

Board of Trustees Job Description and Roles and Responsibilities
Library System of Lancaster County

Responsibilities

1. Approve the Library System's mission and vision, annually assess the ever-changing environment of Lancaster County, and approve the Library System's strategy to be responsive to the needs of the public.
2. Participate in the planning process.
3. Annually review Administrator performance in achieving the annual plan.
4. Annually review and approve the Library System's financial goals and budget.
5. Approve major policies.
6. Actively serve on at least one board committee.

As a Board

1. Elect, monitor, appraise, advise, stimulate, support, reward, and, if deemed necessary or desirable, change top management. Regularly discuss matters that are of concern to the Administrator and the Board. No Board member has any authority over the Administrator on his/her own. Decisions affecting the job of the Administrator or the goals of the organization are a function of the full Board.
2. Annually approve the performance review of the Administrator and establish compensation based on recommendations of the executive committee.
3. Ensure that a management succession plan is in effect.
4. Ensure that the organizational strength and employee base can support long-range goals.
5. Approve appropriate compensation and benefit policies and practices through the budget process.
6. Annually review the performance of the board (including its composition, organization, and responsibilities) and take steps to improve its performance.

Operations

1. Compare performance using benchmarks and best practices of other library systems.
2. Be certain that the financial structure of the Library System will adequately support its current needs and long-range strategy.
3. Provide praise, advice, comments and candid and constructive criticism to the Administrator.
4. Approve major actions of the organization, such as capital expenditures on all projects over authorized limits, and major changes in programs and services.

Audit

1. Ensure that the board and its committees are adequately informed of the financial condition of the Library System and its operations through reports or any appropriate method.
2. Ensure that published reports properly reflect the operating results and financial condition of the Library System.

3. Ensure that management has established appropriate policies to define and identify conflicts of interest throughout the Library System and is diligent in its administration and enforcement of those policies.
4. Appoint independent auditors subject to approval by board members.

Approved September 15, 2009,
Library System Board of Directors

Roles and Responsibilities of the System Board

The governance role is the exclusive responsibility of the Board of Directors. Board members have clarity about their roles and responsibilities and they are appropriate to the developmental needs of the Library System. As a policy-making body, the board avoids participation in administrative areas of management policy and activity. The Board makes judgments on the basis of what is best for the System as a whole, and not what pertains to only one member library. In addition, the Administrator's roles and responsibilities are acceptable to the Board.

The System Board:

1. Provides the linkage between LSLC and the broader community, the residents of Lancaster County.
2. Develops explicit organizational governing policies (value statements.)
3. Monitors organizational performance.
4. Recognizes that the Board and the Administrator should be partners with defined roles and responsibilities.
5. Provides leadership and supports System advocacy efforts, and is willing to participate in the activities and events of the Library System of Lancaster County.
6. Devotes time to learn how the institution functions — its uniqueness, strengths, needs, and its place in the industry — and shares that knowledge.
7. Participates in System Board Orientation and periodically reviews and updates the Board Manual.
8. Carefully prepares for, regularly attends, and actively participates in board meetings and committee assignments. Standing Committees are:

Executive – President, Vice President, Secretary, Treasurer

Finance – Treasurer, other Board Members

Governance – Chair and other Board Members

9. Accepts and abides by the legal and fiscal responsibilities of the board, as specified by organizational charter, bylaws, and state statutes and regulations.
10. Serves as the liaison from the System Board to the Member Library Board; attends Member Library Board meetings and events as needed.
11. Votes according to one's individual conviction, challenges the judgment of others when necessary, yet is willing to support the decisions of the board and work with fellow board members in a spirit of cooperation.
12. Recognizes that the Board Chair, or a designee, is the sole spokesperson of the Board.
13. Maintains the confidential nature of board deliberations.
14. Learns and consistently uses designated institutional channels when conducting board business (e.g., responding to staff and member library grievances).
15. Complies with Code of Ethics/Conflict of Interest policy developed by the Board.

I have read and understand the proceeding policies and will do my best to carry out my duties as a member of the Board of Trustees of the Library System of Lancaster County.

Signed _____

Printed _____

Date _____

Committee Participation _____

See Section VII: Administrator Job Description and Contract in, as well as roles and responsibilities adapted from The Nonprofit Chief Executive's Ten Basic Responsibilities, by Richard Moyers. Board Source, 2006.

Approved September 15, 2009,
Library System Board of Directors