

Idaho Libraries Trustee Connection 2019

March 30 – Idaho Falls

April 6 - Kuna

April 27 - Jerome

May 4 - Moscow

AGENDA

9:30 a.m.	Coffee & Networking
10 a.m.	Welcome
10:15 a.m.	Table Introductions
10:30 a.m.	Trustee Roles and Responsibilities
10:55 a.m.	Break
11:07 a.m.	Board orientation
12 p.m.	Lunch & networking
12:30 p.m.	ICfL web overview
12:45 p.m.	Board Governance
1:45 p.m.	Board Operations
2:15 p.m.	Break
2:30 pm.	Trustee Development
3:35 p.m.	Call to action
4 p.m.	Adjourn

Board vs. Board Members

Together: **Govern**

Strategic thinking

Financial & legal oversight

Evaluate Library Director

Board self-management



Individually: **Support**

Ambassador to community

Bring connections

Advise Library Director





Duty of Care

Board members will take reasonable care (that of an ordinarily prudent person) when making a decision as a steward of the organization.

Duty of Loyalty

Board members will give undivided attention to the organization when making decisions affecting the organization. The board member will work in the best interests of the organization and not for personal gain.

Duty of Obedience

Board members will be faithful to the organization's mission and governing documents, stewarding funds in a way that honors the public's trust in that organization.

Speak with one voice

During the meeting



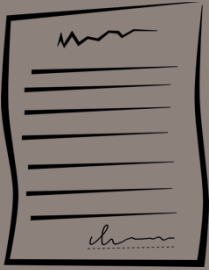
After the meeting



Board decision



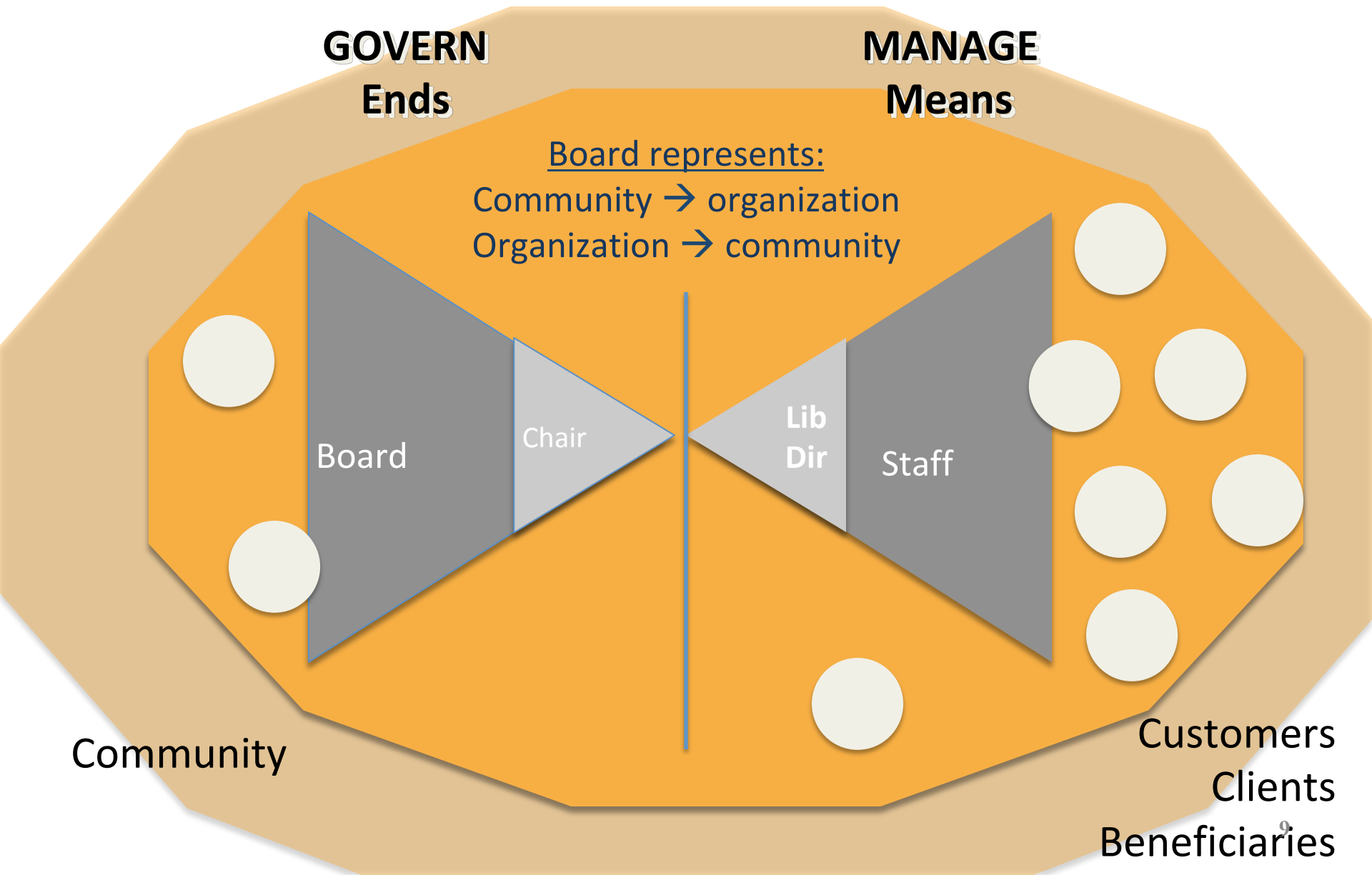
cause landscape
ambassadors
advocates passion
knowledge leaders
ideas connections
stewards context
public benefit



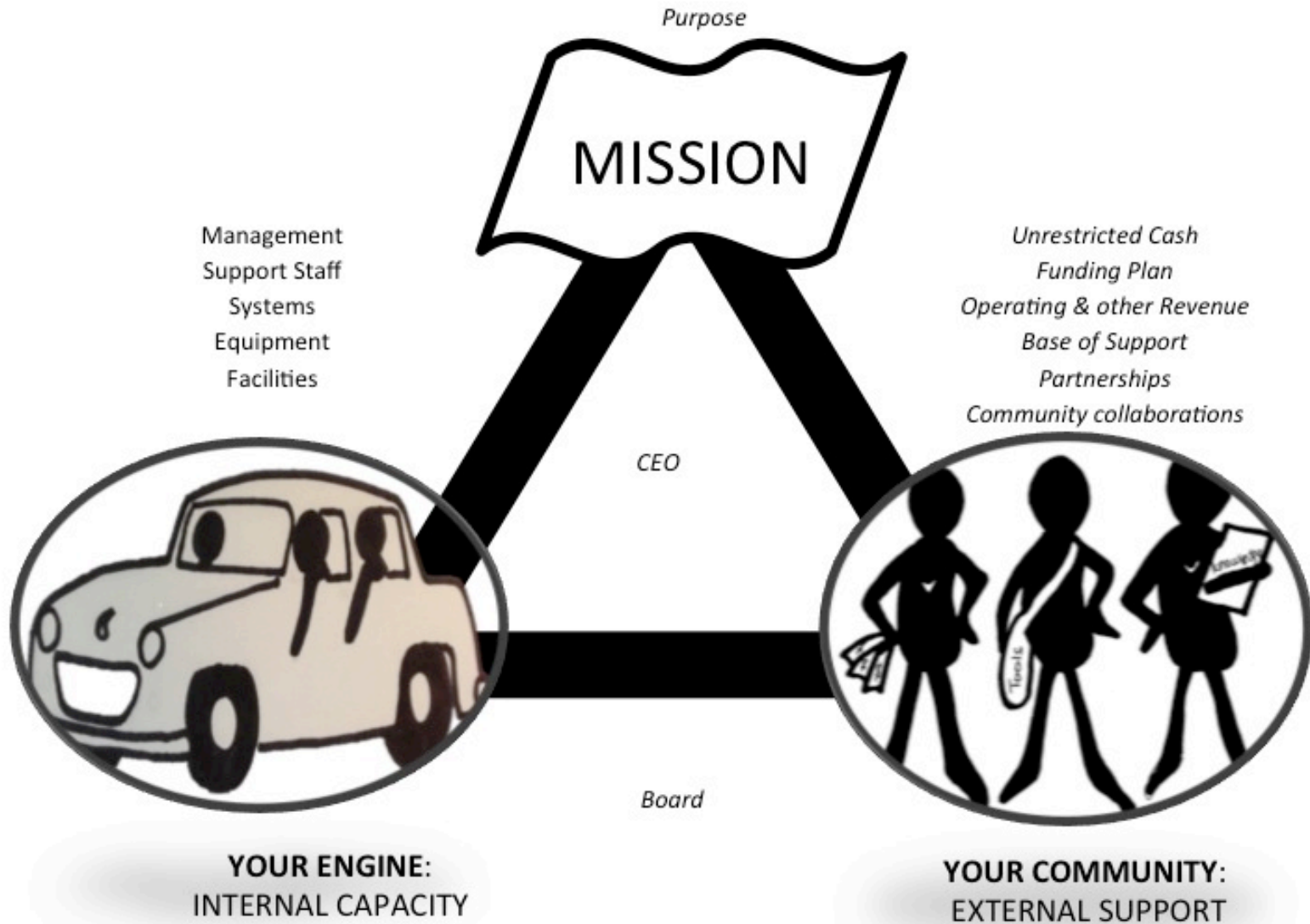
Board Orientation

- ✧ Conflict of interest policy*
- ✧ Whistleblower policy*
- ✧ Job descriptions: Board Members
- ✧ Job descriptions: Officer positions
- ✧ Attendance policy
- ✧ Board application
- ✧ Board matrix
- ✧ Board recruitment plan
- ✧ Board self assessment
- ✧ Calendar, including recruitment timeline and orientation schedule
- ✧ Committee charters and/or job descriptions
- ✧ Terms: rotation and removal policy

Role of the Board



Nonprofit in Balance



Meeting Pulse





Team vs. Group



Board Matrix

	TERM		ROLE THIS YEAR		AREAS OF EXPERTISE									GEN		AGE				Ethnicity						GEO AREA				
	First	Second	Officers & Leadership	Other Committee	Fundraising	Finance	Marketing / PR	Board Development	Construction	Community Relations	Exhibitions/Gallery	Technology	Visual Arts	Male	Female	20+	30+	40+	50+	African American	Asian	Caucasian	Hispanic	Native American	Other	Zone 1	Zone 2	Zone 3	Zone 4	Zone 5
Board Member #1																														
Board Member #2																														
Board Member #3																														
Board Member #4																														
Board Member #5																														
Board Member #6																														
Board Member #7																														
Board Member #8																														
Board Member #9																														
Board Member #10																														
Board Member #11																														
Board Member #12																														
Board Member #13																														

Board Culture

Culture: A way of thinking, behaving, or working that exists in a place or organization

Merriam-Webster

“Culture is what people do when no one is looking”

Herb Kelleher, former CEO of SW Airlines

Board culture = A pattern of beliefs, traditions and practices that prevail when the board convenes to carry out their duties

Board Culture

Imagine you are an anthropologist studying your board's culture. What do you see in terms of...



Artifacts:

Visible structure and processes (agendas, table, names plates, where people sit)

Group norms and assumptions?

Stated strategies, goals, and philosophies

Values?

Unconscious, taken for granted beliefs, perceptions and thoughts- group norms

3 Toxic Cultures to Avoid

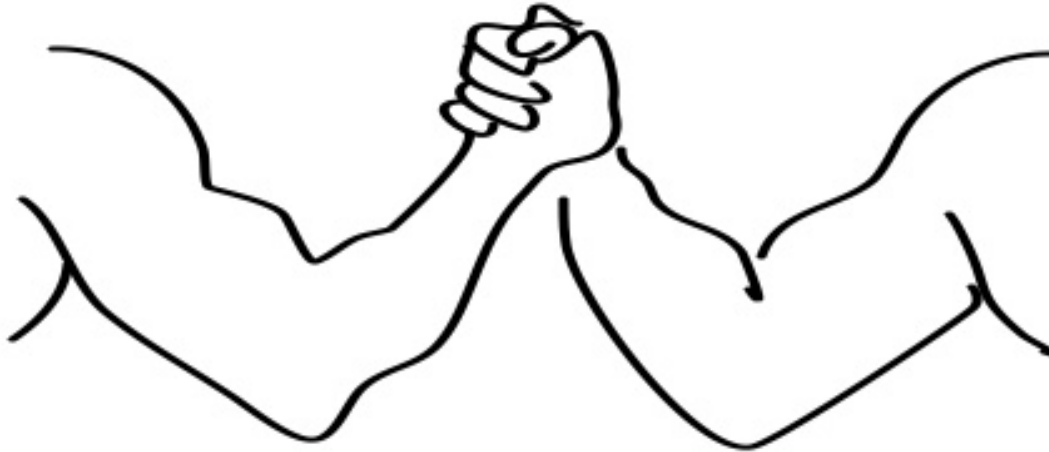


Culture of Maybe – “Analysis paralysis”

Culture of No – Loudest voice wins

Culture of Yes – Too much “groupthink”

Conflict



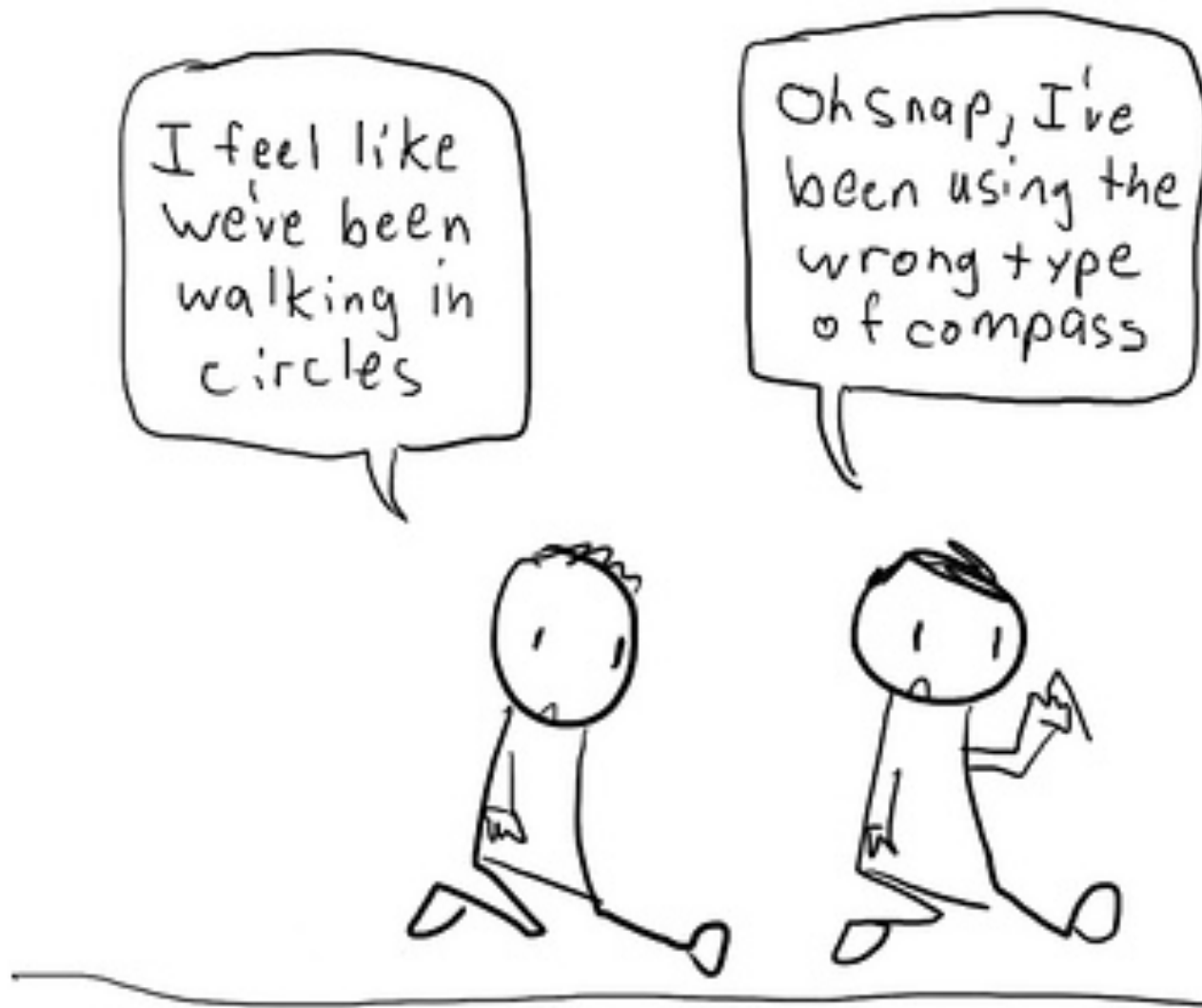
Cognitive: task-oriented

“I don’t think your idea will work.
Let’s try to look at it in a different way.” ↑ 😊

Affective: emotionally-oriented

“I don’t think you have good ideas and you
don’t understand the issue.” ↑ 😞

Evaluation



Nonprofit Life Cycle



“Start where you are. Use what you have. Do what you can.”

- Arthur Ashe

Succession planning



3 Ways of Thinking and Asking



Financial Responsibilities

B

BALANCE
SHEET



Snapshot

I

INCOME
STATEMENT



Period of Time

N

NINE-NINETY
(IRS FORM 990)



Public
Document

G

GIVING



Communication




O

OVERSIGHT



Internal
Controls

3 Ways of Thinking and Asking

	Fiduciary 	Strategic 	Generative 
Type of work	Oversight: Technical	Foresight: Analytical	Insight: Big picture thinking
Key Questions	What's wrong?	What's the plan?	What's the key question?
Central Purpose	Stewardship of assets	Strategist Partnership with management	Sense maker Source of leadership for the organization
Problems to be...	Spotted	Solved	Framed

A thought for birders...

Be attentive like a hawk

In alignment like geese

and wise like an owl



From Cathy Trower

Planning

strat·e·gy:

a plan, method, or series of maneuvers or stratagems for obtaining a specific goal or result.



Dashboards

Goal: Quick gauge on how you are doing

CompassPoint

... and after: Dashboard

Indicator	Target	6 months ago	3 months ago	This Month
Days of cash on hand	60	26	48	57
Net surplus or deficit YTD compared with YTD budget	0.0	\$10,450 better	\$2,500 worse	\$5,400 better
Total expenses	On budget	\$2,500 worse	\$760 worse	On budget
Days from end of month to financial statement completion	45 days	65	52	40

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CompassPointFinance2

Action Buddy





CALL TO ACTION!

- ☐ Q&A
- ☐ Wrap Up and Session Eval
- ☐ Trustee Conference Announcement

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