

InsideOLBA

SPRING 2008

No. 22

ISSN 1192 5167

One Place to Look Up and Running

Randee Loucks

Do you have a CEO performance appraisal coming up? Is your board considering creating a succession plan? Resources to support these issues and many more can now be found on-line!

One Place To Look is OLBA's exciting new on-line reference library for board members and CEOs. *One Place To Look*, is the second of OLBA's series of *Leadership by Design* components designed to expand the knowledge and understanding of the governance roles and responsibilities of Ontario public library boards and strengthen their capacity in leading community development initiatives.

One Place To Look, builds on the first component, *Cut to the Chase*, which features "Your Board's Path to Library Leadership by Design."

This chart highlights the fundamental responsibilities in achieving sound library governance and effective leadership and forms the basis of *One Place To Look*.

One Place To Look is the library board's library. It grew out of our initial research with CEOs and Board Chairpersons. They told us that board members wanted one location to go to in order to find board development resources.

One Place To Look provides standard resources – at your fingertips – the old standbys such as the "Library Board Orientation Kit," "Trustee Tips," and "Trustee 20/20." It also has resources that previously have been available only in print such as the *Ontario Library Trustees Handbook*, the *OLTA Lobbying Plan* and *From Advertisement to Appointment: The Path to a Dynamic Library Board*, also

known as "The Recruitment Kit." We are delighted to announce that it lives on-line.

We are very grateful to Southern Ontario Library Service (SOLS) for allowing us to link to the SOLS Clearinghouse to access these core resources. You may ask, "Why not just go to the SOLS Clearinghouse"? Well, here's why. *One Place to Look* facilitates your search for resources by taking you directly to the articles and resources in less time, with less searching.

How does *One Place To Look* Work?

Begin by checking the chart on the back page of *Cut to the Chase* – "Your Board's Path to Library Leadership by Design" To decide on the topic you wish to explore.

Then, go to the OLBA *Leadership By Design* linked from OLBA's Web site at: www.accessola.com/olba.

Select the *One Place to Look* module. From there, **click** on the topic you wish to explore.

Example:

Your board is about to do the first CEO performance appraisal of the new CEO. Select "CEO performance appraisal."

Search Results:

Library Management – CEO performance appraisal:

1. Trustee Tips #6: Why Conduct CEO Performance Appraisal?
2. Trustee Tips #12: The Library Board as Employer
3. Trustee 20/20: CEO Performance Appraisal
4. Alberta Board Development Workbook: Hiring and Performance Appraisal of the Executive Director

Continued on page 7

www.accessola.com/olba

Looking for your OLBA Council representative? Want the latest news affecting libraries? Need tips on running an effective meeting? Visit OLBA's Web site for resources on these and many other topics.

OLBA's Volunteer Web Wizard: Ian Hunter:
judyian@sympatico.ca





**2008 OLBA President
Lynn Humfress-Trute
Middlesex County Library Board**

Spring is the time of the year for new growth and new beginnings. I am confident that many library board trustees left Super Conference 2008 bursting with energy and thoughts of how they may take back to their boards the lessons, examples and ideas that were exchanged within this incredible event! Now that a few months have passed since you were re-energized, how many of you were able to implement some of the ideas that filled you with enthusiasm at the conference?

I spoke with many trustees during Super Conference, and one constant theme that was expressed was about size... of resources, budgets, community and opportunities. Rural and small boards were often daunted or almost paralyzed into inactivity because "...we're really small and we don't have the budget to..." Well, as the common vernacular would put

it, "hooey!" Read some of the headline stories within our Web site and see many examples of phenomenal changes that small library boards with a vision and determination have made within their community. All it takes is an idea, a fecund imagination, a healthy dose of vigour, and stand back to watch the growth! And it is OLBA's goal to constantly provide you with the support, tools and resources you need to keep this energy and growth alive.

Throughout this edition, you will read articles telling of the many ways we strive to accomplish this goal... *Leadership by Design...* *Cut to The Chase...* *One Place to Look* database... *Leadership Development Planning Tool...* Education Institute... and the many resources available on our Web site; all designed to keep the vigour present throughout your terms of office. Good library governance

is your responsibility and we're here to help you fulfil this responsibility... by providing learning opportunities and a platform for networking and mutual support amongst library board trustees, province-wide.

OLBA is entering a new module of the *Leadership by Design* program, but for us to accomplish this phase, we needed funding. As I said earlier, all it took was an idea, lots of vigour and the dogged, passionate determination of a small group of individuals and a phenomenal event transpired! On April 7th 2008, it was announced that for the first time in its history OLA had been awarded an Ontario Trillium Foundation (OTF) grant of \$31,000 to advance *Leadership by Design*.

This ground-breaking event would never have transpired had it not been for the forward thinking approach of OLBA

Council under the leadership of Cathy Dowd, through its strategic plan and *Leadership by Design* initiative. Larry Moore played a huge role in making OLA's bid for the grant, with OTF staff Sanjay Shahani, Doug Gore and others. Others who played a big part in bringing the concept to fruition were our 'Think Tank' mates, Ken Haycock, Bill Poole, Sam Coughlin, Darrel Skidmore and Rebecca Jones. And last but certainly not least, OLBA *Leadership By Design* consultants, Margaret Andrewes and Randee Loucks. All these people inspired the concept for the application and as a result, OLA was well positioned to weave the application together and seize the opportunity for securing OTF funding. The process took over six months – and it worked!

Now, just stand back and watch the new growth! ■

From the Editor

Welcome to the first issue I have the pleasure of working on with the many talents in the OLA office. These are the staff that take the content of the various contributors and make it an interesting, readable and informative newsletter for all of us.

This past March the OLBA council saw changes in portfolios. Please visit OLBA's Web site for the updated information. *InsideOLBA* is 2

the council's way of informing you of what we are doing as your representatives within the Ontario Library Association.

"Nuture Your Library and Watch Your Community Grow" is the title of this year's Ontario Library Service – North's Joint Conference in Sudbury May 6–8, 2008.

This conference is an excellent resource tool not only for library staff but can be a good networking opportunity for

the library trustee. There are several good workshops to assist trustees in establishing policies and procedures for libraries and sound information on funding and grants available to libraries. Northern trustees should take advantage of not only sending their library staff to this conference but consider this as an educational tool for themselves.

This year OLBA will host a seminar on new and significant developments for library board

trustees.

We encourage you to contact us with your comments, questions, and concerns regarding your role as a trustee, the OLBA Web site, and even this newsletter.

Please include us in your news of your board's role in your library. Good or bad we want to hear it all!

**Marilyn
mstewart@ontera.net ■**

Key Competencies for Leadership Development: the Research Phase.

The Ontario Library Association has landed its first Ontario Trillium Foundation (OTF) grant, announced by the Foundation in its final round of 2007–08 ‘province-wide’ program grants in April. The \$31,000 Trillium grant provides partial funding for a six month

**THE ONTARIO
TRILLIUM
FOUNDATION**



**LA FONDATION
TRILLIUM
DE L'ONTARIO**

research project to inform the ongoing development of the Ontario Library Boards' Association's *Leadership by Design* program. The remaining \$14,000 required will be funded by the Ontario Library Association.

Shelagh Paterson, OLA's Executive Director, explains that recent changes in the guidelines for OTF applications allowed OLA to pursue this funding opportunity. The project proposal originated from the critical need for data on successful community development initiatives where volunteer public library boards are key players. The success of the proposal can be attributed

to the fact that OLBA's strategic priorities are aligned directly with the OTF granting priority – “more effective volunteers engaged in their communities.”

The research, to be conducted by Margaret Andrewes and Randee Loucks with the support of OLBA leaders, will identify key competencies of a sample of Ontario public library boards demonstrating leadership in community development. A minimum of 15 case studies, representative of the wide range of size, composition and geographic location of communities in the province, will be documented. Armed with this essential information, OLBA will craft

the final elements, currently identified as “Learning from Our Peers and Networking with Our Peers,” of the unprecedented and dynamic *Leadership by Design* program.

Lynn Humfress-Trute, OLBA President, acknowledges that the research project provides a rare opportunity for OLBA in its commitment to build relationships with constituents, enable a more collaborative environment among Ontario's public library boards, and ultimately, strengthen public library governance by 2010.

Watch for more information about the research project in future editions of *InsideOLBA*. ■

Super Conference

Fresh Perspectives on Super Conference

Selection and Variety
I am a ‘rookie’ trustee on the Fort Frances Public Library Board. I am also a relatively new municipal councillor, and one of council's appointees to the Board. This past January I attended my first OLA Super Conference, at the urging of our Board Chair, Joyce Cunningham. I really didn't have any preconceived impressions on what to expect. I do admit to wondering, as I am sure those who have never attended have, if there would be enough workshops to engage

me, since I am not a librarian. These thoughts ended as soon as I opened the catalogue to design my own program for the event. My first impression was one of wonder as I became aware of the sheer number of workshops offered. On closer perusal I noticed the wide variety of workshops. There was something for everyone. Workshops on the duties of trustees, how to run an effective library board and the relationship between the municipality and the library,

Continued on page 4



Continued from page 3

not to mention "Marion the Naughty Librarian," immediately caught my eye. I was now fairly motivated to attend.

Arriving at the conference centre only reinforced this motivation. The sense of energy and purpose given off by those registering was palpable. There was a real buzz in the air as people renewed acquaintances, networked and discussed the "latest" in their libraries. The sheer scale of the conference was beginning to register. I was also struck at this time, by the number of volunteers available to assist those of us who were not familiar with the workings of the conference. The positive 'can do' attitude of everyone who took part in running this event was very noticeable.

Once registered, I set out to explore and also to find the rest of the delegates from Fort Frances. No easy task in a conference of this scale. I also attempted to orient myself and determine the location of the workshops that I had

signed up for. This went a little better as soon as I decided that I would take the conference one day at a time. I also was starting to second-guess my initial choices, there were so many that I wanted to attend. I was amazed that there was a great workshop the evening of registration day, as well as workshops for early birds – first thing in the morning.

I ended up, after much deliberation on what to attend, attending every workshop that I could, including early morning sessions (I used lunch to stroll through the huge display area).

As a retired teacher, I have attended many conferences over my career. I discovered early on in this conference that this was shaping up to be one of the best. After the first day I was struck by not only the quantity but the quality of the workshops. The workshops that I attended were topical, engaging, and interesting. The presenters were first-rate. They invariably left you wanting more. I was very impressed with the keynote sessions and also the early morning sessions involving well-known authors and/or media figures. What an unexpected bonus. Hospitality was excellent and the enthusiasm of the delegates was contagious. I was told, by my Library Board Chair, that I had to limit myself in the number of words that I wrote!

I find it difficult to do this Conference justice in so short a space.

This conference is very inclusive – it is not "just for librarians." I have encouraged everyone on our library board to try and attend if possible. I certainly came back educated and even more enthusiastic

regarding libraries and their obvious importance in society.

I should add that I was fortunate enough to attend due to an OLBA lottery that was set up to allow more delegates from Northern Ontario to travel to this conference. I want to thank the Ontario Library Association for giving me this opportunity and to relay to them how much I enjoyed the conference.

One of my closing sessions was "Marion the Naughty Librarian."

Andrew Hallikas
Fort Frances Library Board



Margaret Andrewes regenerates and rejuvenates your board.

Super Conference 2008



Activist Elizabeth May encourages everyone to imagine the future.



Margaret Rule, CEO Middlesex County Library and Shelagh Harris participate in the Effective Board Meeting session.

Catherine Dowd calls to the Chase during the AGM

Irshad Manji wakes up audiences to speak about taking opportunity from oppression.



Carl Honoré encourages everyone to slow down.



Ken Haycock shares his expertise.



Giller Prize winning author Vincent Lam *Cures* lethargy in his early morning audience.

Slow it down, book bonanza, and Friends



In January, I was in Toronto attending the Ontario Library Association Conference. I was one of the “small board” lottery winners and I attended with our librarian.

First, may I say thank you to the OLA for having the lottery and secondly, thanks for providing the funding so our Schreiber Library Board was able to attend. The size and the scope of presentations available at the conference offered something for everyone. Three events that

I attended have remained in the forefront of my mind.

The products and books for sale were excellent! I shopped for myself (books to be donated to the library after I read them) and for my grandchildren. My clothes went home in a shopping bag and the books went into the suitcase with wheels.

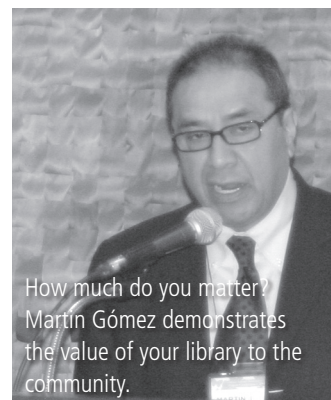
The guest speaker, Carl Honoré, enlightened a full audience with his presentation on his book *In Praise of Slow*.

It was a wonderful experience to hear someone talk about slowing down for all the right reasons! Have you heard the expression “Stop and smell the roses”?

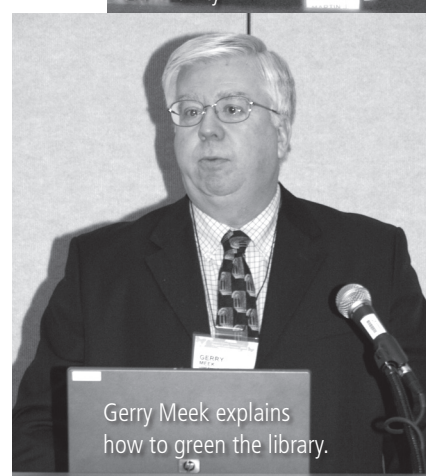
The third memorable event was the workshop with three women sharing their goals, guidelines and evaluation of the Friends of the Library. They inspired me to research and see if we can re-establish our “Friends” program which has lapsed.

The networking with others from the North and new acquaintances made at the conference led me to new ideas, book sources and friends who will be tempted to visit the north shore of Lake Superior and our library in Schreiber. To OLA, thanks again, and please continue the lottery for small boards.

Sandra M. Quinton,
Schreiber Library Board



How much do you matter? Martin Gómez demonstrates the value of your library to the community.



Gerry Meek explains how to green the library.

The Outstanding Library Trustee Who are You?

Do you remember the day when an official envelope arrived confirming your appointment to the library board? Full of enthusiasm and commitment, you set off to the first meeting only to be overwhelmed by the amount of material and steep learning curve, not to mention the alphabet soup of acronyms. You met your fellow trustees, each of who brings a different perspective so the board is comprised of a diversity of strengths, skill, talents and experiences. You will work in concert to govern the library and the services it offers.

After orientation and a few more meetings, you no longer feel like you are traveling in the dark. You are clear on your role as a trustee or steward and committed to the task of ensuring the growth and the success of the library. You already know the importance and value of the library in the community but you are familiar with the strategic plan and now you have a way forward. As a trustee, you are prepared

to meet the challenges, fully embracing your role and its responsibilities. These include:

- ◆ developing an awareness of library issues beyond the local library system;
- ◆ promoting and advocating for the library;
- ◆ assessing the needs of the community;
- ◆ establishing a strategic plan to fulfill the mission and vision of the library;
- ◆ becoming a leader as your knowledge and confidence grows.

As with every organization, there are those trustees who go above and beyond in advancing public library service in their community and in the province. We honour and recognize those who demonstrate outstanding leadership usually with an award. Having participated on award selection committees, discussions go far into the night on the concept or quality of leadership as it is difficult to define and assess. Generally, those individuals who are leaders have the ability to

articulate a vision and can motivate and inspire others. In the library world, words are the very existence of the business. Trustees who are leaders use words to tell stories that vividly illustrate the way forward and connect with people, encouraging a synergistic and shared vision.

Recently, I came across a good vision story to illustrate this very point:

A tourist visiting Italy came upon a construction site where three stonemasons were working. He asked the first, "What are you doing?" and the man answered, "I am laying bricks." He asked the second, "What are you doing?" and the man answered, "I am building a wall." He walked up to the third man, who was humming a song as he worked and asked, "What are you doing?" and the man stood up and smiled and said, "I am building a cathedral." Leaders influence in a big way, they give others a vision story that will become their cathedral.

A vision story weaves all the pieces together so the values are internalized and they make sense. A leader has the ability to imagine a dream and communicate that vision to others to form a community.

There is no single trait which identifies a leader. You can find several characteristics listed in the literature, some of which are more applicable to the CEO of a library than to a trustee. However, there are those skills and competencies shared by both. These include

the ability to motivate, inspire trust, maintain a long-range perspective, and ask what and why, challenge and do the right thing. Integrity, fulfilling commitments, a belief in intellectual freedom and being accountable are also attributes.

A good trustee serves as a liaison between the library and the city/town to ensure the library meets the informational, education and recreational needs of the community. This person welcomes the opportunity to interact with community leaders and representatives to tell the library's story and to connect political and social agendas. It is about respect for fellow board members, courage, sharing ideas and building relationships.

So what does it take to be an outstanding trustee who provides distinguished service to their library or the library system? Some of the questions for consideration of what may constitute an outstanding trustee are as follows:

Board Terms

- ◆ Is its length of service on the board?
- ◆ Is it the number of different offices held or the length of time in the chair position?
- ◆ Is it mentoring new trustees?
- ◆ Is it revising antiquated bylaws and development of policies?
- ◆ Is it establishing committees and structures?
- ◆ Is it setting standards of excellence in governance?

Continued on page 7



Continued from page 6

Outstanding Trustee

Tangible results

What constitutes constructive accomplishments towards the advancement of library service?

- ◆ Is it successfully completing a new building project?
- ◆ Is it managing a fund-raising campaign for a building or increased library services?
- ◆ Is it establishing a relationship with city council resulting in increased grants?
- ◆ Is it the number of publications/articles written about library service?

Should non-Library activities relevant to the community be considered? Or other awards and recognition from others?

Outreach

- ◆ Is it involvement on provincial or national library boards or the contribution made to these organizations?
- ◆ Is it participating as a conference planner, presenting at conventions or establishing professional development opportunities for other trustees?

Advocacy

- ◆ Is it progressive and sustained legislative activity to what libraries can provide in terms of expanded service?
- ◆ Is it promotion of intellectual freedom?

Finally, should the size of the library service have any bearing on the decision?

There is no doubt there will be formidable changes faced by libraries and trustees in the future, particularly as we are asked to provide more services with fewer resources. However, these changes also provide opportunities for trustees to rise to the challenge, to find solutions, fulfill their potential and become truly outstanding.

If you have any thoughts on what constitutes an outstanding trustee or on the questions above please send them to *InsideOLBA's* editor, Marilyn Stewart at: mstewart@ontera.net

Continued from page 1

Up and Running

Select "Why Conduct a CEO Performance Appraisal?"

One Place to Look takes you directly to the article.

If there is not enough detail in this article, select the "Trustee 20/20: CEO Performance Appraisal."

Spend some time exploring *One Place to Look* so that you become comfortable using it. Some suggestions are:

- ◆ "Sound Policy Framework" under Stewardship
- ◆ "Risk Management" under Stewardship
- ◆ "Effective Meetings" under Board Performance
 - Here you will see an article from *Access* on "Building a Better Board Agenda"
- ◆ "Succession management" under Board Organization you will see *From Advertisement to Appointment: Your Path to a Dynamic Library Board*, also known as "The Recruitment

Kit." This has been available only in print until now.

- ◆ "Advocacy" under Community Development for the *OLTA Lobbying Plan* – an excellent resource developed in 1997 to challenge the proposed Local Control of Public Libraries Act. Although the issue has long since past, the material in the *Lobbying Plan* remains extremely useful.

Comments, ideas, or recommendations for resources to be added? Please e-mail them to randeeloucks@cogeco.ca, or notify your OLBA Councillor.



Joyce Smith from the Clearview Public Library Board received OPLA's James Bain Medallion as the library trustee of the year, presented by Darcy Glidden.



During the Public Library Award Dinner at Super Conference Sharron Smith received OLBA's W.J. Robertson Medallion as the public librarian of the year, presented by Catherine Dowd.

Ontario Library Boards' Association Council 2008

EXECUTIVE



Lynn Humfress-Trute
President 2008
Region – Southwestern
(Interim)
Middlesex County Board
trute@execulink.com
11765 Petty Street
Ailsa Craig NOM 1A0
H-519-232-9190
C-519-872-8143



Jane Hilton
Treasurer
Region – Central East
Whitby Board
jhilton@idirect.com
66 Henderson Dr.
Whitby L1N 7Y9



Margaret Wicklum
Vice-President
Region – East
Brockville Board
wicklumbrockville
@sympatico.ca
107-245 King St. E.
Brockville K6V 1C8
H 613-345-6-4808
C 645-340-6095



Shelagh Harris
Region – Central-Mid
Richmond Hill Board
shelagh_harris
@hotmail.com
26 Bridgeford St. S.
Richmond Hill L4C 3V6
H-905-884-5964
F-905-884-4985



Cathy Dowd
Past President
Region – Central
catherine.dowd
@jus.gov.on.ca
1 Olive Street, Unit 8
Orillia L3V 7N5
H 705-325-5692
W 705-329-6885
F 705-329-6887



Doreen Horbach
Region – Central West
Hamilton Board
horbachd@hwcdsb.ca
100 Potruff Rd. S.
Hamilton L8K 4A2
H-905-578-5434
W-905-545-1832



Marilyn Stewart
Secretary
Region – Northeastern
Bonfield Board
mstewart@ontera.net
231 North Star Dr. E
Bonfield P0H 1E0
H 705-776-7866



Joyce Cunningham
Region – Northwestern
Fort Frances Board
joycec@jam21.net
725 Third St. W
Fort Frances P9A 3B5
H-807-274-9248
C-807-275-7250

InsideOLBA

Ontario Library Boards' Association

A division of the
Ontario Library Association,
50 Wellington St. East, Suite 201
Toronto, M5E 1C8
416 363-3388 or 1-866-873-9867 toll free

InsideOLBA describes the decisions and
activities of OLBA leadership, explains
OLBA program and provides news about
Ontario's public library boards.

Printed three times per year.
Also available on the OLBA Web site.

Editor: Marilyn Stewart, Bonfield Board

© Copyright, 2008
Ontario Library Association
All rights reserved

OLBA COUNCIL MEETINGS

Next meeting: June 14, 2008

OLBA WEB SITE

www.accessola.com/olba

OLBA LISTSERV

E-mail olba-l@accessola.com
Subscribing required; for OLBA
members only.

THE EDUCATION INSTITUTE

Coming in Fall 2008:
*Strategic Planning Frameworks
and the Board and Community
Development*

SUPER CONFERENCE 2009

January 28–31, 2009
Deadline for session proposals –
all ideas welcome: April 29.
Submit on-line at OLA's Web page.
Select 'Super Conference' link.

OLBA Super Conference Planners Esrick Quintyn

Oshawa Public Library Board
esrickquintyn@hotmail.com

Jan Harder

Ottawa Public Library Board
jan.harder@ottawa.ca