“To develop and support library trustees to advance public library service in British Columbia”

www.bclta.org
The Role and Function of the Library Board

- Introductions
- Housekeeping
- Cell phones
- Parking Lot
- Expectations – what are yours, we will tell you ours!!
Why Do We have Boards?

- Represents the membership
- Provides an oversight function
- Provides a chance for “second thought”
- Looks at the “big picture
- May be required by legislation (Library Act)
What is a trustee?

- a person, usually one of a body of persons, appointed to administer the affairs of a company, institution, etc.
Three Core Board Functions

1. You are the primary trustees for your members
2. Develop Policy (not procedure)
3. Ensures executive performance
Know your roles & responsibilities

- Mission, Vision, Values and Purpose - Set
- Community Relationships - develop and do
- Ethics and Integrity - must have
- Recruitment and Succession Management – must do
Good Governance

- Vision: planning the future
- Destination: Creation of a Strategic Plan
- Resources: Funds & Staff
- Monitoring: ED Performance
- Accountability: Audits
Board/Staff Relations & Responsibilities

Board: Ends
The Board creates the ends that provide direction to the ED

ED: Means

2010 Conference 5/8/10
Board Perspective

- Create the “Ends”
  - The goals that they wish to be achieved in order to have the organization reach the vision that they wish for it.
Achieves the “Means” by using:

- Reasonable interpretation of the policies created by the board
- Using the resources available (funding and staffing)
Who’s responsibility is this?

- Annual review of the Strategic Plan?
- Middle management staff reviews?
- Determine Board training and development needs?
- Review of Policies?
- Responding to RFP’s?
- Meeting with local government politicians?
- Meeting with City Manager?
- Board member attendance at meetings?
- Meet with members?
ED/Board Relationship

- The ED advises the Board
- The Board provides direction to the ED
- The Board only has one employee - the ED
- The ED implements Board policy
- Board monitors the ED based on the Board Policies ONLY!

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Q & A

- Who establishes the limits of the ED’s authority?
- Who ensures budget creation?
- Who is responsible for budget administration once approved?
- Who develops and operates programs?
- Who deals with staff development, terminations, promotions, wages?
- Who sets the Executive Limitations?
More Q & A

- A staff person comes to the Board complaining about the Executive Director. What are you going to do?
- A marketing company comes to you to sell you an ad in the magazine. What do you do?
- The Community is setting up a meeting with some Provincial Ministers. Who leads this?
Advocacy

- Is one of the key roles of any Board.
- Are you advocates for the organization or do you spend too much time apologizing for it?
- Have you developed your “elevator speech”?
Creating your elevator pitch

- Components of the pitch
  - KISS
  - Ensure you have the facts
  - Short snappy facts
- Update this information regularly

- Exercise: Let’s create a pitch for our library!
The Strategic plan

- Provides guidance to the current and future Boards and staff
- Is the blueprint for the goals and objectives of the organization
- Is a must!
- Annually reviewed
- Board decisions based on the plan
- Development should include the board, staff, patrons and possibly major funders
Policies

- Your communication to staff
- This is the only tool you have to monitor your Executive Director with
- They need to be open enough to allow for the staff to use his/her resources to achieve.
- They need to be tight enough to guide the organization ... you walk a fine line.
- They need to be reviewed for updates annually.
- ED develops procedures
Board Meeting Roles and Responsibilities

- **Manager/ED**
  - Ex-Officio member of the Board

- **Chair-**
  - Chairs the meeting

- **Board Members:**
  - Participates fully – REMEMBER you need Quorum for any decisions to be made.
Board members need to understand and read monthly and annual financial reports and audits.

The Treasurer of the Board helps the ED prepare the financials and it is the Treasurer who delivers them to the Board. Larger boards may have a CFO do this.

The ED and Treasurer also prepare the annual budget and the Treasurer delivers it.
Don’t forget to include Board development/education in your annual budget.

Remember, once the Board approves the budget, the ED does not need any further permission to spend.

The Board may set spending limits for the ED via policy.

Bottom line is that Board members need to pay attention to this part of the business.
And finally….

- You are the governing body of the library but you do not get involved with operations.
- You only have one staff member - the ED.
- You are also accountable to the membership.
- This is an important role that provides direction, leadership and support.
Some Resources for Boards

- The Perfect Board by Calvin K. Clemons
- Duties and Responsibilities of Directors of Not-For-Profit Organizations by Hugh M. Kelly, Q.C.
- Your Roles and Responsibilities as a Board member by John and Miriam Mayhew Carver
- “Work the Pond” by Darcy Rezac
To Your Success

- Remember that out of every challenge comes an opportunity