

New Directors Workshop

Board Orientation

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Board Orientation/Education

- Encourages understanding through formal/informal orientation and continuing education
- Clarifies Board and Director responsibilities and roles
- Used to audit compliance with legal and ethical standards
- Increases Board efficiency
- Allows for regular dialog and interaction among Board members
- Brings each Board member to the same level of preparedness

Governing Documents

- **Library of Michigan**

http://www.michigan.gov/libraryofmichigan/0,2351,7-160-18668_69405_18689---,00.html

- Michigan Public Library Trustees Manual
 - Library Formation Laws:
 - Michigan District Library Law Public Act 24 of 1989; City, Village, and Township Libraries Act 164 of 1877; County Libraries Act 138 of 1917
 - State Aid to Public Libraries Act 89 of 1977
 - Other Michigan Laws – Open Meetings, Penal Fines
- **[Your Library Name]**
 - Mission Statement
 - Board Level Policies/Plans – Strategic Plan, Technology Plan
 - Board Bylaws – periodic revision as necessary
 - Library Policies – operational policies

Meetings

- Agenda: Order of Business, Decision Making
- Room arrangement: Board and Public
- Addressing the Board: Public Comments
 - Public Comments Notice on Agenda – beginning, end or both
 - Policy for comments - time limit and other limitations; form used
 - Speaker fills out form that states name and address; limitations
- Board Chair Response
 - Polite thank you
 - Reasons Not to Engage in Dialogue
 - Derail Board Agenda/not an item of business
 - Put Board in reactionary mode
 - Give credence to issues that may not be valid
 - Staff Comments – Member of the public; not an opportunity for dialogue with Board; undermines Director's authority

Common Board Structure

- **Officers: President; Vice-President; Treasurer; Secretary**
 - President – liaison to Library Director; guides Board
 - Vice-President– Chairs meeting in President’s absence; chairs Personnel Committee
 - Treasurer – Presents Financial Report; chairs Finance Committee
 - Secretary – takes minutes; or reviews/presents minutes to Board
- **Ex-Officio: Library Director; Recording Secretary**
(**optional position:** takes minutes; often a library administrator or staff member; helpful for full participation; access to technology)
- **All substantive work is done in Board Committees**
 - Standing Committees for Board Work: Finance; Personnel
 - Board Members comprise committee; Director - liaison with staff
 - Ad Hoc Committees created as needed – Bylaws; Library Improvement

Board Responsibilities

- Legally mandated entity authorized to:
 - Adopt Mission Statement and board governance rules
 - Maintain control over building and grounds
 - Approve annual budget and the expenditure of all funds
 - Hire the Library Director; provide guidance through policy
 - Adopt policies, rules and regulations
- Library Trustees = stewards of the public interest
- Adhere to Library Trustee Job Description
- Help develop and understand the library's "global view"
- Observe Open Meetings Act requirements
- Delegate daily management of library to Director
- Evaluate Director – Policy provides details for process

Individual Board Member Responsibilities

- Maintain **confidentiality** of Board matters
- **Communicate** effectively with the Director and each other
- **Support** the decisions of the Board and the Director; speak with one voice
- Become **familiar** with library services and programs
- **Advocate** for the library within community
- **Conduct** self appropriately at Board meetings and monitor the behavior of others
- **Recognize/Respect** Board, Director, and Staff roles; avoid inappropriate communication/refer staff to Director
- **Avoid** Conflicts of Interest

Board and Personal Liability

- Maintain acceptable, ethical behavior at all times
 - Open Meetings Act- Board Meeting policies
 - Freedom of Information (F.O.I.A.) Requests
 - Avoid: “acts in excess of authority; errors in acts; nonfeasance; negligence; intentional violations of civil law”
- Conflict of Interest disclosure; written declaration
 - Legally and ethically obligated to disclose conflicts
 - Excuse self from discussion
 - Excuse self from votes
- Adequate level of insurance coverage; D & O

Library Director Responsibilities

- Keeps the Board apprised of library operations; acts as staff steward with the Board
- Assists the Board in strategic planning and making sound decisions
- Maintains a fiscally sound organization
- Manages and directs library personnel
- Creates a strong, dynamic staff environment
- Provides services and collections for the community
- Participates in continuing education opportunities
- Advocates for the library

Board and Director Responsibilities

Board	Library Director
Hires Library Director	Hires , disciplines, and terminates library employees
Delegates management of daily operations to Library Director	Manages daily operations; keeps Board informed
Approves budget and monthly expenditures	Proposes and manages budget; conducts audit
Guides strategic planning	Develops goals/objectives to achieve strategic plan
Approves Board and library policies	Writes/administers policies governing library operations
Evaluates Director	Evaluates library employees

“The Relationship”

- Mutual Trust, Respect, and Honesty
- Considerate in Words and Actions
- Open Communication (Transparency)/Framing the Message for Your Community
- Understanding Diverse Opinions/Reaching Consensus
- Thinking for the Future/Watching for Trends
- Willingness to Change for the Good of Community
- Promise to Deliver, Deliver What’s Promised

Questions?