



1035 Ethel Avenue, Hancock • 906-482-2030 • www.keweenaw.coop

Lisa Reitz (President) • Kim Green (Vice President) • Joe Daavettilla (Treasurer) • Stephen Jukuri (Secretary)  
Cathy Campbell-Olszewski • Joan Chadde • Richard Gee • Theresa Holladay • John Slivon

The Keweenaw Co-op is welcoming to all and does not discriminate on the basis of religion, race, color, national origin, age, gender, sex, sexual orientation or marital status.

## Welcome Letter to Board of Directors Candidates

Dear Prospective Board Candidate,

Thank you for your interest in running for a 3-year term on the Keweenaw Co-op Board of Directors. We appreciate your desire to contribute to the Coop community through board service.

This is an exciting time to serve on the Board of Directors. Our Co-op management has not only been navigating the pandemic extremely well but has also been carefully preparing for a potential relocation and expansion. We are continuing to outgrow the capacity of our current facility. The Board will play a critical and active role in preparing for this project, and board members will make decisions that could have a profound effect on the future of the Co-op.

Our board operates under a system called Policy Governance, whereby the board sets the overall operational goals and parameters for management and then monitors their implementation. We focus most of our attention on the big picture and our community: assessing and revising policy in terms of our shared values and priorities, monitoring for significant changes in the fiscal and retail environment, and engaging our members and the greater community in assuring that the Co-op remains relevant and positioned to serve our community's changing needs.

The materials included with this letter will provide a more detailed explanation of the responsibilities of board service. To be nominated for the 2021 Board of Directors, all candidates are required to complete an application and attend at least one regular monthly board meeting, no later than March 2021. Meetings (currently held virtually on Zoom) are on the second Wednesday of each month from 6-8 p.m. For a meeting link and an advance copy of the month's board agenda and materials, please contact board@keweenaw.coop at least three days before the meeting.

If you have any questions or would like to discuss board service in more detail, please contact us, the Nominations Committee, at board@keweenaw.coop. We look forward to adding you to our slate of candidates for 2021!

Sincerely,

Joan Chadde, Kim Green, and Stephen Jukuri  
(The Nominations Committee)



**KEWEENAW**  
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## Candidate Application

# Keweenaw Co-op Board of Directors

For nomination to 3-year board term: April 2021 to April 2024

**Deadline for this Application** March 1, 2021

**Last chance for required attendance at one board meeting** March 10, 2021

### Important notes

- Only members of the Keweenaw Co-op are eligible to apply to become a candidate and run for election. If you aren't a member already, just sign up!
- Candidates must attend at least one monthly board meeting to complete their nomination.
- Information submitted with this application will be published for Co-op members to consider when voting.
- We encourage you to read all accompanying materials about board service expectations, and review current policies and bylaws on the Co-op website.
- If you have any questions about board service, please direct them to the Nominations Committee at board@keweenaw.coop. We'll be happy to talk with you at length about board service, expectations, and responsibilities.

***Please email a current photo of yourself and a signed copy of this application to board@keweenaw.coop OR submit a paper copy at the Co-op, addressed to the Board President.***

Name: \_\_\_\_\_ Owner #: \_\_\_\_\_

Mailing Address: \_\_\_\_\_

Home Phone: \_\_\_\_\_ Mobile Phone: \_\_\_\_\_

Email Address: \_\_\_\_\_

Please answer the following questions on the next page and sign at the bottom. For questions 2 and 3, we recommend using complete sentences, as your answers will be published in multiple formats and media platforms and may need to “stand alone” without the questions.

1. When did you become a Co-op Member/Owner?”  
(If you are not sure, enter “not sure” and we will look it up for you).
2. Explain why you would like to serve as a member on the Co-op's Board of Directors.
3. Do you have any particular skills you would like to explore and share in your service on the Board of Directors?

1. When did you become a Co-op Member/Owner?  
(If you are not sure, enter “not sure” and we will look it up for you).

Member since: \_\_\_\_\_

2. Explain why you would like to serve as a member on the Co-op’s Board of Directors.

3. Do you have any particular skills you would like to explore and share in your service on the Board of Directors?

I hereby apply to be nominated for election to the Keweenaw Co-op Board of Directors and agree to have all of my application information, including my photo, released directly to Co-op members and published in all public media platforms used for the election process. I further understand that my application is not complete unless I attend at least one board meeting by the stated deadline.

\_\_\_\_\_  
Signature (*for electronic submission, you may type your name*)                      \_\_\_\_\_  
Date

Name Printed: \_\_\_\_\_



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*Locally Owned & Operated Since 1973*

## What Keweenaw Co-op Board Directors Do

- Serving as the link between Co-op Owners and the General Manager, the Board provides the vision and guidance for the organization.
- By regular monitoring of the governance policies, the Board ensures that the Co-op is ethically managed.
- Through the regular examination of fiscal reports, the Board monitors the financial health of the Co-op.

### Board Members Duties and Responsibilities

- a) Read, understand, and uphold the Keweenaw Co-op, Inc. (KCI) Policies and Bylaws.
- b) Regularly attend Board meetings.
- c) Use provided meeting materials to become informed, participate actively, and support group discussions.
- d) Attend all meetings of the General Ownership.
- e) Share with other Directors in committee and task-force work.
- f) Fulfill commitments within agreed upon deadlines.
- g) Maintain a current knowledge base about the KCI's programs and staff.
- h) Be easily accessible to Owners, Staff and other Board Members as needed.
- i) Serve as an advocate for KCI.
- j) Disclose conflicts of interest immediately.
- k) Keep confidential information confidential.

### The Nitty Gritty

- The Board meets monthly on the second Wednesday of the month in the Community Room at the Co-op from 6:00-8:00 p.m. with an optional time for socializing from 5:30-6:00 p.m.
- Most of the work is done between meetings via email and/or face-to-face meetings that involve committee work. Directors contribute an average of 12 to 15 hours monthly. Currently, Board Members receive a \$960 per year stipend, distributed quarterly as store credit.
- The main rewards, however, are intrinsic. It is great being involved with the Keweenaw Co-op!

### What is a Cooperative (Co-op)?

Definition of a Co-op — A co-operative is an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise.

### History of the Cooperative Movement

Today's cooperatives trace their origins to England's Industrial Revolution. In the first half of the nineteenth century, living conditions were extremely harsh for working-class people in the textile milling towns of northern England. Mills workers labored long hours under dangerous working conditions for low pay. Plagued by unending poverty, they were forced to buy food on credit from merchants who charged high prices for goods that were poor quality and often adulterated. Owning no property, workers were unable to vote. These conditions gave rise to labor movements, which drew great numbers of followers.

During this period, cooperative initiatives were common, offering their working-class members the promise of economic opportunity and democratic control. But until the founding of the Rochdale Equitable Pioneers Society in 1844, none were successful. When the self-described “Rochdale Pioneers” opened their first cooperative food shop, they sold only five products - butter, flour, oatmeal, sugar, and candles - but promised to provide members with “purest provisions, giving full weight and measure.” They went on to establish many other member-owned businesses.

Learning from earlier failures, the founders of the Rochdale Society developed a series of operating principles, which ensured their success and the success of hundreds of cooperatives in England and beyond which soon imitated them. Today, these basic principles still guide cooperatives around the world.

## Values

Co-operatives are based on the values of self-help, self-responsibility, democracy, equality, equity and solidarity. In the tradition of their founders, co-operative members believe in the ethical values of honesty, openness, social responsibility and caring for others.

## Principles

The cooperative principles are guidelines by which cooperatives put their value into practice.

### **1st Principle Voluntary and open membership**

Cooperatives are voluntary organizations, open to all persons able to use their services and willing to accept the responsibilities of memberships, without gender, social, racial, political, or religious discrimination.

### **2nd Principle Democratic member control**

Cooperatives are democratic organizations controlled by their members, who actively participate in setting their policies and making decisions. Men and women serving as elected representatives are accountable to the membership. In primary cooperatives members have equal voting rights (one member, one vote) and cooperatives at other levels are organized in a democratic manner.

### **3rd Principle Member economic participation**

Members contribute equitably to, and democratically control, the capital of their cooperative. At least part of that capital is usually the common property of the cooperative. They usually receive limited compensation, if any, on capital subscribed as a condition of membership. Members allocate surpluses for any of all of the following purposes: developing the cooperative, possibly by setting up reserves, part of which at least would be indivisible; benefiting members in proportion to their

transactions with the cooperative; and supporting other activities approved by the membership.

### **4th Principle Autonomy and independence**

Cooperatives are autonomous, self-help organizations controlled by their members. If they enter into agreements with other organizations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control by their members and maintain their cooperative autonomy.

### **5th Principle Education, training and information**

Cooperatives provide education and training for their members, elected representatives, managers, and employees so they can contribute effectively to the development of their cooperatives. They inform the general public - particularly young people and opinion leaders - about the nature and benefits of cooperation.

### **6th Principle Cooperation among cooperatives**

Cooperatives serve their members most effectively and strengthen the cooperative movement by working together through local, national, regional, and international structures.

### **7th Principle Concern for community**

While focusing on members' needs, cooperatives work for the sustainable development of their communities through policies accepted by their members.

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These 7 principles were adopted in Manchester (UK) by the General Assembly of the International Cooperative Alliance (ICA), 23 September 1995, on the occasion of the Alliance's Centenary. The Statement was the product of a lengthy process of consultation involving thousands of cooperatives around the world.



## The Twin Pines

**Dr. James Peter Warbasse**, who wrote about the implications of cooperation and believed strongly in the co-op movement, created the twin pines emblem for use in the United States. In describing the significance of this symbol, he said:

*“The pine tree is the ancient symbol of endurance and fecundity. More than one pine is used to signify cooperation. The trunks of the trees are continued into roots, which form the circle, the ancient symbol of eternal life, typifying that which has no end. The circle represents the all-embracing cosmos, which depends on cooperation for its existence. The two pines and the circle are dark green, the chlorophyll color of human’s life principle in nature. The background within the circle is gold, typifying the sun, giver of light and life.”*

The twin pines symbol isn’t as common in the United States as it once was, since many co-ops have replaced it with their own logos. However, this symbol is still frequently used by co-ops in other countries, especially throughout Central America, in India, and in other developing regions.



**KEWEENAW**  
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*Good to the Core*

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## The Policy Governance® Model

Policy Governance®, an integrated board leadership paradigm created by Dr. John Carver, is a groundbreaking model of governance designed to empower boards of directors to fulfill their obligation of accountability for the organizations they govern. As a generic system, it is applicable to the governing body of any enterprise. The model enables the board to focus on the larger issues, to delegate with clarity, to control management's job without meddling, to rigorously evaluate the accomplishment of the organization; to truly lead its organization.

In contrast to the approaches typically used by boards, Policy Governance separates issues of organizational purpose (ENDS) from all other organizational issues (MEANS), placing primary importance on those Ends. Policy Governance boards demand accomplishment of purpose, and only limit the staff's available means to those which do not violate the board's pre-stated standards of prudence and ethics.

The board's own Means are defined in accordance with the roles of the board, its members, the chair and other officers, and any committees the board may need to help it accomplish its job. This includes the necessity to "speak with one voice". Dissent is expressed during the discussion preceding a vote. Once taken, the board's decisions may subsequently be changed, but are never to be undermined. The board's expectations for itself also set out self-imposed rules regarding the delegation of authority to the staff and the method by which board-stated criteria will be used for evaluation. Policy Governance boards delegate with care. There is no confusion about who is responsible to the board or for what board expectations they are responsible. Double delegation (for example, to a board committee as well as to the CEO) is eliminated. Furthermore, boards that decide to utilize a CEO function are able to hold this one position exclusively accountable.

Evaluation, with such carefully stated expectations, is nothing more than seeking an answer to the question, "Have our expectations been met?" The board, having clarified its expectations, can assess performance in that light. This focused approach reduces the mountains of paperwork boards often feel obliged to review. Moreover, those boards which worry that they are only furnished the data management wants to give them find that, in stating their expectations and demanding a relevant and credible accounting of performance, they have effectively taken over control of their major information needs. Their staff no longer has to read their minds.

Policy Governance is a radical and effective change in the way boards conceive of and do their job. It allows greater accountability. Board leadership isn't just rhetoric. It's a reality.