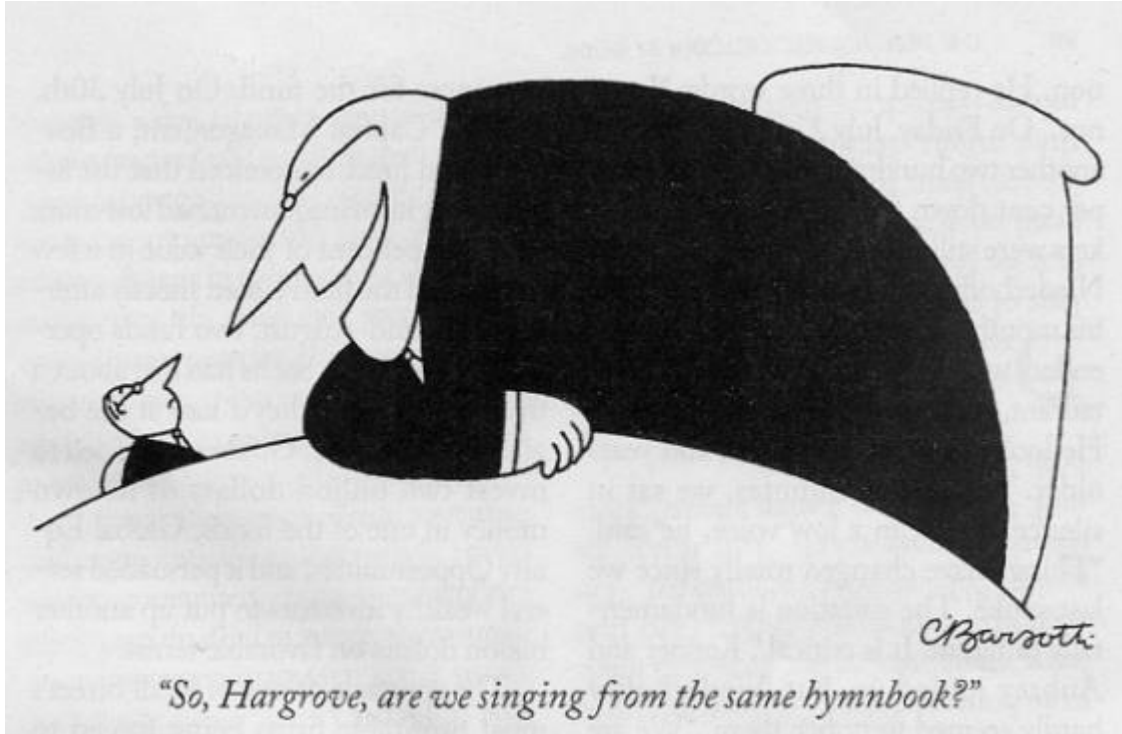


Making Each Other Look Good: the Library Board and the Library Director

By James LaRue
LaRue & Associates



- Board to director?
- Board President to Board members?
- Director to Board?

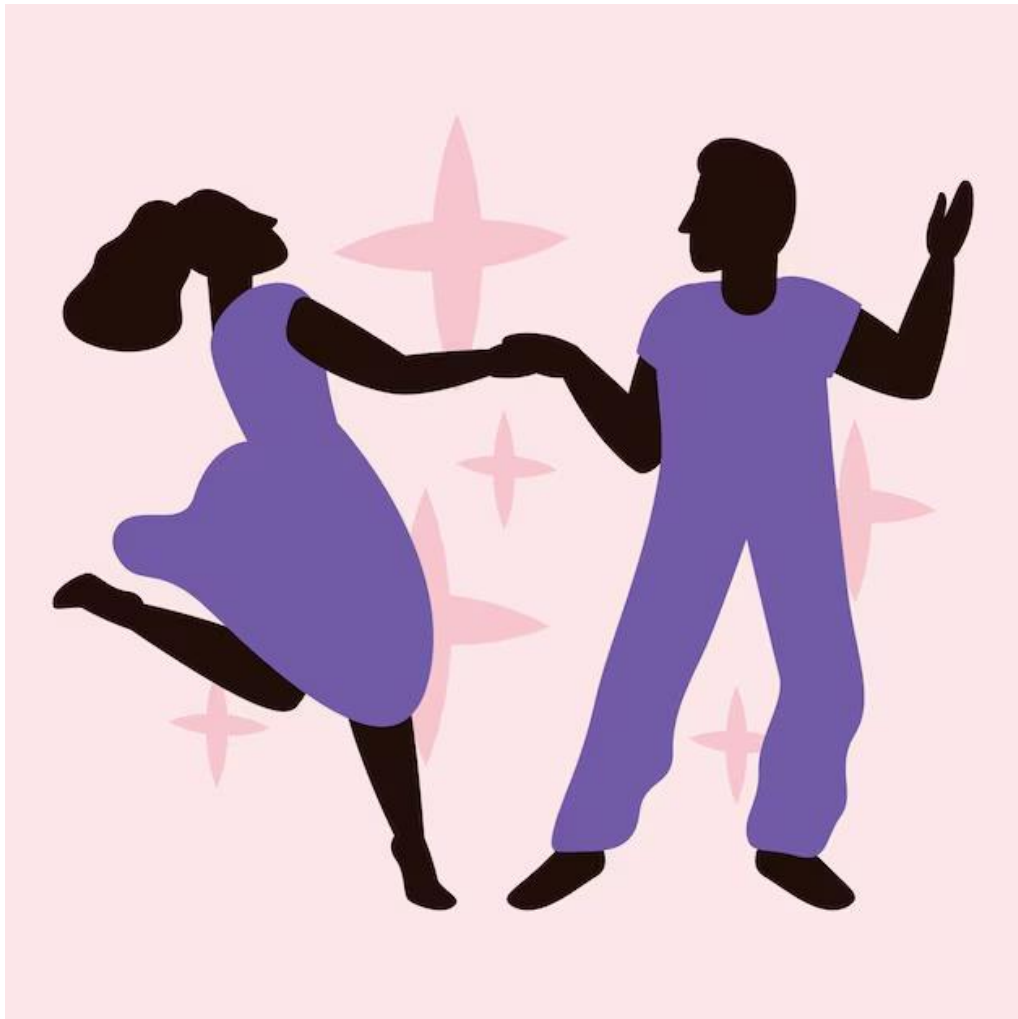
Google search: “library director fired”

- Autauga-Prattville, AL - fulfilled a records request for emails
- Campbell County, WY - opposing book bans (LGBTQ)
- Hendersonville, TN - Kirk Cameron accusations
- Kitanning, IN - staffing issues (told not to reprimand employee)
- Lafayette, LA - censorship pressure from board
- Oak Park, IL - program on Palestine
- Saline County, AR - wouldn't remove LGBTQ content
- Springfield, IL - new city administration
- Sterling, KS - board anti-LGBTQ pressure

Outcomes?



- “I’m not sure who would ever want to be the director of the library.” (Lafayette)
- Or on the Board



The goal

What kind of board are you?

● Operational	Civic groups, start-up, no staff
● Governing	Policies, financial oversight, supervision of director, organizational effectiveness and planning
● Fundraising	Community connections, money
● Advisory	Sounding board, community resources and knowledge, advocacy (helping to get money from governing bodies)
● Hybrid	Some mix

Voice	Non-verbal	Process Management	Content
Loudness, articulation, pitch, rate, laughter, warmth	Eye contact, posture, fidgeting/ stillness, nodding, smiling, touching	First to speak, last to speak, are we done? summary, humor, questioning, compliments	Overview, detail, story, meaning, creative

A Generation:
Accountability

Governance

Task

The Moment:
Service

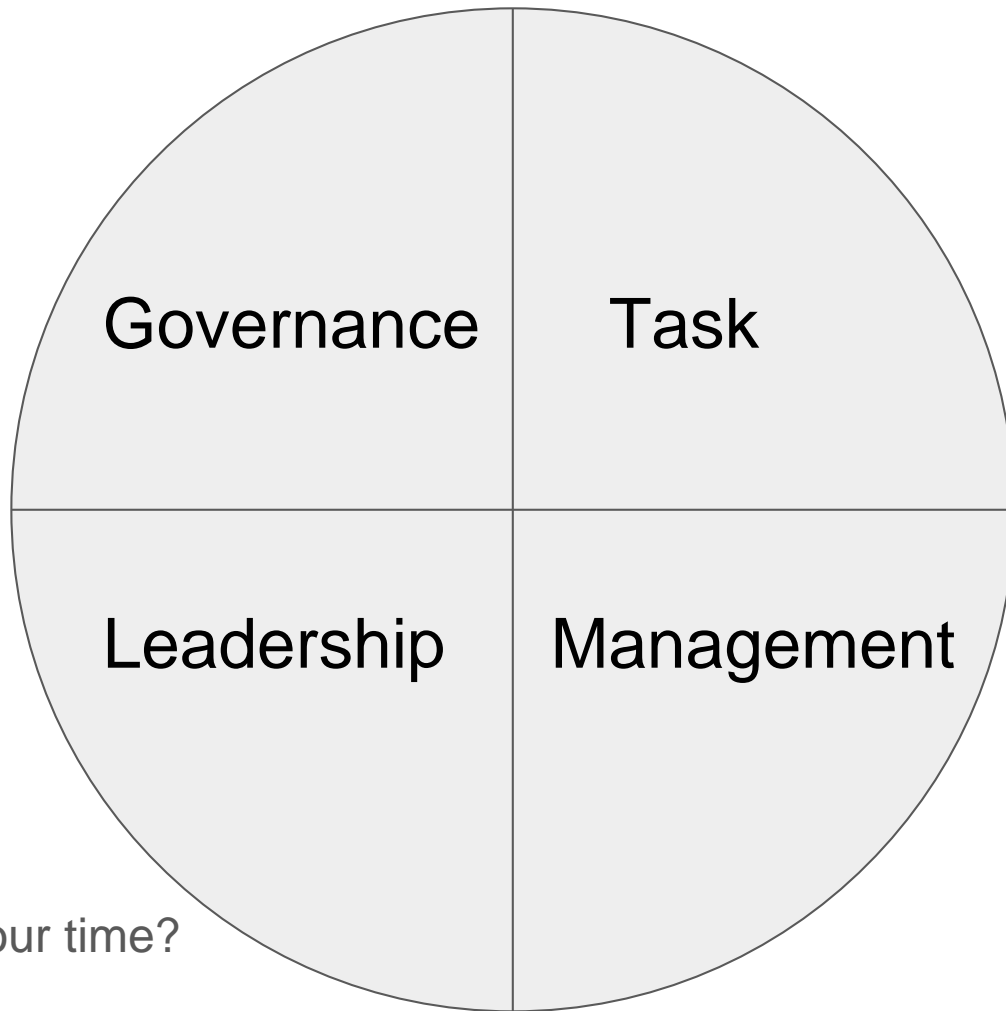
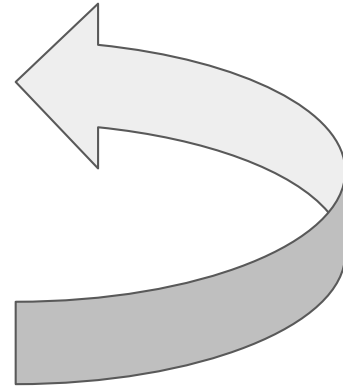
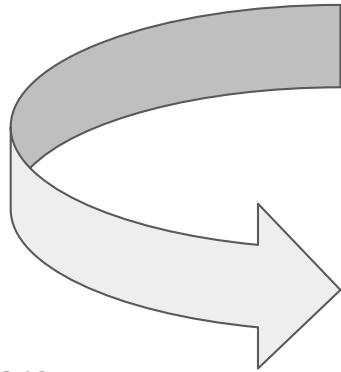
Leadership

Management

1-3 Years:
Vision

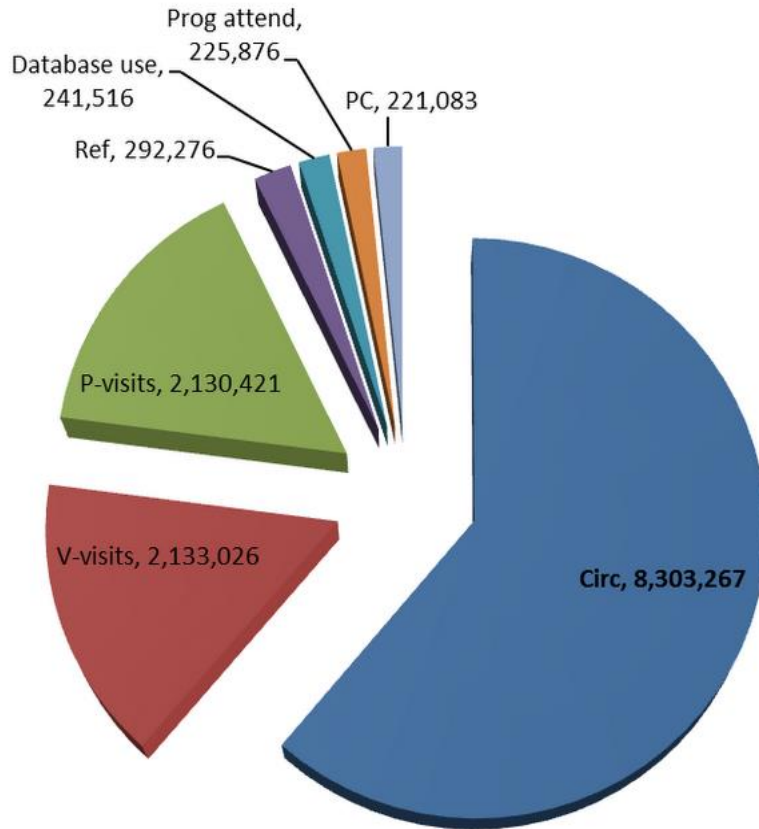
The Month:
Coordination

Where do you spend your time?



No surprises

- Audiobooks and annual evaluation
- Contracts
- Minutes (make us look smart!)
- Big leadership takeaway: better to ask for help early in defining problem and exploring solutions
- Build trust
- Cataloger ménage à trois



Measures that matter (Library Journal Index)

- Library visits
- Circulation
- Program attendance
- Public Internet computer use
- Beginning with the 2016 edition (based on FY 2014 data), circulation of electronic materials, or e-circ, was added. The original four measures are positively related statistically.

Other Board Responsibilities

- Policies: best defense against trouble (esp. regarding intellectual freedom)
- Fiduciary: budget (look at categories, and think about your time), contracts
- Planning
 - Annual budget
 - 3 to 5 year
- Evaluation:
 - The director - professional/organizational <http://jaslarue.blogspot.com/2017/05/evaluating-director.html>
 - Itself - as a team, and developmental needs <http://jaslarue.blogspot.com/2017/08/evaluating-board.html>
 - Performance
 - Statistics
 - Long Range Plan
 - Service quality

Other board responsibilities - cont'd

- Community tracking, analysis, and matching
- Appeal for challenges (so don't get involved too early)
- Appeal for high level personnel conflicts (so don't get involved too early)
- Succession planning - every position
- Making each other - and the institution - look good

What makes for a good team

- Openness to each other's ideas
- Affection
- Institutional humility and humor
- Assume good will -- until you can't anymore

Questions and comments

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