

Board of Directors Identification of CTC Problems and Possible Solutions for Maintaining a Coop

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PROBLEMS	POSSIBLE SOLUTIONS	HOW TO ACCOMPLISH
1. Membership Issues		
<ul style="list-style-type: none"> • Structure is unclear • Forcing members to participate • Lack of resident inspired programs • Lack of resident participation and motivation 	<ul style="list-style-type: none"> • Simplify structure and educate residents on new structure. • Reduce and simplify member requirements • Increase opportunities for members to create meaningful programs • Set up positive reward programs for participating members 	<ul style="list-style-type: none"> • Revise bylaws • Examine rules and policies • Create procedures for education • Revise membership structure • Set up structure to allow resident input for new activities and inspire members to make positive changes to improve CTC • Trust that positive rewards programs will attract member participation
2. Purpose and Operations		
<ul style="list-style-type: none"> • Too much overlap with management on operations issues, Board duplicating work normally done by professionals. • Not utilizing the expertise and abilities of university advisors • Conflict of interest within board / management lead to abuse of power. 	<ul style="list-style-type: none"> • Let the professional staff run the business. • Clarify roles and responsibilities among board, committees, general manager & staff, and university • Revise university management agreement to make better use of their expertise • Conflicts of interest should be disclosed prior to decision making • Board and committees should not change standard rules – late rent, parking charges, utility charges should be applied equally to all • Increase transparency and communication between board, management, and committees. Encourage openness between all parties. 	<ul style="list-style-type: none"> • Board oversight through management goals and reports. Set and review goals on periodic basis with management • Board, management, University and consultants work together to revise agreement. • Management and university develop education and training programs for board and committee members • Board members and management will sign a conflict of interest contract • Periodic evaluation of board members by other board members, management, and university advisor • Establish procedures to use an outside mediator when necessary

<ul style="list-style-type: none"> No enough focus on lifestyle, resident needs and community development 	<ul style="list-style-type: none"> Board and committees work on developing community programs and activities with resident input 	<ul style="list-style-type: none"> Board refocuses energy away from operational issues and concentrates on community development and resident needs
3. Board		
<ul style="list-style-type: none"> Lack of committed and involved board members Ward-based elections prevent the most motivated people from running for the board Lack of training and transition process Board members have personal agendas, instead of serving the co-op as a whole Some board members have monopolized meetings and activities Board too focused on day-to-day operations, interfere with ability of management to efficiently run CTC 	<ul style="list-style-type: none"> Reduce number of board members. Eliminate Board election through ward process Staggered board terms Formalize a training and transition process Formalize involvement of university in meetings and training Consider a formal nominating process Formalize training process Periodic evaluation of all board members Implement formal procedures for conducting meetings to allow all board members to participate Increase educational aspect of board with management Change board focus off of operations and off duplicating management tasks 	<ul style="list-style-type: none"> Change bylaws to revise nomination process to have less members on the board Change Articles of Incorporation to elect board from the whole community to elect the most committed members Revise bylaws to include a formal training and transition process Revise bylaws to make training mandatory Consider having some board members elected or appointed by the board or from committees Consider having prospective new board members attend meetings prior to election. Implement evaluation procedure for board members Require all board members to attend training for proper meeting etiquette Revise management agreement to increase role of manager in educating board on how management works and reasons for business decisions. Revise university management agreement to better define role of board interaction with general manager Revise role of board to focus on setting goals and overall policies for the co-op Make better use of professional help Define board role to put more focus on resident needs and community development

4. Management		
<ul style="list-style-type: none"> Lack of trust between board, residents and general manager Much time and resources used in explaining and defending management actions, instead of attending to operations 	<ul style="list-style-type: none"> Build system for hiring, evaluating for management Create a system to set periodic, measurable goals for management, and for evaluating management against those goals Improve communication and transparency between board, manager, and residents Reduce board involvement in micro-management of day-to-day operations Management gives reports and presentations to board prior to decision making (if possible) for educational purposes and discussion. 	<ul style="list-style-type: none"> Revise management agreement to require university approval on hiring, and setting periodic goals for general manager. Initiate discussion with management and residents on setting up effective communication channels to improve transparency Amend bylaws and policies to clarify roles of board, committees, and manager Establish a review and communication system to set goals and evaluate manager's performance against established goals. This process should be two-way, educational, and include the university liaison and, where appropriate, input from other advisors.
5. Committee Structure		
<ul style="list-style-type: none"> Roles and actions of committees not always productive and potentially interfere with management and day-to-day operations 	<ul style="list-style-type: none"> Redefine committee responsibilities Redefine communications process and structure between committees, board, and management Define role of committees to review and provide feedback only, in order to eliminate micromanaging of management functions Reduce activities that are not contributing and emphasize activities that add to CTC community development 	<ul style="list-style-type: none"> Provide mandatory training for committee members Reorganize the committee structure in the bi-laws to clearly define roles and responsibilities Reevaluate activities to increase value to community (with professional support) promote leadership and educational opportunities with committees
6. Wards and Communication		
<ul style="list-style-type: none"> CTC's Articles of Association and Bylaws assume that election and representation by wards is best for the community There is no real connection between the geographic wards, and the persons who want to be involved in CTC and board 	<ul style="list-style-type: none"> Ward system can continue to work as operations and communications avenue Use ward system for laundry cleanup, maintenance activities like treating grass, snow removal 	<ul style="list-style-type: none"> Amend articles and bylaws to separate board elections from ward reps Consider ways to structure selection of ward reps Create a structured line of report to Improve communication among ward reps, board, management, committees and membership