

ICC BOARD OF DIRECTORS

Fall/Winter

TRAINING MANUAL

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The Inter-Cooperative Council

History of the Inter-Cooperative Council

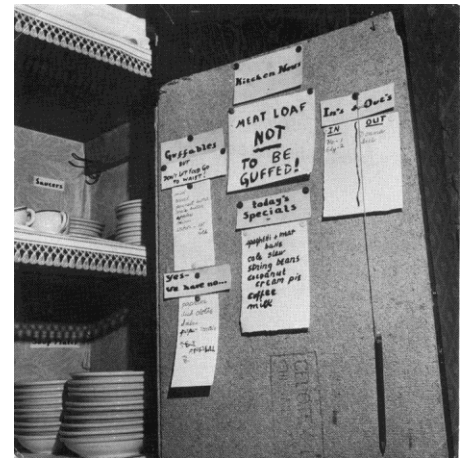
By John Hopper, with additions by Jim Jones and Brian Nagorsky

(Also see, *In our own hands: A history of student housing cooperatives at the University of Michigan, 1994*)

During the Great Depression of the early 1930s, the first cooperative house at the University of Michigan was organized in 1932 by graduate students of the Michigan Socialist Club. A house was rented on East Ann Street, and Michigan Socialist House was founded. By buying as a group and doing their own work, they cut room and board costs down to two dollars a week. They ran their house by democratic meetings, where every member had an equal voice in the affairs of the house.

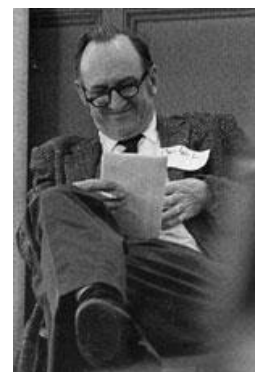
By 1941, there were 8 men's and 3 women's co-ops organized in rented houses on the U-M campus. With the entrance of the US into World War II, a rental housing explosion occurred in Ann Arbor caused by the large number of war factory workers temporarily settling in town. Developers and speculators bought up many of the big houses that were suitable for co-ops. With rising rents and decreasing numbers of male students, only three co-ops survived into 1946: Owen, Lester, and Michigan.

The Inter-Cooperative Council was started in 1937 as a coordinating body for the cooperatives, and in 1944 it was incorporated as a non-profit organization. The first Board of Directors was organized, with the number of board representatives from each house being proportionate to the size of the group. The first house was purchased in that year: A. K. Stevens House, named in honor of the professor who co-signed the loan. Shortly thereafter, another house was purchased for Owen Co-op, which had been previously rented. In 1946, a building was purchased and a new co-op began, named Osterweil. In 1947, the building rented by the Michigan Socialist House on East Ann was sold, and the ICC purchased the house at 315 north State as a permanent home for the newly re-named Michigan Cooperative House.



In the years following World War Two, ICC functions were further centralized to satisfy legal requirements and to limit the liability of the members. Titles to houses were held in common and with the centralization of finances came the equalization of charges among members. The first ICC office was opened at Owen Co-op. In 1948, Nakamura was purchased, as was the first ICC truck (for hauling garbage).

The centralization of the ICC coupled with concern over reduced membership levels related to the Korean War, promoted the hiring of the first ICC employee. In the 1951, after an ICC-wide referendum, the hiring of a full-time Executive Secretary was approved. On December 12th of that year, Luther H Buchele began working for the ICC. His duties as Executive Secretary were corporate finances and accounting, advising committees, supervision of purchasing, and



carrying out Board directives. Buchele worked for the ICC for nearly 34 years, until his retirement in 1985.

Between 1953 and 1965, the membership actively supported a period of steady expansion. Houses for Lester, which had been previously rented and Brandeis, a new co-op for married students and children were purchased in the 1950s bringing the total number of owned houses to six. In late 1961, members approved a 2% increase in rates to pay for expansion and soon afterwards a 20% increase in development funding was approved. At about the same time, the five existing kitchens were renovated, and two houses were added, Vail and Mark VIII. In 1965, Pickerill house was purchased and joined to Mark VIII. These two houses and Stevens constituted Tri-House (later Joint House), the first co-ed co-op.

Between 1968 and 1971 came a period of explosive growth. Debs House was purchased in 1967, and in that year planning began for the North Campus Co-ops. The North Campus building was opened, still unfinished, in the fall of 1970. The 216 new members slept in sleeping bags at the Sterns Building until the construction was finished. In 1970, Bruce and Minnie's houses were also opened. In a single year (1970) the capacity of the ICC went from 200 to 540 members. In 1971, Xanadu was opened bringing the number of ICC members to about 600. The houses were divided into three "Divisions" to decentralize governance and management.



From 1978 to 1980, the houses were rehabilitated with the help of a HUD loan for \$1.6 million. Maintenance in many houses had gone lacking under the system of division maintenance budgets. An active Rehab Committee worked hard to improve the physical part of the ICC.

The ICC since 1978 has changed a little while changing a lot. The Board has placed more emphasis on planning and improving the quality of life in the co-ops. North Campus was reorganized from 11 co-ops to 2 (Renaissance and O'Keeffe) and the larger rooms were made optionally double or single. In 1985 the membership at the ICC annual meeting unanimously approved a restructuring of ICC governance, eliminating separate Division Councils and naming house presidents as representatives to the Board of Directors. The staff structure was altered that same year to give the new Executive Director, Jim Jones, more of the powers of a general manager.

And, in 1986, the ICC began to grow again, as Xanadu was sold and four building purchased. Two comprised Luther House, named the honor Luther Buchele, one became Black Elk, and the fourth is the ICC's Moses Coady-Paulo Friere Cooperative Education Center. Regular expansion again became a part of ICC planning. In 1988 Linder House was purchased. This allowed Minnie's to board with Michigan House and for Linder members to board at Vail. In 1990 the apartment house next to Nakamura was purchased and named Kagawa for Toyohiko Kagawa the Japanese cooperator. This house was run as apartments for several years until it was decided to convert to "suites"(larger apartments) that are part of Nakamura.



Many operational changes resulted from house and other problems during the late 1980s. Member accounts were centralized and computerized in the office, while minor maintenance was “socialized” in 1989, making more money available for houses with the greatest need. Additional staff were hired to improve both maintenance and educational services, and much greater effort was put into the training of both Board and house officers.

Nationally, ICC became deeply involved with the establishment and funding of the Campus Cooperative Development Corporation, which acts as a developer of student housing cooperatives in the United States and Canada, and NASCO Properties, a national holding company for student co-op property. By 1990 successful new cooperatives had been established at the University of California at Davis, the University of Chicago, Ohio University, and University of Vermont.



In 1993 the ICC expanded again with the purchase of Ruths' at 321 N Thayer. In the fall of 1994, the ICC celebrated its 50th Anniversary of incorporation and home ownership. In honor of this anniversary, the ICC produced a 30 minute history video and 100 page history book, “In Our Own Hands”. In the summer of 1995, the ICC purchased its 20th house and once again surpassed the 600 member level. The house was named Karl D. Gregory House after an ICC alum from the 1950s, Dr. Karl Gregory. In the fall of 1995, the ICC moved its office from the fourth floor of the Michigan Union to 337 E. William.

From 1995 to the present, the ICC has continued to flourish while meeting the challenges of ongoing change within its membership. We sold Kagawa House in 1999. We bought a small house in the early 2000s and sold it within two years of the purchase. We have had an almost 100% turnover on our staff, including two new General Managers since 2000. Our accounting system has been totally upgraded and more centralized. Many of our financial policies have been streamlined. We have upgraded our technology from designing our own website to members paying their charges online to developing our own in-house database for membership services. We have more singles; fewer members eating dinner together; mandatory new officer training and a contract buy-out option. Maintenance of our houses has taken center stage with major house improvement projects scheduled each summer. We have revived our connections with our alums through Facebook, our website and the annual Alumni Cooperator.



We remain true to our underlying philosophical foundations, co-op principles and our vision of member empowerment.

Vision

We, the member-owners of the Inter-cooperative Council, envision an affordable living community in which equal, and educated members work together to further the cooperative movement. Adopted August 18, 2002

Mission

We, the member-owners of the ICC, provide a home for students that equally embodies quality living, community and social equality, all within the cooperative movement. We continuously strive to maintain and improve our organization and our houses through shared work. We are committed to furthering our education by building life skills, a strong community, and personal relationships. We create and maintain a safe and affordable environment where our members feel comfortable and at home. Adopted August 4, 2002

Cooperative Principles

The ICC, as a student housing cooperative organization, abides by the following principles of cooperation modeled after those established by the Rochdale Society of Equitable Pioneers:

1. **Open Membership.** Membership in a co-op shall be voluntary and non-discriminatory. All who can use its services and agree to share in the responsibilities required to run the co-op shall be eligible to join, regardless of race, religion, national origin, sexual orientation or political beliefs.
2. **Democratic Participation.** Each member has exactly one vote regardless of the amount of his/her investment; all members together control the organization.
3. **Neutrality.** Cooperatives remain neutral in questions of partisanship and religion.
4. **Limited Interest on Invested Capital.** Share capital invested by members shall receive a strictly limited rate of interest.
5. **Distribution of Economic Result.** The year-end savings of member co-ops may be distributed as a patronage refund to the members.
6. **Education.** Cooperatives shall constantly educate their members, employees, and the public in the principles and practices of cooperation, both economic and democratic.
7. **Mutual Cooperation.** All cooperative organizations shall actively cooperate on practical matters with other cooperatives at local, national, and international levels, to further serve their members and their communities.
8. **Continuous Expansion.** Our cooperatives shall support the continuous expansion of the ICC and the cooperative movement, in order to best serve the community.

Purposes

From the Articles of Incorporation: The purposes of this corporation are as follows:

1. **To promote the social and general welfare of the community to all University students**, regardless of race, creed, color or national origin and thus influence the community to eliminate prejudice and discrimination in housing.
2. **To initiate, coordinate, direct and otherwise participate in educational efforts and programs** for the education of its members and others in the philosophy, principles and practices of all cooperatives.
3. **To advance the cause of education** by providing inexpensive board and lodging for University students with limited resources, so that those who might not otherwise be able to continue at the University because of economic need, may enjoy the fruits and the benefits of higher education.
4. **To relieve the government of the State of Michigan from the burden of building and operating state owned dormitories** by creating housing facilities for students at low cost on a cooperative basis; and to continually expand and extend those facilities in the community interest.
5. **To promote the social and general welfare of the community and to advance the cause of education** by granting scholarships and low-cost or interest-free loans to university students with limited resources, regardless of race, creed, color or national origin.

Statement of Beliefs and Values

Adopted February, 2003

1. EQUALITY

All people have equal worth.

Open membership and non-discrimination are strongly held values in the ICC, and both are based on the assumption that all people are created equal. This tenet is central to all co-ops and is the basis for democracy.

2. MEMBER CONTROL

Control of resources in order to meet needs is a right.

Co-ops give control to members who use their services, rather than to investors who want to make money. By being co-op members, we actualize our belief that people have the right to have control over resources based on need, not profit.

3. INDIVIDUAL RESPONSIBILITY

There is value in individual contribution.

As individuals, we have both the right and the responsibility to contribute to the best of our ability. The ICC believes that anyone is capable of sound decisions and actions, given access to resources and information, and the power to utilize them. Without the effort of individuals, there can be no group effort.

4. SUSTAINABILITY

Wise use of resources is intrinsic to our mission.

By reusing, recycling, and reducing resources, ICC actualizes our belief that all of the world's people have the right to enough to meet their basic needs. We pledge to continuously look for ways to care for the earth.

5. COOPERATION

Individuals working together are more effective than those working alone.

Respect for individuals, while working together for mutual gain and support, makes cooperatives examples of the highest human values in action.

6. COOPERATION

Working together allows us to improve our members' lives in many ways.

We are many co-ops in one, providing food, computers, laundry, newspapers, gardens, entertainment, training in business operations and management, etc. We look to continuously improve our members' quality of life.

7. SELF-RELIANCE

The ICC is its own most reliable resource.

The ICC attempts to be a self-reliant organization, and to enable its members to be self-reliant individuals. Whenever possible, we use our own resources to solve problems before we look for outside help.

8. DIVERSITY

Our diversity is one of our greatest strengths.

Since its beginnings, ICC has actively created a community of people from all places, backgrounds, beliefs and lifestyles. We do not discriminate by race, gender, ability, sexual preference, nationality or any other category. We broaden our perspective and remove old prejudices by living together, and help change society by setting an example of respect and acceptance.

9. COMMUNITY

Community is the key to our success.

Community is a sense of belonging that connects all of us to one another. This idea is what drives us to improve our houses, and make them into homes. We try to spread this feeling to as many as we can. It influences our decisions on expansion, as well as on programs and services at both the house and organizational level.

10. PARTICIPATION

Community requires the participation of empowered members.

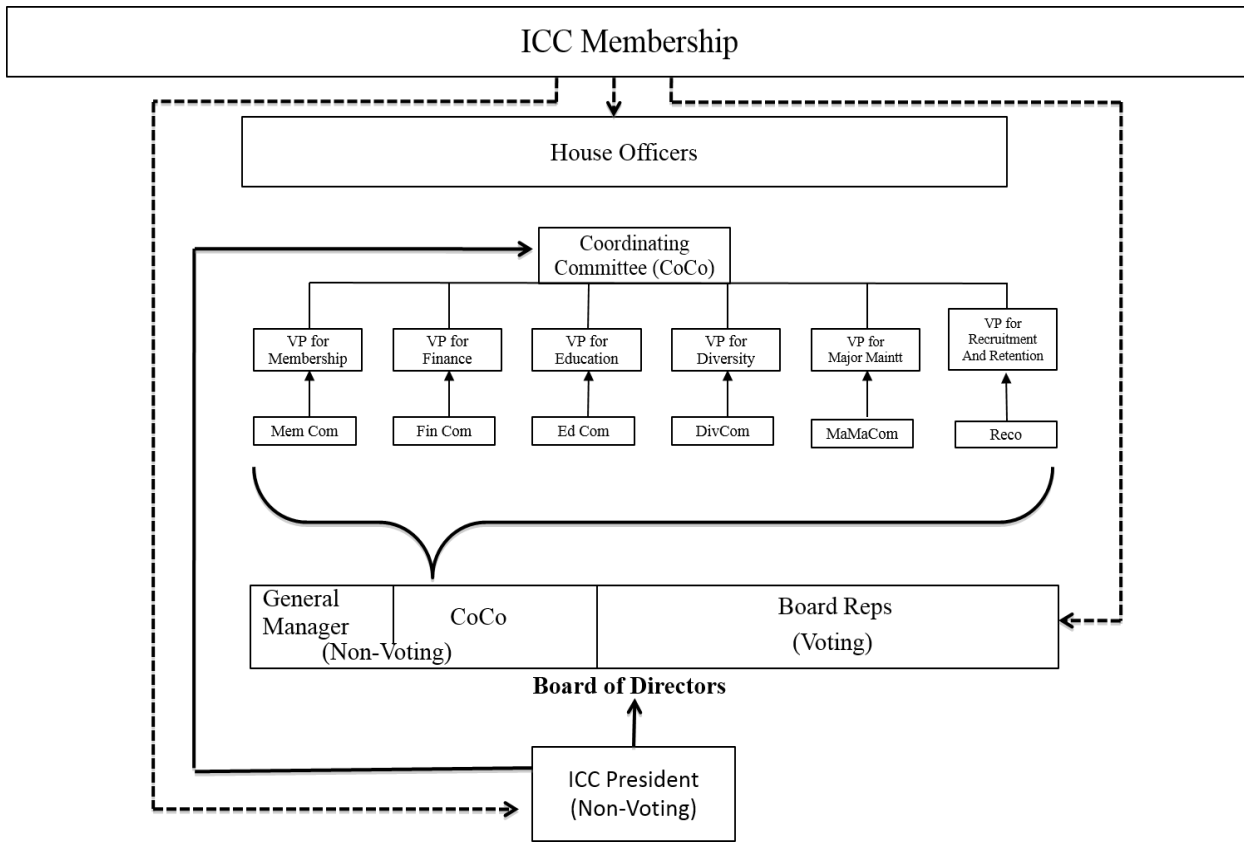
In the ICC, participation in work and the social life of the co-ops is as important to success as the payment of charges. Participation reinforces the sense of community that makes a co-op last, even as individual members come and go. But for a community to succeed, participation must lead to empowerment; members exercising control over decision-making and the actual operations of the co-op.

11. STEWARDSHIP

The co-op should benefit both current and future members.

Many members worked to build the ICC for us, and it is our job to be careful stewards so that the ICC will be here for many members to come. Because of this, we choose to buy houses rather than rent them, and to spend the money to keep them in good repair. We are grateful to our 20,000+ alums, and pledge to pass on an ICC that can serve 20,000+ more.

How the ICC Operates



Main Function

ICC's main activity is to house approximately 539 students during the school year), and about 350 students during the spring/summer. To this end, the organization holds title to 19 properties, 17 of which house students, one which is an office building, and one which serves as a meeting place for the Board of Directors and other groups.

Corporate Structure

The ICC has been a Michigan nonprofit corporation since 1944. As a cooperative business, the ICC also falls under Act No. 209 of the Public Acts of 1984, known as the Consumer Cooperative Act. Under this act, business is engaged in for the mutual benefit of members, and, each member has one vote.

Management Structure

Although the ICC's Bylaws give primary management responsibility to the Board of Directors, the management of the ICC should be regarded as a team effort consisting of three elements: **1. Members**, the owners, **2. Board of Directors**, the elected policy making body and **3. Staff**, hired to carry out day to day operations of the co-op.

Each part of the team has its own distinctive duties and responsibilities.

Membership. Membership sits at the heart of Inter-Cooperative Council – it’s what makes us very different from traditional landlords and other property management businesses. Each member becomes an owner of the ICC through the purchase of shares. This ownership gives each member the chance to have a say in how the ICC operates both at the house and larger organizational level. Ownership also brings the responsibility to make sure that our houses are well-managed and that member needs are met through appropriate policies, services and available resources. Because ICC serves almost 600 members, it is more practical and efficient for these broader organizational responsibilities to be vested in a smaller group of members, known as the Board of Directors.

Board of Directors. The Board of Directors is legally responsible for managing the affairs of the co-op. This group of members helps to establish the co-op's vision and goals for the future; outline broad policies and protect both the physical and financial assets of the co-operative. The Board is also responsible to abide by established co-op principles and practices. This Board consists of the following:

1. A representative elected by each ICC-owned house. Only the elected representatives have voting privileges
2. A President, who is elected by a vote of the entire membership in March of every year;
3. Vice Presidents and a Secretary/Treasurer elected by the Board to chair Standing Committees;
4. The General Manager, hired and supervised by the Board of Directors.

The Board has established several Standing Committees to help with the work of managing the ICC. Standing Committees are composed of Board members and other house members and chaired by the respective Vice-President. Each Director must serve on at least one committee but there are no specific requirements for the number of Directors that should comprise each committee. ICC members may serve and are encouraged to join committees. Current committees include: Coordinating, Education, Membership, Recruitment, Finance, Sustainability and Diversity. The Coordinating Committee consists of the President, the Vice Presidents, the Secretary/Treasurer and the General Manager, and functions as an executive committee for the organization. See Chapter 2 of the Standing Rules for further information on committee structure and purpose.

Some committees exist only for a specific purpose such as the Contract Release Committee and its composition is determined in the Standing Rules. Other committees exist for a specified amount of time every year such as the Interim Assistance Committee and the Nominating Committee. At any time, the Board can create additional ad-hoc committees to work on particular issues.

Besides the Standing Committees mentioned above, the Board has also established several Teams. These groups consist of members and (sometimes) board members. Standing teams include Technology, Alumni, Dispute Assistance and Resource Team (DART), SMART, and the Emergency House Operations Team.

Staff. All daily operations are overseen by a 7-member staff team. The General Manager is hired by the Board of Directors, sits on the Board of Directors and advises on the issues brought before the Board. Administrative staff are hired by the General Manager to oversee work in the finance, maintenance, membership and education departments. There are, at times, several part-time staff members.

Standing Rules

The ICC maintains a book of standing rules. The contents include chapters on Governance, Membership, Education, Personnel, Property Management and Finance. Also included are a Planning System and a Uniform Working Conditions Contract, which governs all fulltime office staff. ICC's cooperative houses each have a constitution with rules governing that house.

Board and Committee/Team Operations

The Board of Directors meets approximately every 2 weeks from September 1 through April 30, and at least every 3 weeks from May 1 through August 31. All action is taken through the presentation of written proposals, and written minutes are kept of all decisions.

The Coordinating Committee meets weekly. Its roles include reviewing proposals to be brought before the Board, overseeing progress toward goals, and ensuring that members are fully enfranchised as stated in the organization's cooperative principles.

Member Job Description

General Responsibilities: To formulate the broad general policies of the co-op. To elect competent representation to the Board. To review the actions of the Board and General Manager. To patronize the business. To contribute to the sound financial well-being of the cooperative.

Specific Duties:

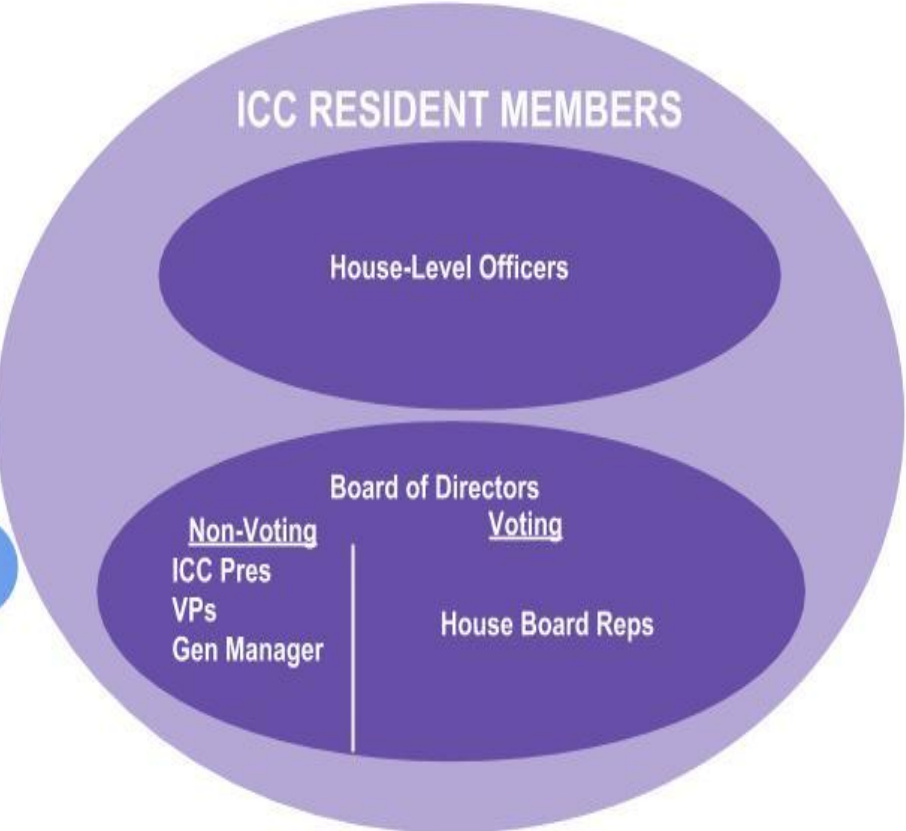
1. Amend and adopt by-laws and articles of incorporation as well as resolutions and motions presented at general meetings
2. Become active in the cooperative by attending meetings, serving on committees, accepting special assignments and being loyal to the co-op
3. Keep informed about the cooperative
4. Vote in elections for the ICC President and referendums for by-law changes, house purchases, etc. Approve major changes in co-op capitalization
5. Ensure that your officers, board members and staff abide by all the ICC policies and procedures
6. Require an annual evaluation of finances and staff performance
7. Remove directors if necessary
8. Abide by decisions of the group
9. Use the co-op's services and encourage new membership
10. Pay your financial obligations to the co-op
11. Leave the co-op a better place

ICC Structure of Governance

ICC
MEMBERSHIP

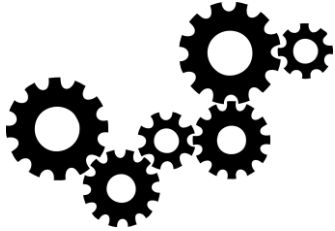


GENERAL
MANAGER



Committees and Teams

Operations Management Committee



The Operations Management Committee (OPSCOM) designs and implements policies and procedures for membership issues, such as contracts, contract dates, deadlines, gender ratios, etc., and also handles some membership-related problems within houses, such as high vacancy rates and expulsion requests.

Finance Committee



Finance Committee (FinCom) formulates finance policy for the ICC for recommendation to the Board of Directors. It is also responsible for budget preparation and supervision, review of the monthly variance statement, supervising house books, treasurer training, cost analyses, the yearly audit, administering payment plans and scholarships, and fostering discussions of the ICC's affordability for students and others.

Education Committee



Education Committee (EDCOM) manages an ongoing education and training program for the benefit of our members. The ICC established the Education Committee and its programs based on the fifth Co-op Principle: "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."

Diversity Committee



The Diversity Committee (DIVCOM) explores ways in which all members can be fully empowered in all aspects of the ICC, especially pertaining to social identities and the intersections thereof and works cooperatively with staff members, committees, teams, officers and other entities to address issues within the ICC.

Facilities Management Committee



Facilities Management Committee (FAMCOM) plans and oversees huge maintenance projects (over \$10,000), creates long term development goals, oversees the purchase of new houses, and makes corresponding recommendations to the Board of Directors.

Marketing & Recruitment Committee



The Marketing and Recruitment Committee (MRC) designs and implements our advertising, such as newspaper ads, radio spots, University of Michigan student organization resource center ads (diag boards, banners, bus signs, etc.), and flyering. It consists of the VP for Marketing, the Director of Housing (staff member), some house presidents, and other interested members.

Alumni Team



Ensures a viable and vigorous Alumni Association through the development and maintenance of the ICC Alumni Program.

Dispute Assistance and Resolution Team



DART's mission is to instill and support a culture of conflict resolution in the ICC which is consistent, balanced and fair. DART advises ICC members and houses on conflict resolution pathways that are proactive, peaceful and fair. DART supports a variety of dispute resolution pathways including: Mediation, facilitation, Training, Member Panel Hearings, etc.

Technology Team



The Tech Team formulates policies about technology issues in the ICC and administer the ICC Technology Fund with expertise and discretion for Tech related loans to houses. They often facilitate support for our homes' wifi networks and other technology needs.

Coopers for Healthy Relationships



We are a group of ICC members dedicated to cultivating a positive institutional climate that prevents sexual violence and promotes healthy relationships. We foster conversations and provide resources to promote consent, trust and fairness. We aim to be intersectional in our approach and advocate for the continued healing and growth of our co-op community.

Creative Communications Team



Provides a comprehensive approach to effectively coordinate the efforts of all ICC central communications. Ensures timely output of all ICC publications, Transmit timely information of Board actions and decisions via ICC publications, Publicize house-specific information including house news, parties, movies, etc.

Sustainability Team



Educates members and staff on ways of reducing ecological harm and increasing the long-term environmental sustainability of the ICC.

The ICC Board of Directors

Legal Responsibilities of a Board of Directors

Legal Foundation of the Organization

1. State Incorporation Laws, Articles of Incorporation
 - a. Establish co-op purposes and membership base
 - b. Establish Board authority (members maintain)
2. Bylaws and Other Co-op Policies
 - a. Define powers and duties of members, board, staff
 - b. Outline day to day operations
3. Other Authority that Impacts Co-op
 - a. Federal Laws
 - b. State Laws
 - c. County and City ordinances and codes (building, housing, fire, etc.)
 - d. Other: member contract, staff contracts, work contracts, environmental laws, etc.

General Legal Responsibilities of a Board

1. Act in the best interest of the co-op and its members.
2. Cannot abdicate the responsibility to direct.
3. Must manage co-op according to Articles of Incorporation and Bylaws.
4. Must choose officers.
5. Must be knowledgeable about co-op affairs.
6. Must act in good faith and with reasonable care.
7. Must uphold trusteeship role vis-à-vis members.
8. Must regularly attend board meetings.
9. Are financially responsible for losses (negligence).

Specific Legal Responsibilities of a Board.

1. Duty of attention: responsibility to actively participate and the responsibility to know what the business is doing and what it should and should not be doing.
2. Duty of Loyalty: commitment of allegiance to the co-op over personal or individual interests. This means to be careful of conflicts of interest and dealing with business affairs in confidence.
3. Duty of Care: Prudent person standard and good faith standard.

How to Stay Legal, or Reducing Your Liability in 10 Easy Steps

1. Honor all legal documents, agreements, etc.
2. Know the co-op bylaws, etc., thoroughly.
3. Get the facts.
4. Devote the time needed to prepare for board meetings.
5. Attend those meetings!
6. Insist on complete and timely information
7. Allow adequate time on your board agenda for deliberations.
8. Maintain good records.
9. Retain counsel and indemnify.
10. Maintain an open mind – approach job with complete integrity.

BOARD ROLES & RESPONSIBILITIES

The Inter-Cooperative Council is a non-profit organization with 501(c)3 status, so we are required to have a Board of directors as a legal barrier between our member-owners and the state of Michigan.

JOB DESCRIPTION

Qualifications

A willingness to serve and accept responsibility. Loyalty to the organization. Ability to cooperate with others. Honesty and integrity. The ability to analyze, make decisions, abide by decisions and be objective.

General Responsibilities

To translate the general policies of the membership into action by managing the co-op through decisions made at board meetings and to provide for the continuation of the ICC and to act to improve its operations. To represent the Board at the house level.

Specific Duties

- Attend board and committee meetings
- Be informed
- Report to the house and consult with members
- Perform tasks assigned by committees
- Ensure that decisions of the board are carried out in your house
- Educate house members on your co-op and on co-ops in general
- Encourage leadership
- Enact decisions to ensure the financial health of the co-op
- Direct and evaluate management
- Ensure that houses are run according to the principles and decisions of the organization
- Ensure that the co-op is operating in accordance with all legally binding regulations

FUNCTIONS OF THE ICC BOARD OF DIRECTORS



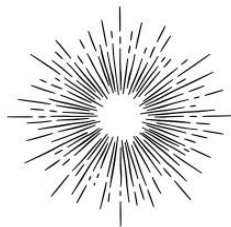
Supreme Decision Center

Speak with one voice in creating and approving policies, plans, programs, then maintain and follow them



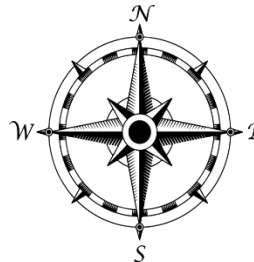
Trustee

manage co-op assets in a manner that protects past and present member investment. Do what is needed to abide by and promote co-op principles



Symbol

uphold the co-op in all public and private matters; Represent the ICC publicly



Advisor

advise members and staff of changes that require their action



Perpetuate

provide for the continuity of the co-op, keeping its future in mind. Transfer knowledge, attitudes, and skills to new Members

LEGAL DUTIES OF BOARD REPRESENTATIVES



Duty of Attention

actively participate; know what the business is doing and what it should and should not be doing.



Duty of Care

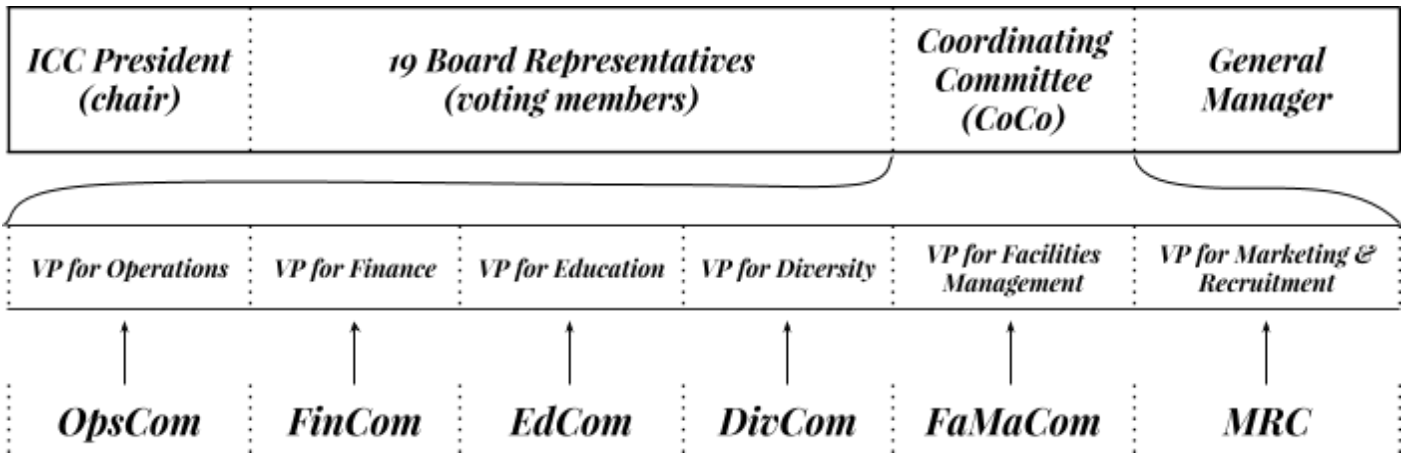
Be a prudent person and have a good faith standard.



Duty of Loyalty & Obedience

allegiance to the co-op over personal or individual interests. Balance house opinion, uphold decisions

STRUCTURE OF THE BOARD



LEGAL FOUNDATION

- Articles of Incorporation
- Bylaws
- Standing Rules & Policies
- Federal & State Laws
- County ordinances and codes
- City ordinances and codes
- Other: contracts, environmental standards, etc.



HOW TO STAY LEGAL OR, REDUCING YOUR LIABILITY IN 10 EASY STEPS

1. Honor all legal documents, agreements, etc.
2. Know the co-op bylaws, etc., thoroughly.
3. Get the facts.
4. Devote the time needed to prepare for board meetings.
5. Attend those meetings!
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ICC MISSION & VISION

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** adopted August 2002*

General Timeline for the Board of Directors

The academic year

The ICC's calendar is linked to the predetermined school year. We don't control semesters, midterms, finals or breaks. Add to that list national holidays, which neither the schools nor we control. We have to work around all these dates to accommodate contract periods, Board meetings, and trainings.

The fiscal year

The first day of the new fiscal year in the ICC is May 1. Basically everything starts over with a new Board of Directors and we start operating under the budget that was set by last year's Board of Directors.

Spring/Summer:

Our membership numbers go down as just about every room in the ICC is turned into a single. Our main tasks are creating the Annual Plan and getting ready for the Summer to Fall interim. This is a great time for the Board and Committees to work on things that normally would be more time consuming during the Fall/Winter.

Fall:

We start with the Board retreat, which is traditionally out-of-town. That same weekend is the 1st Board meeting. Committees start their work again and we review the Annual Plan and approve the Long Range Plan. Late September, October and early November are often very productive times. Work on next year's budget starts in October and the first draft is presented to the Board in December. The ICC President's work is reviewed by CoCo and presented to the Board by late November.

Winter:

The Winter term begins with a review of the results of the Board audit, a review of the Vice Presidents work, and the General Manager evaluation. By the end of January the budget is presented in proposal form and the Board must pass the final budget by February 28. Campaigning for the ICC President starts in February/March. The results must be approved by the Board before the Winter Annual Meeting (WAM), which typically takes place at the end of March. We end the year by electing next year's Vice Presidents.

Using our time on the Board effectively

The events listed above are things the Board of Directors must do every year. Following these 4 suggestions will maximize the limited time we have to accomplish other goals.

- Read your Board packet before each meeting.
- Talk with Staff and spend some time in the office.
- Talk with fellow members of the Board of Directors outside of meetings.
- Have a discussion on a proposal before bringing it to the Board for a vote.

BoD Annual Calendar: Month by Month

Spring/Summer

May

- New ICC President and VPs take Office on May 1st
- ICC President sets Board Meeting schedule for the year
- Winter-to-Spring Interim ends
- Board Training must happen before first Board meeting of Spring
- Board Reps are assigned to committees & teams by President
- ICC should begin collecting documents for audit
- Cooperative Leadership Training (CLT), New House Officer Training, & New Member Orientation occur
- New House Operations (work schedules, food ordering, etc) are set

June

- Make-up Board Training before 3rd Board Meeting of Spring
- Audit (normally) begins
- Committees should discuss Annual Strategic Objectives by second week of June & create Project Plans

July

- Form Summer-to-Fall IAC (Interim Assistance Committee) at least three Board Meetings before end of Summer
- Ideally, Fall/Winter rebates and assessments should be completed
- CoCo presents Annual Strategic Objectives to the Board. Changes to the Annual Objectives must be approved by the Board by 85%

August

- Spring/Summer CoCo Members write Managerial Reports that are distributed to membership via Board Packs
- CoCo should review Board calendar and plan out the necessary timeline of any big proposals to consider
- ICC President and Member Services Staff review Board Training Agenda and logistics & make final adjustments
- Summer-to-Fall Interim begins

Fall

September

- Board Retreat/Training takes place
- Cooperative Leadership, New House Officer Training, & New Member Orientation occur
- New House Operations (work schedules, food ordering, etc) are set
- Financial Orientation for Board
- Coordinate Board visits from Ann Arbor Police Department, Fire Department, (& maybe others)
- Begin planning for NASCO Institute - communicate with NASCO Staff about house cultures and provide any help they need with University communications.

October

- Co-op Month!!!!
- Budget process starts
- Maintenance Presentation to Board of Directors in first half of the month
- ICC Audit must be completed by Oct. 31
- Prior year Fall/Winter rebates and assessments must formally conclude
- Committee budgeting begins
- Ideally, Spring/Summer Rebates & Assessments and Share Returns should be concluded

November

- NASCO Institute first weekend of November
- GM Progress Report presentation at first Board Meeting of the month
- CoCo drafts proposal to accept/decline GM progress Report and brings it to second Board Meeting of Nov.
- Evaluations are presented and proposals to either continue or withhold CoCo Scholarships are brought to the Board. Board Reps vote on proposals to either continue or withhold scholarships.
- Committee budgets are due to FinCom - preferably within first week of November
- Form election committee by the last Board Meeting of Nov.

December

- Written Managerial Reports from CoCo are distributed in Board Packs
- Board Audit survey is completed by all members of the Board during the December Meeting.
- First draft of budget must be presented to Board no later than last Dec. meeting
- Election committee announces timeline for ICC President nominations

Winter

January

- Cooperative Leadership Training, New House Officer Training, New Member Orientation, & Board Training occur
- Progress on Annual Plans presented to Board
- Nominations for ICC President close & campaigning begins
- Board Audit presented by EdCom at first Board meeting of January. Short discussion follows
- CoCo (Prez & VPs) give presentation to Board & Staff on giving effective feedback for GM Eval
- 2nd draft of budget must be presented - adjustments made by Board of Directors
- Continue to encourage members to run for VP Elections
- Presidential campaigning ends

February

- Open GM Evaluation Survey within first half of February
- Survey closes in middle to end of February
- Budget must be passed by last Board Meeting of February
- Presidential election held. New President should start attending CoCo and Board Meetings

March

- CoCo brings GM Eval Report (including GM response) to Board for approval. Board vote to approve GM Eval requires 85% majority to pass
- Results of ICC President must be approved by 85% of Board before WAM
- President and VPs attend WAM and give year-end presentations to membership
- Written Managerial/Year-end report to be submitted for Annual Report
- VP elections at last Board Meeting of March
- Form Winter-to-Spring IAC (Interim Assistance Committee) at least 3 Board Meetings before the end of term

April

- Wrap up outstanding proposals
- Review Annual Objectives – flag anything that is unfinished
- Ensure that all Committee meeting minutes, agendas, and other resources have been uploaded to the server

Non-Annual Dates to be aware of

- May 2018 ICC Strategic Planning Cycle
- October 2019 ICC Administrative Contract renegotiation starts
- October 2020 ICC GM Contract renegotiation starts

2016-2017 Board Roster

Sep 9, 2016 @ 04:24 PM EDT

House	First Name	Last Name	Position	Email
Baker	Yosief	Gheresus	BoD	baker.boardrep@icc.coop
Black Elk	Shelby	Polisuk	BoD	blackelk.boardrep@icc.coop
Debs	Rachael	Eby	BoD	debs.boardrep@icc.coop
Escher	Jake	Rothman	BoD	escher.boardrep@icc.coop
Escher	Derek	Gonyon	BoD	escher.boardrep@icc.coop
Escher	Nick	Johnson	BoD	escher.boardrep@icc.coop
Gregory	Rebecca	Schwutke	BoD	gregory.cco@icc.coop
King	Andrew	Bradley	BoD	king.boardrep@icc.coop
Lester	Karan	Hallon	BoD	lester.boardrep@icc.coop
Linder	Shannon	Stone	BoD	linder.boardrep@icc.coop
Luther	Natalie	Ritter	BoD	luther.boardrep@icc.coop
MichMinnies	Natalie	Burr	BoD	MichMinnies.boardrep@icc.coop
MichMinnies	Julia	Selig	BoD	MichMinnies.boardrep@icc.coop
Nakamura	Nicolas	Suarez	BoD	nakamura.boardrep@icc.coop
Osterweil	Josie	Dykstra	BoD	osterweil.boardrep@icc.coop
Owen	Emanuelle	Grody	BoD	owen.boardrep@icc.coop
Ruths'	Victoria	Atkins	BoD	ruths.boardrep@icc.coop
Truth	Stephen	Tryban	BoD	truth.boardrep@icc.coop
Vail	Brianne	Yeskey	BoD	vail.boardrep@icc.coop

Board Meetings and Process

2016-2017 Board of Directors Meeting Schedule

Date	Location	Time
May 22nd, 2016	ICC Ed Center	5:00pm
June 5th	ICC Ed Center	5:00pm
June 26th (working session)	Escher	5:00pm
July 10th	ICC Ed Center	5:00pm
July 24th (working session)	ICC Ed Center	5:00pm
August 7th	ICC Ed Center	5:00pm
September 18th	ICC Ed Center	5:00pm
October 2nd	ICC Ed Center	5:00pm
October 23rd	ICC Ed Center	5:00pm
November 6th	ICC Ed Center	5:00pm
November 20th	Escher, N Campus	5:00pm
December 4th	ICC Ed Center	5:00pm
January 8th	ICC Ed Center	5:00pm
January 22nd	ICC Ed Center	5:00pm
February 12th	ICC Ed Center	5:00pm
February 19th	ICC Ed Center	5:00pm
March 12th	ICC Ed Center	5:00pm
March 26th	Escher House, N Campus	5:00pm
April 9th, 2017	ICC Ed Center	5:00pm

Consensus Decision Making

Consensus: The ICC Board of Directors uses a modified consensus process. Consensus is a collaborative decision making process whose goal is to reach a consensus of opinions and ideas to develop the best possible solution or proposal. Consensus (as modified) is used for a number of reasons:

Qualitative decision making over Quantitative decision making: Consensus doesn't weight votes plain and simple; instead consensus process seeks to weigh the strength of individual opinions -- allowing stronger opinion greater sway in the outcome of a decision rather than indifferent or marginal opinions

Better Decision: The consensus process frequently forces groups to explore options which might otherwise be ignored. Concerns of a group or an individual must be addressed or a proposal will be blocked. Addressing these concerns a group is forced to use creativity to seek out innovative approaches which will satisfy the concerns of all present.

Commitment to Decisions: Consensus decision making is not a process of winners and losers. There is no disaffected group with an interest in seeing a policy or action fail. Instead, consensus signifies commitment from the entire group.

Better Relations on the Board: Consensus is based on the worth of the opinions and concerns of an individual of faction. Conflicts are resolved through give and take, not by vote and leave no minority to stew in its losses.

ICC Board Process: Kwunsensus

Kwunsensus is the ICC's version of consensus. Kwunsensus was designed to customize consensus for the ICC. It makes a few changes to fit the structure of the ICC and it allows for the fact that ICC members do not have as much experience with a traditional consensus structure. Kwunsensus is named after Michael Kwun, who was the ICC president when the process was developed.

It is important to note that while the Standing Rules by themselves do not present the spirit or entirety of Board Process. During a board meeting, there are many other discussion and process tools that can be used to further the discussion and reach a good consensus. These include but are not limited to:

General Etiquette: Remember when that you are not the only one at the Board Meeting. Keep you idle comments to other people to a minimum. Know the process and know where we are in process. Don't repeat other comments. Either pass when it is your turn to speak or say you agree with the person you agree with. Make a list of your comments and don't wander. Only make comments if they are important.

Straw Polls: Used to give the group an indication on how the group is feeling about an idea. This is most often used on process itself. For example, the facilitator might ask, “We’re going to close the stack and end discussion. How do people feel about this?” The facilitator would then ask for thumbs up or thumbs down.

Round Robin: An extended straw poll or list of concerns where each member is given an opportunity to express their concerns. There is usually a time limit for each person. This is most often used where most, if not everyone, wants to speak to an issue.

List of Concerns: The group constructs a list of the concerns about the proposal. Afterward, these concerns are addresses either by the Board of by a committee.

Twinkling: When an individual agrees with a speaker, they twinkle. (Raise your hands above your head and waggle your fingers. Really people do this!!). This allows a speaker to know people agree and doesn’t require a lot of people talking.

Stack: Usually, the Board uses a stack to determine who will speak next. This way individuals aren’t trying to shout other down, or jump in to speak next.

Amendments: Amendments are made to a proposal to change it in some way. Amendment must be within the spirit of the proposal. They can’t amend a proposal to do exactly the opposite of the proposal or to do something unrelated. This type of amendment is unfair because the membership hasn’t seen this on an agenda.

Two Meeting Proposals: Some proposals require more than one meeting to be approved. This is not an official requirement but a strategic one to have a presentation before approval. For example, the Budget is presented at one meeting and approved at the next. This also may occur on an especially complex issue where initial discussion will bring forth additional problems or ideas for a committee to address.

Board Meetings in the SR

Chapter “On Board & Officers”

BOARD MEETINGS:

FREQUENCY: Board meetings shall be held approximately every two weeks during the Fall/Winter and not less than every 3 weeks during the Spring/Summer. The date and place of meeting shall be selected as deemed appropriate by the President within these regulations and the directives of the Board.

PROCESS: The board shall operate under a system of Kwunsensus (see SR 3.5 below). The Coordinating Committee will screen ideas for changes in the model. (See also Bylaw 3.8) (45/91)

QUORUM: A majority of voting members shall constitute quorum. Quorum must be called before calling for consensus.

ADVANCE NOTICE: All matters to be voted on by the Board shall be presented in writing to each member at least 24 hours before the voting will occur to allow sufficient time for intelligent discussion. The Board must consent to hear any matter which has not met the 24 hour notice.

COMMITTEE REPORTS: In order for the Board to keep tabs on ICC Committee progress, committee chairs are requested to submit a monthly report of their activities and goals to the Board (not necessarily typed, but written neatly). All committee reports to the Board shall be submitted in writing in time to be distributed with the agendas of the meeting at which the committee report is to be presented.

MINUTES: The Board minutes shall:

- A. Record a summary of discussion, all calls to reconciliation, votes on reconsideration and strong concerns.
- B. Record all Board members in attendance and all Board members absent.
- C. Be posted in each House and the ICC office in the following Board packet.

ATTENDANCE: The Board minutes shall record all Board members in attendance and all Board members absent.

POSTING MINUTES: The minutes of the Board meeting shall be posted in each House and the ICC office no more than five days after the date of the meeting.

REQUIREMENTS FOR VOTING BOARD OF DIRECTORS MEMBERS: The Board interprets Bylaw 3.113 to mean that a Board representative cannot vote at a Board meeting unless s/he boards or resides in an ICC-Ann Arbor co-op on the day of that Board meeting. (38-94)

BOARD ATTENDANCE:

- A. The Board interprets Bylaw 3.112 to mean that a co-op representative shall be required to have attended one of the previous two meetings, in its entirety (this shall be considered to include any agenda item which requires a decision to be made by the board) in order to be a voting member of the board. (1/96)
- B. If a board member cannot attend a Board meeting, they must:
 - 1. Inform the ICC President at least 24 hours in advance AND
 - 2. Make a good faith efforts to send a representative from his/her house
 - 3. If a representative cannot be found, or fails to show up at the meeting, then the Board member must meet with a member of Coco within a week of the missed meeting to discuss the happenings of the Boards

C. FINES:

- 1. If the Board member does not contact the ICC President 24 hours in advance, then they shall be fined [**\$X**] for every hour of Board meeting missed (**see S.R. 8.9**)
- 2. If it is the case that no representative from the house attends the board meeting, and no attempt has been made to meet with a member of Coco, then a fine of \$20.00 shall be

assessed to the house. The work manager and /or treasurer of the house will be contacted, in case the house sees fit to direct the fine toward any particular house member.

LAST MEETING: No proposal of the last meeting of the Fall/Winter term shall be called to reconciliation unless it will be immediately reconciled. Instead, the proposal shall be called to be tabled by the voting board members and brought back to the first meeting of the Spring/Summer term.

KWUNSENSUS MEETING PROCESS

PROCESS CHART (see the last page of this chapter)

AMENDMENTS

FRIENDLY AMENDMENTS:

A. At the beginning of the amendment process, the facilitator shall ask if the amendment is friendly. If all voting board members agree that the amendment is friendly, then the amendment is voted upon immediately (by majority vote).

B. If any voting Board member finds the amendment unfriendly, then the amendment continues using the Kwunsensus process.

TIME LIMITS FOR AMENDMENTS: When an amendment is offered, the board facilitator shall set a time limit for the amendment. Time elapsed during amendment procedure will still be considered time elapsed for the main proposal.

APPROVAL PROCEDURE: This process is to be used for the approval of the nominations, termination of the General Manager, and results from a referenda or election, in which no amendment will be proposed. Kwunsensus Process will begin as illustrated in the Kwunsensus process chart with proposal presentation, clarifying questions, and discussion. After discussion has ended, the facilitator shall call for a vote: only voting members of the Board will be allowed to vote. An 85% majority vote will be required for a proposal to be approved. If a Board Representative wishes not to vote due to a conflict of interest or some other consideration, they will be recorded as abstaining. Such Board Representatives will not be counted as voting Board Representatives for the purpose of reaching an 85% majority.

RECONCILIATION:

A reconciliation committee is called for. The original writers of the proposal and all those calling for reconciliation must be on the committee. Other interested parties may also sit on the committee.

The committee shall meet and write up a modified version of the proposal for reconsideration by the board. This modified proposal should be submitted to the coordinating committee for the next board meeting or at the latest by the second meeting following initial consideration. If the committee has irreconcilable differences, then the original proposal should be resubmitted. If a modified proposal is not received by the coordinating committee in time for inclusion on the agenda of the second board

meeting, then it will be presumed that there were irreconcilable differences and the original proposal shall appear on the agenda for reconsideration. (22/98)

After the call for reconciliation and before the formation of the reconciliation committee, any voting board member may call for the proposal to be brought to the next board meeting. This motion may pass with a 2/3 vote of the board. (22/98)

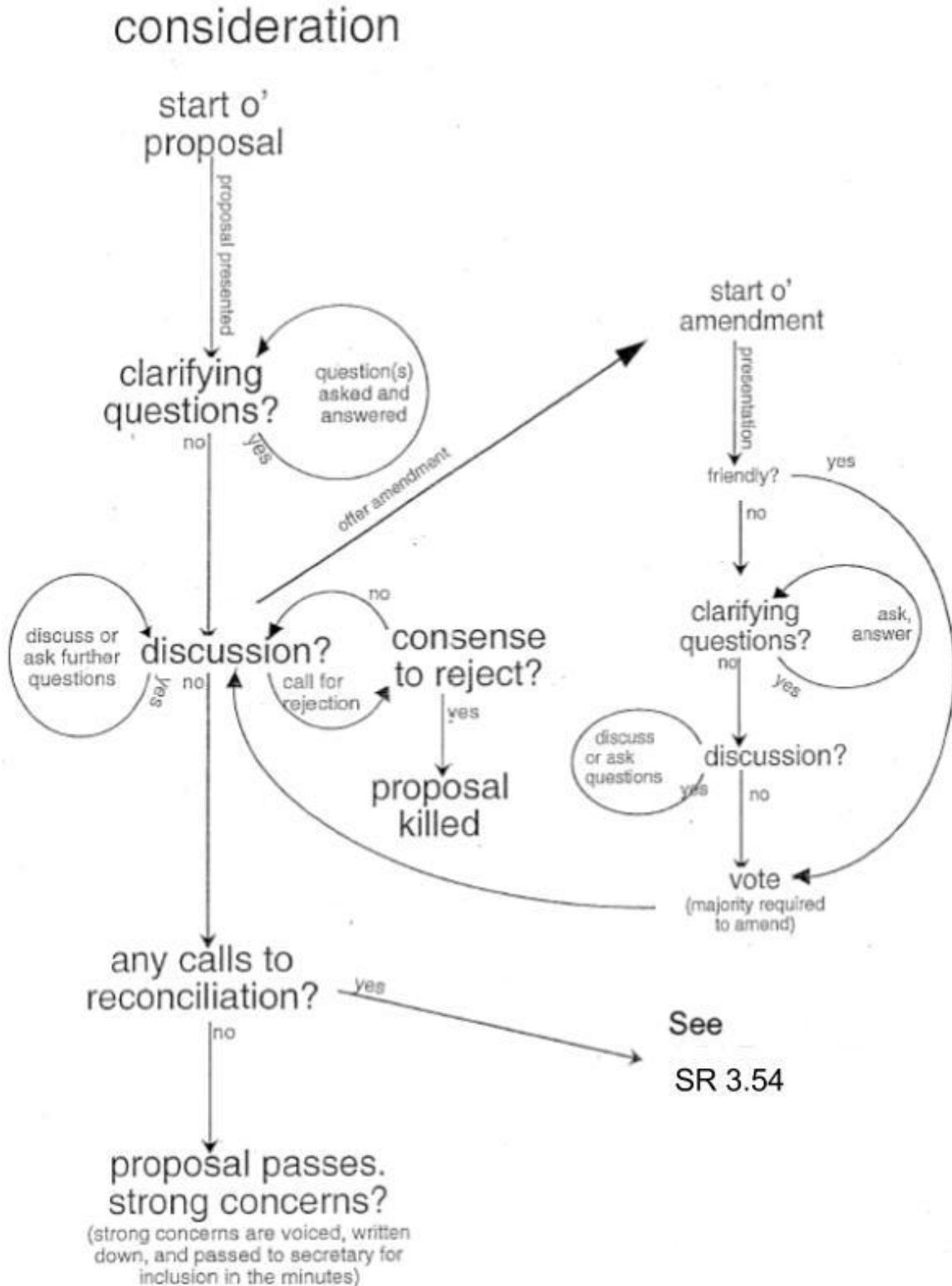
After a proposal has been called to reconciliation, any board member may call for immediate reconciliation, after which the board may vote by a 2/3 majority to have an immediate reconciliation meeting. This procedure should only be used when time constraints require an immediate decision or when following the normal procedure would lead to ineffective consideration of an issue (i.e. a proposal to purchase a house requiring timely action, the last board meeting of the year, etc.) The board shall break for at least fifteen minutes in which time the reconciliation committee shall meet. Afterwards, the committee shall bring back a modified proposal for immediate reconsideration. If the committee cannot agree to a modified proposal, then the original proposal should be resubmitted. (21/98)

RECONSIDERATION: Process is the same as in "consideration" until the part labeled 'any calls to reconciliation?' is reached. At this point a vote shall be taken and directors may vote "yes", "no" or "abstain." If 85% of all voting directors present (if less than twenty voting members, substitute "all but at most two" for 85%) vote 'yes.' the proposal passes; otherwise, it fails. If a director wishes not to vote due to conflict of interest or some other consideration, he/she may be recorded as abstain" Such directors will not be counted as voting directors for the purpose of this rule. (9-95) (18/98)

KWUNSENSUS: Who, What and How (01/2011-2012)

Action	Who can do it	Then what?
Write proposal	Any member	Submit to a Committee or the ICC President.
Ask questions /discuss	Any member	Talk away.
Offer amendment	Any Board member	Majority vote of voting Board Reps. needed to amend proposal.
State whether an amendment is Friendly or not	Voting Board Rep.	1 “no” vote sends the amendment through the Kwunsensus process, otherwise it is immediately voted on.
Appeal a Decision of the Chair	Any Board member	Majority vote of voting Board Reps.
Call to Suspend the Rules (from Robert’s Rules)	Any Board member	2/3 vote of voting Board Reps.
Motion to Close Debate (Call the Question) (from Robert’s Rules)	Any Board member	2/3 vote of voting Board Reps.
Call to Table (from Robert’s Rules)	Any Board member	Majority vote of voting Board Reps. to postpone discussion and vote to next meeting.
Call to Reconciliation	Voting Board Rep.	Caller must sit on Reconciliation Committee.
Call for Immediate Reconciliation	Voting Board Rep.	2/3 vote of voting Board Reps.
Sit on Reconciliation Committee	Any member	At facilitator’s discretion, Committee may be limited to interested Board members.
Call for Rejection	Any Board member	Voting Board Reps. must consense (every single voting Board Rep.) to reject.
Pass Proposal	Voting Board Reps.	Requires consensus of voting Board Reps. during consideration, or 85% vote of all “yes” and “no” during reconsideration.
Strong Concern	Anyone	State it or write it up and give it to the Minutes Taker for inclusion in the minutes.

KWUNSENSUS PROCESS CHART



85%

2/3

Majority

If this many Voting Board Reps. are present.	This many Total 'no' stop the proposal.	If this many voting Board Reps. are present.	This many constitute 2/3.	If this many voting Board Reps. are present.	This many constitute a majority.
<20	3	19	13	19	10
20-26	4	18	12	18	10
27-33	5	17	11	17	9
34-39	6	16	11	16	9
40-46	7	15	10	15	8
47-53	8	14	9	14	8
54-59	9	13	9	13	7
Current quorum: 10 voting Board Reps.		12	8	12	7
		11	7	11	6
		10	7	10	6

Proposal-Writing Checklist

What is a proposal?

A proposal is a formal document which requests that the ICC Board of Directors makes a change to its practice, procedures or standing rules. It might be something that a member thinks needs improvement, or perhaps a new idea, or something else that they think could improve co-op life. The member might consider floating the idea by their house, the appropriate committee, their board representative, and so forth to get lots of input. They and the committee then go to CoCo for further discussion and Board agenda planning.

Background

1. Is the problem clearly identified?
2. Is the group who sees this as a problem (e.g., staff, members of a certain house, etc.) clearly identified? Do we understand why they see a problem?
3. Have you considered the view that no problem exists?
4. Is the history of the proposal clearly explained?
5. Have you considered what factual questions people might have and addressed them?
6. Are all unfamiliar terms defined?
7. Is the Background limited to facts, not opinions?
8. With this info, is the Board in a position to make an “informed decision”?

Proposal

1. Has the proposal been discussed by the appropriate committee(s)?
2. Has the committee identified the problem, brainstormed possible solutions and arrived at this as the best option?
3. Is the proposal worded clearly and succinctly?
4. Is the proposal in Standing Rule form, if appropriate?

Considerations/Pros and Cons

1. Could someone totally unfamiliar with the issue understand why either side thinks what they do?
2. Are both the Pro and Con sides given equal weight?
3. Are all sides of the issue identified?
4. Is the view that no problem exists taken into account?
5. Are facts presented **as facts** and opinions presented **as opinions**?

Tips for better proposal-writing

1. Ask someone unfamiliar with the issue to edit the proposal for clarity.
2. Show your proposal to the appropriate staff persons and ask their opinion.
3. Make sure you've broken things into short, clear paragraphs.
4. Sleep on it. Read your proposal over again the next day.

Sample Proposal

Proposal to Suspend SR 1.3.2.1 and 1.3.2.2 (Proposal 20/2015-2016)
ICC Board of Directors Meeting April 3, 2016

Background

The ICC held VP elections at the ICC Board meeting on March 13th, 2016. Except for the Finance, each VP position had one candidate running. The Board cited its lack of choice over the 5 VP positions with uncontested candidates. While the Board approved three Vice Presidents, filling the Diversity, Maintenance, and ReCo positions, it failed to approve candidates for the Finance, Membership, and Education VP positions. While neither the Education nor the Membership candidate achieved the 85% Board approval threshold set by SR 1.3.2.1, neither Finance candidates received a majority (50%) of the Board's votes, receiving 38% and 30%, respectively. 30% of the Board didn't vote for any candidate in the Finance election. Another round of VP elections for the three unfilled positions were announced by the ICC President on March 14th. The Board vote is scheduled for its April 3rd meeting.

Objective

To ensure that the Vice-presidential positions are filled for the 2016-17 term.

Relevant Standing Rules

1.3 VICE PRESIDENTIAL ELECTIONS: (72/06)

1.3.2 ELECTIONS: Elections shall take place at the Board meeting following nominations.

1.3.2.1 If only one candidate is running, s/he shall be elected by an 85% approval vote of the Board.

1.3.2.2 If more than one candidate is running, the candidate receiving a majority of votes shall be elected.

If no candidate receives a majority, the candidate receiving the least votes shall be eliminated and a runoff election shall be held. This process is repeated until someone receives a majority.

1.3.2.3 If the winning candidate cannot serve a full one-year term, the Board may immediately hold an election for the unfilled portion of the term.

Proposal

To suspend the Standing rules in the following manner for the remainder of the 2015-2016 Fiscal Year:

1.3.2.1 If only one candidate is running, s/he shall be elected by an ~~an 85%~~ **majority** approval vote of the Board.

1.3.2.2 If more than one candidate is running, the candidate receiving a ~~majority~~ **plurality** of votes shall be elected. ~~If no candidate receives a majority, the candidate receiving the least votes shall be eliminated and a runoff election shall be held. This process is repeated until someone receives a majority.~~ On May 1, 2016, the standing rule will return to its unedited state.

Pros: Facilitates the VP approval process; Permits next-year VP on-boarding to commence

Cons: Reduces ability of Board members to reject VP candidates that don't align perfectly with their personal preferences

Tracking

Authored by William Lamping and Rebecca Kephart, 3/21/2016; Reviewed by Membership Committee, 3/25/2016

Approved by CoCo for Board Agenda, 3/28/2016; Presented to the Board for a Vote, 4/3/2016

Sample Board Meeting Agenda



ICC Board of Directors Meeting Agenda
 Sunday, May 22, 2016 at 5:00 PM
 Moses Coady / Paulo Freire Education Center
 1522 Hill St., Ann Arbor MI

What?	By Whom?	How?	How Long?
1. Intros and House Reports	Everyone	Report/Listen	15 min
2. Agenda Review	Board	Amend/Approve	2 min
3. Member Time	Any Member	Listen/Discuss	10 min
4. Team, Staff and Committee Reports	Chairs/Staff	Update/Ask	10 min
5. Community norms	Julian/Matt B	Define	10 min
6. Kwunsensus : An Explanation	Becca	Listen/Ask	10 min
Break	All	Chill	10 min
7. Proposal 0 : Gendered language in 1.1.7.9-10	Becca	Discuss	10 min
8. SMART Presentation	Julian	Listen/Discuss	25 min
9. Team Builder	Nick	Fun!!	10 min
10. Board meeting schedule	All	Discuss	5 min
11. Brainstorms	Any Member	Discuss	10 min
12. BoD To-Do List	All	Review/List	3 min
13. Meeting Evaluation	All	Evaluate	10 min
14. Pinecones/Announcements	All	Bestow/Announce	10 min

Estimated Time: 2 hours 30 min

Relevant Standing Rules: 1.1.7.9-10 (Board Attendance), 1.5 (Kwunsensus meeting process), 1.1.7.1 (Board meeting frequency)

Board Members' guide to preparing for this meeting:

1. Attend Board Training on Friday and Saturday!
2. Read the reports from staff
3. Read the NASCO report from Alex Green, ICC alumnus and member of the NASCO Board
4. Prepare your house report.
5. Read the relevant Standing Rules (really, please read these!)

Unable to attend this meeting?

If you are a Board Representative and are unable to attend this meeting:

1. Contact the President 24 hours in advance of the start of the meeting by email or phone.
2. Find someone from your house to substitute for you, and submit their name to the President before the Board meeting. Failure to do this can result in personal and house fines.

Arrived late to the meeting?

1. Email your house report to the Board (board@icc.coop) within 24 hours of the start of the meeting.

Contact the President with questions: president@icc.coop, (217) 719-1672

Please make sure that the house copy of the Board pack is posted and available to members. Thank you!

Member Guide to Board Meetings

Welcome!

Thank you for attending this board meeting. All are welcomed to attend ICC Board Meetings and are encouraged to speak. To ensure we complete the work set out for us on tonight's agenda, certain guidelines and rules need to be followed.

This guide will help you follow along and let you know when you'll have an opportunity to speak.

Understanding the Agenda

Intros and House reports: Simply state your name, what pronouns you prefer, what house you are from, and if you hold an officer position. Board Reps will report on what is going on at their houses. After everyone has introduced themselves is when those in attendance may ask any Board Pep questions.

Minutes Approval: We are approving the minutes from the previous board meeting. Only those who were in attendance may offer corrections and/or additions. The Chair will ask if there are any objections to possible changes. After amending the minutes, Board Reps vote on them. If a majority vote in favor, the minutes are approved and made the official record of that meeting.

Agenda Review: The Board of Directors will decide whether they want to add and/or remove any items that are on the agenda. You may request that an item be added, but a majority of voting board reps need to approve your request before it can be added to the agenda. If you are asking the Board to vote on something they have not gotten in writing 24 hours prior to this meeting, then every single voting board rep must agree to your request before it can be added to the agenda.

Member Time: Every Meeting has 10 minutes set aside for members to speak to the Board on any topic, issue or concern they may have. This is your time to speak.

Staff and Committee Reports: The Vice Presidents, President, and any teams or committee Chairs in attendance report on the activity of their committees and their work outside of the committee. The General Manager and any other staff in attendance report what has been going on in the ICC Office and what projects they are currently working on. After the last report is given is when those in attendance may ask any Vice President, Chair, or staff member questions.

These agenda Items will always be on the agenda for the ICC BOD Meetings. Agenda items that follow may include presentations, discussions or proposals. You are welcomed to participate if you follow these procedures:

- Raise your hand if you'd like to speak; the Chair will be keeping order of who is supposed to speak next and will announce it from time to time to let people know they can speak next.

- Try to refrain from repeating things that have already been said; our time is limited, so show that you agree with something that is being said by twinkling (Hold your hands up, palms facing out and move your fingers).
- Stay on the topic that we are currently talking about.

Kwunsensus: How the ICC BoD votes

As a member you're allowed to participate by:

- Writing a proposal
- Asking clarifying questions
- Being part of the discussion
- Sitting on a Reconciliation Committee
- Offering a strong concern.

These are what every ICC Member has the right to do when the BoD is working on a proposal.

Who's Who on the Board and Their Rights When Working on Proposals

Members of the Board do not all have the same rights when working on a proposal. Here is what each different member has the right to do:

19 Board Representatives

Only Members on the board who can vote to: say an amendment is friendly (every single Board Rep), approve an amendment (majority needed), appeal a decision of the chair (majority needed), call to suspend the rules (2/3 needed), call to table (majority needed), call to reconciliation (1 vote needed), call for immediate reconciliation (2/3 vote needed), call for rejection (every single voting board rep), vote on reconsideration, a proposal that came out of a reconciliation committee (85% needed).

6 Vice Presidents & 1 General Manager

Can offer amendments, appeal a decision of the chair, call to suspend the rules, motion to close debate/call the question, call to table, sit on a reconciliation committee, call for rejection, offer a strong concern.

1 President

Chairs the meeting and has the same rights as the Vice Presidents and General Manager but can table agenda items, call to question, and call for a break without a vote needed. Another member of the board can appeal a decision of the Chair but it needs to be supported by a majority of the voting Board Reps for the Chair's decision to be overturned.

General ICC Information

Overview of ICC Finances

The Budget

- **Income and expenses** for the coming fiscal year (May 1, 20XX– April 30, 20XX)
- Created by the Finance Committee and approved by the Board.
- Our **best educated guess** of how money will be spent in the coming year.

The Variance Statement

- Compares budget to actual
- Created by the Director of Financial Services every month

Budget Revisions

- Halfway through the year, Finance Committee reviews the budget to see if changes are needed, because reality turned out differently than we expected.
- Revisions are brought to the Board for approval.

Where Does Our Money Go?

- The largest amount is spent on maintaining our houses. .
- The second largest expense is staff.
- We also spend large amounts of money on property taxes and insurance.

The Capital Budget and Designated Cash (DC) - Major Maintenance, Technology, Development, Operating Reserve

- Mainly for long term projects.
- Allocations can be changed by the Board; some have applicable standing rules.

Other Funds Maintained by ICC – for specific purposes, cannot be changed by Board

- Scholarship Endowment Fund – invested in stocks and bonds; earnings used for scholarships to ICC members
- Unemployment Fund, Alumni Fund
-

Budget Timeline

October 1st- Vice Presidents begin creating and discussing budgets for their individual committees

October 31st- First draft of the 2016-2017 budget is reviewed at the Finance Committee

November 19th- Final budgets for the committees are due from the VPs to the Finance Committee. The Staffing Plan is presented at the Coordinating Committee.

December 5th- The Staffing Plan is presented at the Finance Committee

December 7th- The first draft of the budget is presented at the Board of Directors

Beginning January- Finance Committee reaches out to houses and becomes available for member questions

End of January- Second draft of the budget is presented to the Board of Directors; adjustments are made at the directive of the Board of Directors.

February 28th- Budget must be passed

Budget for FY 2016-17

INCOME	% of total	16-17 Budget	15-16 Budget	\$\$ increase	% increase
Housing Charges					
Escher Campus	28%	\$662,361	\$655,019	\$7,342	1.12%
Central Campus	61%	\$1,436,867	\$1,420,940	\$15,927	1.12%
King Apts.	3%	\$60,579	\$59,908	\$671	1.12%
Ella Jo Baker Grad House	8%	\$193,468	\$191,324	\$2,144	1.12%
Utilities income			\$0		
Total Housing Charges		\$2,353,275	\$2,327,191	\$26,084	1.12%
Other Income					
Membership Fees		\$60,000	\$60,000	\$0	0.00%
Interest		\$6,000	\$6,000	\$0	0.00%
Fall Only Fees		\$14,400	\$14,400	\$0	0.00%
Bloomington Loan		\$1,080	\$1,080	\$0	0.00%
Rochdale Center Rent		\$4,380	\$4,380	\$0	0.00%
SPECIAL programs (ICPSR/Global Reach)		\$7,000	\$7,000	\$0	0.00%
Utilities Income		\$288,456	\$288,456	\$0	0.00%
Pet Charges		\$1,500	\$1,500	\$0	0.00%
A/C Charges		\$3,800	\$3,800	\$0	0.00%
Contract Buyouts		\$7,500	\$7,500	\$0	0.00%
Office Labor Fine - goes to Help Fund		\$0	\$0	\$0	0.00%
Late Fine Fees (\$15/member)		\$9,500	\$9,500	\$0	0.00%
Committee Funds Adjustment		\$15,383	\$10,413	\$4,970	47.73%
Total Membership Fees, Interest, Rent, Other		\$418,999	\$414,029	\$4,970	1.20%
Total Income		\$2,772,274	\$2,741,220	\$31,054	1.13%
EXPENSES					
Property Expenses	30%	\$835,650	\$869,000	-\$33,350	-3.99%
Major Maintenance	17%	\$482,000	\$482,000	\$0	0.00%
Annual Maintenance	14%	\$397,000	\$397,000	\$0	0.00%
Payroll	25%	\$682,336	\$661,443	\$20,893	3.06%
Administrative Services	3%	\$90,952	\$92,801	-\$1,849	-2.03%
Scholarships (paid out of scholarship earnings)		\$22,015	\$21,000	\$1,015	4.61%
Organization Dues	1%	\$23,601	\$23,601	\$0	0.00%
Committees and Activities	2%	\$52,130	\$52,280	-\$150	-0.29%
Misc./Contingencies 1.5%	1%	\$38,785	\$38,987	-\$202	-0.52%
Bad Debt	0%	\$6,000	\$6,000	\$0	0.00%
Vacancies	5%	\$141,500	\$141,500	\$0	0.00%
Total Expenses	99%	\$2,771,969	\$2,785,612	-\$13,643	-0.49%
rounding issues		\$305			

Services Provided by the ICC

The ICC serves 4 basic groups: Members, Houses, the ICC Community, and Future Members.

The ICC also serves: the student co-op community, the local community (co-ops, the university, the city), past members, and the worldwide co-op community.

Services include:

1. For ICC Houses

- **Front Desk services** – information to applicants, contract signing, referral and expulsion info, member records, interim info, etc.
- **Housing services** – recruitment, policies, advertising, communication, website, etc.
- **Education services** – training for Board, Coco, new members, officers, publications, Ed Center, helping houses run well, etc.
- **Financial services** – treasurer assistance, bookkeeping, closings, billing, statements, debt collection, audit, etc.
- **Maintenance services** – training, assistance in repairs, assistance in bidding and supervising large repairs/improvements, tracking expenses, maintaining Tool Crib and key-cutting operation, etc.
- **Coordinating and advising services** – assistance with problem-solving and group living issues, overseeing operations as a whole.

2. For Individual Members

- Personal **truck** use.
- Personal **Ed Center** use.
- **Scholarships**
- **Key** cutting
- Assistance with personal or group **living issues**
- **Sales** of t-shirts, light bulbs, etc.

3. For the ICC Community

- **Continuity**, ensuring that goals and systems are maintained, so that the co-ops will be here for future generations.
- **Long-term maintenance**, to keep buildings in the best possible condition.
- **Planning and carrying out plans** to improve the ICC.
- **Workplace maintenance**, including staffing, staff training, human resources, office operations, etc.
- **Fiscal and legal services**, including taxes, insurance, budgeting, tracking spending, legal issues, zoning etc.
- **Community relations** with the university, city, state, etc.

Leadership in the ICC

One role of board members is to help find and encourage members who want to be leaders in the ICC – from house officers, to committee members, to board members, to vice presidents, to president!

ICC LEADERS:

- Are **members** who step forward to help guide the ICC.
- Encourage **all members** to get involved in **ICC decision-making**.
- Are willing to gain a **broad understanding** of the ICC community – our history, our present issues, our dreams and goals for the future.
- Must know or learn how to **listen, brainstorm, problem-solve**, work as part of a **team**.
- Lead through **empowerment** – stating your ideas and ideals in a way to encourages others to learn and be involved.

LEADERSHIP TOOLS

- The Standing Rules
- House constitutions
- Committee and office policies
- Long and short range plans
- Statistics (vacancies, contracts signed, members voting, etc.)

LEADERSHIP PROCESSES

- Planning, evaluation
- Communication – listening, discussion
- Teamwork
- Respect – for all people, all ideas, all points of view
- Conflict resolution process
- Empowerment
- Commitment to continuous learning, growth, improvement
- Democratic decision-making
- Advising, guiding, assisting

The ICC is a place where anyone can take a leadership role. The ICC is committed to help members develop leadership skills. There are leadership development materials and training sessions available – just ask!

2015-2016 Share Return Exit Survey

Share Return Exit Survey

Summer 2015 – Winter 2016

205 Surveys submitted

Response samples included/unedited

House	Responses
Baker	22
Black Elk	1
Debs	6
Escher	53
Gregory	6
King	5
Lester	7
Linder	9
Luther	10
Michigan	9
Minnie's	3
Nakamura	5
Osterweil	6
Owen	14
Ruths'	6
Truth	30
Vail	12
Blank	1

Best part of living in a coop			
Community 79	Food 17	Affordability 9	Independence 4
I think the community can be very helpful for people who can't imagine what cooperatively living is like but are truly searching for community	Chef Lynn. She is awesome!	The price and people	The best part about living in an ICC co-op was the warmth and openness of the people I met. Second best was the strong sense of ownership of the place.

Reasons for leaving	Responses
No Response	
Graduation	103
Moving to a private apartment	30
Moving to a small house	20
Other [mostly leaving the state/country]	39

Would you recommend cooperative to others?	
No	16
Yes	189

Areas to improve				
Front Office 7	Cleanliness 4	Communication 6	Maintenance 4	Management 18
extremely bureaucratic, often felt like the member committees were looking for unnecessary things to do while backbone of the ICC often crumbled, office is severely understaffed, unimpressed with how behind everyone was in workload. Fix office problems...	Be sure that the houses are habitable when the summer "guests" arrive. I felt very unwelcome and ripped off by the ICC as this place was definitely not worth the rent.	An improved website and communication/availability of information	better maintenance	Simplify systems and rules as much as possible. I got the feeling everything starting to get more complicated, creating bureaucracy and thus more employees needed to execute this bureaucracy

Comments regarding recommending coops

Positive Experience	Negative Experience	Not a fit
31	7	2
I loved the ICC and Debs, this was singlehandedly the most formative and important part of my college experience.	The house was very dirty and did not match the description found on the ICC website. The majority of the assigned chores were never executed.	My primary reason for moving was the need for a private room.

Community Relations

The University of Michigan

The relationship of the co-ops to U-M is complex because the University is so large and multi-faceted. It has also changed greatly since the late 1960s, when the legal age of adulthood changed from 21 to 18.

Before 1968, the University acted *in loco parentis* (in place of the parents) and could pretty much run the lives of the students while they were here. This was the rationale for requiring women to live in dorms (and to be in by a certain time at night), to prohibit students from having cars, for keeping the co-ops single-sex, and even for reporting inter-racial dating of students to their families.

Obviously, a lot has changed. Now, our relationship with the U-M is as a student organization. We get a lot of benefits and services from this relationship.

- * **Student Activities and Leadership** Department (SAL). They run Festifall and Winterfest, which are great recruitment opportunities for the ICC. SAL's Director is willing to help us on many things, including meeting process, mediation and general information about the U-M.
- * **Off-Campus Housing** Office (OCH). They advertise for us, and sponsor the Off-Campus Housing Advisory Board (a staff member attends for ICC).
- * **Office of Student Conflict Resolution** (OSCR). They have been extremely helpful in efforts to revamp ICC's problem-solving process, and welcome our members at their trainings.
- * **Inter Group Relations** (IGR). They are now designing workshops to meet specific group's needs, and will bring the training to us!
- * **Michigan Student Assembly**. This is the student government. We're a large enough student organization to have a seat on the MSA board, if one of our members wanted to do it.
- * **Kitchen inspections**. All of our group kitchens are inspected every year by state inspectors who are part of the U-M, and there are penalties if we do things poorly.
- * **University programs**. We house people for several University programs, particularly in the summer. We've been doing this since the 1950s, when we housed teachers coming back to school for refresher courses. The referrals from these programs are making a big financial difference.

The City of Ann Arbor

We have excellent relationships with various people in city government and organizations.

City Government

- * **Housing office.** The housing office inspects all of our houses and gives us “Certificates of Occupancy” (CO's). We have an excellent relationship with the inspectors because we work hard to correct problems and deficiencies.
- * **Building department.** These folks give out construction permits and inspect the work that's done. We work very closely with these folks to make sure that we are meeting code.
- * **Historic District Commission (HDC).** This group has jurisdiction over any changes we want to make to the outside appearance of many of our houses that are designated as historic.
- * **Planning department.** Planning staff and the Planning Commission have to approve our conversion of property to student co-op use or any change that we might make in our group housing property (e.g. adding spaces). They set the zoning requirements and have a great deal of discretion over where co-ops can be.
- * **Fire Marshall.** Overall, we have a good relationship with the Fire Marshall for having good fire detection systems and maintaining them.
- * **City Council.** We often have alumni and friends on the Council, but this doesn't always guarantee that we'll get our way on a given issue. Co-ops are known and respected in Ann Arbor.

Neighborhood Associations

There are organized neighborhood associations (overwhelmingly non-student in membership) in three areas that we serve: (1) North Burns Park (Luther, Black Elk), (2) Oxbridge (Truth, Gregory), and (3) the Old Fourth Ward (MichMinnies, Vail, Ruths', Linder, and King).

These groups are very powerful politically and tend to scrutinize everything that goes on in their areas. We have good relationships with the North Burns Park folks and are members in the Old Fourth Ward association. We never had much to do with the Oxbridge Association until 1995, when we worked closely with them on the purchase of Gregory. Our members don't usually go to neighborhood association meetings or events. The more we go, however, the better these neighbors will feel about us.

Other Student Co-ops

Compared with credit unions, farm co-ops, family housing co-ops and other large cooperative sectors, the student cooperative movement is very small. We are well organized, however, and have more interaction than almost any other type of cooperative. Below are some of the individual student co-ops and associations with which we have frequent interactions:

- * **The MSU Student Housing Corporation.** Just up the road at Michigan State, the MSU-SHC has 201 members in 12 locations. They are a lot like the ICC in terms of both operations and organization.
- * **The Oberlin Student Cooperative Association.** OSCA has 630 members (25% of the Oberlin College student body!), but most of them are boarding members. The co-op operates 8 of the dining halls at Oberlin, as well as 4 residences owned by the college and two small houses that they own.
- * **The University Students Cooperative Association.** Located in Berkeley, the USCA is the largest student co-op in the world, with 1,200 members in 20 locations. As you would guess, many of the groups are very large, and a couple of the co-ops are large apartment buildings.
- * **Qumbya Co-op.** About 8 years ago, we worked with NASCO and a group of students at the University of Chicago to establish this co-op, which now houses 33 members in two houses.
- * **Campus Co-operative Residence Inc.** CCRI is actually the oldest continuing housing cooperative of any kind in Canada. Located at the University of Toronto, CCRI has 310 members in 30 buildings (many of them very small row houses). In the 1950s and 60s, the ICC had a series of exchange trips with CCRI that heavily influenced our development efforts.
- * **Waterloo Co-operative Residence Inc.** WCRI is actually a spin-off from CCRI at Waterloo University in the city of Waterloo, Ontario. They are much larger, however, with three large residence halls, three large and one smaller apartment building, and even their very own restaurant/pub, which is open to the general public. WCRI has a total of 972 members.

Co-op Organizations (* = ICC is a member)

- * **NASCO--North American Students of Cooperation*.** NASCO is a student/consumer co-op resource organization headquartered in Ann Arbor, Michigan (in the Rochdale Center). Its members are both US and Canadian Co-ops. Main activities include annual Cooperative Education and Training Institute; training and consultation through professional staff; providing books, pamphlets, and other resource material on co-ops; answering requests for information on co-ops; and arranging a summer internship network.
- * **NASCO Development Services* (NDS – formerly known as CCDC - Campus Cooperative Development Corporation).** CCDC is committed to creating student co-ops throughout the US and Canada for those who need them most. It has helped many co-ops get started since its founding in 1985, and has provided information to hundreds of people about starting co-ops. It is funded by its member cooperatives, including the ICC.
- * **NASCO Properties.** NP was started in the late 1980s as a way to use money from ICC Ann Arbor to help ICC Austin through the purchase of a building. Once established, it quickly was transformed into a national “trust” to hold property managed by local student cooperatives. It now owns property in Chicago, Santa Cruz, Boulder, Urbana and Athens, Ohio, which are leased to local cooperatives.

Other Housing Co-ops

- * **NAHC--National Association of Housing Cooperatives.** Located in DC, NAHC represents more than 100,000 families living in cooperative housing across the US. Main activities are information output, lobbying, technical assistance, conferences and publishing the *Cooperative Housing Journal*.
- * **Local family housing co-ops.** There are several family housing co-ops (large apartment and townhouse co-ops) around Ann Arbor: Arrowwood Hills, Forest Hills, University Townhouses, Colonial Square and Pine Lake, the Village and Geddes Lake Townhouses. There are also many small independent (mostly rental) co-ops, such as Heiwa House. Ann Arbor also has 3 co-housing communities, Sunward, Touchstone and Great Oak. Co-housing members live in separate apartments but share meals and other services in common areas.

Other Kinds of Co-ops

There are over 750,000 cooperatives in the world, serving needs from food and housing to child care, optical services, group purchasing, and even funerals. There are worker co-ops, farm marketing and supply co-ops, such as Land 'O Lakes and Welch's Grape Juice; and thousands of credit unions, which are financial co-ops. Each co-op sector typically has its own trade association, and sometimes state or regional associations as well. Some that we are members of (*) or have contact with are:

- * **Food co-ops.** People's Food Co-op has a store on Fourth Avenue, and the Student Buyers Association (SBA) operates out of our own Rochdale Cooperative Center.
- * **Credit Unions.** The most important credit union for the ICC and our members is the U-M Credit Union, which students may join. The Huron River Area Credit Union is also open to anyone in the area. The Michigan Credit Union League is considered to be one of the most progressive state associations in the country and has given us assistance on several projects.
- * **Child care cooperatives.** There are a large number of nursery school co-ops in Ann Arbor, where the parents hire a teacher & do work to keep the costs down. The oldest was started about the same time as the ICC.
- * **Other co-ops.** The Hamilton Farm Bureau Co-op near Holland has a Chevy dealership as well as grain elevators, egg processing, and a hardware store. Circle Pines is a camp & conference center near Kalamazoo.

Multi-Sector Co-op Associations

- * **Michigan Alliance of Cooperatives.** The major activity of the Alliance is promoting public education and information on co-op organization and values. Many Michigan co-ops are members.
- * **NCBA (National Cooperative Business Association)*.** Headquartered in Washington DC, NCBA has represented producer and consumer co-ops throughout the US for many years. Main activities are information output, lobbying, and providing technical assistance to co-ops in other countries
- * **ICA--International Cooperative Alliance.** ICA represents the national cooperative movements of about 64 countries. Headquartered in Geneva, it has branch offices in London, New Delhi, India; Moshi, Tanzania, and Abidjan, Ivory Coast. The ICA represents over 325 million members. Major activities of the ICA include promotion of the co-op principles and organizations throughout the world, with special emphasis on developing countries. The ICA seeks to maintain good relations between affiliate organizations to promote the economic and social benefits of the international cooperative movement.

All Things Google

Then  Now

Member Information

Stickerbook is a home grown software tool that we used to manage all member information from contracts and seniority to house maintenance information. Through staff and member collaboration a program was tailor made to suit the varying housing needs. Due to staffing and membership changes it became difficult to maintain such a uniquely designed program. Though we miss touting our home grown solution we are warming up to an increase in tech support and overall organizational use.



Rent Manager is a software tool that enables us to operate an efficient student housing non-profit. An “all-in-one” program allows us to manage all 16 properties, over 550 contracts, multi-million dollar operating budget, maintenance and member services tracking – and all online.



Admin (Staff)
Create and manage member information



Tenant Web Access (Members)
sign contract, pay charges



Owner Web Access (House Presidents)
occupancy lists, move-in/out reports, rent roll

Files

The Server of the Gods
This is the place where we store our meeting minutes, member information, training resources, budgets, and anything else you could think of. It's difficult to gain access to it remotely, though, and many members don't even know about it to begin with.



Google Drive
A file structure that ALL central leaders have access/permission to manage. The goal is to increase access to institutional knowledge, and therefore inform our decision making. We still use the server, but Google drive is now the primary location for recent minutes, board materials, and other files we want member access and collaboration on.

Communication

Mcommunity List Serves
when we used the University's service for creating and maintaining email lists, it was mass confusion across the organization- was that an @gmail, @umich or @hotmail account? Who manages the list? What if someone needs to be added or removed from the list?



Google Groups
The Board of Directors, Staff, and our Committees & Teams were the first to transition over to @icc.coop email and google accounts. House Officer accounts are next up in the transition. Google Groups offers a more transparent way to manage our group communications, and with the clean and professional @icc.coop addresses.

Why the Changes?

1. Empowered and informed membership to steer the direction of the organization
2. Better educated membership on organizational functions and available resources, and
3. *The Strategic Plan of course!*

Organizational Management Plan

Long Term Objective: O2: Utilize, improve, and document operational processes, policies, procedures and tools; create standards for effectiveness and the basis for knowledge management approach

Annual Objective: O5: Develop a plan to produce a knowledge management system that will capture and provide easy access to historical data and information

Membership Plan

Long Term Objective M5: Streamline and improve transactions and communication processes to make sure all members have access to critical and valuable information

Long Term Objective M6: Establish a strategy for effective, cooperative partnership between staff, members and the Board of Directors

Why Google ?



Non-Profit = No Cost

Our 501(c)3 status qualified us to connect our domain to the Google platform for no cost. Though there are no up front costs, the old saying “there is no such thing as a free lunch” may apply. The benefits continue to rack up as we’re in the initial phases of implementation.



Cloud Apps & Services

The University and many organizations have transitioned to using Google as a platform for organizing themselves, and

we need our information to be more accessible to our members.

For the Directory of contact information and list-serve information, see the [2016 Fall Central Leadership Directory](#)

<p>House Officer positions: House.position@icc.coop Baker.boardrep@icc.coop Debs.foodsteward@icc.coop Ruths.treasurer@icc.coop Vail.president@icc.coop</p>	<p>Central positions: Abbreviatedtitle@icc.coop DHS@icc.coop GM@icc.coop</p>	<p>CoCo positions: VP.area@icc.coop VP.Education@icc.coop President@icc.coop</p>
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The screenshot shows the Google Drive interface for the Inter-Cooperative Council. The main folder list includes: Board of Directors, Committees & Teams, Education & Training Resources, Events & News, Finance, House Operations, Official Publications, Policy & Constitutions, Staff, Guide to Using Gmail & Google Drive, and How-To: Add an alias email address. Colored arrows point from descriptive text boxes to specific folders:

- Cyan box:** Points to the "Board of Directors" folder. Content: "What's Inside: Board Packs, Meeting Minutes, Strategic Plan, ICC Budget. Primary Users: BoD Reps, CoCo & Staff".
- Magenta box:** Points to the "Committees & Teams" folder. Content: "What's Inside: Operational file storage for ICC business- orientation, meeting minutes, projects & reports. Primary Users: BoD Members, Member Assistance Folks assigned to Comm/Team, Staff Liaison".
- Yellow box:** Points to the "Education & Training Resources" folder. Content: "What's Inside: Training Plans, Member Resources and Tracking Systems. Primary Users: Training Facilitators, Member Services Staff, CoCo and House Officers".
- Green box:** Points to the "House Operations" folder. Content: "What's Inside: Individual House Folders (meeting minutes, house rosters, constitution and interim system). Primary Users: HP's, DHS & DMS, Interim: Committee, Managers & Coordinators".
- Red box:** Points to the "Official Publications" folder. Content: "What's Inside: Annual Report, Managerial Reports, Weekly Reporter, Directory. Primary Users: ANYONE".
- Blue box:** Points to the "Policy & Constitutions" folder. Content: "What's Inside: Articles of Incorporation, By-Laws, Standing Rules, Committee/Team Policies, Board Proposals. Primary Users: CoCo, BoD Reps, Staff and HP's".

At the bottom of the screenshot, a note reads: "**The rest of the folders are not quite developed [2016-08-27]"

Long term planning in the ICC

Planning = deciding what we want to accomplish

Planning terms:

- Vision: the “dream” of the ICC; what we wish/hope/want to be
- Mission: a clear, succinct statement of who we are and what we do
- Principles: statements that define the underlying structure of our community
- Purposes: what the ICC was originally incorporated to do
- Beliefs and Values: the philosophical underpinnings of the ICC community
- Goals: broad systems of direction, describing what we hope to achieve in a particular time period
- Objectives/Action Plans: specific statements of how we will go about meeting our goals, including timeline, budget, and who is responsible

Long Term Planning Steps – 3 to 5 years

Develop Annual Objectives for the next 3 to 5 years	CoCo	March – August of Final year of current strategic plan
Update Annual Objectives if needed	CoCo	Interims Between Years

Short – Term Planning Steps – 1 Year

Write new strategic objectives for the next year	CoCo and the Board	March – August
Review Annual Objectives of the previous and current year	CoCo	April
Add unaccomplished Annual Objectives to the next fiscal year	CoCo and the Board	April
Present the Annual Objectives for the next fiscal year to the board	CoCo	July
Approve any changes to the next fiscal year objectives (85% majority)	Board	July
Present new Strategic plan to the Board	CoCo	July
Approve Strategic Plan	Board	Deadline August 31
Report to the board the progress of the strategic	ICC President and GM	Once in the Fall, Winter and Spring terms

Some other planning thoughts:

- Planning works best if done on a regular basis
- The most important thing about planning, besides doing it, is remembering that **you can't possibly do all the things that you'd like to do.** Our fertile brains will always have **MANY** more ideas than we can accomplish.
- **Appreciate what does get done!** Give yourself and others lots of praise and positive feedback.

2016-2017 Strategic Plan Annual Objectives

BOLD = Leading Committee, Team, and/or Staff Member

Plan	2014-2015	2015-2016	2016-2017	2017-2018
Infrastructure	Brainstorm and develop maintenance education and stewardship system (I2) – MaMaCom, EdCom	Pilot and evaluate maintenance education and stewardship system (I2) – MaMaCom, EdCom	Institutionalize maintenance education and stewardship system (I2) – FacCom , EdCom, Maintenance Staff	Create repeatable house-level maintenance training in cooperation with maintenance stewardship system (I2) – EdCom, MaMaCom
Infrastructure	Publish a tech infrastructure improvement strategy for all houses and estimate costs (I5) –Tech Team	Implement tech infrastructure improvement strategy for all houses (I5) – Tech Team	Evaluate and maintain infrastructure improvement strategy (I5) – Tech Team	Revise and maintain infrastructure improvement strategy (I5) – Tech Team
Infrastructure	Create proposal timeline for one building accessibility project and simultaneously begin efforts to secure capital through grants, partnerships, etc. (I1, I4) – DivCom, MaMaCom, FinCom	Build project plan for accessibility project (I1) – DivCom, MaMaCom, FinCom, Maintenance Staff	Update and begin to implement accessibility project plan (I1) – Maintenance Staff, FacCom, DivCom , FinCom	Continue building accessibility project (I1, I4) – Maintenance Staff, MaMaCom
Infrastructure	Begin to document standards for house infrastructure and maintenance (structural / city code; ecological; aesthetic / cleanliness; and technical) (I1) – ReCo, MaMaCom, MemCom, Tech Team, Maintenance Staff	Continue documenting standards for house infrastructure and brainstorm mechanism for implementation (structural / city code; ecological; aesthetic / cleanliness; and technical); communicate standards to houses (I1) – ReCo, MemCom, MaMaCom, Board of Directors	Continue to communicate with houses regarding house infrastructure standards (structural / city code; ecological; aesthetic / cleanliness; and technical) (I1) – ReCo, FacCom	
Infrastructure	Conduct SWOT (Strengths, Weakness, Opportunities, Threats) analysis of current infrastructure data collection system (I5) – Maintenance Staff, GM	Develop recommendations for improvement of infrastructure data collection system (I5) – Maintenance Staff, GM	Implement recommendations for improvement of infrastructure data collection system in accordance with the SWOT analysis (I5) – Maintenance Staff, GM	
Infrastructure	Create an accessible, updateable catalogue of IT infrastructure for all ICC buildings (I5) – Tech Team	Finalize and publish an accessible, updateable catalogue of IT infrastructure for all ICC buildings (I5) – Tech Team	Finalize and publish an accessible, updateable catalogue of IT infrastructure for all ICC buildings (I5) – Tech Team	
Infrastructure	Establish project plan to address one key maintenance issue, using bed bugs as a prototype (I1) – MaMaCom, Maintenance Staff			
Infrastructure		Explore current zoning ordinances and city codes that affect the ICC and begin to engage with city government (I3) – GM, CoCo	Continue to engage with city government regarding zoning ordinances and city codes that affect the ICC (I3) – GM , CoCo	Continue to engage with city government regarding zoning ordinances and city codes that affect the ICC (I3) – GM, CoCo
Infrastructure		Discuss and outline appraisal process of ICC properties (I5) – Maintenance Staff, GM	Discuss, outline, and begin appraisal process of ICC properties (I5) – Maintenance Staff, GM	Continue appraisal process of ICC properties (I5) – Maintenance Staff, GM

	2014-2015	2015-2016	2016-2017	2017-2018
Plan	2014-2015	2015-2016	2016-2017	2017-2018
Financial	Institutionalize mechanisms to manage scholarship fund investments in a socially and fiscally responsible manner (F2, F6)–FinCom, Board	Begin ongoing research process / market search for potential expansion (F7) – GM	Continue ongoing research process / market search for potential expansion (F7) – GM	Propose potential expansion strategy (F7) – GM
Financial	Explore avenues for property tax exemption / reduction (F2, F7)–GM	Pursue avenues for property tax exemption / reduction (F2, F7) – GM, CoCo	Pursue avenues for property tax exemption / reduction (F2, F7) – GM , CoCo	Pursue avenues for property tax exemption / reduction (F2, F7) – GM, CoCo
Financial	Draft and propose a budget for fiscal year 2015-2016 which achieves the ICC budgetary targets for that fiscal year (F2)–FinCom, DFS	Draft and propose a budget for fiscal year 2016-2017 which achieves the ICC budgetary targets for that fiscal year (F2) – FinCom, DFS	Draft and propose a budget for fiscal year 2017-2018 which achieves the ICC budgetary targets for that fiscal year including executing a budgetary timeline with appropriate milestones, establishing recording procedures for discussions/pre-conciliations, and conducting data trend analysis on line-item expenses, budget projections. (F2) FinCom (Updated and approved 8/7/16)	Draft and propose a budget for fiscal year 2018-2019 which achieves the ICC budgetary targets for that fiscal year (F2) – FinCom, DFS
Financial	Map and analyze current financial data collection and utilization (F1) – DFS	Explore options for upgrading financial data collection and utilization (F1) – DFS, GM		
Financial	Create online resource center for members and Treasurers to simplify house finances and increase transparency (F5)–FinCom, DFS, Web Team	Finalize online resource center for members and Treasurers to simplify house finances and increase transparency (F5) – FinCom, DFS, Web Team		
Financial	Assess effectiveness of scholarship advertising and make recommendations to promote member awareness of scholarships (F2)–ReCo, DivCom	Implement recommendations to promote awareness of ICC scholarships (F2) – ReCo, FinCom, DivCom		
Financial	Streamline, update and centralize House Treasurer training to maximize effectiveness (F5)–FinCom, DFS		Establish House-Treasurer Liaison position within Finance Committee to maintain house finance oversight and follow-up, provide financial management information and assistance, and routinely coordinate with DFS and Financial Office (via a set schedule). (F2) FinCom . (Updated and approved 8/7/16)	
Financial	Propose annual, data-driven budgetary targets through fiscal year 2018-2019 (F1, F2)–FinCom, DFS			
Financial		Develop and institutionalize relationship between House Treasurers and ICC Staff beyond monthly reports and KPI tracking (F5) – DFS, GM, All Staff	Further develop and institutionalize relationship between House Treasurers and ICC Staff beyond monthly reports and KPI tracking (F3, F5) – DFS , GM, All Staff	

Plan	2014-2015	2015-2016	2016-2017	2017-2018
Financial		Explore methods of integrating financial management skills in member training from onboarding to participating as a Board member (F5) – FinCom, DFS	Integrate methods of financial management skills in member training from onboarding to participating as a Board member by providing trainings / educational sessions 1) Budget 101 sessions; 2) Personal finance (check writing, checkbook balancing, charge paying, tax filing); and by and written reports and organization re:3) Annotated summaries to monthly variance statements; and 4) by compiling all existing financial training materials in one location. (F5) FinCom (Updated/approved 8/7/16)	
Financial			Conduct ICC expansion financial analysis, including financial aspects of cost-benefit analysis, cost/revenue projections, and viability of different expansion projects, including analyzing specifically former Fraternity/Sorority houses, private real estate, and internal house expansion. (F3, F5) FinCom (New and approved 8/7/16)	
Financial			Streamline, update, and centralize scholarship and payment plan applications and assessments including but not limited to an creating an application checklist and embedding a current online calculator into (new) online scholarship application (FinCom will still need to review for mistakes and misinformation). (F3, F5) FinCom (New and approved 8/7/16)	
Membership	Update, administer and analyze Membership Survey (include questions regarding member-staff partnership and organizational communication) and Exit Survey; compare results to results of past surveys (M1, M5) – DivCom, ReCo	Utilize interview and survey results to analyze effectiveness of communication between House Officers and ICC office / leadership, make recommendations for improvement (M5, M6) – DMS	Implement measures to improve effectiveness of communication between House Officers and ICC office / leadership, make recommendations for improvement (M5, M6) – DMS , MemCom	Implement measures to improve effectiveness of communication between House Officers and ICC office / leadership, make recommendations for improvement (M5, M6) – DMS, MemCom
Membership	Develop staff survey regarding partnerships with members, working environment and conditions (M6) – HR Team, CoCo, GM	Administer and analyze staff survey regarding partnerships with members, working environment and conditions, develop recommendations for improvement in cooperation with Staff (M6) – CoCo	Administer, analyze, and implement improvements as a result of staff survey regarding partnerships with members, working environment and conditions (M6) – CoCo	Administer and analyze staff survey regarding partnerships with members, working environment and conditions (M6) – CoCo
Membership	Create a platform for House President to meet quarterly to discuss communication needs and dialogue about experiences; develop recommendations or deliverable(s) to be used in future House President training (M2, M5) – ICC President, House Presidents	Maintain House President forum and consider method for institutionalizing – ICC President, House Presidents, GM	If desired, maintain House President forum and consider method for institutionalizing – ICC President , House Presidents, GM	

Plan	2014-2015	2015-2016	2016-2017	2017-2018
Membership		Integrate recommendations or deliverable(s) from House President forum into House President training (M2, M5) – EdCom	Integrate recommendations or deliverable(s) from House President forum into House President training (M2, M5) – DMS , ICC President	
Membership	Brainstorm and implement modifications to conflict management and sexual assault prevention systems (M2, M3) – DART, DivCom, Relevant ad-hoc committee, EdCom	Fully implement modifications to conflict management system and sexual assault prevention systems (M2, M3) – DART, DivCom, Relevant ad-hoc committee, EdCom	Brainstorm and implement modifications to conflict management and sexual assault prevention systems with a special focus on the integration of long-term partnerships with organizations dedicated to providing safe spaces for member groups in need of additional support (such as members struggling with mental health, minority cooperative members, LGBTQ members, survivors of sexual assault or harassment, or others) (M2, M3) – DART, DivCom (with CHR) , Relevant ad-hoc committee, EdCom. (Updated and approved 8/7/16)	
Membership	Design mechanism to work with houses to analyze and update house constitutions (M3, M6) – MemCom	Pilot mechanism to work with houses to analyze and update house constitutions (M3, M6) – MemCom		
Membership	Utilize interview and survey results to analyze effectiveness of communication between House Officers and ICC office / leadership, make recommendations for improvement (M5, M6) – DMS, MemCom			
Membership	Carry out a full cycle of Key Performance Indicator (KPI) tracking and evaluate system's effectiveness (M1, M3, M5) – MemCom			
Membership	Complete web redesign and establish content management system and content manager(s) (M4, M5) – GM, Web Team, ReCo			
Membership	Finalize and promote system of House Officer evaluation (M2, M3) – MemCom			
Membership		Develop market research project, including interviews or surveys with current members, to gauge interest in co-op living on one strategically selected nearby college campus (not U of M) (M4) – ReCo	Work to build interest in co-op living on one strategically selected nearby college campus (not U of M) (M4) – MarCo	

Plan	2014-2015	2015-2016	2016-2017	2017-2018
Membership		Analyze effectiveness of current member education, training and on-boarding processes and develop 4-5 recommendations / improvement strategies (M1, M2) – EdCom, DMS	Update and enhance member education, training and on-boarding processes by implementing previous year's recommendations / improvement strategies (M1, M2) – EdCom , DMS	Update and enhance member education, training and on-boarding processes by implementing previous year's recommendations / improvement strategies (M1, M2) – EdCom, DMS
Membership		Evaluate contract-signing process and content of contract and make recommendations for improvement, including better informing new members of rights, responsibilities and community standards – MemCom or Ad-hoc Committee	Analyze, implement and standardize necessary revisions (including better informing new members of rights, responsibilities and community standards) to contract-signing process and content of contract based on previous year's evaluation (M3, M5) – MemCom or Ad-hoc Committee	Standardize system of evaluating contract-signing process and current content of contract, including better informing new members of rights, responsibilities and community standards (M3, M5) – MemCom
Membership			Review current sexual violence/assault reporting processes and report suggested improvements if any. (M2, M3) (DivCom , CHR) (New and updated 8/7/16)	
Membership			Create a set of reusable, targeted advertisements through social media as well as print advertising, including but not limited to considering advertising targeted at students at all schools in the area, and parents of prospective members. (M4) MarCo (New and updated 8/7/16)	
Membership			Deepen member engagement (retention) with the ICC through increased ICC-wide events such as social events, semi-regular sporting events, and ICC field trips. (M4) MarCo (New and updated 8/7/16)	
Organizational Management	Develop and approve Annual Plans for 2014-2015 and 2015-2016 (O1) – CoCo, Board of Directors	Revise Annual Plan for 2016-2017 (O1) – CoCo, Board of Directors	Revise Annual Plan for 2017-2018 (O1) – CoCo , Board of Directors	Revise Annual Plan for 2018-2019 (O1) – CoCo, Board of Directors
Organizational Management				Facilitate long-term strategic planning process to create 2018-2021 plan (O1) – CoCo, Board of Directors
Organizational Management	Review and assess all job descriptions and create a work plan to make all ICC job descriptions function-based (O3) – GM with ICC Administrative Staff	Begin reviewing and updating staff job descriptions towards the goal of making all descriptions function-based (O3, O5) – GM, Staff	Continue reviewing and updating function-based staff job descriptions (O3, O5) – GM , Staff	Review and update staff job descriptions to ensure functions are still applicable and descriptions fully reflect staff job functions (O3, O6) – GM, Staff
Organizational Management		Translate all job descriptions into documents that are fully function-based and provide clear expectations for each staff role (O3) – GM	Translate all job descriptions into documents that are fully function-based and provide clear expectations for each staff role (O3) – GM	
Organizational Management				Review Administrative Employee Contract and discuss/highlight main points to be negotiated in October 2019 (O6) – Staff, CoCo, GM

Plan	2014-2015	2015-2016	2016-2017	2017-2018
Organizational Management	Undertake analysis of Office Labor system and make recommendations for improvement (O4) – GM, HR Team	Continue analysis of Office Labor system and make recommendations for improvement (O4) – CoCo, GM	Implement recommendations for improvement of Office Labor system (O4) – CoCo, GM , Staff	Review implemented changes / new structure of the Office Labor system (O4) – GM, Staff
Organizational Management	Develop a plan to produce a knowledge management system that will capture and provide easy access to historical data and information (O2, O5)–EdCom, Member Services Staff, IT Staff	Create an ICC knowledge management system that will capture and provide easy access to historical data and information(O2, O5)–EdCom, Member Services Staff	Assess status of ICC knowledge management system and determine capacity to launch (O2, O5) – EdCom, Membership Services Staff	
Organizational Management	Research and begin to draft a clear set of standards for professional learning for staff(O2, O5)– GM with ICC Administrative Staff	Draft a clear set of standards for professional learning for staff and engage in one professional development session based on the ICC standards for professional learning(O2, O5)– GM with ICC Administrative Staff	Draft a clear set of standards for professional learning and subsequently create and engage in a scheduled series of professional development education sessions based on the ICC standards for professional learning for staff (O2, O5) – GM	Create and engage in a scheduled series of professional development education sessions based on the ICC standards for professional learning for staff (O2, O5) – GM (moved from '16-'17)
Organizational Management	Begin analysis and discussion of officer / member-leader compensation (O4) – FinCom	Continue analysis and discussion of officer / member-leader compensation (O4) – FinCom	Revisit analysis and discussion of officer / member-leader compensation (O4) – FinCom	
Organizational Management	Continue analysis and discussion of officer / member-leader compensation and present any recommended changes to Board of Directors (in advance of budgeting process) (O4) – FinCom, GM	Implement any changes to officer / member-leader compensation as per Board decisions (O4) – FinCom, GM	Analyze, discuss, and implement any changes to officer / member-leader compensation as per Board decisions (O4) – FinCom, GM, CoCo	
Organizational Management	Institutionalize Board training re: new planning process (O1, O5) – ICC President, CoCo, DMS	Analyze committee and team structure and responsibility and, if applicable, make recommendations for improvement (O3, O4) – CoCo	Analyze committee and team structure and responsibility and, if applicable, make recommendations for improvement (O3, O4) – CoCo	
Organizational Management	Define Tech Team's function and training needs (O3) – Tech Team, GM	If necessary, redefine and institutionalize Team's function and training needs (O3) – Tech Team, GM	If necessary, redefine and institutionalize Tech Team's function and training needs (O3) – Tech Team , GM (Primary changed to Tech Team on 6/13/16)	
Organizational Management	Draft a strategic management philosophy anchored in continuous quality and improvement that includes a list of intentions for leadership development(O2, O5)– GM, ICC Administrative Staff	Implement and evaluate the strategic management philosophy anchored in continuous quality and improvement drafted in 2014-15(O2, O5)– GM, ICC Administrative Staff	Implement and evaluate the strategic management philosophy anchored in continuous quality and improvement drafted in 2014-15(O2, O5)– GM , ICC Administrative Staff	
Organizational Management	Draft a Staff Handbook to align with and supplement new ICC Administrative Contract and ICC General Manager Contract (O3) – HR Team		Draft a Staff Handbook to align with and supplement new ICC Administrative Contract and ICC General Manager Contract (O3) – HR Team/ GM	
Organizational Management	Document strategic planning process and amend Standing Rules and other policies as necessary to reflect updated planning process (O1) – CoCo, Board of Directors, GM			

Plan	2014-2015	2015-2016	2016-2017	2017-2018
Organizational Management	Align planning process with budgeting process (project-based resource analysis) (O1)– Board, CoCo			
Organizational Management	Institute annual strategic achievement reporting mechanism for internal use, intended to update progress on strategic plan beyond what is contained in Annual Report (O1, O5) – GM and ICC President			
Organizational Management		Discuss and define the concept of Learning Organization as it relates to the ICC, and define mechanisms to evaluate the ICC's development as a Learning Organization(O2, O5)– GM, volunteer staff and members	Discuss and define the concept of Learning Organization as it relates to the ICC, and define mechanisms to evaluate the ICC's development as a Learning Organization and then, later in the year, evaluate the ICC's development as a Learning Organization and make recommendations (O2, O5) – GM , volunteer staff and members	Evaluate the ICC's development as a Learning Organization and make recommendations (O2, O5) – GM, volunteer staff and members
Organizational Management			Initiate development of the Second 5-Year Strategic Plan by establishing viable and actionable Finance Committee objectives, conducting an institutional review of Strategic Plan and results, and listing out specific ICC partners for collaboration on Finance Committee objectives. (O1) FinCom (New and approved 8/7/16)	
Organizational Management			Create a yearly schedule in the spring/summer term which documents marketing events for the fiscal year and committee requirements, including but not limited to merchandising, housing fairs, community events, ad campaigns (including on-campus reservations, and digital advertising). (O2) MarCo (New and approved 8/7/16)	
Partnerships	Strategically research and select at least two grants for which to apply in order to fund accessibility project in partnership with Infrastructure project team, create grant writing project plans (P7) – DivCom	Strategically select and apply for at least two grants in order to fund accessibility project in partnership with Infrastructure project team (P7) – DivCom	Strategically select and apply for at least two grants, potentially in partnership with Infrastructure project team (P7) – GM w/ ?/TBD	Strategically select and apply for at least two grants, potentially in partnership with Infrastructure project team (P7) – TBD
Partnerships	Explore at least one opportunity for partnership or collaboration with another cooperative agency, in addition to sending members to NASCO Institute – GM, ICC President	Explore at least one opportunity for partnership or collaboration with another cooperative agency, in addition to sending members to NASCO Institute – GM, ICC President	Explore at least one opportunity for partnership or collaboration with another cooperative agency, in addition to sending members to NASCO Institute – GM , ICC President	Explore at least one opportunity for partnership or collaboration with another cooperative agency, in addition to sending members to NASCO Institute – GM, ICC President

Plan	2014-2015	2015-2016	2016-2017	2017-2018
Partnerships	Begin to develop alumni mentorship system (P3, P5) – Alumni Team, EdCom, DMS	Implement Alumni Mentorship program (P5, P6) – Alumni Team	Continue to develop alumni mentorship system (P5, P3) – Alumni Team	Institutionalize alumni mentorship system (P5, P3) – EdCom, DMS, Alumni Team
Partnerships	Begin to develop House Reunion program (P5, P6) – Alumni Team	Implement House Reunion program (P5, P6) – Alumni Team	Continue House Reunion program (P5, P6) – Alumni Team	
Partnerships	Leverage current Community Outreach Team purpose statement, value propositions, and processes to define partnership development system (P3, P4) – COT	Identify and pursue two key partners based on COT process (P3) – COT, GM	Identify and pursue two key partners based on COT process (P3) – COT, GM	
Partnerships	Begin to form and develop robust, lasting, personal connections with on-campus and community partners focused on issues of safe space, mental health, effective communication and sexual assault prevention (P3) – DivCom, GM, DMS, Staff Team	Continue to form and maintain robust, lasting, personal connections with on-campus and community partners focused on issues of safe space, mental health, effective communication and sexual assault prevention (P3) – DivCom, GM, DMS, Staff Team	Continue to form and maintain robust, lasting, personal connections with on-campus and community partners focused on issues of safe space, mental health, effective communication and sexual assault prevention (P3) – DivCom, GM, DMS, Staff Team, CHR (decided to carry over with CHR now in lead)	
Partnerships	Brainstorm possibilities for a constant and institutionalized ICC Partnership and Alumni function(s) (team or committee etc.) and adopt any necessary Standing Rule revisions (P4) – Community Outreach Team (COT), Alumni Team, Coordinating Committee CoCo), Board of Directors	Establish constant and institutionalized ICC Partnership function (team or committee etc.) and adopt any necessary Standing Rule revisions (P3) – COT, Coordinating Committee, Board of Directors		
Partnerships	Continue to work with on-campus and community partners to organize and offer workshops around issues of safe space, mental health, effective communication and sexual assault prevention (P3) – DivCom, DMS			
Partnerships	Align and integrate “volunteer hub” with web presence (P4) – COT, Web Team			
Partnerships	Draft value proposition template for internal and external use (P1, P3) – ReCo, COT			Review and update, if necessary, value proposition templates for internal and external use (P1) – ReCo, COT
Partnerships	Continue to provide “one-off”, ad hoc volunteer opportunities and/or community education opportunities for ICC members (P4) – COT			

Plan	2014-2015	2015-2016	2016-2017	2017-2018
Partnerships		Establish pattern of engagement in City Government; create directory of contacts in / affiliated with Ann Arbor government (P2) – GM	Continue pattern of engagement in City Government; maintain directory of contacts in / affiliated with Ann Arbor government (P2) – GM	Continue pattern of engagement in City Government; maintain directory of contacts in / affiliated with Ann Arbor government (P2) – GM
Partnerships		Develop project plan for capital campaign (P6) – Alumni Team, GM	Begin capital campaign; conduct targeted advertising and outreach to fundraise from alumni and donors (P5, P6) – Alumni Team , GM, ReCo	Continue capital campaign; conduct targeted advertising and outreach to fundraise from alumni and donors (P5, P6) – Alumni Team, GM, ReCo
Partnerships		Maintain and evaluate avenues to advertise for and receive donations from alumni/donors, including social media (P6) – Alumni Team, ReCo, GM, involve and inform DFS		