

Saskatchewan Library Association

Governance Task Force Final Report September 2011

The purpose of this task force was to conduct a review of the current role and structure of the SLA Board and its committees, as mandated at the 2010 AGM, and to provide the SLA Board with recommendations for improving the governance of the association. The Terms of Reference are included, below. The committee held three meetings by videoconference. The videoconference meetings worked well and allowed for dynamic interaction among the participants.

Members of the task force reviewed the Constitution of the Association, the committee structure as outlined in the board manual, the Non-profit Corporations Act and Regulations, the Mission and Vision statements of the Association. We surveyed other library associations in western North America to find out how they were structured.

The task force discussed the basic functions of a board and considered various scenarios that would fulfill those functions. These include: financial and policy management; providing services and programs; dealing with staff and board personnel; and advocating on behalf of the association with funders, potential members, governments and current members.

Some of the issues identified included: How can we provide a balanced range of services for members throughout the province working in a variety of types of libraries or library “sectors” such as academic, public, and special libraries? How do we ensure accountability of board members to the membership with regard to completion of tasks in each portfolio? How will the Board structure contribute to member services that are responsive to the social, educational, and advocacy needs of the members? And finally, what governance structure will be sustainable for a library association of SLA’s size?

We created a “parking lot” for ideas that came up which we felt were not within the mandate of this committee, but may be meaningful for the Board to review relative to the future of SLA:

- Review the Mission and Vision statements. Are these relevant?
- A method of improving consultation with members is needed.
- Documentation online should be updated.
- Roles and constitution need to be in the handbook.
- Review what the relationship is between what SLA does and the global funding application. How much of what SLA does is solely in support of the global funding application?

Our recommendations are based on the existing vision, mission statements and constitution. We are also looking forward into the future. We discussed two parallel sets of recommendations - with staff and without. This included a risk analysis and a review of what staff and board members do. The final recommendations are based on this review.

The recommendations propose an eight-member board, the creation of an Advisory Council, and the creation of committees as required in a more dynamic, responsive approach to the challenges and opportunities facing SLA. They also propose a method of membership consultation and involvement in which the wishes of the membership during board appointments and elections will be more demonstrative, and board members will be more vivid about their vision for SLA.

The report is a consideration of the long-term realities of SLA's governance, and is in no way a comment on the performance of any particular Board, past or present. We trust our review satisfies the terms of reference given us, and respectfully submit it to the SLA Board for its consideration.

Amy Rankin, Chairperson
Barbara Kelly
Audrey Mark
Barbara Nelke
Greg Salmers
Brett Waytuck

Governance Task Force Members.

SLA Board and Committee Structure – Taskforce

Terms of Reference

Approved Mar. 21, 2011

Background:

May 2010 SLA AGM MOTION: *Julie McKenna moved to establish a task force advisory group, formed of people previously serving on the board, to look at committee and board structure.*

*Seconded by Audrey Mark
Carried.*

2010 SLA AGM discussion:

- Problems finding people to sit on the board. Membership was asked how to proceed. Noted: There are 12 board member positions currently, which is 5% of the membership.
- Need to look at how much is expected from the association, how much commitment is asked of volunteers.
- Expectations and commitments from people in any volunteer position (committee, board, etc.) need to be reviewed. More information needs to be made available regarding board member commitment.
- Recommendation that the balance of sectors be maintained.
- It was noted that the employer covers the time that the person volunteering is not available. Employer permission is required and not all libraries are able or willing to give permission or recognize the importance of supporting staff.

Purpose:

The purpose of this task force is to conduct a review of the current role and structure of the SLA Board and its committees and to provide the SLA Board with recommendations for improving the governance of the association.

Membership:

The task force will be comprised of:

- 5-7 former board members from the past 10 years of the association as of June 2011.
- Former board members must be current SLA members in good standing.

The task force will strive be representative of:

- Geographic location
- Library sector
- Gender

The Executive Director's role for the task force is to provide information and support.

The current SLA President or their designate will serve as the board liaison to the task force.

An outside facilitator may be used at the discretion of the task force, Executive Director, and SLA President or their designate.

Expectations:

The taskforce is expected to:

- Reflect the needs of SLA members, and other identified stakeholders.
- Take into consideration 2010 AGM discussion.
- Bring forward recommendations which will revitalize board roles, structure and procedures, while still accomplishing SLA's programs and activities.
- Recommend a structure which includes reasonable, achievable and successful volunteer commitment.

Timeline (Tentative):

March 2011 – Terms of References approved by SLA Board

March 2011 – Task force documentation sent to Julie McKenna for feedback.

Week of April 11, 2011 – Call for task force volunteers via SLA ListServ, Website, and other appropriate means.

Week of May 2, 2011 – Appointment of task force by SLA Board.

Summer 2011 – Meetings and report finalized

Fall 2011 – Final report submitted to SLA Board.

Saskatchewan Library Association

Board Renewal Structure

September 2011

Board

President

- Term: 2 years, maximum 2 consecutive
- Ascension Plan: Joins Advisory Council
- Preferred Qualifications: Board service within the past 5 years required
- Oversight responsibilities: Governance, Personnel, Conference
- Committees: Personnel (Chair), Finance (Member), Conference (Member)
- Member of the Executive? Yes

Vice-President, Advocacy & Development

- Term: 2 years, maximum 2 consecutive, staggered with President
- Ascension Plan: None
- Preferred Qualifications: Board service or committee membership within the past 5 years required
- Oversight responsibilities: Advocacy, Public & Professional Programming (SLC, SRC, EI)
- Committees: Advocacy (Chair), Personnel (Member), Programming (Member), Fund raising (Member)
- Member of the Executive? Yes

Vice-President, Membership & Publications

- Term: 2 years, maximum 2 consecutive, in concert with President
- Ascension Plan: None. In the event the President cannot complete their term, this person would move into the Presidency
- Preferred Qualifications: Board service or committee membership within the past 5 years required
- Oversight responsibilities: Membership, Membership Communications
- Committees: Membership (Chair), Finance (Member), Publications (Member)
- Member of the Executive? Yes

Treasurer

- Term: 2 years, maximum 2 consecutive, staggered with President
- Ascension Plan: Joins Advisory Council
- Preferred Qualifications: Board service or committee membership within the past 5 years required
- Oversight responsibilities: Finances, Fund Raising
- Committees: Finance (Chair), Fund raising (Member), Personnel (Member)
- Member of the Executive? Yes

Members-at-Large (2)*

- Term: 2 years, maximum 2 consecutive, in concert with President
- Ascension Plan: None
- Preferred Qualifications: Member in good standing for 2 years prior to election preferred
- Oversight responsibilities: Assigned as necessary
- Committees: Assigned as necessary and with consideration to personal interest. Participation on one committee is required
- Members of the Executive? No

Members-at-Large (2)*

- Term: 2 years, maximum 2 consecutive, staggered with President
- Ascension Plan: None
- Preferred Qualifications: Member in good standing for 2 years prior to election preferred
- Oversight responsibilities: Assigned as necessary
- Committees: Assigned as necessary and with consideration to personal interest. Participation on one committee is required
- Members of the Executive? No

***Note: This results in 4 Members-at-Large trustees.**

Advisory Council

- Members: Previous three serving Presidents and Treasurers still resident in the province
- Official duties: One Advisory Council member acts as Parliamentarian for AGM
- Meetings: No regularly scheduled meetings. No attendance at Board meetings.
- Role: 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

Executive Director

- Paid staff member of the Association
- Secretary to the Board
- Support to the Executive
- Responsible for office operations and other duties as assigned by the Personnel Committee
- Acts as the liaison with contracted services and granting agencies (i.e., financial and bookkeeping services, Sask Culture, conference locations, fund raiser)

Committees

- Struck on an annual or bi-annual basis, but need not work for an entire year
- Except where indicated above, chairs are not required to be Board members. Chairs must have been members in good standing for 2 years prior to becoming Chair
- Any member in good standing is eligible for committee membership
- Committee directions determined by Board and member mandate (with the exception of the Nominating Committee)

Member Participation

- At the end of the first year of the sitting President's two year term, the membership will be polled to determine the mandate direction for the succeeding President's term
- This mandate direction will guide potential presidential candidates in developing their election platform which must be submitted to the membership prior to, or at, the AGM
- All Board candidates standing for election or acclamation must submit a biography and personal statement related to the position they are seeking prior to, or at, the AGM to be eligible to run
- Individual members are encouraged to make submissions to the Board or Committees to perform a function that advances the interest of the Association (e.g., writing a regular recurring blog for the website, arranging social gatherings, monitoring developments in particular areas, liaising with groups throughout the province or in other provinces)

General Considerations

- Board members (Executive and At-Large members) have a duty to represent all library sectors and geographical areas of the province in their deliberations
- Board members (Executive and At-Large members) have a responsibility to ensure of balance of services for all library sectors and library workers throughout the province
- Signing authority should be related to geographical proximity to the Executive Director

Implementation and Continuation Timelines

Year	1	2	3	4
Positions to be elected	President VP, Membership & Publications Member at large 1 Member at large 2	VP, Advocacy & Development Treasurer Member at large 3 Member at large 4	President VP, Membership & Publications Member at large 1 Member at large 2	VP, Advocacy & Development Treasurer Member at large 3 Member at large 4
Positions continuing	VP, Advocacy & Development Treasurer Member at large 3 Member at large 4	President VP, Membership & Publications Member at large 1 Member at large 2	VP, Advocacy & Development Treasurer Member at large 3 Member at large 4	President VP, Membership & Publications Member at large 1 Member at large 2
Other actions		Mandate established by Membership	President from Year 1 joins Advisory Council	Mandate established by Membership Treasurer from Year 2 joins Advisory Council