

NOMINATION FORM

Candidate's Name: TAMARA J. (TAMMY) ERICKSON

Candidate's Town or City: GREENFIELD

Year Member Joined: 2021

Nominations for the directors shall be made by petition, signed by at least three members of the Co-op. (Only one signature per member number for this nominee.)

I nominate the above candidate to run for a seat in the 2025 Board of Directors election of Franklin Community Cooperative:

1. Member Name (print): Mary Ann E. Milewski

Town or City of Residence: Shelburne

Signature: 

Year Member Joined: UNKNOWN - # in 4400's

2. Member Name (print): JEANNE CANTEEN


Town or City of Residence: Greenfield

Signature: 

Year Member Joined: 2005

3. Member Name (print): GAUGLHER HANNA

Town or City of Residence: GREENFIELD, MA

Signature: 

Year **candidate** Member Joined: UNKNOWN - # in 6300s

Date Received: 1/3/2025

Please Return Form To: BOD Clerk, by January 31, 2025

Application for the Franklin Community Co-operative Board of Directors

Name: **Tamara J. (Tammy) Erickson**

Hometown: Greenfield

Current occupation: Professor of business leadership (part-time)

1. Why do you wish to serve on the Board?

I have served on the Board for the past two years and have found it both challenging and satisfying to be part of a group of committed volunteers, wrestling with the complexities we face.

Being a member of the FCC Board allows me to bring together two aspects of my life. To some who know me, I'm a professor at Harvard and London Business School, teaching modern leadership – enhancing innovation, customer connections and innovation. My work has been well-received, and I've won a number of awards, including being named five times as one of the Top 50 Management Thinkers in the world and for having the most influential article published in *Harvard Business Review* one year. I love helping my clients strengthen their organizations and leadership practices.

Others know me as a bit of a 'down and dirty' farm-lover. I've bred horses and currently breed dogs. At one point we had over a dozen horses at our previous farm, doing most of the work to care for them ourselves. When our kids were younger, I ran the local Pony Club, involving over 60 kids. I've raised over a dozen litters of Cairn Terriers. My dogs have won at Westminster twice and at the World Dog Show in Paris. I love to garden – and despite vows to cut back, I can't resist planting more. My son and daughter-in-law ran a CSA from our former farm, offering vegetables, pigs, chicken and sheep, introducing me to a network of local growers. I'm passionately interested in the local food system and sustainable agriculture.

I want to see Greenfield - and everyone in it - grow and prosper. My husband Tom and I moved here nearly five years ago, in part because our son and daughter-in-law had already decided to call this home. We're now blessed with a three-year-old granddaughter, giving us a strong commitment to the betterment of this community. I believe FCC is uniquely poised to catalyze community-wide benefits and am proud to play a part.

2. What do you see as the significance of the co-op and what is your relationship to the Co-op / that significance in the community?

The role of co-ops has clearly changed over time, reflecting the changing needs of the communities they serve. I believe the opportunity for FCC to play an essential role in our community has never been greater. Today, I think our most important contributions can be to strengthen the community and celebrate the local food system. I hope in the years ahead that we will increasingly welcome all to our stores, offering a range of healthy food options, continue to support other community organizations, and provide inviting opportunities to learn more about food. I love that we live in the epicenter of a vibrant community of local food producers – farmers, growers, and processors, and look forward to the co-op playing an integral role in our mutual success. I also hope the new store will contribute to the rebirth of an economically robust and bustling downtown. I'm committed to working hard to help achieve these goals.

3. How has your work/life experience taught you the general skills listed?

- Interest in serving the Franklin Community Co-op and commitment to its mission & values – My experience supporting my son and daughter-in-law’s CSA introduced me to the importance of local food systems and the joy of seasonal eating. My commitment to the long-term success of Greenfield drives my strong support for our renewal and expansion plans.
- Ability to effectively discuss complex goals and future implications of decisions – I spent over 20 years working as a management consultant to large global corporations. I’m comfortable analyzing complicated, ambiguous situations and projecting the implications of options.
- Experience with—or willingness to learn—how to read financial statements - I have a strong business background, including an MBA from Harvard. I designed and taught a multi-day program on finance for non-financial executives. I’m able to help people without a strong financial background understand the implications of financial reports.
- Communication, interpersonal dynamics, and group process skills - I am a teacher, with skills in communication and group process design and facilitation.
- At least 8-10 hours per month for meeting time, prep, and follow-up – I have invested far more time than this per month during my two years on the Board. Because I work part-time and have significant control over my schedule, I am generally available to meet the demands of Board membership.
- Commitment to learning about and using Policy Governance – I teach classes at London Business School on board governance and effectiveness. Coming from this background, I was fascinated by Policy Governance, growing to understand its differences from conventional corporate governance and the strengths the approach offers cooperatives.

4. Which of the specialized skills listed, or other community or organizational experience would you bring to your board service?

- Business experience – I was a business consultant for over 20 years working with senior executives around the world and have taught business leadership programs for senior executives for 10 years at London, and now Harvard Business School. I ran the North American business of a major consulting firm and have built my own small business.
- Experience working with complex organizations – I have worked with major organizations around the world, as well as with complex multi-stakeholder non-profits.
- Experience with real estate acquisitions – I have no significant experience in this area.
- Labor relations and/or personnel management experience – I teach human resource management and am generally recognized as an authority on employee engagement and progressive human resource management practices. I’ve written four books on the changing nature of today’s workforce.
- Financial analysis experience – Financial analysis is a core skill required to work as a business consultant. I am very comfortable in this area.
- Leadership and group facilitation skills – I have led many organizations, chaired many meetings and am skilled at group facilitation.
- Other board of director experience – I have served on the Boards of two Fortune 500 public companies, on the Boards of two private firms, and on the Boards of four major non-profit

organizations. I've had experience as a member of most board committees, including Audit, Governance, and Compensation.

- Other co-op experience – I have none other than the past two years on the board of FCC.
- Experience with food growing or preparation – I supported my son and daughter-in-law when they ran a CSA on our farm. And I love to cook

5. Any thoughts about the Policy Governance approach?

I've come to appreciate the strengths of Policy Governance for cooperatives, recognizing that it is very different from the form of corporate governance I have previously experienced. Policy Governance focuses on using the Board to represent the community and create close ties to member-owners, while providing the General Manager with significant autonomy for day-to-day operations. This contrasts with corporate governance in a number of ways, for example, the extent to which it leverages the strengths and knowledge of individual board members.

6. Is there anything else, relevant or irrelevant, that you would like us to know about you? Is there anything else you would like to share with us?