

ROLES AND RESPONSIBILITIES

With Library Boards and Library Directors: Cooperation is the



The RESPONSIBILITIES of trustees can be divided into four general areas:

1. Governance
 - a. Organization
 - b. Policy Determination
2. Finance
3. Personnel/Human Resources
4. Service & Community Relations

The responsibilities and duties of the library board and the library director may appear to overlap. Understanding the difference in functions assures teamwork and better library service.

Boards should not run their libraries;
🔑 they should ensure that they are run properly.

Boards should not attempt to manage their libraries;
🔑 they must ensure that they are managed properly.

Policy determination and management are different ROLES:

- 🔑 Policy determination relies heavily on the board's participation and knowledge.
- 🔑 Management is the responsibility of the person hired by the library board to administer, direct, or run the library.
- 🔑 Cooperation is the



The following comparative list shows the division between the complementary roles of the board of trustees and the library administrator.

GOVERNANCE AND POLICY MAKING

Board of Trustees	Library Director
Determine the goals and objectives of the library and methods of evaluating progress toward meeting those goals and objectives. Review goals and objectives annually and evaluate progress.	Provide assistance and direction to the board in setting goals and objectives and determining methods of evaluation. Provide information and opinion on how the library is progressing.
Relate the library and its programs to the community and its needs, discovered through systematic assessment of the community and through systematic analysis of library services.	Assist the board to know the needs of the community and to respond to these needs through library programs and services.
Determine and adopt written policies to govern the operation, use, and programs of the library. Adopt bylaws for board procedures. Review policies on a regular basis, especially as part of the orientation of new trustees.	Recommend needed policies to the board and study examples and sources of information. Carry out policies as adopted by the board. Interpret policies to staff and public. Provide the board with recommendations and materials for study.
Know local, state, and national laws which affect libraries, and plan an active part in initiating and supporting beneficial library legislation.	Administer the library within the framework of the law and the library's goals and objectives, policies, and budget.
Be aware of and make use of the services and consultants of the Idaho Commission for Libraries	
Attend regional, state, and national library association meetings and workshops when possible and join appropriate organizations working for improved libraries. Study library publications.	
Budget for continuing education experiences for administration, staff, and trustees.	
Seek a cooperative relationship with officials of the municipality or other local governing units, keeping in mind the special legal responsibilities of the library board.	Prepare all needed library reports for local unity of government and the Idaho Commission for Libraries. Provide copies to the board.
Attend all board meetings and committee meetings to which you are assigned. Carry out all special assignments properly.	Attend all board and committee meetings except those meetings or parts of meetings in which the librarian's salary and tenure are discussed.

Notes:

FINANCE

Board of Trustees

Be completely informed about the financial status of the library.

Work with the library director to formulate a budget adequate to carry out the library's goals and objectives, within any limitations of state law.

Present the budget to the funding agency, public officials, and the general public; explain and defend it.

Work to secure adequate funds for staff and services.

Explore all ways of increasing the library's income through tapping other sources and taking advantage of all available means of cooperation with other libraries.

See that complete and accurate records concerning finances, personnel, property inventory, and annual reports are on file at the library.

Notes:

Library Director

Provide regular reports of budget status and expenditures at each board meeting.

Prepare for board discussion a suggested annual budget in consultation with staff and board. Supply facts and figures to the board to aid in interpreting the library's current and future financial needs.

Follow the budget process as it moves through the funding process. Work with the board in interpreting budget and financial needs of the library to public officials and the public. Provide leadership in supporting the budget.

Identify financial needs of the library and work with the board and staff for adequate funding.

Call the board's attention to ways of stretching the budget. Assist the board in cooperating with other libraries. Advise the board of potential partnerships.

HUMAN RESOURCES / PERSONNEL

Board of Trustees

Library Director

Employ a competent and qualified library director and pay an adequate salary.

Act as technical advisor to the board. Hire and direct subordinate staff members in line with library HR policies.

Provide adequate compensation and reasonable fringe benefits for all employees. Provide agreeable working conditions and opportunities for professional growth.

Work for needed improvements in working conditions, salary scales, and fringe benefits.

Provide a planned orientation program for new trustees.

Assist in the orientation of new trustees, including introduction to library procedures, departments, and staff.

Develop policies to guide staff selection.

Provide the board with recommendations and material for study. Apply guidelines in selecting staff. Take full responsibility for day-to-day administration of the library.

Provide in-service training for the professional development of staff members on effective implementation of library policies. Whenever possible, provide opportunities for additional education and advancement. Consider establishment of career ladders within the library if possible.

Notes:

SERVICE AND COMMUNITY RELATIONS

Board of Trustees

Interpret the community and its needs to the library director and reflect them in goals, objectives, and policies.

Establish a library materials selection policy reflecting community needs and including a freedom to read provision.

Establish ways of providing service, not just to individuals, but also to organized agencies and institutions within the community in both the public and private sector.

Establish, support, and participate in a planned community relations program, allocating responsibility for various tasks according to available personnel and talents.

Advocate for the library and its programs and services at every opportunity.

Seek to extend library services to those who have been reluctant to use the library and to those unable to take advantage of customary library programs.

Notes:

Library Director

Interpret the community and its needs to the board.

Provide information and expert advice about this policy, together with recommendations reflecting professional knowledge. Select and order books and materials in harmony with the policy criteria.

Offer regular and special services to public and private community groups. Seek effective and innovative ways of providing library services to groups, individuals, and the total community.

Rule of Good Practice:

Individual board members do not act alone. An individual's authority to act comes from the board's actions. This precept is important for the library's well being as well as the board's.