

Montana Library Federation Toolkit 2015



PRACTICAL, EXPERIENCED, EFFECTIVE

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This manual is not legal advice and is not a substitute for legal or risk management advice. You should obtain competent legal or risk management advice on anything discussed in this manual and not rely solely upon the explanations set out in these materials. These materials are intended to help you determine nonprofit best practices and when to seek professional advice. While every effort has been made to make these materials as accurate as possible, the matters discussed here are complex and these materials are necessarily simplistic and incomplete. The authors will not be responsible for any errors.

Under no circumstances will the author of this Toolkit be liable to any person for any bad thing that may happen because a reader disregarded this warning.

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Board of Directors' Readiness Assessment

The following assessment tool is based on governance best practices and compliance with legal requirements. Read each statement and mark how you think your board is doing in each area. Complete as best you can, not knowing an answer is as important as knowing.

Considerations	3 Very Good	2 Average Needs Work	1 Poor or Does not exist	0 Don't Know?
1. Board members have a common understanding of the roles and responsibilities of effective nonprofit boards.				
2. Board members know & understand the organization's mission.				
3. Board members & staff have a clear and common understanding of how they should interact with each other.				
4. All board members understand that board authority only exists when sitting in quorum or specifically delegated authority by an action of the board.				
5. The board <u>has an agreed upon set of values</u> that guide decision-making.				
6. The board has an approved Conflict of Interest policy and signs and/or updates a conflict of interest disclosure and confidentiality statement each year.				
7. The organization has a board-approved Document Destruction and Whistle Blower Policy.				
8. The board has adequate amount of liability insurance and Director & Officer insurance in the event of lawsuits against the organization.				
9. The board has a policy regarding board personal financial support and participation in fundraising plan implementation.				
10. 100% of the Board gives a personal monetary donation to the organization.				
11. The board actively promotes the organization to the community.				
12. All committees have written job descriptions that outline scope of work, authority, and who they report to.				
13. The board has a standing, active Board Development/Nomination Committee that oversees board recruitment, training, and evaluation.				
14. The board has a written policy and process for recruiting and orienting new board members.				
15. The board is actively engaged in recruiting new board members				
16. The board has standard terms, start/stop dates, and term limits.				
17. Board members assess their individual performance to assure compliance with all state and federal laws.				

Considerations	3 Very Good	2 Average Needs Work	1 Poor or Does not exist	1 Don't Know?
18. Your organization has a process for electing and training board officers.				
19. Your organization has board officer job descriptions.				
TOTAL POINTS PER COLUMN				
TOTAL POINTS				

Board Duties, Roles, Responsibilities, and Qualifications

Duties:

Board Membership carries three legal duties that all individuals must commit to upholding. These are:

The Duty of Care: Board members must exercise reasonable care and competency when making decisions regarding the organization.

The Duty of Loyalty: Board members must avoid conflict of interest and make decisions based on the best interest of the organization, putting aside personal benefit.

The Duty of Obedience: Board members must be faithful to the accomplishment of the organization's mission and its policies.

Roles and Responsibilities of Board Members:

In addition to the legal duties mentioned above, board members also have five distinct roles. These roles are:

Leadership: *Planning, creating the organization's culture, setting an example and promoting to the community.*

Board members are responsible for:

- Approving a mission-driven strategic plan.
- Exemplifying ethical and value-driven behavior.
- Setting an example to the community for volunteerism and financial giving.
- Promoting the organization to the community.

Governance: *Assuring that structures are in place for continuity in meeting the mission and delivering the strategic plan.*

Board members are responsible for assuring that the following structures are in place:

- By-laws.
- Policies of effective management and legal compliance.
- Committees with clear lines of authority and duties.
- An annual budget, operational plan, and fundraising plan.
- An annual executive director evaluation and compensation review system.
- Guidelines for effective board meetings.

Stewardship: *Monitoring results and making adjustments along the way.*

Board members are responsible for monitoring the following at least quarterly:

- Expenses and revenue in relationship to the budget.
- The progress of the annual operational and fundraising plan.

Management: *Making sure the board is doing its job.*

Board members are responsible for managing themselves in the following areas:

- Recruiting board members, selecting officers, and nominating committee members.
- Orientation of board members and officers.
- Holding each other accountable for following through on board commitments.

Highly-Engaged Volunteer: *Supporting the implementation of the strategic, operational, and fundraising plan through volunteerism.*

- Board members relinquish their board authority and become volunteers whenever they are helping to implement operational and/or fundraising plans.
- Neither individual directors nor board committees, have the authority to direct the executive director or any other staff member to perform or not perform any specific task unless that authority is given directly by the board through written job descriptions.
- When acting as a highly engaged volunteer an individual is reporting to the staff person or volunteer that is given authority to lead the project or task.

Qualifications:

- Passion for the cause.
- Time to devote to board duties, roles, and responsibilities as outlined above.
- Ability to attend board and planning meetings.
- Availability to serve on one Standing Committee and volunteer in other capacities as needed.
- Willingness to be a Team Member and dedicate the time necessary to become familiar with the purpose, operations, plans, and programs of DoGood Organization.
- Open mindedness and commitment to make the best decision for the whole organization.
- Ability to keep confidential information confidential.
- Disclosure of any and all conflict of interest

Committee Charters

Executive Committee Charter

A. Purposes.

1. This Charter implements the Bylaws of DGO with regard to the Executive Committee.
2. The Executive Committee is delegated authority to Act for the Board in fulfilling the Board's fiduciary duties by engaging in the activities identified in this Charter and by acting for the Board between meetings of the Board to the extent allowed by law, within the limits established in this Charter and the Bylaws.

B. **Chair.** The Chair of the Board shall be Chair of the Executive Committee.

C. **Membership.** Membership on the Executive Committee shall consist of the Board Officers of DGO and the immediate past Board Chair, if still a director, plus any other directors or officers appointed by the Board.

D. **Ex Officio Member.** The Executive Director shall be an ex officio member without vote, invited to attend meetings of the Executive Committee unless requested not to attend by the person acting as Chair.

E. Meetings and Procedures

1. The Committee shall establish and continuously update and revise a calendar that shows the month or quarter within which basic functions of the Committee, such as evaluation of the Executive Director, are expected to occur.
2. The Committee shall hold meetings at the call of the Committee chair, Executive Director, or any two members.
3. The Committee shall either maintain minutes of its meetings and provide them to the full Board at regularly scheduled meetings or shall report to the Board, which shall incorporate the report of the Executive Committee into its written minutes.

F. Powers.

1. The Executive Committee may **act for the Board between meetings**; provided, however, that it may **not** do the following:
 - a. approve or recommend to members the dissolution, merger, or the sale, pledge, or transfer of all or substantially all of the DGO's assets;
 - b. elect, appoint or remove directors or permanently fill vacancies on the Board or any committee of the Board;
 - c. adopt, amend or repeal the Bylaws or Articles of Incorporation;
 - d. amend any committee charter or resolution of a Board committee previously established by the Board;
 - e. hire or fire the Executive Director;
 - f. approve or change the budget;
 - g. add or eliminate programs previously authorized by the Board; or
 - h. permanently relocate the main office.
2. **Investigate Conflict of Interest Transactions.** The Executive Committee shall conduct investigations into potential conflicts of interest and make a final determination on whether any potential conflicts exists and, if it does, on whether the transaction is fair to DGO.
3. **Executive Oversight.** Subject to limitations on its authority established by the Board, these Bylaws, or law, the Executive Committee shall oversee the performance of the Executive Director and make recommendations to the Board on reasonable executive compensation.
4. **Personnel Matters.** The Executive Committee shall oversee the development of personnel policies and their implementation by the Executive Director.

G. **Report to Board.** Any action taken by the Executive Committee between meetings of the Board shall be reported to the Board at the next meeting.

Governance and Board Development Committee Charter

- A. Purposes.**
1. This Charter implements the Bylaws of DGO with regard to a Governance and Board Development Committee.
 2. The Governance and Board Development Committee is delegated the authority to act for the Board in fulfilling the Board's fiduciary duties by engaging in the activities identified in this Charter and by engaging in other activities assigned to the Committee by the Executive Committee or the Board, within the limits established in this Charter and the Bylaws.
- B. Membership.** Membership on the Governance and Board Development Committee shall consist of not less than three Directors. All members shall be free from any relationship that, in the judgment of the Board, would interfere with the member's independent exercise of judgment as a committee member.
- C. Ex Officio Member.** The Executive Director shall be an ex officio member without vote, invited to attend meetings of the Executive Committee, unless requested not to attend by the person acting as Chair.
- D. Meetings and Procedures**
1. The Committee shall establish and continuously update and revise a calendar that shows the month or quarter within which basic functions of the Committee, such as nominations of committee members and officers, review of the bylaws, and nomination of directors are expected to occur.
 2. The Committee shall hold meetings at the call of the Committee chair, Executive Director, or any two members.
 3. The Committee shall either maintain minutes of its meetings and provide them to the full Board at regularly scheduled meetings or shall report to the Board (or, upon request, the Executive Committee of the Board), which shall incorporate the report of the Governance and Nominating Committee into its written minutes.
- E. Powers.** The duties and responsibilities of the Governance and Board Development Committee shall include, at a minimum, the following:
1. **Nomination of Directors.**
 - a. The Governance and Board Development Committee shall submit to the Board of Directors recommendations for nominations of candidates for election or appointment to the Board of Directors.
 - b. The Governance and Board Development Committee shall ensure that DGO maintains a list of the terms of directors, when each director is elected or appointed, and when each term ends.
 - c. The Governance and Board Development Committee shall oversee director appointment and election processes to ensure that individuals are appointed or elected by the Board according to the bylaws of DGO.
 - d. The Committee shall evaluate the skill mix of directors and the composition of the directors to achieve a representative mix to enhance the diversity of Board members on a periodic basis.
 2. **Nomination of Officers.** At least five days prior to the Annual Corporate Board Meeting, the Governance and Board Development Committee shall submit to the Board of Directors, in writing, a slate of Officers for the next year.
 3. **Committees and Committee Members.** The Governance and Board Development Committee shall submit recommendations for committees of the Board, including recommendations for changes in the committees and the charters of committees. It shall recommend members of Board committees and the Chair of such committees, if the Chair is not established by these Bylaws. The Nominating Committee shall be responsible for determining whether a Board member is "independent," to the extent required for committee service.
 4. **Review of Articles and Bylaws.** At least every two years, the Governance and Board Development Committee shall review and recommend revisions to the Articles of Incorporation and Bylaws.
 5. **Governance Policies.** The Governance and Board Development Committee shall develop and oversee

Board policies related to governance matters, including policies related to Board governance principles and expectations of directors (including any description of the responsibilities of directors), Conflicts of Interest, Corporate Opportunity, Board Travel and Education, Confidentiality, voting and election practices for the board, and Management's Duty to Disclose and Report. All such policies shall become effective only upon vote of the full Board. The Governance and Nominating Committee shall review such policies at least every two years.

6. **Board Education.** The Governance and Board Development Committee shall ensure that directors receive education on their duties and responsibilities as directors and shall develop and maintain an orientation program for new Board members and continuing education for all Board members on their fiduciary duties.

- F. **Report to Board.** Any action taken by the Governance and Board Development Committee between meetings of the Board shall be reported to the Board at the next meeting.

Finance and Audit Committee Charter

A. Purposes.

1. This Charter implements the Bylaws of DGO with regard to a Finance and Audit Committee.
2. The Finance and Audit Committee is delegated the authority to act for the Board in fulfilling the Board's fiduciary duties by engaging in the activities identified in this Charter and by engaging in other activities assigned to the Committee by the Executive Committee or the Board, within the limits established in this Charter and the Bylaws.
3. The basic responsibility of the Finance and Audit Committee is to oversee the activities of DGO to ensure its fiscal stability and long-term economic health. Board responsibility for the budget, financial reporting, audits, investments, and financial relationships such as banking shall be addressed by the Finance and Audit Committee.

B. Membership.

1. Except for any ex officio members, Membership on the Finance and Audit Committee shall consist of not less than three Directors, all of whom shall be independent directors.
 - a. A director shall be considered "independent" for the purposes of this Committee Charter if he or she:
 - i. is not, and has not been for a period of at least three years, an employee of DGO or any entity in which DGO has a financial interest;
 - ii. does not directly or indirectly have a significant business relationship with DGO, which, in the Board's judgment, might affect independence in decision-making;
 - iii. is not employed as an executive of another corporation where any of DGO's executive officers or employees serve on that corporation's compensation committee; and
 - iv. does not have an immediate family member who is an executive officer or employee of DGO or who, in the Board's judgment, holds a position that has a significant financial relationship with DGO.
2. The members of the Committee shall be able to read and understand basic financial statements, including a balance sheet, income statement and cash flow statement, and an external audit or financial review report and shall otherwise possess the skills to fulfill the duties established in the Bylaws and this Charter. The Committee is authorized to provide education to committee members in order to meet the requirements of this section.

C. Meetings and Procedures

1. The Committee shall establish and continuously update and revise a calendar that shows the month or other reasonable time frame within which basic functions of the Committee are expected to occur.
2. The Committee shall hold meetings at the call of the Committee chair, Executive Director, or any two members.
3. The Committee shall either maintain minutes of its meetings and provide them to the full Board at regularly scheduled meetings or shall report to the Board (or, upon request, the Executive Committee of the Board), which shall incorporate the report of the Finance and Audit Committee into its written minutes.

- D. Ex Officio Members.** The Executive Director shall be an ex officio member without vote, invited to attend meetings of the Finance and Audit Committee, unless requested not to attend by the person acting as Chair. If the Board at any time appoints a person to act in the capacity of Financial Officer of DGO, that person shall be an ex officio member without vote, invited to attend meetings of the Finance and Audit Committee, unless requested not to attend by the person acting as Chair.

- E. Powers.** The duties and responsibilities of the Finance and Audit Committee shall include, at a minimum, the following:

1. **Auditor or Financial Reviewer.** The Finance and Audit Committee shall select an auditor or financial reviewer and assure that the audit or financial review of the DGO is conducted by an independent

person. The Committee shall oversee the audit/financial review process. The Executive Director and any other member of management shall not be present during the portion of at least one meeting at which the audit or financial review are discussed with the auditor or financial reviewer. The committee shall present the results of the audit or financial review and any recommendations to the Board.

2. **Internal Controls.** The Finance and Audit Committee shall recommend internal control policies to the Board, consistent with sound financial practices recognized by the accounting industry for organizations of the size of DGO, and shall oversee the implementation of sound internal controls by management.
3. **Financial Statements and Records.** The Finance and Audit Committee shall oversee preparation and maintenance of the financial records of DGO and ensure that appropriate financial statements, including an account of major transactions and the financial condition of DGO, are made available to the Board of Directors on a timely basis.
4. **Budget.** The Finance and Audit Committee shall annually present a budget for approval by the Board of Directors prior to the annual Membership meeting, and shall monitor performance against the approved budget, developing remedial action recommendations as required.
5. **Oversight of Investments, Grants, and Restricted Funds.** The Committee shall recommend to the Board policies and procedures to make certain that DGO manages investments, grants, and restricted funds in accordance with contractual requirements, legally enforceable donor restrictions, accepted accounting practices, and applicable law. The Committee shall be responsible for overseeing management's compliance with such board policies and procedures and applicable enforceable obligations of DGO.
6. **Financial Policies.** The Finance and Audit Committee shall recommend and oversee financial policies and other policies within the scope of its responsibilities under this Charter to the Board. Any policy within the scope of its authority under this Charter that is approved by the Finance and Audit Committee shall go into effect immediately, but shall be presented to the full Board for its information and consideration.

F. **Report to Board.** Any action taken by the Finance and Audit Committee between meetings of the Board shall be reported to the Board at the next meeting.

Your #1 Tool - The Governance Calendar

We have said repeatedly that clear expectations are the foundation for an effective board but if the activities associated with those expectations are not carried out in a regular and orderly manner confusion and stagnation may result. A simple and easy way to create consistency is the implementation of a Board Governance Calendar that schedules key governance tasks that occur annually.

A review of the discussion of board duties, roles, and responsibilities reveals a series of activities that effective boards do each year. These include:

- ✓ Attend an Annual Strategic/Operational Planning Retreat, typically four months before the end of the fiscal year so that plans can be worked into the annual budget.
- ✓ Conduct a thorough and planned board recruitment process, started at least three-months before board elections.
- ✓ Approve an Operation Plan Development, Fundraising Plan, and Budget before the beginning of the fiscal year.
- ✓ Before board terms begin, the board approves new board members in a full board motion.
- ✓ At the beginning of board terms:
 - Scheduling board meetings and annual retreat for the year.
 - The full board approves all committee members and chairs.
 - The board president reminds all board members to make their annual personal contribution.
 - The board conducts a new board member orientation.
 - The board elects new officers.
 - The outgoing officers hold an orientation for new officers.
 - All board members and key staff sign an annual Conflict of Interest Disclosure.
 - All board members and key staff sign an annual Confidentiality Agreement
- ✓ The board conducts an Executive Director Performance Evaluation.
- ✓ The Executive Director and President/Chair have informal quarterly reviews.
- ✓ All board members annually self-evaluate their contributions and performance.
- ✓ Regular review (at least every three-years) and updating of Human Resource, Financial and General Policies

The Executive Committee can be charged with the creation and upkeep of a Governance Calendar that schedules and updates these tasks each year.

The calendar idea is so simple and easy that it is recommended that each committee creates a calendar of it activities and tasks to be passed along to the new committee members each year.

Sample DoGood Organization - Governance Calendar

Fiscal Year Jan 1 through Dec 31

Jan	<p>New Fiscal Year – Start of Officer and Board Terms Implementation of annual fundraising plan, operational plan and budget Annual Corporate Meeting/Board Meeting Slate of Officers to Full Board for Vote Committee Chairs and Members Approved by Board ED Evaluation Discussed by Board Signing of Confidentiality and Conflict of Interest Agreements Schedule board and planning meeting for the year</p>
Feb	<p>Officer Orientation Personal Board Giving Solicitation President & Vice President meet with ED for Evaluation Results</p>
March	<p>Appropriate Committees start policy reviews.</p>
April	<p>Board Meeting</p>
May	
June	
July	<p>Board Meeting Strategic/Operational Planning Workshop Board Self-Evaluations</p>
August	<p>Board Recruitment Underway</p>
September	<p>Board Recruitment Underway</p>
October	<p>Operational Plan, Fundraising Plan, and Budget presented to Finance Committee for review, input and approval Board Recruitment Underway</p>
November	<p>Board Meeting Board Elections - Slate of Directors to Full Board for Vote Operational Plan, Fundraising Plan, and Budget Presented to the Board for Approval ED Evaluation Process Begins</p>
December	<p>New Board Member Orientation</p>

Create your own Governance Calendar Template

- Step 1: Write in the beginning of your Fiscal Year.
- Step 2: Write in when your Board and Officer terms start
- Step 3: Write in your Annual Corporate Meeting or Annual Membership Meeting (if you are a Membership Organization) and all Board Meetings
- Step 4: Keep this template handy, we will complete as we move through this Toolkit.

Jan	
Feb	
March	
April	
May	
June	
July	
August	
September	
October	
November	
December	

Values Exercise

1. Identify five values that your organization embraces?
2. As a group, come to agreement on six values that make your organization great.
3. Ideas on how to institutionalize these values?

Eight Steps to Effective Recruiting



Board Member Commitment

As a member of the DoGood Organization (DGO) Board, I commit to serving a full three-year term, with no conflicts of interest, and with an understanding of the mission of the organization. I also understand and am able to commit to the following:

- ❖ Attending all regularly scheduled board meetings, special meetings, and the annual retreat/training session.
- ❖ Being a Team Member and dedicating the time necessary to become familiar with the purpose, operations, plans, and programs of DGO.
- ❖ Approaching all Board issues with an open mind, prepared to make the best decision for the whole organization.
- ❖ Exercising authority as a Board Member only when acting in a meeting with the full Board or as the Board delegates.
- ❖ Keeping confidential information confidential.
- ❖ Participating in the leadership of DGO by taking part in strategic and annual planning; supporting organizational culture by acting in accord with DGO's ethical standards and making a personal annual financial contribution; and promoting the mission, programs, and image of DGO in the community in a positive manner consistent with DGO's public relations policies.
- ❖ Governing DGO by assuring that resources and structures are in place to accomplish DGO's goals and mission. This includes policies to guide operations, an effective committee structure, a realistic budget, and ongoing oversight of business through consistent attendance at Board and Committee meetings.
- ❖ Assisting in securing financial resources for operations as outlined in the annual Fundraising Plan.
- ❖ Serving as chair, sub-chair or member on at least one Standing Committee each year.
- ❖ Volunteering, in areas of interest, to provide support to staff for achieving the annual operations and fundraising plan in the following manner:

As part of this Commitment, I also expect certain standards will be met by DGO's leadership and staff. This includes being kept informed of important concerns of operations and having an opportunity for input at all Board Meetings.

I pledge to meet these commitments.

Signature

Date

Executive Director Readiness Assessment

Read each statement and mark how you think your organization is doing in each area. Complete as best you can, not knowing an answer is as important as knowing.

Considerations	3 Very Good	2 Average Needs Work	1 Poor or Does not exist	1 Don't Know?
1. All board members and key staff participate in <u>annual</u> strategic/operational planning session.				
2. Your organization has a current (3-year) board-approved strategic plan.				
3. The board approves an annual operational plan that is based on strategic goals.				
4. The board approves an annual, written fundraising plan.				
5. The Finance Committee is active and provides financial oversight to assure sound financial management and stewardship.				
6. The ED gives a short, concise report to the board, at least quarterly, that monitors and reports progress on annual operational plan.				
7. The ED's job description has been updated in the past year.				
8. The board has a written policy and process for executive evaluation.				
9. The board regularly evaluates the executive director per accomplishment of strategic and operational plans.				
10. The board has an executive director succession plan in place.				
11. The board has approved comprehensive personnel policies which have been reviewed by a qualified professional.				
12. Your organization has written board and operational policies that clearly outline outcomes and give authority.				
13. All board and organizational policies are easily accessible.				
14. The board receives the agenda, reports and financial information several days before a board meeting.				
15. Board meetings are ran effectively and time is used well.				
16. Board meetings focus on long-term policy issues instead of short-term administrative/operational issues.				
TOTAL POINTS PER COLUMN				
TOTAL POINTS				

Executive Director Job Description

DESCRIPTION OF POSITION

The Executive Director of the DoGood Organization is selected by, and is responsible to, the Board of Directors for overall management of the corporation, assets, programs, personnel and contractual relationships in accord with its organizational mission, goals, and operational policies. As chief executive officer, the director works with the Board of Directors on the development of resources, strategic planning, innovation and the assurances of quality in the conduct of corporate programs.

PLANNING AND PROGRAM

- Assists Board of Directors in developing strategic plans
- Develops operational plans for achieving annual strategic objectives and program plans for public policy, member services, training and education, research, and other DGO initiatives
- Organizes staff duties effectively in order to implement plans.
- Keeps attuned to nonprofit needs, gaps, strengths and weaknesses and regularly assesses this information based on mission, strategic and annual plans.
- Directs development of appropriate communication tools to provide members with information about resources and policy issues affecting the members.
- Develops coalitions with other relevant associations and stakeholders.
- Monitors/ observes trends related to nonprofit sector- formulates strategies to deal with them.
- Studies issues related to the community and considers roles and opportunities in relation to these issues.

FUNDRAISING

Planning and Implementation

- Develops and leads implementation of annual fundraising plan.
- Keeps the Board of Directors informed of overall progress, opportunities, and concerns.

Foundations

- Researches and networks to identify prospective funders.
- Makes initial inquiries, cultivates interest and develops relationships.
- Prepares and submits funding proposals.
- Seeks opportunities to promote DGO's work and role within the foundation world.
- Keeps interested foundations informed of DGO's work.

Donations

- Works with board members and supporters to identify prospective donors and corporate sponsors.
- Makes initial contacts, cultivates interest, and solicits donations.
- Keeps donors and prospects informed of DGO's work.

Other

- Actively manages the timing of fundraising and cash receipts to maintain positive cash flow and maximize interest earnings.

FINANCIAL MANAGEMENT

Budget Development and Oversight

- Prepares annual budgets for overall operations and brings to Board for approval.
- Ensures financial reports are available to the Board with comparisons to budgets submitted to the Board of Directors.
- Implements the Board approved organizational budget and project budgets with available funds, while maintaining the fiscal integrity of the organization's finances.
- Develops and follows fiscal policies as approved by the Board.

BOARD OF DIRECTORS

Board Communications

- Periodically updates the Board regarding program activities, fundraising progress, and other priority areas of organizational life for which the Board requests updates between Board meetings.
- Maintains records of communications with the Board of Directors.
- Mentors the Board in implementing governance best practices.
- Meets with the Board President quarterly to review Operational Plan progress and engage in informal, formative feedback.

Board Meetings

- Works with the Board of Directors to develop agendas for Board meetings.
- Prepares and disseminates briefing materials related to the meeting agenda.

Board Involvement

- Actively seeks Board advice in major facets of organizational development.
- Engages Board members in fundraising per the Fundraising Plan and individual talents and skills.
- Alerts Board members to important organizational meetings and seeks participation where appropriate and/or helpful.

Board Recruitment

- Works with the Board of Directors to identify priorities for recruitment, identifies potential candidates, and assists with actual outreach and recruitment of new Board members.

PERSONNEL

- Leads the development of personnel policies.
- Leads the development of an appropriate staff structure, complemented by the use of contracted services where needed. Board approved through the budgeting process.
- Hires, evaluates, and if necessary, fires staff.
- Provides leadership, direction and support to all staff and contracted individuals.
- Facilitates staff participation in continuing education and professional development.
- Participates in continuing education and professional development opportunities.
- Develops annual plan for staff evaluation.

ORGANIZATIONAL VISIBILITY

- Seeks opportunities to secure public visibility for the organization, especially through media outlets.
- Seeks opportunities to present testimony, speak at conferences, serve on panels and/ or advisory bodies, attend meetings, and otherwise promote the visibility of the organization before important audiences.

ADMINISTRATION

- Secures and maintains office headquarters, furniture, equipment, and contracts as needed.
- Develops positive working relationships with important vendors.

KNOWLEDGE, SKILLS, AND ABILITIES REQUIRED

- Skill in organizing resources and establishing priorities.
- Ability to supervise and train employees, to include organizing, prioritizing, and scheduling work assignments.
- Skill in examining and re-engineering operations and procedures, formulating policy, and developing and implementing new strategies and procedures.
- Knowledge of marketing strategies, processes, and available resources.
- Skill in the use of personal computers and related software applications.
- Ability to foster a cooperative work environment.

- Employee development and performance management skills.
- Ability to identify and secure alternative funding/revenue sources.
- Strong interpersonal and communication skills and the ability to work effectively with a wide range of constituencies in a diverse community.
- Knowledge of staff hiring procedures.
- Advanced verbal and written communication skills.
- Ability to develop and deliver presentations.
- Ability to develop and maintain record keeping systems and procedures.
- Ability to establish and control large, multifaceted operating budgets and cost control processes.
- Knowledge and understanding current and emerging management development needs within the business community.
- Ability to plan, organize, and implement executive/management education and training programs.
- Ability to teach as well as provide administrative services in both corporate and academic settings.

Sample Strategic Plan

Long Term Vision

To make the world a happy place!

Mission

Our mission is to make sure all adults in the Rocky Mountain area have access to high-quality chocolate, wine, and caffeine at affordable prices.

Values

- Respect each other and different opinions.
- Personal responsibility. Do what we say we are going to do.
- Confidentiality.
- Light-heartedness.

3-year Strategic Vision

In three years, DoGood Organization will have:

- ✓ An active and engaged board of nine members who have instituted infrastructure systems that support adherence to current nonprofit governance best practices as outlined by the Montana Nonprofit Association.
- ✓ Implemented financial structures and procedures and created a strong system of financial checks and balances, financial oversight, and transparency.
- ✓ Created and implemented a diversified fundraising plan that generates sufficient operational revenue to met expenses plus an additional 15% per year to build our operational reserve account.
- ✓ Sufficient staff to implement our operational and fundraising plan in an efficient and effective manner. Staff will have reasonable workloads and competitive salary and benefits.
- ✓ Increased our service capabilities by 25% and have a satisfaction rating of at least 3 on user evaluations.

Strategic Initiatives and Goals

Goal 1 - Board Development: In three years, we will have nine active and engaged board members that are practicing nonprofit “best practices” for governing an organization. We will have solidified our expectations of board members, created a board recruiting process, developed an officer succession process, reviewed and updated our by-laws, created a general operating policy manual and revised and strengthened our committee structure.

Goal 2 - Finances: In three years, we will have implemented financial structures and oversight to strengthen our financial recordkeeping, budgeting and management reporting systems. This includes creating checks and balances within our financial management structure, becoming more transparent, developing financial management and investment policies, re-organizing our Finance Committee, and writing bookkeeping and accounting procedures manual.

Goal 3 - Funding: In three years, we will be fully-funded through five diverse revenue sources that include grants, private donations, and fees. Our goal is in three years to be raising \$500,000 annually in revenue from these sources and have a reserve of \$150,000.

Goal 4 – Staffing: In three years, we will have qualified, trained, and competitively compensated staff to administer programs and manage the organization. New hires will include a FT Development Director, .5 Office Assistant, FT Program Director, .5 Program Assistant

Goal 5 - Program: In three years, we will be serving 25% more of identified constituents and users will report an average of 3 or above on user satisfaction evaluations

Sample Page at a Glance Operational Plan

GOAL 1 - Board Development: In three years, we will have nine active and engaged board members that are practicing nonprofit “best practices” for governing an organization. We will have solidified our expectations of board members, created a board recruiting process, developed an officer succession process, reviewed and updated our by-laws, created a general operating policy manual and revised and strengthened our committee structure.

This year's objectives are to:	Responsible Party	Timeline	Status
a) Establish a Governance Calendar.			
b) Create Board and Officer Job Descriptions.			
c) Review and update by-laws.			
d) Create a Finance Committee.			
e) Create a Governance/Nomination Committee and board recruitment process.			

GOAL 2 - Finances: In three years, we will have implemented financial structures and oversight to strengthen our financial recordkeeping, budgeting and management reporting systems. This includes creating checks and balances within our financial management structure, becoming more transparent, developing financial management and investment policies, re-organizing our Finance Committee, and writing bookkeeping and accounting procedures manual.

This year's objectives are to:	Responsible Party	Timeline	Status
a) Create a Finance Committee,			
b) Develop Financial Policies & Procedures.			
c) Develop an Investment Policy.			
d) Develop procedures for internal financial management and checks and balances.			
e) Review and possibly revise DGO fiscal cycle.			

GOAL 3 - Funding: In three years, we will be fully-funded through five diverse revenue sources that include grants, private donations, and fees. Our goal is in three years to be raising \$500,000 annually in revenue from these sources and have a reserve of \$150,000.

This year's objectives are to:	Responsible Party	Timeline	Status
a) Develop a comprehensive Fundraising Plan, with five funding sources that will raise \$150,000 in revenue this year. The board will approve this plan during the budgeting process.			
b) Hire a Development Director.			
c) Create a series of fundraising task forces to help implement the fundraising plan.			

GOAL 4 – Staffing: In three years, we will have qualified, trained, and competitively compensated staff to administer programs and manage the organization. New hires will be a FT Development Director, .5 Office Assistant, FT Program Director, .5 Program Assistant

This year's objectives are to:	Responsible Party	Timeline	Status
a) Hire a full-time Development Director.			
b) Hire ½ time office assistant.			
c) Develop an employee reward and incentive system.			
d) Develop an Employee Handbook.			

GOAL 5 - Program: In three years, we will be serving 25% more of identified constituents and users will report an average of 3 or above on user satisfaction evaluations.

This year's objectives are to:	Responsible Party	Timeline	Status
a) Research unserved populations within our constituent group and service area			
b) Conduct focus groups and surveys to determine current obstacles to participation			
c) Develop (or refine) current service delivery model to serve new/added constituents, including outreach and solutions to participation obstacles			
d) Research breakdown of staff capacity and expertise to serve more constituents			
e) Adjust fundraising goal to include funding to hire new staff if necessary			

POLICY

Evaluation Policy

The Board of Directors will review the performance of the Executive Director at least annually. The steps in the review process (see below) will begin in no later than August and be completed by the Fall Board Meeting.

However, if a Board member has any concern about the Executive Director's performance at any time during the year, he or she should raise this concern directly with the Executive Director or the Board Chair as soon as possible.

Compensation Policy

The Executive Director of DoGood Organization (DGO) is the principal representative of DGO, and the person responsible for the efficient operation of the Nonprofit. Therefore, it is the desire of DGO to provide a fair yet reasonable and not excessive compensation for the Executive Director. The Executive Director's compensation will be reviewed annually by the Personnel Task Force as part of the evaluation process. Salary recommendations will be made to the full board for approval. Every three years the Personnel Task Force will compile an industry survey to assure that compensation is fair and equitable based on industry standards.

STEPS IN THE EVALUATION PROCESS

1. DGO shall annually evaluate the Executive Director on his/her performance, and ask for his/her input on matters of performance and compensation
2. The Executive Committee is authorized to oversee the ED Evaluation process.
3. The Personnel Task Force (PTF) will be comprised of the current Chair and Vice Chair.
4. The Chair of this task force will be the Vice Chair.
5. The PTF Chair will request that the Executive Director complete a summary of achievement of the organization's annual plan and a self-performance review. All completed material should be to the Vice Chair by the first of August.
6. This information will be part of the sub-committee's report to the Board of Directors.
7. The PTF Chair will request that the Executive Director complete a summary of achievement of the organization's annual plan and a self-performance review. All completed material should be to the Vice Chair by the first of August.
8. This information will be part of the sub-committee's report to the Board of Directors.
9. The chairperson will be responsible for distributing evaluation material to all board members by mid- July.
10. Board members will return the completed evaluations to the PTF along with their comments about the Executive Director's performance by the first of August.
11. The PFT will review the evaluations received and prepare a cumulative report for the Board of Directors.
12. At the August Board meeting, the board will meet in Executive Session for discussion in order to finalize the evaluation process. The cumulative board evaluations and the ED's self-evaluation will be distributed and collected during this session. Copies of these documents will be destroyed immediately after the meeting.
13. Discussion of ED compensation (see process below) will be included in this meeting.
14. The board will determine what feedback to give to the ED and any changes to salary and/or benefits. The Vice Chair will document this discussion in a letter to the ED.
15. Within three weeks of the August board meeting, the PTF or its designated representative(s) will meet with the Executive Director to discuss his or her performance, provide feedback, and seek input from the Executive Director.
16. The ED will be given a copy of the compiled board evaluation and the letter outlining feedback and salary/benefits. The PTF will finalize the evaluation, have Executive Director sign the documents and prepare a short report on this meeting for the full Board for its next regularly scheduled meeting.
17. Three signed copies of the evaluation should be made and signed by both the ED and Chair. One is given to the Executive Director for his or her personal files. One goes in the DGO Personnel files and the last is kept by the Secretary as part of the board's documentation.
18. The Board, Task Force, and Executive Director will review the evaluation process annually and identify any needed modifications. Modifications will be integrated into the next year's evaluation process.

STEPS IN THE THREE-YEAR COMPENSATION PROCESS REVIEW

Every three-years as part of the annual executive evaluation process, the Personnel Task Force (PTF) will research and compile information in order to make a recommendation to the full board for the compensation (salary and benefits) of the Executive Director based on a review of comparability data.

1. The PTF will secure data that documents compensation levels and benefits for similarly qualified individuals in comparable positions at similar organizations. This data may include the following:
 - Salary and benefit compensation studies by independent sources (MNA Wage & Salary Survey);
 - Written job offers for positions at similar organizations;
 - Documented telephone calls/surveys about similar positions at state domestic violence coalitions of similar size and scope around the country and for-profit organizations; and
 - Information obtained from the IRS Form 990 filings of similar organizations.

2. The PTF will summarize their findings and present a recommendation to the full board. The PTF will document how it reached its decisions, including the data on which it relied, in minutes of the meeting during which the compensation was approved. Documentation will include:
 - A description of the compensation and benefits and the date it was approved;
 - the members of the board who were present during the discussion about
 - compensation and benefits, and the results of the vote;
 - a description of the comparability data relied upon and how the data was
 - obtained; and
 - any actions taken (such as abstaining from discussion and vote) with respect to
 - consideration of the compensation by anyone who is otherwise a member of the
 - board but who had a conflict of interest with respect to the decision on the
 - compensation and benefits.

The board of directors, who are volunteers and not compensated by the nonprofit, will operate independently without undue influence from the Executive Director.

No member of the Personnel Task Force will be a staff member, the relative of a staff member, or have any relationship with staff that could present a conflict of interest.

Policy Check List

Policy	Complete
Part I: Ethics and Accountability	
Vision Statement	
Mission	
Values Statement	
Public Reporting and Transparency	
Board Legal Duties	
Conflict of Interest Policy and Procedure	
Confidentiality Agreement	
Whistleblower Protection Policy and Procedure	
Record Retention and Document Destruction	
Safety and Back-Up	
Document Destruction	
Part II: Board and Board Members	
Organization's Agreement with Board Member - Commitment Form	
Board Member Meeting Attendance	
Board Member Financial Support	
Board Governance Calendar	
Regular and Annual Strategic/Operational Planning	
Board Development – Recruitment, Orientation, and Evaluation	
Board Member Terms (by-laws)	
Composition	
Recruitment Process	
Orientation	
Ongoing Board Training	
Board Officer Job Descriptions	
Terms and Elections (by-laws)	
Duties of Officers (expanded from by-laws)	
Officer Qualifications	
Transition/Succession of Officers and Committee Chairs	
Compensation and Reimbursement of Board Members	
Compensation for Professional Services by Directors (by-laws)	
Annual Board Self-Assessment	
Part III: Executive Director Oversight	
Executive Director Job Description	
Annual Planning and Goal Setting	
ED Reporting to board	
Evaluation Policy and Process	
Keeping of ED Records	
Executive Director Compensation	

Policy	Complete
Part IV: Finance and Investments	
Fiscal Year	
Strategic/Operations Planning/Approving the Budget	
Fundraising Plan Development & Approval	
Budgeting Process and Timing	
Allocation of Functional Expenses	
Capital Expenditures	
Purchasing	
Finance and Accounting Policies and Procedures	
Financial Controls	
Contract Signing Authority	
Donated Securities	
Investments	
Reserves and Endowments	
Reserve Funds	
Endowment Funds	
Financial Audits	
IRS Form 990 and 990-PF	
Part V: Risk Management	
Regular Review	
Part VI: Reimbursement	
Expenses	
Board Travel	
Employees	
Expense Reporting & Reimbursement	
Travel Arrangements	
Travel Reimbursement	
Travel Advances	
Part VII: Equipment & Inventory	
Equipment	
Inventory	
Part VIII: Fundraising	
Registration for Fundraising	
Fundraising Plan Development	
Donor Relations & Privacy	
Acknowledgment	
Quid Pro Quo Contributions	
Confidentiality	
Gift Acceptance	
Sponsorships and Endorsements	

Policy	Complete
Part VIII: Fundraising Continues:	
Board Member and Fundraising	
Event Record Keeping	
In-Kind Donations	
Part IX: Personnel	
Equal Employment Opportunity	
Harassment	
Grievance Process	
Performance Review	
Confidentiality of Compensation and Consultant Agreements	
Independent Contractors	
Vendors	
Part X: Communications	
Media Relations	
Crisis Communication	
Crisis Prevention and Response	
Electronic Media	
Lobbying and Political Activity	
Communication between Board and Staff	
Use of the DoGood Organization Brand	
Privacy Policy	
Visitors to the Website and Website Security	
IP Addresses	
Cookies	
Online Forms	
Correspondence	
DoGood Organization Sharing Practices	
Opt In/Opt Out of DoGood Organization eNews	
Links to Other Websites	
Online Surveys	
Corrections to Personal Information	
Online Purchases	
Contacting Us	
Part XI: Committees	
Effective Committees. Minutes and Job Descriptions	
Committee Charters and succession.	
Part XII: Meetings	
Regularly Scheduled Board Meetings	
Minutes	
Staff Attendance	

A Board President's Role in Running an Effective Board Meeting

The board president's job is to facilitate the board meeting and to make sure it runs efficiently and effectively. He or she does this by moving the board through discussions and any calls for actions (votes) per the board agenda.

Use Board Members' Time Effectively

There are three things an organization can do to assure that board members' are engaged, prepared, and that meeting time is well-spent. These are:

1. Create a thoughtful agenda that focuses on discussion and key items.
2. Mail out (or e-mail) a meeting pack that contains the agenda, meeting minutes, financial statements, the executive director's report, and other needed information at least five-days before the meeting.
3. Stick to the agenda and pre-determined time limits (and order) for each topic.

Create a Realistic Agenda

Well prepared board agendas are the key to meeting effectiveness. Agendas let everyone know the topics to be discussed, the order of discussion, and enable individual board members to engage in meaningful conversations. Agendas also provide a roadmap for the president to set the direction and facilitate progress during the meeting.

Because agendas are so very important to meeting and the president's effectiveness; let's look at how the executive director and president construct a well-thought-out agenda. Elements included in a successful agenda are:

1. *Call to order.*
2. *Review of agenda.*
3. *Additions to agenda.* The president then asks if anything else needs to be added to the agenda; if so, new items are added to the end of the agenda and only covered if time allows.
4. *Consent Agenda.* The president then asks if anything needs to be removed from the Consent Agenda for discussion. He/she then calls for a motion and vote on the Consent Agenda. The action is noted in the minutes.
5. *Financial Report.* The Finance Committee presents the quarterly financial report and the president calls for a motion and vote. The action is noted in the minutes.
6. *The ED Report.* The executive director (ED) then highlights his/her report. The ED should have prepared a written report that was included in the board pack and approved as part of the Consent Agenda. The ED only highlights key points of the report. Any areas for discussion should be separate agenda items.
7. *Other business and discussion.* Following the above "regularly re-occurring items" a meeting agenda should outline other items for discussion. These can be divided into new and old business if an organization so desires. Each item should have a realistic timeframe for each discussion and note if it will include a vote or other action.
8. *Time frames for each discussion.* These timeframes are the critical element in designing a realistic agenda. Be sensible when deciding how long the board will need to discuss a topic. Don't rush to get everything into a meeting. If more is on the plate than there is e time for, then a decision needs to be made to extend the meeting time or drop some items from the agenda. Don't assume that things will just go faster and get pushed through; that never happens!
9. *Longer meetings if needed.* If there are critical issues that need discussion at an upcoming meeting and more time than usual will be needed, elongate the meeting timeframe in the agenda so board members can plan accordingly.
10. *Drop standard committee reports.* Committee reports are not part of this standard meeting protocol. Minutes of committee meetings are taken (required by law) and included in the board package. Board members are expected to read the minutes and come prepared for discussion. Any items from committee that need discussion become an agenda item.
11. *Adjourn.* Designate a time and stop.

Facilitate the Meeting to Keep Things Moving

The president's job is facilitating the agenda and moving the meeting along. The following notes will help achieve this outcome.

1. Start on time!!! Respect those who arrived on schedule; those who are late will have to catch-up. Waiting for latecomers only trains the board to know it is ok to not be on time.
2. Have an end time for your meeting and stick to it! Do not run over the time allotted for the meeting.
3. At the beginning of the meeting, review the agenda and state the overall meeting outcome or the meeting. What do you want to get accomplished and what is the main point of the meeting.
4. Guide discussions and do not let one person monopolize the conversation. Call on those board members who are quiet to give their input on a topic or issue.
5. Call for a vote after there has been sufficient discussion.
6. Most organizations do not use strict Robert's Rules of Order to conduct their meetings; they use some type of modified format. For votes, a few points to remember.
 - If a committee is making a recommendation, that is a motion on the floor. It only needs a second to move to discussion and vote. Record in your minutes that the action came from a specific committee.
 - The president can call for a motion to be made and can call for a second on a motion. The president does not make the motion.
 - After a motion has been made it is time for discussion. Allow time for all parties to be heard. When enough has been said, it is time to call for a vote. Do so.
 - Any parties with a conflict should recuse themselves from this discussion and leave the room so all parties can talk confidentially. They may re-enter after the vote has been made.
 - The procedure for calling a vote is as follows:
 - All in favor.
 - All against.
 - Any abstaining.
 - The president then declares, "the motion passed or did not pass."
7. Always watch the meeting timeline and if things are running over time, stop the meeting and ask the full board how they would like to re-direct; can you move to a vote or what topics will need to be taken off this agenda? Remember the option **is not** to make the meeting last longer; any expanded meeting timeframe should be determined during the construction of the agenda.

Running an effective meeting is an art, but it can be learned. Construct a thoughtful agenda, distribute board materials so board members can come to meetings prepared, and listen and guide the meeting forward so that pre-determined outcomes can be accomplished; these are the role of a nonprofit board president.

Staff Readiness Assessment

Read each statement and mark how you think your organization is doing in each area. Complete as best you can, not knowing an answer is as important as knowing.

Considerations	3 Very Good	2 Average Needs Work	1 Poor or Does not exist	1 Don't Know?
1. All staff job descriptions have been updated within the last year.				
2. Each department (individual) has a clear annual work plan that flows from the operational plan.				
3. Your organization has a written policy and process for annual staff evaluations.				
4. All staff is evaluated annual based on the accomplishments of their work plan.				
5. Each department (individual) has a written standard operating procedure manual that outlines key activities, timelines, and other important information.				
TOTAL POINTS PER COLUMN				
TOTAL POINTS				

Your Three-Year Plan for Succession

Year 1 of Creating a Succession Plan:

Key Action Steps	Responsible Party	When Complete

Comments or things to remember:

Year 2 of Creating a Succession Plan:

Key Action Steps	Responsible Party	When Complete

Comments or things to remember:

Year 3 of Creating a Succession Plan:

Key Action Steps	Responsible Party	When Complete

Comments or things to remember:

Hiring a new Director - timeline: 3-6 months



Trustees approve HIRING PLAN

The *Hiring Plan* is a formal document that starts with the Library's Strategic Plan and set by the library board to identify the characteristics, skills, and attributes needed in the new executive position to achieve these goals. Included in the *Hiring Plan*:

- Job Description
- A statement or metric that describes the most critical characteristics, skills and attributes desired
- Description, development & appointment of the Selection/Search Committee, including the formal appointment of any HR consultants that will be assisting in the process
- Set targets and deadlines for timeline
- Appropriation of funds necessary to complete the search

SELECTION/SEARCH COMMITTEE

This committee should represent the community that is served by the library. It may include Board members or not. Members should be available to attend ALL meetings, ALL interviews. The committee proceeds according to the Hiring Plan. The committee should operate in accordance with all open meeting laws. The committee makes regular reports to the Board on their progress and must seek approval to deviate from the Hiring Plan. The primary activities of this committee include:

- Develops and places advertising for the position
- Articulates a process for fairly reviewing all applicants (using a matrix or other instrument) and identifying those that will be invited to interview
- Conducts initial review of the applicants
- Schedules and conducts interviews
- Conducts reference checks
- Presents a recommended hire to the Board

Advertising – SEARCH EFFORT

The Search/Selection Committee creates and places ads and uses other means to reach out to find qualified applicants, in accordance with the Hiring Plan and within the budget set by the Board. Adequate time must be allowed for placing ads, which may require more than month's lead time.

REVIEW of Applications

The process for reviewing applications should be set before the review begins. Every applicant should be subject to the same review process. The Search/Selection Committee must document this process and retain records of the review process.

INTERVIEWS and SELECTION

Applicants should be interviewed by the same group of people. Any specific processes or instruments used by the interviewers should be determined in advance. The Search/Selection Committee must document this process and retain records of the interview. The committee also checks references as part of the interview process. The committee's selection is actually a recommendation to the Board. Only the board or the governing municipality may make the appointment and that appointment should be made in a public meeting.

Trustees approve APPOINTMENT

The Search/Selection Committee reports on their recommendation(s) to the Board in a public meeting, answers questions and allows the board to pose questions before they deliberate and authorize an appointment to be made. At this time, the chair or president or their representative(s) will be identified to communicate and negotiate with the chosen applicant(s). An OFFER LETTER should conclude this process noting details of salary, benefits, and terms of employment. The board should make arrangements to introduce the new director to staff and community.

This TIMELINE is a recommended outline; Library Boards may be subject to municipal hiring rules and labor laws.

Hiring a New Library Director CHECK LIST

KEY GOALS & Activities for the new Director (What the board hopes to achieve with the new director; related to the Library's strategic plan; short, top priority list.)

1.	
2.	
3.	
4.	

CHECKLIST	NOTES
<input type="checkbox"/> REVIEW/UPDATE Strategic Plan	
<input type="checkbox"/> Create HIRING PLAN:	
<input type="checkbox"/> • Update & approve JOB DESCRIPTION	
<input type="checkbox"/> • Establish SALARY RANGE	
<input type="checkbox"/> • Determine any PREFERENCES for hiring	
<input type="checkbox"/> • Set targets/deadlines & reporting expectations for Selection/Search Committee	
<input type="checkbox"/> • Appropriate funds for search	
<input type="checkbox"/> Identify SELECTION/SEARCH Committee:	
<input type="checkbox"/> • Plan and place ads	
<input type="checkbox"/> • Set review process criteria for ranking candidates; interview questions (with approval of the full board)	
<input type="checkbox"/> • Information packet to share with candidates	
<input type="checkbox"/> • Review of applications; select & schedule interviews	
<input type="checkbox"/> • Interviews - retain documentation/notes	
<input type="checkbox"/> • Reference Checks – retain documentation/notes	
<input type="checkbox"/> • Recommendation to the Board from Search/Selection Committee: public meeting	
<input type="checkbox"/> Board negotiates terms with leading candidate(s)	
<input type="checkbox"/> Letter of appointment	
<input type="checkbox"/> Public announcement and introduction of the New Director to staff and community; provide orientation for the New Director	
<input type="checkbox"/> Advise candidates not selected of the decision.	



ASSISTANCE FOR PUBLIC LIBRARY BOARDS

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Pam Henley – Statewide Consulting Librarian – 855-419-2616, phenley@mtlib.org

*Please complete our online evaluation of this training and help
us to plan future training for Library Boards:*

<https://www.surveymonkey.com/s/FZ2WGWZ>