject line.

## NPSI Advisory Council

**Mission Statement:** The mission of the NPSI Advisory Council is to provide non-binding informed guidance to the Board of Directors for the purpose of enhancing the organization's development and governance.

Council members are nominated by the President and approved by a majority vote of the directors and included in the Board of Directors meeting minutes. The Council will consist of up to eight (8) members who serve at the pleasure of the Board for a term of two (2) years. Terms may be successive. The President or his or her appointee chairs the Council and presides over face-to-face meetings that may be held on an annual or semi-annual basis. However, a majority of the guidance provided by members of the Council will be in the form of individual consultation to the President or other members of the Board related to the current needs of the organization and the council member's area of expertise.



NORTHWESTERN PSYCHOANALYTIC SOCIETY AND INSTITUTE

February 13, 2015

Douglas Ulrich, CFP  
Morgan Stanley  
702 King Farm Blvd, Suite 500  
Rockville, MD 20850

Dear Doug:

I am writing in follow-up to our informal conversations about forming an Advisory Council to the NPSI Board of Directors with an invitation to join this initiative. The mission of the Council is to provide non-binding informed guidance to the Board of Directors for the purpose of enhancing the organization's development and governance.

Council members are nominated by the President and approved by a majority vote of the directors and included in the Board of Directors meeting minutes. The Council will consist of up to eight (8) members who serve at the pleasure of the Board for a term of two (2) years. Terms may be successive. The President or his or her appointee chairs the Council and presides over face-to-face meetings that may be held on an annual or semi-annual basis. However, a majority of the guidance provided by members of the Council will be in the form of individual consultation to the President or other members of the Board related to the current needs of the organization and the council member's area of expertise.

At the February 2015 meeting the NPSI Board voted to approve the aforementioned mission statement and procedure for appointing members to the Council as well as this invitation to become an inaugural member of this important new assembly. Your term, if you accept this invitation, will be for the remainder of 2015 through December 31, 2016.

A face-to-face meeting (with remote access via Skype for out-of-town members) will be scheduled in the next few months so that you can meet other members of the Council and we can generate ideas for coordinating our work together. In the meantime, you will be kept abreast of Board activities by receiving the approved minutes of monthly Board of Directors meetings and other written documents deemed significant to your understanding of the organization's development. Additionally, Advisory Council members will be listed on the NPSI website along with your professional affiliation.

If you have questions about this invitation or your participation on the Council, please feel free to contact me by email or telephone as indicated below. Please indicate your acceptance of this invitation by signing the attached form that may be scanned and emailed to [admin@npsi.us.com](mailto:admin@npsi.us.com) with "Advisory Council" in the subject line or mailed to NPSI; Attn: President's Advisory Council; 2701 First Avenue, Suite 120; Seattle, WA 98121.

Thank you so much for your willingness to join in helping NPSI to develop and fulfill our overall mission to support our members, offer outstanding psychoanalytic training to mental health professionals, and educate the general public about psychoanalysis.

Respectfully,

Caron Harrang, LICSW, FIPA  
President, Northwestern Psychoanalytic Society and Institute  
+1 (206) 264-4860  
[caron@caronharrang.com](mailto:caron@caronharrang.com)



NORTHWESTERN PSYCHOANALYTIC SOCIETY AND INSTITUTE

NPSI Advisory Council

I, Douglas Ulrich, agree to join the Northwestern Psychoanalytic Society and Institute Advisory Council to provide non-binding informed guidance to the Board of Directors for the purpose of enhancing the organization's development and governance. My term of service is from the date signed through December 31, 2016.

My area of expertise is (check all that apply):

- Financial planning  
 Bookkeeping/accounting/tax planning  
 Legal counsel  
 Fundraising and development  
 Social Media  
 Information technology  
 Marketing  
 Educational policy and planning  
 Organizational development  
 Other (please describe) \_\_\_\_\_

X   
Douglas Ulrich Date 2-27-2015

Please scan and return a signed copy of this form to [admin@npsi.us.com](mailto:admin@npsi.us.com) or mail a hardcopy to NPSI; Attn: President's Advisory Council; 2701 First Avenue, Suite 120; Seattle, WA 98121.

**NPSI BUDGET POLICIES AND PROCEDURES**  
Revised September 18, 2019

Caron Harrang, LICSW, FIPA  
Acting Treasurer September 2017- September 2019

**GOALS:**

1. To develop financial policies for NPSI's Board Policies and Procedures Manual describing an evolving process for financial management and decision making.
2. To define a timeline for collecting financial information from key stakeholders in the organization for creating an annual fiscal year (July 1 – June 30) budget approved by the Board and Advisory Council.
3. To provide clear guidelines for the development of annual budgets (projected revenue and expense) from the Board of Directors, Society (Education Committee, Special Event (e.g. EBOR) Committees), and Institute (Education Committee).

**POLICIES:**

1. Identify a Chart of Accounts (shown below) consistent with the Organizational Chart (available on the organization website) identifying different revenue and expense centers. This list will be reviewed annually by the Board of Directors and revised as needed.

It is assumed that in all steps of this process the NPSI Administrator will be responsible for computer-based data collection of budget documents and serve as support to responsible parties for various budgets.

**Program Accounts and Individuals Responsible for Budget**

**Administration and Overall Operations:**

- Board of Directors: prepared by the President and Chairs of Board Committees (e.g. Liaison)
- Administrative Overhead and Operating Expense: prepared by the Administrator

**Institute:**

- Psychoanalytic Training: prepared by the Director of Training or Rotating Chair of Education Committee and Subcommittee Chairs (Admissions, Curriculum and Faculty Development, Progression)
- Psychoanalytic Psychotherapy Training: prepared by the Chair
- Accreditation Council for Psychoanalytic Education (ACPEinc) Accreditation: annual report and every five years site visit prepared by the Director of Training or Rotating Chair of Education Committee

**Society:**

- Continuing Education: prepared by the Chair

- Special Events (e.g. EBOR): prepared by the Chair
- Selected Facts Newsletter: prepared by the Managing Editor
- Study Groups: prepared by the faculty and Administrator

## 2. Roles of Key Individuals Responsible for Budget Process

On an annual basis, the Treasurer is responsible along with support from other board officers (President, Past President or President-Elect, Secretary and Director of Training), for preparing an operating budget for the organization as a whole for the coming fiscal year (July 1 – June 30). The Board of Directors has the ultimate responsibility for review and approval of the budget. Decisions regarding the budget should reflect formal decisions made by the Board specified in the Strategic Plan, which outlines specific goals and objectives of the organization and is posted on the website.

The Director of Training, who is also an officer on the Board, oversees budget preparations for the Institute and assists Chairs of Education Committee subcommittees (Admissions, Curriculum and Faculty Development, Progression, and Psychoanalytic Psychotherapy) in the development of their revenue and expense projections.

## 3. Principles of Accounting for Budgeting Purposes

The annual fiscal year budget (July 1 – June 30) shall set forth operating revenue and expense goals that specify the following:

- The total amount of revenue NPSI as a whole expects to generate during the coming fiscal year.
- The total amount NPSI as a whole expects to spend to carry out its activities during the coming fiscal year.

Total operating revenue and total operating expenses should generally be equal. If the budget indicates that expenses are expected to exceed revenue (deficit budget) the Board has an obligation to take corrective action such as:

- Increase projected revenue and/or reduce expenses.
- Plan to take specific actions later intended to increase revenue or decrease expenses.
- Formally decide to draw and use funds from an established reserve account or other unrestricted account rather than NPSI's general account as deemed appropriate.

If the budget indicates that expected revenue will exceed anticipated expenses (surplus budget) the Board may:

- Adjust the budget so that revenue and expenses match, for example, by formally reallocating revenue toward expenses with specific increases for specific activities or across all accounts proportionally.
- Formally decide (and documented in Board minutes) to let the difference stand as a buffer against unexpected costs during the fiscal year.

- Formally designate (and document in Board minutes) any excess revenue as surplus or allocate it to one or more reserve accounts (e.g. scholarship fund, EBOR, distance learning, contingency plan with Psychoanalytic Center of California) for future operating expenses or for a designated purpose. These accounts may be established as a subaccount in an existing bank account (Chase or BECU) or maintained within NPSI's Chart of Accounts records.

#### 4. Budget Cycle Schedule

- May: Director of Training, or Rotating Chair of Education Committee, requests budgets from Subcommittee Chairs (Admissions, Curriculum and Faculty Development, Progression, Psychoanalytic Psychotherapy). Director, or Rotating Chair of Education Committee, reviews budget information and submits to the Treasurer by no later than June 30. If the Treasurer determines there are errors or discrepancies in the financial information submitted, he or she will request changes from the submitting parties.
- June – August: The Administrator prepares an actual budget for the previous fiscal year based on the fiscal year's end statement of activities (revenue and expense). This is used by the Treasurer to forecast the coming year's budget. The proposed budget is based on expected revenue and expense given changes in program operations and planning. For example, if the number of candidates in training increases, tuition revenue will as well. Or, as another example, if the organization invests in distance learning equipment, it may take some period of time for revenue from training and study groups to match the initial investment. See the Strategic Plan (available online) for specific detail about organizational goals and objectives.
- September: The Treasurer presents the fiscal year budget to the Board for discussion, revision, and approval at the annual Board and Advisory Council Retreat in September.
- October – April: As part of regular Board meetings, the Treasurer will continue routine year-to-date financial reporting of revenue and expense (Statement of Financial Position) compared with previous years. For example, if charitable donations, normally given near the calendar year end, are significantly greater than projected, this will be discussed and the budget revised (see 3. Above).



[Date]

[Donor Name and Address]

Dear [Full Name of Donor]:

This letter is to acknowledge the receipt of your donation and to thank you for your kind support of Northwestern Psychoanalytic Society and Institute. Your donation qualifies you to join our Donor Program and to be listed on the organization website with others who are committed to helping us fulfill our mission. Major Donors donate at the \$500 and above level, helping to supercharge efforts to realize the NPSI mission.

As a nationally accredited non-profit educational organization, NPSI strives to provide the highest quality education and training for future psychoanalysts and psychoanalytically informed psychotherapists. As a membership society, NPSI supports the ongoing professional growth and development of our psychoanalyst, candidate, and community members. In so doing, the organization contributes to the psychoanalytic understanding of mental life and to the emotional health, creativity, and well-being of the men, women, and children living in our community regardless of ethnicity, religious affiliation, or sexual orientation.

For your records and income tax deduction purposes, please use this letter as a receipt.

Our tax ID # is 91-2152405.

You have made a donation to NPSI for [\$ Amount].

With your permission, we will add your name to our Donor Program on the NPSI website. Although we encourage you to donate at the current level annually, participation is completely voluntary. If you continue to donate at the \$500-\$1,000 level your name will remain on the Major Donor list. If you choose not to donate at this level in future years your name will simply be removed from the list.

If you have any questions or need further information, please contact me at (206) 930-2886.

Respectfully,

Maxine Nelson, LICSW, FIPA  
President  
Northwestern Psychoanalytic Society & Institute

The fiscal year (July 1 - June 30) budget is prepared by the Treasurer with assistance from the Administrator and approved by the Board and Advisory Council at its annual face-to-face retreat in September. Individual budgets are collected by the Director of Training for subcommittees of the Education Committee (Admissions, Curriculum and Faculty Development, Progression, Psychoanalytic Psychotherapy Training Program, Psychoanalytic Training Program, Training Analysts) and submitted to the Treasurer in June. Revisions to the budgeting process may be suggested by the Treasurer at any time during the fiscal year and implemented in the next fiscal year if approved by the Board.

Membership dues structure and tuition for psychoanalytic training and psychoanalytic psychotherapy training and study groups are reviewed by the Treasurer and discussed by the Board at the face-to-face meeting annually in March.



NORTHWESTERN PSYCHOANALYTIC SOCIETY AND INSTITUTE

## **Protocols for Membership Dues (Updated 2017)**

### **Full Membership Dues:**

Full Membership Dues are due by February 1 for the year. The current dues are broken down as follows:

NPSI Dues	\$600
IPA Dues	\$300
CIPS Dues	\$50
NAPsaC Dues	\$5
PEP-Web	\$130 (for members who are subscribed through NPSI)

NPSI pays the above dues on the following schedule (dependent upon when invoices are received from the societies):

IPA Dues	Due July 31 (if paid by March 31, NPSI receives a 5% discount)
CIPS Dues	March/April
NAPsaC Dues	June
PEP-Web	December

The NPSI Treasurer should send out a renewal notice to all current Full Members in January of each year via email. Along with their dues, members are to send in current license and insurance cover pages.

### **Community Membership Dues:**

Community Membership dues are due by July 1 for the fiscal year (July 1 through June 30). The current dues are \$95. The NPSI Treasurer should send out a renewal notice to all current Community Members in June of each year via email. Anyone who joins NPSI as a Community Member on or after January 1 will have their dues applied to the remaining fiscal year, as well as the upcoming fiscal year.

## Major Donor Program

Northwestern Psychoanalytic Society and Institute has established a Major Donor program. By pledging to donate at the \$500 and above level on an annual basis, Major Donors help to supercharge efforts to realize the NPSI mission.

As a nationally accredited non-profit educational organization, NPSI strives to provide the highest quality education and training for future psychoanalysts and psychoanalytically informed psychotherapists. As a membership society, NPSI supports the ongoing professional growth and development of our psychoanalyst, candidate, and community members. In so doing, the organization contributes to the current regional, national, and international psychoanalytic understanding of mental life and to the emotional health, creativity, and well-being of the community.

Individuals interested in joining the Major Donor program are invited to contact our Administrator, Hollee Sweet, at [admin@npsi.us.com](mailto:admin@npsi.us.com).

A list of our valued major donors is shown below.

## NPSI Scholarship Fund Policies and Procedures

From 2017, the administrator will allocate 10% of net revenue from EBOR, workshops, and scientific meetings. Previous policy (January 2013- December 2016) included only special events (e.g. EBOR and workshops). Policies and procedures for administering funds are established and administered by the Institute (Education Committee).

NPSI Community Listserv Policies  
Updated September 2017

Welcome to the NPSI\_Community listserv! Membership on the listserv includes NPSI candidates, analysts, and community members. In order to ensure the smooth operation of our community conversation platform we ask that you adhere to the following policies:

- If you want to post to the listserv simply address your email to: [npsi\\_community@yahoogroups.com](mailto:npsi_community@yahoogroups.com). Please note that emails sent to this address go to the entire listserv and, similarly, all members receive every reply. When responding to a post, please use "reply" if you want to reply to the sender only. Please use "reply all" if you want everyone on the listserv to see your reply.
- When posting a message for the first time, please introduce yourself as a new member (name and profession) and indicate the nature of your affiliation with NPSI (candidate, analyst, or community member). Be sure to *sign every email* with your full name and indicate the topic of conversation (e.g. referral request, upcoming psychoanalytic presentation) in the subject line. Use of an automated signature is fine.
- Please note that conversations on the listserv are to be limited to professional matters pertaining to the practice of psychoanalysis or psychoanalytic psychotherapy such as treatment or consultation referrals; office space availability; psychoanalytic continuing education opportunities (e.g. conferences, lectures, journal articles and books); and announcements of cultural events with significance to psychoanalysis (e.g. film, theatre, visual arts, music).
- When making a request for referrals please keep in mind HIPPA patient privacy protections. Refrain from offering detail beyond the general age (e.g. child, young adult, middle-aged adult, senior) of the prospective patient; gender; insurance requirements (if any); location preference, and as few details as possible about specific difficulties the patient is experiencing, including previous diagnoses. If more detailed explanation of the referral is required, please conduct that conversation via back-channel emails or telephone conversations. If inviting back-channel communication between yourself and another member, please include your telephone number (including area code) in the text of your message.
- The listserv shall not be used for activities related to personal financial gain except when that activity is sponsored by NPSI (e.g. book reading where a member author's publication is available for purchase). Announcements

about psychoanalytic presentations sponsored by other organizations, if open to members of the listserv, are also allowed.

- Please note that when you post to the listserv, you must initiate your email from the address you used to sign-up for the listserv. This is how Yahoo (which hosts the group) authenticates you as a listserv member.
- Members who do not adhere to these policies will receive an email reminder by the moderator and removed from the listserv if noncompliance persists.

NPSI Full Member Listserv Policies  
Updated September 2017

Welcome to the NPSI full member listserv! Membership on the listserv is limited to NPSI analysts only. In order to ensure the smooth operation of our conversation platform we ask that you adhere to the following policies. We encourage members to initiate conversations that pertain to the wider community (candidates, analysts, and community members) on our other listserv:  
[npsi\\_community@yahoogroups.com](mailto:npsi_community@yahoogroups.com).

- If you want to post a message to the listserv simply address your email to: [npsfullmember@googlegroups.com](mailto:npsfullmember@googlegroups.com). Email sent to this address goes to the entire listserv. When replying you can respond to the individual who posted the message by selecting “reply,” or to the entire group by selecting “reply all.”
- When initiating a conversation please indicate the topic in the subject line of your email. Additionally, please sign every email with your full name (use of an automated signature is fine). Please do not initiate a new message when responding to an existing conversation, as this is confusing for recipients who are trying to follow the thread of a conversation. On the other hand, if you are starting a new conversation, please do this in a separate email with the new topic indicated in the subject line. This will keep the flow of conversation clear and easy for others to follow.
- Please note that conversations on the listserv are to be limited to professional matters pertaining to activities of the organization (institute or society) or of the wider psychoanalytic community (CIPS, NAPsaC, IPA, etc.).
- When making a request for referrals please keep in mind HIPPA patient privacy protections. Refrain from offering detail beyond the general age (child, young adult, middle-aged adult, senior) of the prospective patient; gender; insurance requirements (if applicable); location preference, and as few details as possible about specific difficulties the patient is experiencing, including previous diagnoses. If a more detailed explanation of the referral is required, please conduct that conversation via back-channel emails or telephone conversations. If inviting back-channel communication between yourself and another member, please include your telephone number (including area code) in the text of your message.
- The listserv shall not be used for activities related to personal financial gain except when that activity is sponsored by NPSI (e.g. book readings where the author’s publication is available for purchase). Announcements about psychoanalytic presentations sponsored by other organizations, if open to members of the listserv, are also allowed.

- Please note that when you post to the listserv you must initiate your email from the address you used to sign-up for the listserv. This is how Google Groups (which hosts the group) authenticates you as a listserv member.