

Oryana Community Co-op  
Board Candidate Application Packet  
For Terms Beginning May 2025



Dear Prospective Board Candidate,

Thank you for expressing interest in serving on the Board of Directors of Oryana Community Co-op!

The 2025 election will fill three open seats of 3-year terms. Please read this packet carefully before submitting an application and reach out to [candidate@oryana.coop](mailto:candidate@oryana.coop) with any questions.

To be considered an eligible candidate, you must:

- Attend at least one regular meeting of the Board of Directors before the April 2025 election. These meetings are held on the third Thursday of each month from 5:15 – 7:15 pm in a hybrid (In-person or Zoom) format.
  - Review and sign the Director's Code of Conduct,
  - Be an Oryana owner in good standing for at least 30 days prior to the date of the election
  - Submit your candidate application, a completed candidate statement, including a picture of yourself, before 5:00 pm on January 31, 2025. [candidate@oryana.coop](mailto:candidate@oryana.coop).
  - Submit your video candidate statement to be included on Oryana's website and played at the General Owner's meeting on Thursday, April 17, 2025.
  - Attend the Oryana General Ownership Meeting, held on the third Thursday of April, where in-person introductions with owners and final voting will take place.
- ★ It is **highly recommended** that candidates attend the "Question & Answer" Session for Prospective Board Candidates on Nov. 14, 2024 (see below).

## Upcoming Board Meeting Schedule & Orientation Dates

The following is the anticipated schedule for upcoming Board meetings and candidate orientation sessions. We ask that you mark your calendars and plan to attend. Mail RSVP to [candidate@oryana.coop](mailto:candidate@oryana.coop)

- **November 14, 2024 (Thursday)**, 5:15-6:15pm. Q&A Oryana West Meeting Room/ Kitchen.
  - **January 31, 2025 (Wednesday)**, 5:00 pm deadline to submit candidate application.
  - **February 20, 2025 (Thursday)**, 4:45pm Candidate Meet and Greet; 5:15 PM Regular meeting of the Board of Directors.
  - **April 17, 2025 (Thursday)** General Membership Meeting. Election of new board candidates.
- ★ **May 8, 2025 (Thursday)** 5:15 pm New Board Director(s) Orientation Meeting.
- ★ **May 15, 2025 (Thursday)** 5:15 pm First Board meeting with new board directors.

## Frequently Asked Questions

### What is the Board of Directors and what does it do?

The Board of Directors is the governing body for the Owners of Oryana. It is composed of nine people elected by the Owners to serve a term of three years and represent the values of the Ownership at large rather than any individual or subgroup.

The Board is responsible for ensuring organizational performance on behalf of all of Oryana's Owners. This work includes developing clearly stated expectations through written policies, delegating responsibility for the achievement of stated objectives to the General Manager, and monitoring compliance with written policies. The Board's sole official connection to the operations of the cooperative is through the General Manager. This form of board leadership is generally referred to as policy governance. You can learn more about Oryana Board Policies [here](#).

This leadership style allows the Board of Oryana to be strategic and visionary with its view toward the future of our Cooperative, rather than focusing solely on the short-term. By devoting time to the big-picture vision, the Board will ensure that we adequately position our organization for the maximum benefit of our Owners, as well as anticipate trends and values which may have a critical impact on our relevance and survival.

The Board governs the organization and delegates all operational duties to one employee, the General Manager. We are involved in strategic planning, financial oversight, Ownership linkage, and community outreach.

### What does the Board of Directors NOT do?

The Board of Directors does not make decisions about, become involved with, or take part in any of the day-to-day activities or decisions regarding the operation of Oryana.

This includes but is not limited to:

- Selling or recommending services or products to GM or any other employees
- Directing or critiquing any Oryana employees. Although the board as a unit is the GM's supervisor, no individual board member has any authority over the GM or any other employee.
- Guiding or otherwise participating in any operational functions, including goal-setting or other planning

### What are the qualities of a board member that you are looking for?

Board experience is helpful, but not a prerequisite for Directorship. More important is your commitment to provide the time and energy necessary to accomplish the Board's objectives.

Other qualities include:

**Collaborative**—Enjoy working as a team. Accept and support board decisions. □

**Collegial**—Listen carefully. Communicate cordially and respectfully.

**Cooperative**— Strive to see others' points of view and reach workable solutions.

**Strategic Thinkers**—Be future oriented and endeavor to see the big picture.

**Flexible**—Open to new ideas and ways of doing things. Able to change direction or take on new tasks.

**Patient**—Board work takes time.

**Proactive** —Hard worker, acting in anticipation of needs and focused on life-long learning.

### **How much time would I need to put into serving?**

Workloads vary from month to month, depending on assignments, committee projects, and work related to the office one holds, but expect to commit anywhere from 8 to 20 hours per month. We also hold at least one board retreat for one or two days each year, often over a weekend. We encourage you to talk with current Directors to gain insight as to the workload and expectations.

### **Is there compensation for serving?**

Each Director receives an 18% store discount and \$50 a month.

### **I'm sure I have the time to commit, and I want to serve Oryana; how else can I make up my mind whether or not to run?**

You may gather additional information about serving on the Board of Directors by talking to a member of the Recruitment & Nominations Committee or any of the current Directors to get a personal perspective of what service on the Oryana Board of Directors is all about.

Owners are always welcome to attend the meetings of the Board of Directors on the third Thursday of each month at 5:15 pm. You can see how the Board functions and meet the current Directors. You may gain useful perspectives on the issues currently facing Oryana. Additionally, the Board meeting minutes are posted on the Oryana web site, [www.oryana.coop](http://www.oryana.coop).

### **When will elections be held?**

The annual election begins in the spring after the Board calls for a Co-op Vote. Voting concludes during the annual General Ownership Meeting typically held in April.

### **OK, I've decided to run - now what?**

To help the Ownership make an informed decision regarding the Directors they elect, we ask you to fill out the Board Candidate Application included in this packet. Please email your completed application back to the Nominations Committee at [candidate@oryana.coop](mailto:candidate@oryana.coop) by January 31, 2025. The candidate statement, along with a photograph of yourself, will be published in the Spring Fresh Press and added to the Oryana Website.

### **It sounds like a big step!**

And worthwhile! As a board member you will be part of a committed team of 9 directors responsible for representing our owners, providing leadership and oversight enabling Oryana to continue to grow in our community and stay true to its mission and ends.

## Process & Policy Governance

The Oryana Board operates using the Policy Governance model, which was developed to allow Boards to maintain accountability for organizational performance while focusing on providing visionary leadership around our “big picture” mission.

The board has three jobs in Policy Governance:

1. Connect with owners to learn about their values, the ends that are desired and the means which would be unacceptable.
2. Develop policy for the board and organization using those values as guidance.
3. Monitor the organization's performance to ensure reasonable progress towards the desired ends and compliance with policies.

When Policy Governance is performed well it governs with:

1. A clear distinction between board and CEO roles. (The board does not get involved in day-to-day and operational matters.)
2. Strategic leadership.
3. Outward and future orientation.
4. Proactivity rather than reactivity.
5. Embracing diverse viewpoints.
6. Collective rather than individual decisions.

We have four general categories of policies that express our expectations for ends to be achieved and the acceptable means by which to achieve them:

### 1. **Ends**

Ends policies broadly state the desired organizational outcomes. They describe the ongoing priorities of what should be achieved and for whom. The General Manager is responsible for reporting on compliance with these policies once a year.

### 2. **Executive Limitations**

The Executive Limitations delineate job expectations and acceptable constraints within which the general manager can act. The General Manager develops a written report for the Board on each of these policies on a regular basis throughout the year, and the Board evaluates whether the interpretation was reasonable, and makes conclusions about whether the GM is in compliance. If it is determined that we are not in compliance with our policies, the Board discusses the reasons for this result and establishes parameters and expectations for achieving compliance within a set time frame. The Board may require additional monitoring of the policy (on a more frequent basis) or even conclude that the policy needs to be revised.

### 3. **General Manager Delegation**

These Board-GM policies describe how the Board delegates to our sole employee, the General Manager. The Board evaluates its compliance with these policies throughout the year.

### 4. **Board Governance Process**

The Governance Process policies describe how the Board is organized and its processes and policies. The Board evaluates its compliance with these policies throughout the year.

Key benefits of Policy Governance include:

- a. The Board stays focused on governance—the big picture—more attention to external vision than internal detail.
- b. Adds value by clearly setting the vision and direction of Oryana through its Ends Policies
- c. Makes best use of valuable board time by focusing on the most important issues.
- d. Creates freedom for creative thinking.
- e. Board work and CEO/General Manager work is more clearly defined.
- f. Promotes teamwork between the Board and CEO/General Manager.
- g. Provides greater policy direction to the CEO/General Manager.

The Board of Directors exists for the sole purpose of ensuring, on behalf of our Owners, that the organization performs as it should. You can read all our policies online: [Oryana Board Policies](#)

The Policy Governance methodology was developed by John Carver as a means to structure Board process to allow for Board accountability on a meaningful level and empower the Board to lead their organizations at the highest level. Carver's website address is: [www.carvergovernance.com](http://www.carvergovernance.com)

# Board Candidate Application

This application gives voters information about your background and expertise, what you can offer to the Oryana Co-op, and what interests you about serving on the Board. A Nominations Committee member may call you for further information, but generally, these answers will be your way of communicating to other Oryana Owners why you should be a Board member. Feel free to contact the nominations committee if any questions arise at [candidate@oryana.coop](mailto:candidate@oryana.coop).

Please provide a candidate statement of no more than 300 words addressing the following questions:

1. Why are you interested in serving on the Board of Oryana?
2. What personal qualities and experiences do you bring that would help advance our mission and enhance the effectiveness of the board?
3. Please take a moment to review the Oryana Ends Policies [here](#). How do you see Oryana's Ends reflecting Oryana's purpose in the community, and how do these goals align with your perception of the values of our community?

<b>Name</b>	
<b>Address</b>	
<b>Phone Number</b>	
<b>E-mail</b>	

Send your contact information, candidate statement, signed code of conduct, and photo of yourself for publication to [candidate@oryana.coop](mailto:candidate@oryana.coop) no later than 1/31/25 at 5:00pm.

Your answers will be shared with the ownership in the spring edition of the Fresh Press and on the electronic voting website.

## Board Members' Code of Conduct Agreement- Policy 4.7

Updated: September 11, 2024

- Directors commit to ethical, responsible and lawful conduct.
  - Annually, all Directors must review and sign a Code of Conduct Agreement.
  - Directors are responsible at all times for acting in good faith in a manner which they reasonably believe to be in the best interests of the Cooperative, and with such care as an ordinarily prudent person in a like position would use under similar circumstances.
  - Directors must demonstrate accountability to the interests of the Cooperative that supersedes any conflicting loyalty, such as that to advocacy or interest groups, membership on other boards or staffs, and the personal interest of any Director acting as an individual consumer or member-owner.
    - Self-dealing or any conduct of private business or personal services between any Director and the Cooperative is prohibited, except as procedurally controlled to assure openness, competitive opportunity, and equal access to inside information.
    - All Directors have a duty to disclose, in writing, any potential or perceived conflict of interest and must provide all material facts to the Board of Directors. Any subsequent potential conflicts must be reported to the Board of Directors immediately. The Board of Directors shall determine the process for participation by the Director.
    - When the Board is to decide on an issue about which a director has an unavoidable conflict of interest, that Director must recuse themselves from the conversation and the vote.
    - A Director who applies for employment at the Cooperative must first resign from the Board.
  - Directors may not attempt to exercise individual authority over the organization.
    - When interacting with the GM or employees, Directors must respectfully and openly recognize their lack of authority.
    - When interacting with the public, the press, or other entities, or on social media, Directors must recognize the same limitation and the inability of any Director to speak for the Board except to repeat explicitly stated Board decisions.
  - Directors must not exhibit violent, oppressive or racist behaviors or speech.
  - Directors must respect the confidentiality appropriate to issues of a sensitive nature and must continue to honor confidentiality after leaving Board service.
  - Directors must use electronic communications in a manner consistent with this policy and the responsibilities of a Board member.
  - Directors must prepare for, attend, and participate fully in all Board meetings, retreats, and trainings.
  - Directors must make a good faith effort toward professional development and



continuous improvement, including learning about the Cooperative, its operations, model board governance, and their responsibilities as a Board member via educational opportunities.

- Directors must support the legitimacy and authority of the Board's decision on any matter, regardless of the Director's personal position on the issue.
- Directors must refrain from soliciting, inferring, or otherwise requesting special privileges as a Board member and from interfering with the authority of the GM and Cooperative management.
- Any Director who does not follow or abide by the Code of Conduct Agreement may be removed from the Board by a two-thirds majority vote of the remaining Board.

**I have read and understand Oryana Community Cooperative's Code of Conduct and if elected as a director, I will follow this code to the best of my ability.**

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Name/Signature

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Date