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
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.

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.

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.
# Recruitment Plan

<table>
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<tr>
<th>When?</th>
<th>What?</th>
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<tr>
<td><strong>1st Quarter of Fiscal Year</strong></td>
<td>The Board of Directors puts succession planning on the agenda for the entire year.</td>
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<tr>
<td><strong>2nd Quarter of Fiscal Year</strong></td>
<td>The Board/Nomination Committee will actively seek qualified Members in good standing to be nominated.</td>
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| **3rd Quarter of Fiscal Year** | The Board/Nomination Committee sends out an announcement to the Membership about open positions and their roles/responsibilities.  
   The announcement should include the following:  
   - 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** | 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.  
   This would consist of the following:  
   - 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
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:
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