

SECTION 4

Governance and Duties of Directors

Contains:

Authorities under which SLA operates
Detailed description of each board position
Executive committee overview
Detailed description of each staff position

Section 4: Governance

The Saskatchewan Library Association (SLA) operates under the following authorities:

1. Non-Profit Corporations Act, Saskatchewan; (recommend no period for any indented points but check for consistency with other handbook sections)
2. Canada Revenue Agency (CRA) Charities Directorate;
3. Articles of Continuance and Bylaws
4. Sturgis Standard Code of Parliamentary Procedure
5. Policies as printed in the Handbook, or subsequently adopted by the board.

4.1 Duties of the President

1. In consultation with the board of directors and executive director, schedules all board meetings of the association and publishes notices of those meetings in advance. Drafts agendas for business meetings of the board held during the year, the annual general membership meeting, and any special meetings of the association.
2. Chairs all board meetings of the association
3. Ensures that board meetings are conducted according to the rules accepted in the bylaws of the association.
4. Is a signing officer of the association together with the treasurer, one of the vice-presidents, and the executive director.
5. Has oversight responsibilities for the following committees: governance, personnel, continuing education and the Saskatchewan Libraries Conference.
6. Serves on the finance, conference planning executive , and continuing education committees
7. Chairs the personnel and executive committees.
8. Ex-officio voting member of all committees.
9. Prepares a president's report and executive report for every meeting of the board of directors.
10. Presents a report at the annual general meeting.
11. Writes a "SLA President's Message" for each issue of the association's newsletter.
12. Appoints committee chairs in consultation with the board of directors, except where noted.
13. Serves in a liaison capacity with other organizations.
14. Represents the association to the media, other associations, and in other formal capacities.
15. Joins the advisory council at the end of term.

4.2 Duties of the Vice-President of Membership and Publications

1. Attends all board meetings of the association, with full voting privileges, and is chair in the absence of the president.
2. Assumes presidential responsibilities should the office of president be vacated.
3. May be a signing officer of the association along with the president, treasurer, and executive director.
4. Have oversight responsibilities for membership and membership communications.
5. Serves on the finance, publications, and executive committees, and chairs the membership committee.
6. Prepares a membership committee report for every meeting of the board of directors.
7. Represents the association to the media, other associations, and in other formal capacities in the absence of the president.
8. Joins the advisory council at the end of term.

4.3 Duties of the Vice-President of Advocacy and Development

1. Attends all board meetings of the association and has full voting privileges
2. May be a signing officer of the association along with the president, treasurer, and executive director.
3. Have oversight responsibilities for advocacy and public programming
4. Serves on the programming, personnel, and executive committees, and chairs the advocacy committee.
5. Prepares an advocacy committee report for every meeting of the board of directors.
6. Represents the association to the media, other associations, and in other formal capacities in the absence of the president and the vice-president of membership and publications.
7. Joins the advisory council at the end of term.

4.4 Duties of the Treasurer

1. Attends all board meetings with full voting privileges.
2. Act as a signing officer together with the president, one of the vice-presidents, and the executive director.
3. Works closely with the executive director on all financial and accounting matters.
4. Advises committees when items relating to finance are involved.
5. Prepares a treasurer's report that includes monthly financial statements for every meeting of the board of directors.
6. Oversight responsibilities for finances and fundraising.
7. Serves on the fundraising, personnel, and executive committees, and chairs the finance committee.

8. Prepares a budget, in consultation with the executive director, for the November board meeting.
9. Reviews and, if needed, updates the SLA Treasurer's Handbook, annually.
10. Joins the advisory council at the end of term.

4.5 Duties of a Member at Large

1. Attends all board meetings with full voting privileges.
2. Committee membership is assigned as necessary, and with consideration to personal interest. Participation on at least two of the following committees is required:
 - Advocacy (1)
 - Continuing Education (2)
 - Fundraising (1)
 - Membership (1)
 - Programming (2)
 - Publications (1)
3. May be assigned the role of submitting committee reports to the board.

4.6 Duties of the Executive Committee

1. The executive committee is governed by the association's bylaws.
2. The president is chair.
3. The minutes of the executive committee meetings shall be available by the next meeting of the board of directors.
4. If any office becomes vacant between elections, the executive shall make an appointment to fill the unexpired term.
5. The terms of reference for the executive committee are found in Section 5.7 (draft TOR piloted for 2017-218).

4.7 Duties of the Advisory Council

1. The advisory council consists of the previous three serving members of each of the positions on the executive committee still resident in the province.
2. One advisory council member acts as the parliamentarian for the annual general meeting.
3. No regularly-scheduled meetings are required, and members of the advisory council are not required to attend board meetings.
4. The serving president can, at their discretion or at the direction of the board, consult with any or all members of the advisory council to seek input or advice on any matter before the association.

4.8 **Executive Director** (revised July 2017)

4.8.1 **Nature & Scope of Work**

As the chief executive officer of the Saskatchewan Library Association (SLA) which is a member driven organization of library workers, the executive director is responsible for the effective operation, administration and planning of the association. These responsibilities are primarily focused on optimizing governance, establishing organizational direction, managing operations, and fostering a productive work environment. The executive director works both independently and in support of the association's board of directors to meet these responsibilities.

The executive director reports to the board of directors through the president.

4.8.2 **Responsibilities and Authority:**

Within the limits of SLA's articles and bylaws, the executive director is responsible and has the authority for the accomplishment of the duties outlined below.

Optimizing governance:

- Develops and provides appropriate policy recommendations for consideration of the board of directors;
- Encourages discussion and seeks decisions resulting from agenda items at board of directors' meetings;
- Presents a written executive director's report at all board of directors meetings and to the annual general meeting;
- Contributes to the effective operation of the board of directors and its committees;
- Leads the development, assessment, and implementation of the strategic plan under the direction of board of directors; and
- Recommends appropriate learning opportunities for the board of directors and SLA staff.

Establishing organizational direction:

- Maintains the necessary contacts and partnerships at all levels in order to achieve organization objectives;
- Leads advocacy work;
- With the president and one of the vice-presidents, represents SLA to the partnership;
- Leads and delegates, as needed, to build appropriate funding opportunities (e.g. grant writing) to support and sustain the association;
- Develops and manages an annual operations plan;
- With the treasurer, develops and manages an annual budget.

Managing operations:

- Manages and reports on the association's financial resources and prepares for an annual audit;

- Manages and maintains association records, meeting minutes, memberships, correspondence, official documents, and reports;
- Serves as Saskatchewan libraries conference coordinator to provide continuity and support to each annual conference planning committee (see conference planning committee handbook for details);
- Administers grants, sponsorships and funding from a variety of sources;
- Manages facilities, equipment, and communication platforms.

Fostering a productive work environment:

- Recruits staff and volunteers in collaboration with the board of directors;
- Leads and manages other SLA staff;
- Builds a positive volunteer culture and member focused association in collaboration with the board.

4.8.3 Specific Duties:

- Performs other responsibilities as may be delegated by the board of directors through the president;
- Regularly updates the association's handbook and website;
- Coordinates all communication to the general membership including the association's e-newsletters, newsflashes, website, and social media;
- Proposes learning opportunities and priority items for the board of directors and staff;
- When requested, arranges and attends meetings of committees and task forces as an ex-officio (non-voting member);
- Arranges for and attends the association's annual general meeting, prepares and distributes material, records, and distributes the minutes;
- Ensures effective communication with all SLA committees and task forces;
- Provides the necessary liaison and staff support to committee and task force chairs to enable them to perform their functions properly;
- As directed by the board of directors, represents SLA to organizations that liaise with the association on a regular basis;
- Serves on committees of external organizations as required.
- Acts as one of the association's signing officers;
- Primary contact for SLA funding agencies;
- Executes contracts and commitments on behalf of the board of directors;
- Serves as primary contact point for SLA members;
- Ensures that the general membership is informed of important/relevant issues;
- Maintains personal contact with the membership to the greatest degree possible;
- Assists with the coordination and planning of conferences, workshops and events of the association;
- Develops Saskatchewan libraries conference annual budget, oversees authorized

- expenditure of funds, prepares financial reports and distributes profit;
- Coordinates all communication to the general membership including emailing newsletters, general mailings, website, news releases, etc.
- Assists the finance committee in pursuing new funding opportunities;
- Assists with conducting surveys and gathering and analyzing data;
- Drafts and submits annual global funding applications;
- Working with the president, serves as spokesperson for the association with the press when required and represents the association at public functions;
- Establishes and maintains such relationships with other associations, government, publishers, public service organizations and vendors as are desirable or necessary in the best interests of the association and in conformity with the overall objectives and policy of the association.

4.9 Program Coordinator (revised February 2017)

4.9.1 Description of Program Coordinator Position

The main role of the program coordinator is to execute the public programs of SLA, under the direction of the executive director and in consultation with the programming committee, and aligning with the current strategic plan. Supporting, facilitating, training, and liaising with committee members and other volunteers, and partnering with other organizations is critical in executing successful programs, as is the need to work in close consultation with the executive director on all program and project activities. New programs and special projects may also be assigned to the responsibilities of this position as appropriate.

4.9.2 Duties of Program Coordinator

- Coordinate with the programming committee to execute SLA programs (e.g. Freedom to Read Week, TD Summer Reading Club, Summer Performer Tour, and Saskatchewan Library Week) and advise the executive director with regular updates on progress; and as described in the program handbook.
- Work with the programming committee to develop and implement strategies; support, monitor, and report on action plans.
- Develop and update a programming handbook in collaboration with the programming committee for all current and future programs that includes a calendar of significant dates, summary of the purposes of each program, recommended evaluation processes and intended impact of each program, and timelines required for aforementioned programs.
- Coordinate with the fundraising committee to seek sponsorship, recognize sponsors, and coordinate SLA grants to libraries related to specific programs. See 4.9.4.
- Consult with the executive director to advocate and promote the purposes and activities of SLA.

- Gather program data to provide input into program evaluation process.
- Work closely with the executive director and programming committee to identify programs that should include member grants, how many grants, and dollar amounts. Recommendations are taken to the board for discussion.
- Consultation with the executive director and treasurer to establish grant applications and final reports for approved member grant programs.

4.9.3 Saskatchewan Libraries Conference

The role of the program coordinator in the conference is detailed in the conference planning committee handbook. Duties are described as follows but are not limited to:

- Provide leadership, support and direction to committee members to actualize the work of the conference, particularly overseeing the creation of the conference brochure (also called Program), working with exhibitors, volunteer planning, and promotions. To include:
 - Work with executive director, administrative support to invite exhibitors to register; coordinate booth arrangements on site; help advertise exhibits and promote visits to the exhibit hall by conference attendees;
 - Promote conference and lectures to members and the general public
 - Coordinate graphic design and printing of brochures, conference bags, etc.;
 - Coordinate finding materials to be placed in conference bags.
- Coordinate with communications assistant in taking photos of conference delegates; share photos and report on its success following the conference.
- Consult with communications assistant to publish conference materials (e.g. photos, presentations, etc.).
- Work with the local arrangements coordinator:
 - Work with the volunteer coordinator to recruit volunteers to assist during the conference; update volunteer support materials; thank volunteers.
- Provide input into updating the conference planning committee handbook along with the conference planning committee, administrative support, the communications assistant, and the executive director.

4.9.4 Fundraising

- Coordinate with the fundraising committee to seek sponsorship, recognize sponsors, and coordinate SLA grants to libraries related to specific programs. See 4.9.2.
- Member of the fundraising committee; provide support since its activities and sponsorship are connected to programs
- Help identify fundraising and sponsorship needs.

4.9.5 Support the executive director

- Assist with answering member inquiries
- Engage in the day-to-day running of the office
- Perform other duties as assigned.

4.10 Contract Services

Services such as administrative support, book-keeping and accounting, audit tasks, graphic design, and communications support can be contracted. Such contracts should clearly specify terms including date of contract, and duties within this contract. Such contracts and job descriptions will be kept on file by the executive director.