Partners in Vision:
From Board Meddling to Good Governance

Effective Communication Strategies Between Director and Board

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Introduction

Areas for good communications between Director and Board

1. Trustee Recruitment & Orientation
2. Board Training - Policy & Procedures
3. Board Reports - based on Strategic Goals
4. Board Standing Committees
5. Networking with Community Groups
6. Board Study Sessions
7. Implementing Library Standards
1. Trustee Recruitment and Orientation

Recruitment process
- Board selects a nominating/interviewing sub-committee
- Important for Director to be involved on WHO is considered & with interviews

Orientation of new Board members
- The Board President and Director conduct an in-depth orientation
- Board Procedures & Policies
- Library Staff & Program elements
2. Board Training – Policy & Procedures

Policy Governance Model

- Focus on the larger issues
- Delegate with clarity
- Control management's job *without meddling*
- Evaluate organizational accomplishments: “Have our expectations been met?”

Parliamentary procedures - rules for conducting business

- Choose between *Robert’s Rules of Order* or *Sturgis Standard Code*
3. Board Reports – based on Strategic Goals

Director Reports to Board

- Regular intervals, currently being re-established
- Referenced to agreed Strategic Goals & Objections
  - Oriented to meeting measurable outcomes
- Opportunity for discussion and better understanding by the Board of the programs and services provided to patrons, and outcomes sought
4. Board Standing Committees

Standing Committees include: GOV’T AFFAIRS, FINANCE & POLICY

- Each Committee includes two Trustees, Director & key staff
- Meet on a regular basis
  - GOV’T AFFAIRS: considers political issues and sets Board meeting agendas
  - FINANCE: reviews monthly income/expense report and reviews upcoming status for budget considerations
  - POLICY: reviews are on a rolling 3 year basis of the various “sets”. Work on updating when appropriate, incorporating director & staff input
5. Networking with Community Groups

Either Director or a Trustee are assigned to network with key community organizations whose work aligns with Library strategic goals, or may influence budget decisions

- Allows up to date knowledge for Trustee consideration
  - Reported monthly at Regular Board Meetings
- Ongoing Group Involvement - *Representation*
  - Library Friends & Foundation; Economic Development Corp; Woman’s Club
- Ad Hoc Community Involvement - *Ambassadors*
  - Downtown Development Plan; Community Center MOU & Library Kiosk; Library Mill Levy election; numerous service clubs and speaker’s bureau presentations
6. Board Study Sessions

Regular sessions for Board discussion on key library or community issues

- A monthly session with topic established in collaboration with Gov’t Affairs Committee and Director
  - Work on Strategic Goals & Objections
  - Mill levy election and other political items (MOUs, etc.)
  - 10-Year Financial Plan (updated annually)
  - Updating Director job description & evaluation for better clarity
  - 2017 multiple sessions on the Colorado Library Standards
7. Implementing Library Standards

Colorado Public Library Standards describe best practices for achieving excellence

- 11 Standards provide an overview, Basic & Future-focused checklists
- Today’s examples: Collections & Finance

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<th>2018 Action Items developed:</th>
<th>COLLECTIONS</th>
<th>FINANCE</th>
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<tr>
<td>BOARD Governance</td>
<td>Annual Report to Board</td>
<td>Biannual 10 Year Plan Report</td>
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<td>Responsible</td>
<td>Board Secretary</td>
<td>Board Finance Committee</td>
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<td>When</td>
<td>1st Q</td>
<td>2nd &amp; 4th Q</td>
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<td>STAFF Operations</td>
<td>Mgmt Plan</td>
<td>More frequent Communication w/Public</td>
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<td>Responsible</td>
<td>Director (Acq. Librarian)</td>
<td>Director (PR Librarian)</td>
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<tr>
<td>When</td>
<td>1st Report: 2018.03</td>
<td>Quarterly</td>
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Summary

- **Clear roles**, once defined, prevent meddling
- **Good board practices** enable effective board behaviors
  - Parliamentary procedures & Policy governance model
- **Excellent communication** is key to good governance
  - Effective communication strategies require multiple approaches and consistent effort over time
- **An environment of openness** must be nurtured by both the Board and Director
- **Community engagement** is the responsibility of all stakeholders
Thank You &
Good Luck