



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

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The Role and Function of the Library Board



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- Introductions
- Housekeeping
- Cell phones
- Parking Lot
- Expectations – what are yours, we will tell you ours!!

Why Do We have Boards?

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- 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



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

Know your roles & responsibilities



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

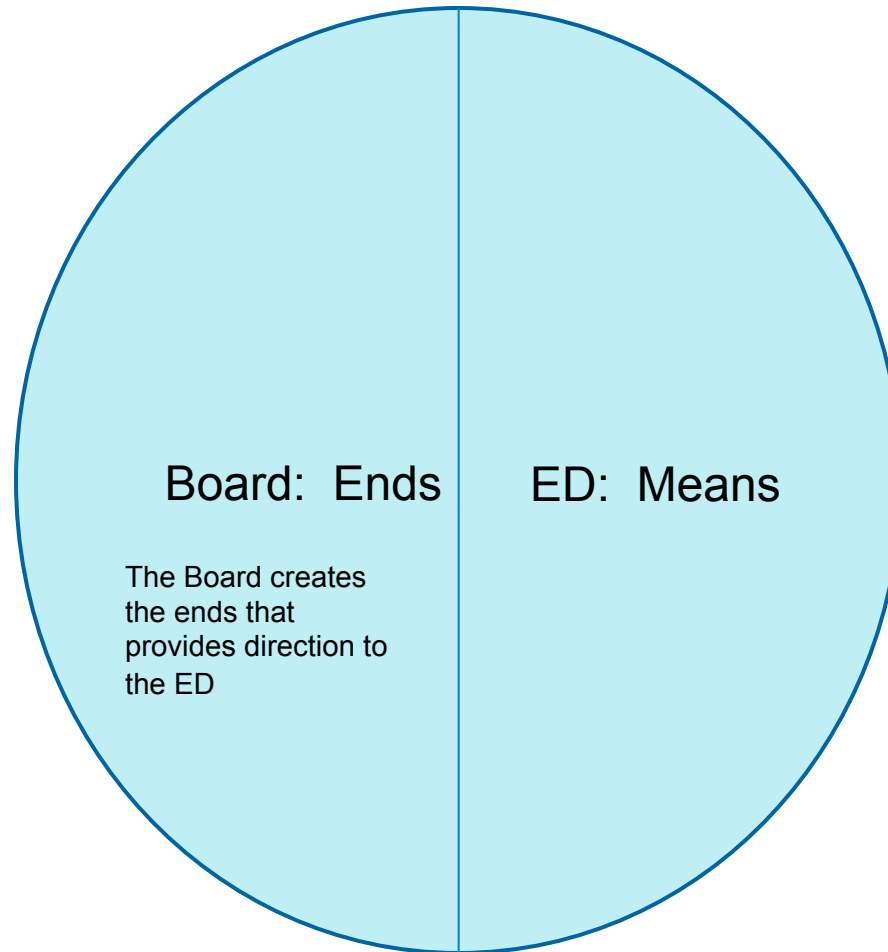
Good Governance

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



Board/Staff Relations & Responsibilities



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.



Executive Director Perspective



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- 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!**



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.



Finances

- 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.

Finances

- 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....



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- 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



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- 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*





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