



Characteristics of a Good Leader

PERSONAL QUALITIES

Works well with people

- Enjoys working with people
- Makes friends easily
- Builds trust easily

Is open and receptive to other people

- Believes in and is receptive to an open and democratic group process
- Listens well to the opinions of others
- Feels comfortable letting others take the credit
- Is open to new ideas
- Helps people to believe in themselves
- Asks questions of others to find out how they feel, think, and want to proceed

Is comfortable with herself or himself

- Can express his or her own ideas in plain language
- Has a sense of his or her own identity

Is a positive and forward thinker

- Doesn't get discouraged too often
- Doesn't drag down other people when he or she is feeling discouraged
- Has a vision for the future and knows how to express it

Other general attributes

- Hard-working
- Willing to learn
- Good listener
- Flexible
- Mature
- Sense of humor
- Self-disciplined, sets limits
- Honest
- Follows community rules; sets a good role model



Board Member Duties

General Board Member Duties

- **Duty of Care:** Take care of the nonprofit by ensuring prudent use of all assets, including facility, people, and good will;
- **Duty of Loyalty:** Ensure that the nonprofit's activities and transactions are, first and foremost, advancing its mission; Recognize and disclose conflicts of interest; Make decisions that are in the best interest of the nonprofit corporation; not in the best interest of the individual board member
- **Duty of Obedience:** Ensure that the nonprofit obeys applicable laws and regulations; follows its own bylaws; and that the nonprofit adheres to its stated corporate purposes/mission
- Provide members with clear and concise information about board decisions.

Additional Duties: _____

President Duties

- Effectively manage the Board of Directors
- Control and run the agenda, keeping within time limits
- Review financial and budgeting information with the Treasurer
- Ability to present, inform, and motivate individuals and groups about the business of the cooperative

Additional Duties: _____

Vice President Duties

- Understands the responsibilities of the Board President and is available to perform these duties in the President's absence
- Participates as a knowledgeable and involved part of the Board leadership

Additional Duties: _____

Secretary Duties

- Ensures all Board records are properly maintained and ensures their accuracy, safety, and effective management.
- Ensures that minutes are distributed to members shortly after each meeting.
- Is sufficiently familiar with legal documents (articles, bylaws, etc.) to note applicability during meetings.
- Provides notice of meetings of the Board and/or of a committee when such notice is required.

Additional Duties: _____

Treasurer Duties

- Understands financial accounting and is responsible for maintaining financial and budgeting records.
- Assures that the Cooperative is following appropriate financial policies and procedures.
- Ability to analyze financial statements.

Additional Duties: _____

Operations Manager Duties

- Ensures that necessary services, such as water, sewer, and electricity, are available, in good working order, and in compliance with local, state, and federal codes.
- Providing oversight for Capital Improvements Projects.
- Providing oversight for all contractors related to the effective upkeep of the community's common areas and infrastructure. This includes conducting the bidding process in conjunction with the board.

Additional Duties: _____

Recruitment Plan

When?	What?
1st Quarter of Fiscal Year	The Board of Directors puts succession planning on the agenda for the entire year.
2nd Quarter of Fiscal Year	The Board/Nomination Committee will actively seek qualified Members in good standing to be nominated.
3rd Quarter of Fiscal Year	<p>The Board/Nomination Committee sends out an announcement to the Membership about open positions and their roles/responsibilities.</p> <p>The announcement should include the following:</p> <ul style="list-style-type: none"> • A list of Board member role/responsibilities. • Characteristics of a good leader. • A nomination form that outlines the nomination process to the membership.
4th Quarter of Fiscal Year	<p>At the last Board meeting before the Annual Meeting, the Board/Nomination Committee will be sure to speak with Members interested in open Board positions.</p> <p>This would consist of the following:</p> <ul style="list-style-type: none"> • Outline the duties of each office, including the amount of time needed to be effective in each role. • Discuss the qualifications needed for each office. • An opportunity to shadow Board members whose positions are up for election.
Annual Meeting	All nominees should have the opportunity to describe his/her experience and skills in relation to the office he/she is seeking.

Nomination Form

Any ROC member who is a 'Member in good standing' in accordance with the Bylaws of the ROC may be nominated, except in cases where a current Board Member's term limit has expired or the member is not an owner of the home.

Members may be nominated one of three ways:

1. Members can **nominate themselves** by adding their name to this form.
2. Members can be **nominated by someone else**, by writing the person's name on this form. Before submitting someone else's name, ask if he/she would like to be a candidate or not.

Names of nominees received by _____ (person) by 6:00 PM on _____ (date) will appear on the ballot slips.

3. Members may also be **nominated from the floor**. When nominations are taken from the floor, the President will ask the person nominated if he/she would like to serve. If so, the name will be added to the list of those previously nominated.

President

Name Address

Phone

Vice-President

Name Address

Phone

Secretary

Name

Address

Phone

Treasurer

Name

Address

Phone

Director of Operations/Maintenance

Name

Address

Phone

Board Member At-Large (if applicable)

Name

Address

Phone

Please complete this form and return it to the Chair of the Nominations Committee (or the President) by _____, either hand-delivering or mailing it to:

Name

Address

Phone



Onboarding Checklist

Roles and responsibilities of co-op governance.

- Meet at least once with incoming Director. Allow them to ask questions and go over all position specific tasks and duties.
- Introduce and provide to incoming Director the following:
 - Corporate documents (bylaws, rules, policies, procedures)
 - Board contact information
 - Most recent meeting minutes
 - Management Guide
 - Position specific documents
 - Monthly financial statements
- Provide new Director with Parliamentary Procedure overview.
- _____
- _____
- _____

Internal and external resources available to the Board of Directors.

- Provide contact list.
 - Attorney
 - Management company/Bookkeeper
 - List of vendors
 - Town officials
 - ROC-NH TA
 - Any other contacts
- Give incoming Director information on trainings available through ROC-NH.
- Provide copies of all ongoing correspondences to incoming Director.



- New Chairperson should attempt to speak with committee chairs.
- _____
- _____
- _____

State of the co-op

- Financial
 - Review annual financial statements with auditor's comments
 - Review loan agreement
 - _____
 - _____

- Infrastructure
 - Review capital improvement plan and prospective infrastructure projects
 - _____
 - _____

- Organizational
 - Major focuses for upcoming fiscal year
 - _____
 - _____