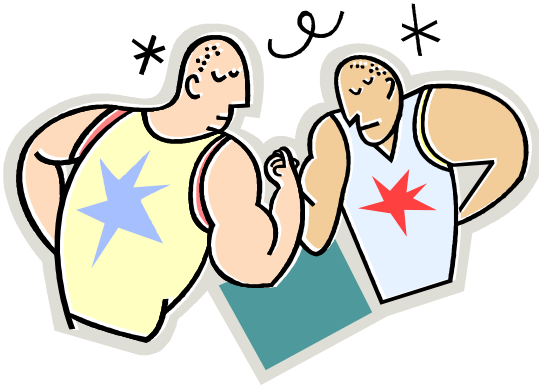

The Trustee / Director Relationship -- The Dynamics of Library Management

John Borneman

President, Tipton County Library Board of Trustees

Past President, Indiana Library Federation





The Board's Role versus the Director's Role

Governance is the act of governing. It relates to decisions that define *expectations*, grant power, or verify performance. It consists of either a separate process or part of decision making or leadership processes.

Management in all organizational activities is the act of coordinating the efforts of people to accomplish desired goals and objectives using available resources efficiently and effectively.

- ◆ Board of Trustees set policies, budget, and the long range strategic plan (Governance)
- ◆ The Director implements within these limits (Management)

The Board's Role - Governance

- ◆ The Board is Responsible for five basic tasks:
 1. Set policies
 2. Hire the director
 3. Plan for the future of the library
 4. Monitor and evaluate the overall effectiveness of the library
 5. Advocate for the library in the community and advocate for the community as a member of the library board.

- ◆ **“The library board is responsible for the library and all that happens in it.”**

The Director's Role - Management

- ◆ **The director's duty is to carry out the day-to-day functions of running the library within the parameters set by the trustees.**
- ◆ Represent the library in negotiations, public relations and other public events.
- ◆ Direct, supervise, educate, evaluate and discipline all staff.
- ◆ **Prepare the annual budget for approval by the board.**
- ◆ Manage the finances of the library.
- ◆ Oversee the assets of the library.
- ◆ Implement the policies of the board.
- ◆ **Plan the operations of the library to fit into the long-range plan of the board.**
- ◆ Assist the board in the governance of the library by recommending policy direction for the board.
- ◆ Report to the board the results of board actions.
- ◆ Remain current and knowledgeable about the library and its operations.
- ◆ Submit to the board an annual report of the progress of the library
- ◆ **The library director is the person ultimately responsible for the library.**

The Problem

- ◆ **The library director is the person ultimately responsible for the library.**

- ◆ **The library board is responsible for the library and all that happens in it.**

Issues of Potential Overlap

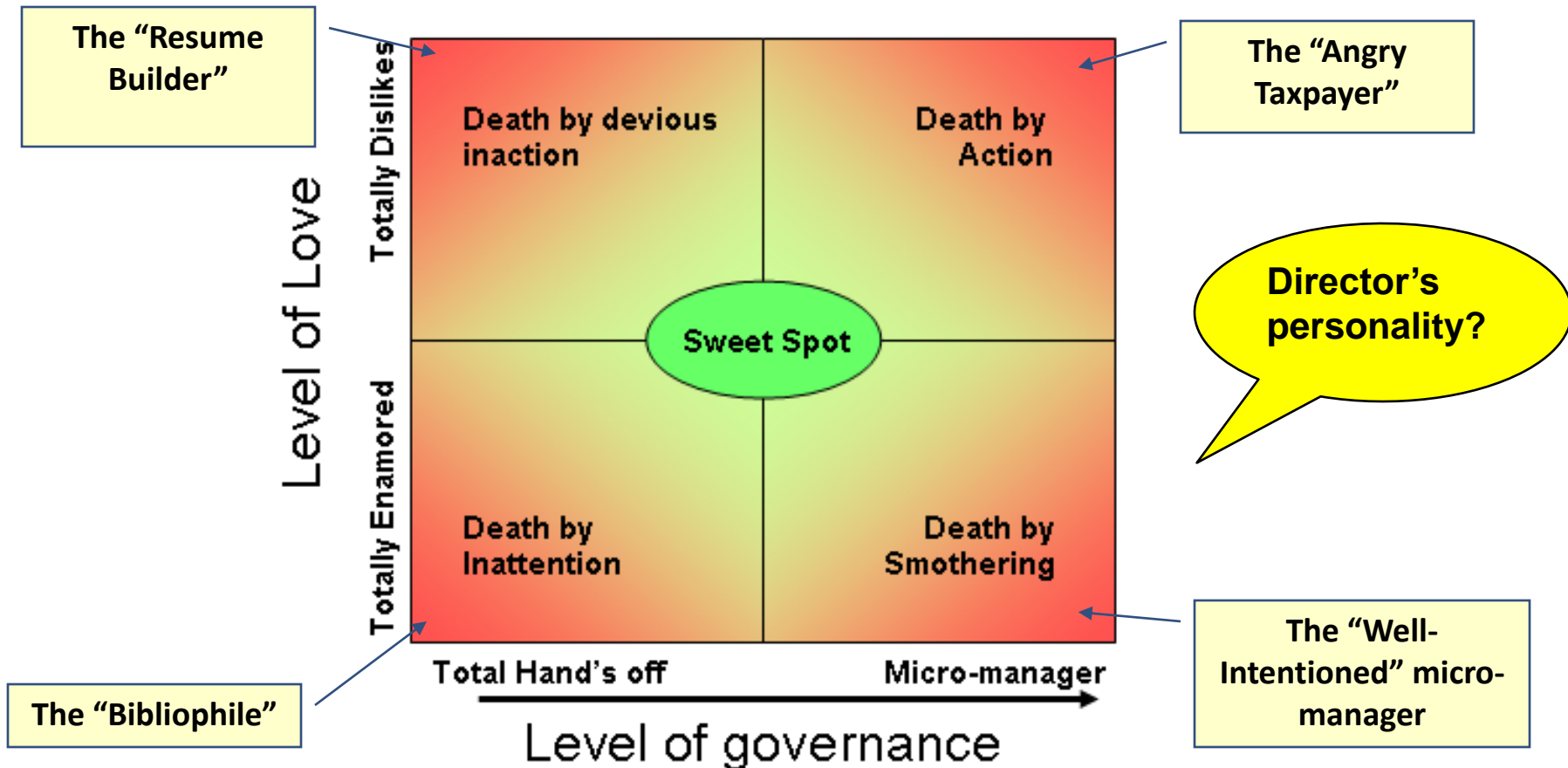
- ◆ The director is responsible to the whole board, but not responsible to each board member.
- ◆ Individual board members, even the board president, have no power to make demands of the director
- ◆ Board members interact with the public – formally and informally
- ◆ Spending approval (within the budget, outside the budget)
- ◆ Hiring Approval (at what level should the Board approve staff?)
- ◆ Library Hours
- ◆ How the Staff treats the Patrons
- ◆ How the Library is perceived by the public (taxpayer)

Types of Board Members

- ◆ Board members attitudes toward the library range from love to dislike (or suspicion?)
- ◆ Board members involvement with the library ranges from total hands off to micro-managers.
- ◆ The Resume Builder
 - Doesn't really care about the library, Hands off in decisions. Biding their time.
- ◆ The Angry Taxpayer
 - Also doesn't really care about the library, Micro-manager with the goal of driving down costs to ultimately lower taxes. Nothing the Director says is accepted.
- ◆ The Bibliophile
 - Loves the library to a fault. Hands off in decisions. Everything the Director says is accepted
- ◆ Managers and Engineers
 - Loves the Library, Micro manages because they can't help themselves. They really feel they can help, but need details to do that.
- ◆ **Are there “Types of Directors”?**

Types of Boards

- ◆ Boards develop a “personality” based on leadership, individual members, and the political issues of the day.



Board Member Skills / Training / Development

- ◆ A Board evolves, ebbs and flows in experience. A Board is made up of individuals, but it is also the sum of its parts.

- ◆ Boards bring their own skill sets to the table.
 - Lawyers, Bankers, Engineers, Teachers, Business owners, IT Experts, Elected officials, Farmers...
 - These skills can be a valuable asset to the library's effectiveness

- ◆ The Board and Director must learn how to balance the use of these skills

- ◆ Potential conflicts of interest when using a Board member's skills. It can lead to a difficult relationship between the Board member and Director. Who's the boss? Who's the employee?

- ◆ On the other hand, a Board member cannot turn off their knowledge. They must be allowed some level of deeper involvement aligned to their area of expertise.

Board Member Skills / Training / Development

- ◆ New board members need board mentors assigned to them
- ◆ Boards need to perform “self-evaluations” periodically
- ◆ Boards need training.
 - ILF Trustee membership is valuable.
 - ILF District and State Conferences
 - Focus Magazine should be provided to Board members (occurs via email if Board has ILF Trustee membership)
 - State Library web-site
 - State Library employees will come to your Board to train
 - ILF Webinars
 - Internal Training (Board members spend time each meeting reviewing a chapter of “In the Public Trust”)

Board Self-Assessment (examples)

- ◆ Our board prepares to do its job by...
 - Conducting a thorough orientation for all new board members.
 - Attending board development conferences.
 - Providing monthly board development activities for all board members.
 - Touring all facilities at least once a year.
- ◆ Our board ensures good meetings by...
 - Sticking to the prepared agenda.
 - Working for consensus rather than fighting for a majority.
 - Confining all discussion to policy issues and avoiding management issues.
- ◆ Individual board members...
 - Attend at least 90% of all board meetings and committee meetings to which they're assigned.
 - See themselves as part of a team effort.
 - Act as advocates for the library.
- ◆ Our board plans for the future of the library by...
 - Operating from opportunity to opportunity rather than crisis to crisis.



Microsoft Word
Document

Director Skills / Training / Development

- ◆ Directors (especially new Directors) need mentors and support groups
 - Meet regularly with other Directors in your local area
 - Develop a relationship with another Director
- ◆ Directors need performance reviews, too
 - Boards should take these reviews seriously
 - Don't make the annual performance review the only time the Board reviews progress. Quarterly review of strategic plan, goals review.
 - This is an opportunity to re-set or adjust goals. Therefore when the annual review occurs, there should be no surprises.
- ◆ Directors need training.
 - ILF Trustee membership is valuable.
 - ILF District and State Conferences
 - State Library - web-site and direct contact with staff
 - Chamber of Commerce for management classes and ideas
 - ILF Webinars
 - Management seminars – they don't have to be library based!

Decision Making

- ◆ Board Members are usually not library experts, but quite often are very good at making business decisions -- and they tend to think in 'numbers'.
 1. Give them **background** on the issue (educate them a little)
 2. Give them your **options and the pros and cons** with examples of other libraries choices
 3. Give your **cost analysis** (dollars)
 4. Give them your **recommendation** and "**why**"

- ◆ Directors and Librarians tend to think in 'words.'
 - Be patient if your Director's presentation does not meet your expectation.
 - Give the director time to respond to your request for more information.
 - Give the Director examples of what you mean.

- ◆ Both: Use this as an opportunity to learn from each other.

How to Present Choices

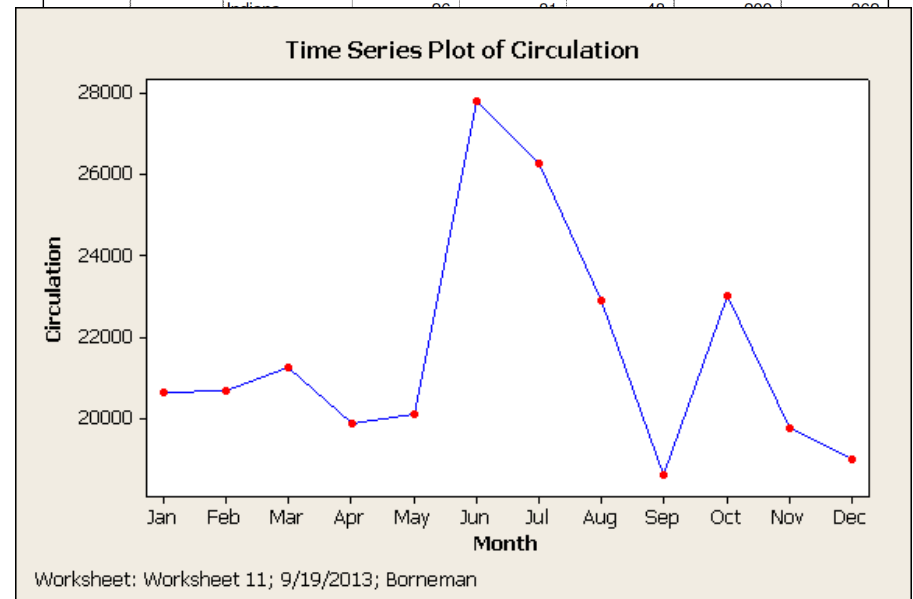
- ◆ Here is one very good tool to show Directors a comparison between options. The Pugh Chart.

		Standard Check Out at Desk	Patron Self- Check out Station	RFID sensors - Auto check out	Option 3
Net Process Total			0	1	0
Sum of M. Better (++)			0	1	0
Sum of Better (+)			2	2	0
Sum of "Same" (s)			1	0	0
Sum of Worse (-)			2	1	0
Sum of M. Worse (--)			0	1	0
Key Criteria for Comparison					
1	Cost		+	++	
2	Ease of Installation		S	+	
3	Chance of Books Removed with no Check out		-	--	
4	Patron Acceptance		+	-	
5	Staffing Requirements		-	+	
6					
7					

Data

- ◆ Don't accept presenting your numbers to the Board in 'the same old way. Think how you can make the numbers easier to interpret
- ◆ Tabularized data is fine, but often requires time and study to interpret.
- ◆ Charts and images are good if done well.
- ◆ Month to month comparisons of circulation and visitors is worthless!
- ◆ Comparing last year's data with this year's data (year to date) is *almost* worthless.

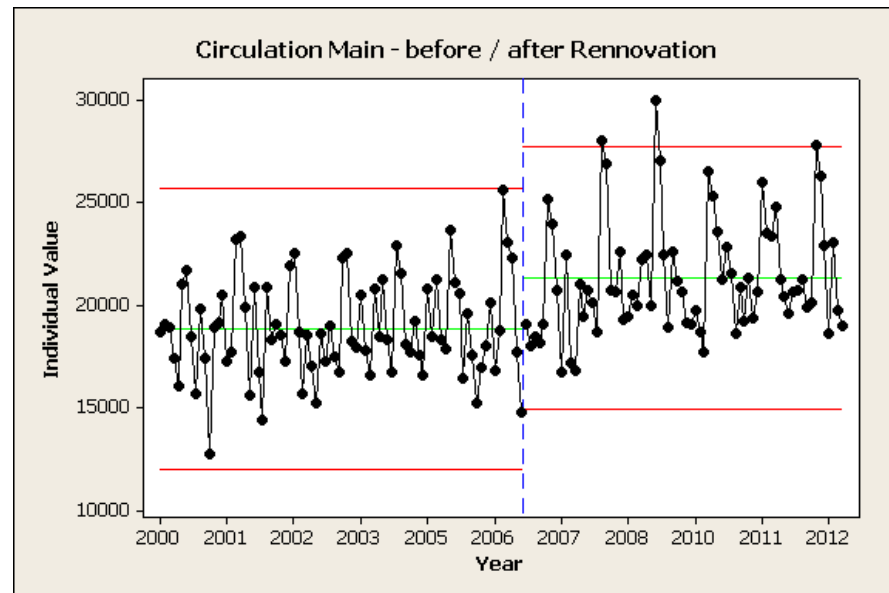
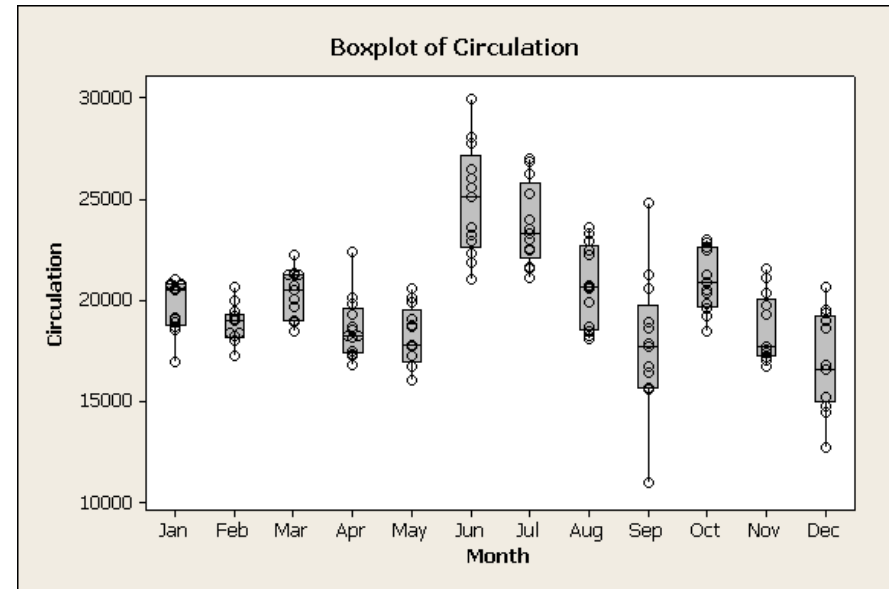
Circulation Statistics							APRIL, 2011	
Registered Borrowers	Start				9,455			
	Added				60			
	Deleted				6			
	Total				9,509			
CIRCULATION			FEBRUARY	MARCH	APRIL	2011 YTD	2010 YTD	
Adult	Main		11,351	9,400	8,799	39,151	43,810	
	Branch		803	872	859	3,457	338	
	In-House		582	1,304	1,399	4,293	2,949	
Juvenile	Main		2,250	3,508	2,890	11,489	11,872	
	Branch		52	104	109	336	12	
	In-House		485	1,562	845	3,875	2,744	
ILL	Borrowed		44	85	61	241	246	
Videos	Main		3,050	3,988	3,874	15,170	14,379	
	Branch		574	485	485	2,649	1,771	
TOTAL CIRCULATION			19,191	21,308	19,321	80,661	76,524	
SERVICES								
Info Requests	Adult		2,211	2,953	2,989	11,446	9,014	
	Juvenile		121	282	402	972	1,180	



Circulation Data (examples)

- ◆ Compare “this July’s data with “all the past July data.”
 - Historical medians, quartiles, ranges, use box plots for the advanced student.

- ◆ Show yearly averages of data over several years highlighting significant events (changed hours, renovation complete, opened coffee shop, etc)

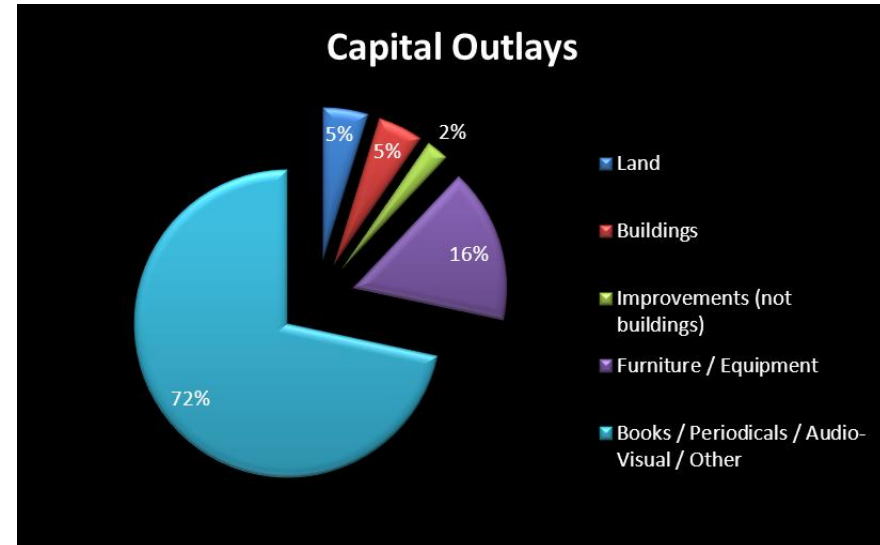
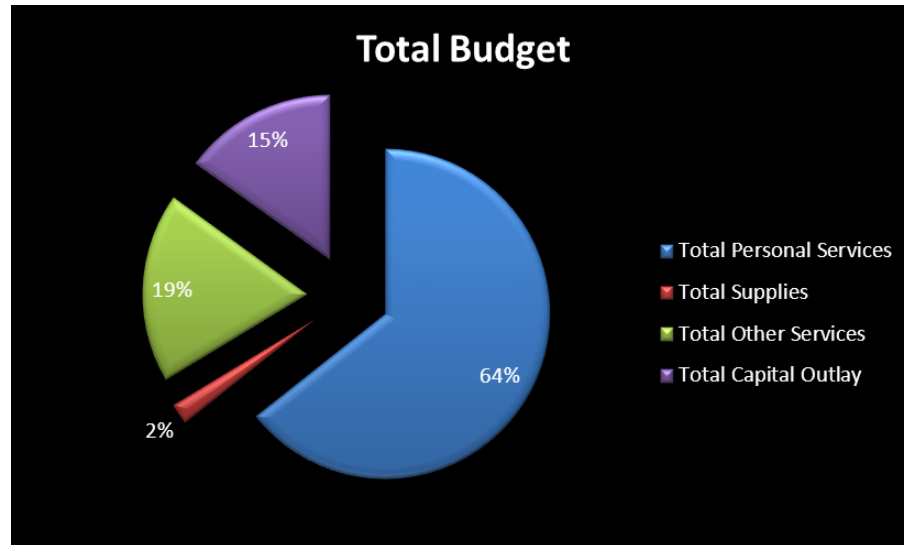


Budget Data (examples)

TOTAL BUDGET

A

	2012	2013	2014	% Delta from 2013	
Total Personal Services	\$776,526.00	\$867,899.00	\$888,775.00	2.41%	<-- See "B" Below
Total Supplies	\$34,500.00	\$29,500.00	\$28,250.00	-4.24%	
Total Other Services	\$215,079.00	\$243,078.00	\$256,178.00	5.39%	<-- See "D" Below
Total Capital Outlay	\$285,215.00	\$206,950.00	\$208,000.00	0.51%	<-- See "E" Below
Total	\$ 1,311,320.00	\$ 1,347,427.00	\$ 1,381,203.00	2.51%	

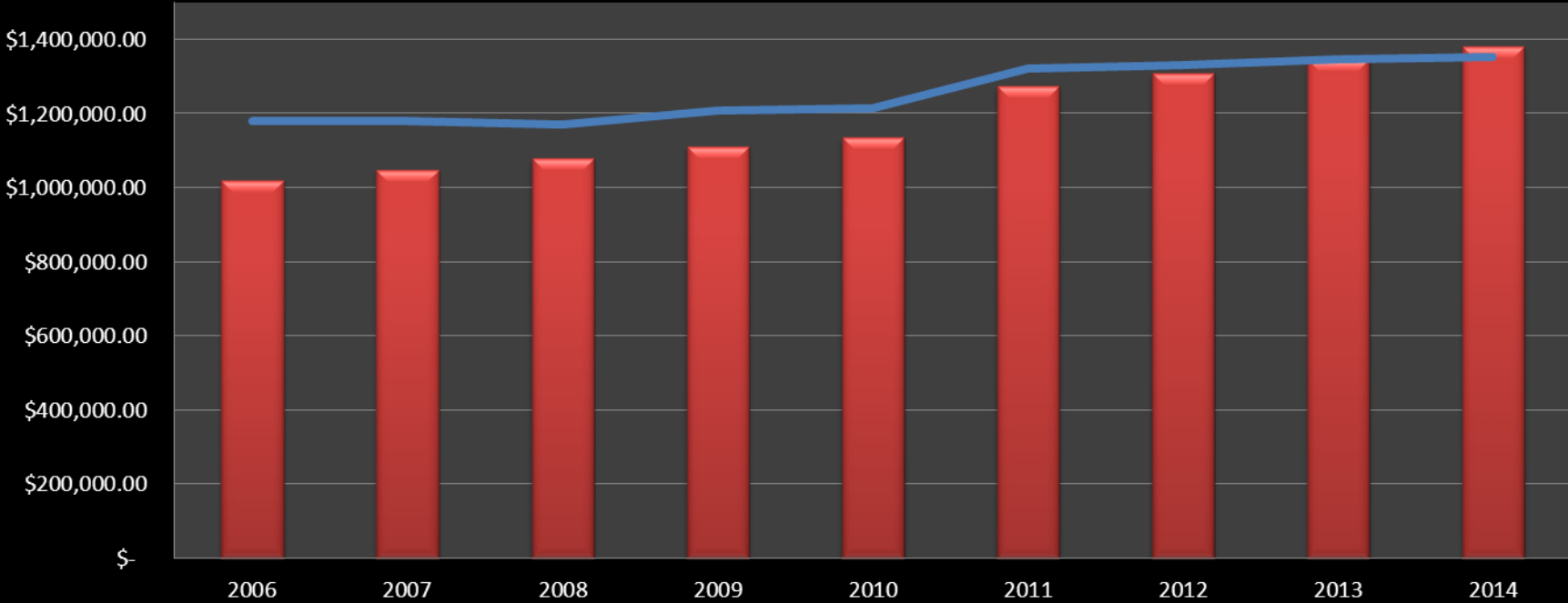


Budget Data (examples)

TCPL Budget 2006 to 2013

<http://www.usinflationcalculator.com/>

Actual Dollars (Total) 2013 Dollars



Its Not All Data – Tell the Story



Miss Michelle leads the children on a treasure hunt in the library.



Superhero Training



Thanks to everyone who came out to play in the Game Truck last week!

Final Comments

- ◆ An effective Board does a good job of delegating management, takes nothing at face value, but expects the director to supply options and alternatives, and expects to have plenty of time for good deliberations on all issues.
- ◆ Patience: Sometimes Board members just need time to “get their minds around an issue” ... and sometimes Directors need time to figure out exactly what the Board really wants.
- ◆ Policies: What may seem logical and well written to you, may not be to the Board. Their thoughts are valuable in that you get a view of how the public will read and interpret a policy.
- ◆ Public: Remember that the Board walks a line between the taxpayer and the library. It is an advocate of the library to the taxpayer, but also an advocate of the taxpayer to the library.
- ◆ Data is very important, but remember the Story!

Data is very important, but
remember the Story!

Questions or Comments?