Leading by Example: Effective TLA Officer Governance Best Practices

Thursday, July 7 * 10:45 – 11:45 a.m.

Texas Ballroom 4-7
Today’s Session Agenda

1. Understanding the Organization
2. Defining the Officer’s Role in TLA
3. Effective Leadership
4. Meeting Best Practices
Understanding the Organization
Non-Profit is a Tax Status, Not a State of Mind...

Associations are formed to protect the special needs of industry groups.

They offer products, services, information/education and discounts to their members as well as networking, a community and common purpose, and the opportunity to volunteer and develop leadership skills.

Association membership is generally organized by:

Trade – Business or Organization
Professional/Individual – Personal Membership
The Texas Library Association mission is to unite and amplify voices of the library community through advocacy, education, and intentional equity, diversity and inclusion.
The Texas Library Association is an integral partner, innovative leader, and passionate advocate for Texas libraries and librarians.

www.txla.org
TLA Core Values

• Continuous Improvement towards Excellence in Libraries and Librarianship
• Diversity and Inclusiveness
• Equity of Access to Information in a Changing Environment
• Ethical Responsibility and Integrity
• Intellectual Freedom
• Literacy and Lifelong Learning
• Social Responsibility and the Public Good
2022 – 2025 Strategic Plan

DEFINING VALUE
Fostering Intentional Equity, Diversity and Inclusion

STRATEGIC PRIORITY #1
Communicate the Value of Libraries

STRATEGIC PRIORITY #2
Leading a Learning Culture

STRATEGIC PRIORITY #3
Cultivate a Thriving Organization
Association Assets and Resources

Organization Member Support

- Professional Staff
- Publications & Resources
- Professional Development
- Annual Conference
- Intellectual Freedom Advocacy
- Volunteer Support
- Technology/Infrastructure
- Industry Partnerships
- Vendor/Donor Relations
- Industry Liability Protections
- Library Brand Identity
- Membership Services
- Scholarships & Industry Awards

Registration Fees
Exhibits & Sponsorships
Membership Dues
Products/Services
Grants & Contributions
Investments

Unit Member Engagement

- Conference Sessions
- Leadership Development Opportunities
- District Fall Conferences
- Unit Awards & Stipends
- Networking
- Mentoring
**TLA MEMBER**

Your base membership includes participation in one District, Division, and Round Table. Depending on your interests, additional Districts, Divisions, and Round Tables may be added to your membership for a small fee.

**DISTRICT**
Representing geographic location of member

**DIVISION**
Representing library types of members: academic, public, school & special

**ROUND TABLE**
Representing areas of members professional interests

**DISCUSSION GROUPS**
Representing informal hot topic discussion forums

**UNIT OFFICERS**
Each unit has a team of officers consisting of volunteer TLA Members

**UNIT**
Districts, Divisions and Round Tables are all considered Units

**COUNCIL**
Central governing board

**EXECUTIVE BOARD**
Central management board of TLA

**TLA STAFF**
Works on behalf of the membership to execute the association’s program of work

**TLA GOVERNANCE & MANAGEMENT**

**COMMITTEES**
TLA has 27 Standing Committees consisting of volunteer TLA Members
TLA Staff

Shirley Robinson
Executive Director

Cindy Boyle
Exhibits & Vendor Relations Manager

Lovdy Grossman
Director of Education

Wendy Woodland
Director, Advocacy & Communication

Nicole Basso
Information Services Manager

Michelle Cruz
Meetings and Events Manager

Catherine Lapoint
Administrative Services Manager

Kelly Mantay
Education and Programs Manager

Christy Reynolds
Membership Coordinator

Casey Rice
Exhibits & Sponsorship Coordinator

Michele Santos
Marketing Specialist
1 – Big Country/Concho Valley
2 – Panhandle
3 – Central Texas
4 – South Texas/RGV
5 – Northeast Texas
6 – El Paso/Far West Texas
7 – North Texas
8 – SE Texas/Greater Houston area
9 – Northwest Texas
10 – Southwest Texas/San Antonio
<table>
<thead>
<tr>
<th>Acquisitions &amp; Collections Development</th>
<th>Library Support Staff Round Table</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black Caucus Round Table</td>
<td>New Members Round Table</td>
</tr>
<tr>
<td>Cataloging &amp; Metadata</td>
<td>Programming for Adults Round Table</td>
</tr>
<tr>
<td>Children’s Round Table</td>
<td>Queers &amp; Allies Round Table</td>
</tr>
<tr>
<td>Copyright Round Table</td>
<td>Reference Information Services RT</td>
</tr>
<tr>
<td>Digital Libraries Round Table</td>
<td>Retired Librarians RT</td>
</tr>
<tr>
<td>Government Documents RT</td>
<td>Small Community Libraries RT</td>
</tr>
<tr>
<td>Innovation &amp; Technology RT</td>
<td>Storytelling RT</td>
</tr>
<tr>
<td>Interlibrary Loan Resource Sharing</td>
<td>Supervision Management Administration</td>
</tr>
<tr>
<td>Latino Caucus Round Table</td>
<td>TALL Texans RT</td>
</tr>
<tr>
<td>Library Friends Trustees Advocates RT</td>
<td>Texas Authors &amp; Illustrators RT</td>
</tr>
<tr>
<td>Library Instruction Round Table</td>
<td>Young Adult Round Table</td>
</tr>
</tbody>
</table>
TLA Standing Committees - 23

Awards
Budget
Bylaws & Resolutions
Conference Planning Committee
District Leadership Caucus
Disaster Relief
Equity, Diversity & Inclusion
Intellectual Freedom
Lariat Reading List
TALL Texans Selection
Legislative

Nominating
Public Relations & Marketing
Reading List Coordination
Scholarships & Grants
Tejas Star Reading List
Texas Bluebonnet Award Program
Texas Bluebonnet Award Selection
Texas Book Festival
Texas Topaz Nonfiction Reading List
Texas Youth Creators Award
Upstart Award
Tocker Foundation
Bylaws, Article VI:
Council determines policy and serves as the chief governing body of TLA, except where Bylaws assign responsibility elsewhere

Standing Rule 4 A. Council Duties:
1. Approve the annual budget of TLA, provided that the Executive Board has the power to amend the budget within the limits of the total budget approved;
2. Authorize a membership referendum on questions of policy;
3. Fill vacancies in the office of Treasurer and among Representatives-At-Large on the Executive Board;
4. Determine District boundaries;
5. Grant permission for members to speak on issues;
6. Retain all powers not otherwise provided for in the BYLAWS;
7. Resolve a conflict in the election of officers;
8. Be responsible for TLA long-range planning.
Voting members of Council shall include:
A. President;
B. President-Elect;
C. Immediate Past President;
D. Treasurer;
E. ALA Councilor;
F. Five Representatives-At-Large;
G. One Councilor from each Division, District, and Round Table or an Alternate designated by the Unit.

Non-voting members shall include:
A. Chairs of Standing Committees and Ad Hoc Committees;
B. Executive Director;
C. The Journal Editor;
D. Association Legal Counsel;
E. Chairs of statewide organizations affiliated with TLA;
F. Association Parliamentarian.
2022 – 2023 TLA Executive Board
What is a Board?

ELECTED OR APPOINTED MEMBERS WHO JOINTLY OVERSEE ACTIVITIES OF A COMPANY OR ORGANIZATION

LEGAL REQUIREMENT OF DIFFERENT FORMS OF FOR-PROFIT & NON-PROFIT ORGANIZATIONS

MEMBERS INCLUDE INDEPENDENT DIRECTORS & EXECUTIVE DIRECTOR
Governing Boards are Unique

- Authority when meeting officially as a group
- No one individual has authority
- Speak with one voice
- Only employee – is Executive Director
Board Members serve in a fiduciary role and provide guidance and leadership to the organization.

**Fiduciary duties include:**

1. Complying with mission, bylaws and policies of the organization and applicable laws,
2. Exercising ordinary care in the governance and management of the organization,
3. Remaining loyal to the organization and avoiding conflicts of interest.
3 Legal Duties of the Board

- Duty of Care
- Duty of Loyalty
- Duty of Obedience
Duty of Care

- Consistently attending board and committee meetings
- Being informed by obtaining and reviewing appropriate data and information
- Participating in board discussions and decisions
- Exercising independent judgment
- Periodically examining the performance of executive and the board.
Duty of Loyalty

- Disclosing any potential conflicts of interest
- Complying with the organization’s conflict of interest policy
- Maintain confidentiality as required
- Avoiding using organizational opportunities for personal interest or gain
Duty of Obedience

- Adhering to the associations' mission and bylaws
- Ensuring all applicable laws and regulations are obeyed
- Understanding all documents governing the board and organization policies
- Ensuring board decisions further the organization’s and comply with the scope of governing documents
Executive Board Nomination - Elections Process

July
Nominating Committee develops board slate, Executive Board approves

Sept
Slate is announced to the Membership

Feb. – Mar.
TLA Elections (Executive Board and contested Unit positions)

Mar.
Election results announced to Membership

April
New officers are installed and begin service
Executive Board Terms & Composition (Bylaws, Art. IV; SR 2)

- President – 1 year term
- President-Election – 1 year term
- Immediate Past President – 1 year term
- Treasurer – 3-year term
- ALA Councilor – 3-year term
- (4) Representatives at Large - 3-year term

- President-Elect rotates by Library type
- Reps-at-Large; replacement by Lib. type
Defining the Officer’s Role in TLA
Defining the Officer’s Role in TLA

- Purpose & potential (Why does this unit exist?)
- How do you support and contribute to TLA as a whole
- Leadership development for officers and potential future members
- Membership recruitment and retention for TLA
- Networking and resources for unit members
- Operating procedures
- …What else
Unit Leadership Positions

Bylaws, Article XI, Sections 6 & 7; Standing Rule 8

➢ Chair
➢ Chair-Elect/Vice Chair
➢ Past Chair
➢ Secretary/Treasurer
➢ Webpage Administrator
➢ Councilor/Alt. Councilor
➢ Legislative Chair (Divisions)
➢ Programming/Membership
Unit Leader Responsibilities

➢ Clear and timely communication with Executive Board and Staff
➢ Positive and professional interactions between unit board members and unit members
➢ Public and TLA representation
➢ Stay focused on TLA’s mission/unit purpose
➢ Succession planning – ‘leave it better than you found it’
Effective Leadership
Leadership Strategies for Officers

➢ Build relationships & cultivate trust
➢ Annual roadmap (purpose, planning, process)
➢ Build value for members
➢ ‘Space and grace’
➢ Year End Performance Assessment (how did we do?)
Meeting Best Practices
Meeting Best Practices - General

1. Annual Meeting Calendar (poll on morning, lunchtime, p.m.)
2. Calendar Invites and Reminders (Only Outlook/Google cal. is real)
3. Fully formed agenda
4. Speakers prepared
5. Officer meeting roles (more than 1 voice)
6. Materials out with enough time to review (3-5 days is ideal)
7. Start and end meeting on time
1. Meeting Agenda
   - TLA Mission/Unit Purpose
   - Consent Agenda
   - Important to trivial order of items
   - 3-4 agenda items max
   - Timing noted
   - Who is leading the conversation?
   - Action needed? Vote, Discussion, Learning?
   - Link to materials in the agenda from google shared drive

2. Officers leave the meeting with a clear sense of purpose, contribution and action items
3. Did all members get to contribute? (Rule of People/Time = Speaking Time)
4. ‘Big’ Decision items – multiple meetings okay
5. Instant Minutes – Fill in as the meeting is taking place

Resource: Meeting Best Practices, Julie Todaro
Meeting Best Practices

Setting Up for Success

ZOOM

1. Open room 5-10 minutes early
2. Greet attendees
3. Have ‘welcome slide’
4. Introduce speakers
5. Group Norms/TLA Code of Conduct
6. Accessibility
7. When to use chat
8. Cameras on
9. Names and role

In-Person

1. Arrive early 30 – 45 minutes
2. Check room set, A/V, where are the restrooms, any supplies, materials, water, etc. needed, temperature
3. Seating – U shaped, hollow square
4. Accessibility – Lighting, audio (use microphones)
5. Name badges/table tents
6. Friendly, welcoming environment
7. Group Norms posted/Code of Conduct
Meeting Best Practices – Sample Group Norms

✓ Be fully present during discussions / Avoid side conversations.
✓ Come prepared for the meeting.
✓ Step away or turn off camera if you need to take care of something else.
✓ Participate actively in the discussion / Share your thoughts.
✓ Listen to understand all perspectives.
✓ Allow everyone an opportunity to contribute their ideas.
✓ One person speaks at a time / Everyone gets a chance to speak.
✓ Maintain a positive attitude, Show gratitude for others.
✓ Present questions or disagreements in a respectful manner.
✓ Express disagreement with ideas, not individuals.
✓ Feel comfortable to express differing opinions within the meeting.
✓ Maintain confidentiality regarding disagreements expressed during the meeting.
<table>
<thead>
<tr>
<th>Time</th>
<th>Item</th>
<th>Speaker(s)</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>10:00 a.m.</td>
<td>Call to Order</td>
<td>Sally Smith</td>
<td>(establish quorum, reminder on group norms)</td>
</tr>
<tr>
<td>10:05 a.m.</td>
<td>Consent Agenda</td>
<td>Sally Smith</td>
<td>VOTE</td>
</tr>
<tr>
<td></td>
<td>- July Meeting Minutes</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- ABC Round Table Fund Balance Statement</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Current RT Membership #’s</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10:10 a.m.</td>
<td>Proposed RT Award</td>
<td>Gary Brown, Chair-Elect</td>
<td>DISCUSSION</td>
</tr>
<tr>
<td>10:25 a.m.</td>
<td>Proposed Conference Social</td>
<td>Brian Sabo, Secretary-Treasurer</td>
<td>DISCUSSION</td>
</tr>
<tr>
<td>10:40 a.m.</td>
<td>New Business</td>
<td>Sally Smith</td>
<td></td>
</tr>
<tr>
<td>10:50 a.m.</td>
<td>Industry Scan, ABC Issues &amp; Opportunities</td>
<td>Officers</td>
<td>DISCUSSION</td>
</tr>
<tr>
<td>10:55 a.m.</td>
<td>Recap Instant Minutes</td>
<td>Brian Sabo</td>
<td></td>
</tr>
<tr>
<td>11:00 a.m.</td>
<td>Adjournment</td>
<td>Sally Smith</td>
<td>VOTE</td>
</tr>
</tbody>
</table>

The Texas Library Association mission is to unite and amplify voices of the library community through advocacy, education, and intentional equity, diversity and inclusion.
Small Group Activity #1

At Your Tables

Describe a recent effective and fulfilling meeting you have attended (or lead).

- What made it a success?

- What feedback did you provide or receive to give you that confirmation?
At Your Tables

Think about a recent frustrating meeting experience, what could have happened differently that would have changed the outcome?

- What can your role be next time to change the dynamic?

- Who can you work with for a more positive experience?
Small Group Activity #3

At Your Tables

Think about your unit’s meetings; what goals do you have – in working with your fellow officers – to make your meetings amazing?
Thank you for your service to TLA!

Please join us for lunch in the Zilker Ballroom for the Legislative Update & fellowship with your colleagues.