ROLES & RESPONSIBILITIES 2018

TRUSTEE AND DIRECTOR WORKSHOP

Learning Objectives:

1. Explain the Three Roles of a Trustee
2. Identify the Different Responsibilities of the Board and Director
3. Prepare a Meeting Agenda
4. Evaluate Current Board Culture

Helpful Resources:

- **New York State Division of Library Development**: www.nysl.nysed.gov/libdev
- **United for Libraries** (formerly the Association of Library Trustees, Advocates, Friends and Foundations): www.ala.org/united
- **NYS Committee on Open Government**: www.dos.ny.gov/coog
- **Pioneer Library System Trustee Resources**: https://pls-net.org/pls-resources/trustee
- **Public Library Law in New York State by Allan Carter**: www.nyla.org/images/nyla/files/Public_Library_Law.pdf

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Roles of a Trustee

“The New York State Board of Regents, the institution responsible for the chartering and oversight of education corporations in New York, describes the duties of trustees as those of “Care, Loyalty and Obedience.” All actions must be taken with these principles in mind.”

– Handbook for Library Trustees of New York State, page 15

Duties of a Trustee:

Duty of Care: A trustee or board member must act in good faith and exercise the degree of diligence, care and skill that an ordinary prudent individual would use under similar circumstances in a like position.

Duty of Loyalty/Conflict of Interest: Trustees/board members owe allegiance to the institution and must act in good faith with the best interest of the organization in mind. The conduct of a trustee/board member must, at all times, further the institution’s goals and not the member’s personal or business interests...A trustee/board member should avoid even the appearance of impropriety.... Acts of self-dealing constitute a breach of fiduciary responsibility that could result in personal liability and removal from the board.

Duty of Obedience: A trustee/board member has a responsibility to insure that the institution’s resources are dedicated to the fulfillment of its mission. The member also has a duty to ensure that the institution complies with all applicable laws and does not engage in any unauthorized activities.
**Board & Director Responsibilities**

“The board’s role is to govern the library...the director’s role is to manage the library.”

– Handbook for New Public Library Directors in New York State, page 31

### Who Does What?

*After each statement write “B” if the board is responsible for the item or “D” if the library director is responsible for the item.*

1. Create library positions, establish salaries, and appoint staff. __
2. Select, hire, manage, and supervise the library staff. ___
3. Create, develop, and continuously review the mission of the library. ___
4. Develop and implement services that support the mission. ___
5. Communicate the library’s mission to staff and community. ___
6. Operate under written bylaws. ___
7. Write and review policies. ___
8. Ensure that practice and policy are aligned. ___
9. Develop annual budget. ___
10. Present written budget requests to funding agencies. ___
11. Ensure that proper policies and procedures are in place to mitigate financial risk. ___
12. Oversee selection and ordering of all library materials. ___
13. Secure adequate funds to carry out library operations. ___
14. Evaluate the effectiveness of library programs and services. ___
15. Maintain a facility that meets the library and community needs. ___
16. Conduct the business of the library in an open and ethical manner in compliance with all applicable laws and regulations. ___

*Note: Working Together: Roles & Responsibilities Guidelines, Handbook for New Public Library Directors in New York State, page 107*
Board Meetings – Best and Worst

1. Think about one of the best meeting you have ever attended, what made that meeting so exceptional?

2. Think about one of the worst meeting you have ever attended, what hindered that meeting?
# Board Meetings – Sample Agenda

“A consistent and business-like agenda is essential for the efficient conduct of library business”

– Handbook for Library Trustees of New York State, page 32

## Call to order

<table>
<thead>
<tr>
<th>Agenda Item</th>
<th>Action</th>
<th>Document</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adoption of the Agenda</td>
<td></td>
<td>Doc 1809-1</td>
</tr>
<tr>
<td>Approval of the Minutes of the August 2018 Board Meeting</td>
<td></td>
<td>Doc 1809-2</td>
</tr>
</tbody>
</table>

## Public Comment

## Communication and Reports:

<table>
<thead>
<tr>
<th>Number</th>
<th>Report/Action</th>
<th>Action</th>
<th>Document</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Approve warrants (list of bills paid) – Cindy Gardner</td>
<td>Vote</td>
<td>Doc 1809-3b</td>
</tr>
<tr>
<td></td>
<td>Budget Report – August 18 YTD- Cindy Gardner</td>
<td>Vote</td>
<td>Doc 1809-3c</td>
</tr>
<tr>
<td>2</td>
<td>Executive Director Report: Lauren Moore</td>
<td>Discuss</td>
<td>Doc 1809-4</td>
</tr>
<tr>
<td>3</td>
<td>Committee Reports:</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Finance Committee Report</td>
<td></td>
<td>No report</td>
</tr>
<tr>
<td></td>
<td>Personnel Committee Report</td>
<td></td>
<td>Doc 1809-8</td>
</tr>
<tr>
<td></td>
<td>Policy Committee Report</td>
<td></td>
<td>No Report</td>
</tr>
<tr>
<td></td>
<td>Audit Committee Report</td>
<td></td>
<td>No report</td>
</tr>
</tbody>
</table>

## Old Business:

## New Business:

<table>
<thead>
<tr>
<th>Number</th>
<th>Topic</th>
<th>Action</th>
<th>Document</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Discuss Strategic Planning Process</td>
<td>Discuss</td>
<td>Doc 1809-9</td>
</tr>
<tr>
<td>2</td>
<td>Approve 2018 Amended Budget: Lauren Moore</td>
<td>Vote</td>
<td>Doc 1809-3c</td>
</tr>
<tr>
<td>3</td>
<td>Approve $23,561.79 Payment to Dell: Lauren Moore</td>
<td>Vote</td>
<td>Doc 1809-11</td>
</tr>
<tr>
<td>4</td>
<td>Approve $27,694.18 Payment to Van Bortel Ford: Lauren Moore</td>
<td>Vote</td>
<td>Doc 1809-12</td>
</tr>
<tr>
<td>5</td>
<td>Discuss Collection Development and Reconsideration of Materials</td>
<td>Discuss</td>
<td>Doc 1809-13</td>
</tr>
<tr>
<td></td>
<td>Policy: Policy Committee</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Next Meeting: [Date and Time]

## Reminders: [Important reminders]

## Adjourn
Board Meetings – Collective Authority

“Under New York State law, a library board has broad authority to manage the affairs of the library, but it is a collective authority...collective authority is the need for the board to speak with one voice once a decision has been made”

– Handbook for Library Trustees of New York State, page 24

1. What do you do when there is always consent in your board meetings without consensus building?

2. What do you do when your board votes in favor of a motion that you disagree with?

3. How do you handle difficult personalities on your board?
Board Meetings – Open Meetings Law

“All public libraries in New York, including association libraries, are subject to the Open Meetings Law... This law requires that board meetings must be properly posted and advertised and open to the public.”

– Handbook for Library Trustees of New York State, page 29

1. What types of things should you include in your Public Comment Policy? (Check all that apply)
   - Time Restrictions
   - Limitations on topics
   - Comment time before the meeting
   - Comment time after the meeting
   - Code of Conduct

2. Which statements are true about Meeting Minutes? (Check all that apply)
   - They should be transcript of all discussions that took place during the meeting.
   - They can contain a summary of the conversations that took place during the meeting.
   - They should include all motions, proposals, and formal actions made by the board.
   - Meeting minutes are not necessary.

3. When should Meeting Minutes be made available to the public?
   - a. Immediately after the meeting.
   - b. One week after the meeting they were taken.
   - c. Two weeks after the meeting they were taken.
   - d. Three weeks after the meeting they were taken.
   - e. Once they are approved at the next meeting.

3. What are the reasons you should go into Executive Session? (Check all that apply)
   - To approve salaries.
   - To approve financial decisions.
   - Pending or current litigation.
   - The medical, financial, credit or employment history of a particular person leading to appointment, employment, suspension, or removal of a particular
   - For planning meetings discussing the future of the library.
   - The proposed acquisition, sale or lease of real property.
   - To remove the public when the board will be talking about an uncomfortable topic.