

## **REFRESHING LIANZA**

### **Proposal for Enhancing LIANZA Governance Arrangements**

**Friday 8<sup>th</sup> May 2009**

#### **INTRODUCTION**

In order to be the 'vital vibrant voice of the profession' and to deliver services to members LIANZA needs adequate resources and an effective communication and decision making structure.

This paper proposes new governance arrangements that will improve the way LIANZA operates. The intention is to refine (rather than reengineer) our current structure; to expand processes that work well, and to improve areas that do not. This will ensure that LIANZA understands and delivers what its members want and can respond appropriately to the increasing speed and magnitude of change facing our profession.

#### **Role of LIANZA**

New Zealand has a relatively small, but well-connected library and information profession. With its membership comprising both individuals and institutions, LIANZA has a broad jurisdiction within the sector. It is increasingly expected to drive national initiatives that cross multiple sectors, while still maintaining core services to its members.

Since 1998 several new independent organisations have arisen in the Library and Information sector. Some have emerged from what were once LIANZA Special Interest Groups (e.g. New Zealand Law Librarians' Association) and others have formed in order to provide focussed sector group support (e.g. Association of Public Library Managers (APLM), School Library Association of New Zealand Aotearoa (SLANZA)). As a result, LIANZA must balance its responsibilities to its individual personal members, its corporate members, and to its 'sister' organisations in the broader information sector. LIANZA, as the only organisation representing all facets of library and information professionals and organisations, has a strong leadership role to play in helping to bring these groups together to advocate for and implement improvements to library and information services for all New Zealanders.

#### **GOVERNANCE CHANGES**

##### **Key Drivers for Change**

The current Council structure was introduced by the Futures Group in 1990. One of the drivers at the time was to try to engage younger members as well as library managers. This led to an increased focus on representation from the Regions, along with the end to institutional representation in the governance of the Association. In order to support communication and consultation between personal members and the National Council, meetings were necessarily face-to-face, as this was before email and listservs became commonplace. The growing maturity of online collaborative tools has made it easier and more cost effective for members to work together without having to meet in person. LIANZA already conducts a great deal of its business through its committees (e.g. Credentials, Conference, Library Week, Copyright). This way of working is highly successful; it allows a small group of experts to plan, review and recommend actions to the National Council, then implement the agreed actions and programmes. A key benefit of this approach is that it uses experienced and knowledgeable LIANZA members to lead committees, and it also provides places for less senior members to gain experience as committee members; the latter may also bring a fresh perspective to LIANZA decision-making.

Adopting a more formal expansion of this approach would enable the National Council to focus almost entirely on strategic issues and initiatives, while making wider use of the knowledge and abilities of members. It would also provide a clear leadership pathway for people, with the expectation that National Councillors will usually have prior experience on regional and national committees.

The following proposed governance structure will make better use of LIANZA's talent and enable members of committees and Council to focus on areas that they know and care about. In addition, it is important, perhaps now more than in the recent past, that LIANZA looks at more cost-effective ways of operating. Most LIANZA business is now conducted via teleconference and email, with only five face-to-face National Council meetings each year. Even so, the cost of supporting such meetings for a Council of 13 is a substantial item in LIANZA's budget. Reducing the size of the National Council and deploying resources to groups with a more focused purpose is a sensible way of using our funds.

### **Benefits of Proposed Changes**

- Greater engagement with members, who will have more responsibility for LIANZA programmes and more administrative support from the LIANZA Office
- A more strategic focus for LIANZA Council
- A revitalised LIANZA community in the Regions and SIGs
- Improved representation of the views of institutional members
- More effective use of financial resources

### **Key Features of the Proposal**

- Formal adoption of the draft purpose statement as the Association's Objects
- Regions and SIGs remain at the heart of the LIANZA community, with personal members continuing to belong to a Region
- The size of the National Council is reduced from 13 to 8 Councillors
- Vice President is elected as President Elect and automatically assumes the presidency in the second year
- Three National Councillors are elected by the full membership
- Establishment of an advisory forum to National Council, comprising chairs and convenors of SIGs, regions, committees, taskforces, working groups and the Registration Board

### **Proposed LIANZA Purpose Statement**

*LIANZA works for library and information professionals in New Zealand Aotearoa by building communities, providing professional development services and representing their professional interests.*

*LIANZA works with library and information organisations to support the delivery of library and information services that are vital to the economic, cultural and social wellbeing of New Zealand Aotearoa.*

LIANZA Council adopted this draft purpose statement as a working guide in 2007, and we now recommend that it be formally adopted by LIANZA in place of all, or part, of the Objects of the Association (Rule 3)<sup>1</sup>:

## **Membership**

According to the New Zealand Library Association Act 1939 LIANZA must continue to allow corporate membership as well as personal membership. Under the current rules LIANZA personal members are represented by the Regional Councillors, but institutional members have only informal and indirect representation through Councillors who work in their sector. While those Councillors provide valuable insight into sector issues they have no authority to speak on behalf of libraries.

The proposed changes seek a way for all members to have a greater voice in LIANZA.

## **Personal Members**

- Belong to region in which they physically reside (or if overseas, where they resided before leaving New Zealand)
- May join SIGs, as their professional interests dictate
- Vote for LIANZA officers
- Participate in regional and national activities
- Apply for professional recognition, registration and awards

## **Institutional Members**

- Nominate skilled representatives for LIANZA Committees
- Contribute to agreed programmes such as the Remuneration Survey
- Identify and encourage volunteers for LIANZA work groups
- Vote for LIANZA Officers
- Encourage and nominate local LIANZA members for professional awards
- Participate in the Council Forum (via selected representatives) to provide two-way liaison with Council

It is expected that sector groups and individual libraries would identify and support appropriate candidates for election to the National Council, thus increasing the engagement of corporate members, who are vital to LIANZA's survival and efficacy.

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<sup>1</sup> Rule 3. The New Zealand Library Association (Incorporated) is the preeminent professional body in Aotearoa New Zealand for those engaged in Librarianship and Information Management. The New Zealand Library Association (Incorporated) is committed to the recognition and implementation of the Treaty of Waitangi and to the education and promotion of its members to in turn provide quality librarian services to the members of the public and others using library services.

In meeting this overall object the New Zealand Library Association (Incorporated) will work for its members and foster unity in the profession by providing support, education, development and leadership. The New Zealand Library Association (Incorporated) will also work towards the development, promotion and improvement of library and information services in Aotearoa, New Zealand in order to benefit the members of the public and others using the library services.

## **Role of Regions**

- Home to LIANZA personal members and regional libraries
- Professional networking & collegiality
- Deliver continuing education to meet local members' needs
- Identify skilled LIANZA volunteers for LIANZA groups including nomination for Council
- Encourage and nominate local LIANZA members for professional awards
- Participate in the Council Forum (through Chair or delegate) to provide two-way liaison with Council

Without the need to have a representative on the National Council for each region it may also be appropriate to consider whether there should be more regions, or to form more sub-groups along the Ikaroa-Taranaki model.

Regions will continue to receive the per capita grant.

## **Role of SIGS**

- Provide a forum and community for people with common professional interests
- Professional networking & collegiality
- Deliver continuing education to meet members' needs
- Identify skilled LIANZA volunteers for LIANZA groups including nomination for Council
- Encourage and nominate members for professional awards
- Participate in the Council Forum (through Convenor or delegate) to provide two-way liaison with Council

SIG membership fees will remain at the current level at this time, with a requirement that members must also be LIANZA members. SIGs will remain free to determine whether or not attendance at their events is open to people who are not members of LIANZA.

## **National Council**

It is proposed that LIANZA Council be changed to a smaller National Council comprising:

- President
- Vice President renamed President Elect (elected to serve a two year term, with the first year as President Elect followed by a year as President)
- Te Rōpū Whakahau Tumuaki (ex officio)
- LIANZA Executive Director (ex officio)
- Treasurer (appointed by Council every two years)
- 3 Councillors elected by members – both personal and institutional (elected for two year terms). Arrangements would be made to ensure that Council terms did not all finish/start at the same time.

## **Role of National Council**

- Refine LIANZA's purpose in consultation with members
- Set the strategic focus and develop a plan and a work programme to deliver the strategic focus
- Establish and monitor Rules and Code of Practice

- Appoint the Executive Director and Treasurer, with appropriate consultation
- Develop and /or confirm terms of reference for the Registration Board, committees, working groups and taskforces
- As required, appoint Chairs and members of the Registration Board, committees, working groups and taskforces
- Maintain an overview of the work programmes of the LIANZA Office, LIANZA Council and all LIANZA groups
- Maintain an overview of LIANZA's financial resources and deploy these to further the strategic focus
- Delegate work programmes and budget to LIANZA groups to achieve those programmes
- As required, set up new LIANZA committees, working groups or taskforces with clear terms of reference, appropriate membership and budget
- Recruit skilled LIANZA volunteers to work on programmes that support LIANZA's strategic focus

This smaller Council, comprising people experienced in LIANZA committee or governance work, will function as an umbrella group that co-ordinates and provides strategic direction for the sub-groups and committees to ensure that LIANZA, with its myriad roles and activities, works as one organisation to achieve its vision. Its role is to ensure that all working groups are heading in the same direction, but gives appropriate autonomy to the 'experts' in the subgroups.

Meetings for National Council will be held via teleconference, videoconference or online, with 3 or 4 face-to-face meetings per year.

### **Role of President**

- Speak on behalf of LIANZA
- Provide leadership and strategic direction for LIANZA
- Chair meetings of the LIANZA Council
- Provide mentoring and support for the Executive Director and manage his/her performance
- Monitor effectiveness of LIANZA Council, Councillors, Council sub-committees, and the administrative support for Council

### **Committees, Working Groups, Taskforces**

LIANZA has a wide range of Committees, Working Groups, and Taskforces who contribute significantly to LIANZA activities. These groups implement the decisions of Council and provide expert advice to Council to enable effective decision making.

The President of LIANZA is an ex officio member of all committees and sub-groups, although in practice, the President does not usually attend meetings. Minutes of these committees should be forwarded to the President via the LIANZA Office.

Council plans to continue to devolve operational and management matters to, and seek specialist advice from these groups as much as possible, leaving Council with more time and energy to focus on the governance and strategic direction of LIANZA. Making greater use of these groups will harness the expertise available in the broader membership and spread the workload.

### **Advisory Committees**

- Provide advice to the National Council to support and inform Council's decision-making
- Members are usually senior library professionals with experience and expertise specific to the committee's role
- Includes:
  - Continuing Professional Development (CPD)
  - Rules Committee

### **Sub-Committees**

- Small groups formed by Council to make recommendations to the full Council in connection with a specific issue or initiative within a specified timeframe
- Chair of the committee is a Councillor
- Can comprise only Councillors, or a mix of Councillors and co-opted members with specialist expertise
- Does not usually have or require a budget in its own right, although some expenses (e.g. travel) may be incurred as part of the National Council budget
- Includes:
  - LIANZA Awards
  - Professional Registration Steering Group
  - Finance Committee
  - Income Strategy

### **Standing Committees**

- Manage the ongoing professional programmes and activities of LIANZA on behalf of Council.
- Operate largely with delegated authority and budget from Council and considerable autonomy for their work programme
- Members usually comprise senior LIANZA members with specific expertise
- Includes:
  - Credentials Committee
  - Copyright Committee
  - Sponsorship
  - Journal editors

### **Event Committees**

- Implement and organise regular LIANZA events (e.g. conferences, Library Week)
- Operate with delegated authority, terms of reference and budget from Council.
- Have autonomy for their work programme, but refer more frequently to Council for approval for their recommendations, and authority to implement the recommended programme of activities.
- Often have either a LIANZA staff member or a LIANZA Councillor on them to ensure appropriate liaison with LIANZA Council.
- Chair is not usually a Councillor
- Committee members may have a range of experience

- Provide leadership pathway for members to gain experience
- Includes:
  - Conference current year
  - Conference upcoming year
  - Library Week
  - Centennial Publication Committee
  - Children's Book Awards

### **Taskforces**

- Special committees, usually of experts, formed expressly for the purpose of studying a particular problem and identifying a solution within a specified timeframe
- Nature of problem tends to be of broad interest and/or impact
- Members usually senior professionals representing sector or group interests
- Can be internal to LIANZA, or be a cross-sectoral group lead by LIANZA to further key LIANZA initiatives
- Includes:
  - Remuneration Survey
  - Professional Registration (now disbanded)
  - Marketing the Profession
  - Centennial Publication

### **LIANZA Representatives on Sector/Industry Groups**

Currently LIANZA has some form of representation on the following groups:

- Aotearoa People's Network
- VUW MIM Advisory Committee
- VUW LIM Advisory Committee
- TOPNZ ILS Advisory Committee
- Masters MIM rep at Te Wananga o Raukawa
- Māori Subject Headings Working Group
- Galleries, Libraries, Archives & Museums (GLAM)
- Commonwealth Library Association(CMLA)
- Digital Development Forum
- NZ Book Council
- National Register of Archives & Manuscripts
- Public Lending Right Advisory Group
- IFLA 2010 Conference
- NZ Libraries Strategic Advisory Group
- KAREN (Library Sector Rep)
- Prison Services (Nat Lib project)
- Te Puna Strategic Advisory Committee (TPSAC)

Increasingly, LIANZA is being asked to participate in sector initiatives. While this is good for LIANZA's profile and provides more channels for advocating for library services, the value and cost of such participation needs to be regularly reviewed by Council.

LIANZA currently has representatives on more than 15 Sector committees/groups, although not all of these require funding from LIANZA to participate. The recently introduced requirement that all LIANZA representatives be required to provide Council with regular reports should be continued in order to strengthen LIANZA's connection with industry groups, and the LIANZA representatives to them.

### **The LIANZA Office**

- Provides administrative support to LIANZA Council, committees, taskforces, working groups and the Registration Board.
- Administers membership services
- Provides day to day financial and budget management
- Coordinates professional development
- Manages the LIANZA website and publications
- Is the communications and information centre for all groups and members

Council will continue to devolve operational and management matters to the Office as much as possible.

### **Registration Board**

- Oversees Registration
- Makes recommendations to Council regarding changes to registration requirements, rules, and reviews
- Is independent to Council, i.e. the President of LIANZA is not an ex officio member of the Registration Board

### **Council Forum**

Representatives from the Registration Board, committees, working groups and taskforces will form an advisory group to Council. This will be facilitated by establishing a listserv or online forum along with an annual face-to-face meeting (possibly held before conference). The forum will enable Council to discuss issues with the broader membership of LIANZA Groups. Suggested membership:

- National Council
- SIG Convenors
- Region Chairs
- Committee Chairs
- Taskforce Chairs
- Working Group Chairs
- Chairs/Convenors of key sector groups that represent institutional members e.g. APLM, CONZUL, ITPNZ Librarians, National Librarian (it is expected that these groups will fund travel costs for their representatives)
- LIANZA representatives on sector bodies
- CPD Manager

- Communications Coordinator
- Te Rōpū Whakahau representative other than the Tumuaki (funded by TRW)

LIANZA council will pay for travel for committee, taskforce and working group chairs if they are not being funded to attend conference by their organisation. SIG and Region Chairs are expected to fund their own travel as these groups have an income.

LIANZA Council will cover cost of meeting room and refreshments. LIANZA may also provide a modest fund that can be shared between those who need assistance for travel and accommodation costs to attend.

### **Te Rōpū Whakahau**

LIANZA is committed to the recognition and implementation of the Treaty of Waitangi in its activities and wishes to continue its formal partnership with Te Rōpū Whakahau.

The proposed change to our governance arrangements will have a direct impact on Te Rōpū Whakahau with the Tumuaki as their sole representative on the National Council. This will enable ongoing observation of LIANZA'S bicultural activities without putting LIANZA at risk (being dependent on the presence of a TRW member for a quorum) nor putting undue workload on Te Rōpū Whakahau members.

We would like to find other ways of working more closely with Te Rōpū Whakahau – in particular by establishing regular meetings between the councils of both organisations and ensuring that committees and taskforces include Te Rōpū Whakahau representatives.

Meetings at the regional level between Te Rōpū Whakahau and LIANZA would also help to strengthen the partnership at the local community level.

## **TRANSITION & TIMEFRAME**

### **Transition Arrangements**

2009 General elections as currently prescribed in current rules:

- President
- Vice President
- Treasurer
- Aoraki Councillor
- Hikuwai Councillor
- Te Upoko o te Ika a Maui Councillor

If proposal is accepted at the 2009 AGM:

### **2010**

- Elections are held for President Elect and one national councillor for 2 year term. Elected by full membership
- Current Waikato Bay of Plenty, Ikaroa and Otago Southland councillors finish their term of office on 30 June 2010
- Aoraki, Hikuwai and Te Upoko o te Ika a Maui Councillors finish their term of office on 30 June 2011

- Council appoints Treasurer for 2 year term
- Tumuaki and Executive Director are ex officio members
- 2009 Vice President assumes presidency
- If any of the elected Aoraki, Hikuwai and Te Upoko o te Ika a Maui Councillors resign before 30 June 2010, a full member election will be held to replace them.

Changes to the LIANZA Rules will need to be moved and approved for these transition arrangements to occur.

## **2011**

- Elections are held for President Elect and two national councillors (for 2 year terms)
- 2010 President elect takes up presidency
- New governance arrangements are fully in place

## **CONCLUSION**

The proposed changes are intended to both refresh and revitalise LIANZA, while ensuring its continued viability. It is expected that Council positions will become highly sought after and that national elections for the three Councillor positions should generate interest in LIANZA and help to make members issues and priorities more transparent.

A well-connected organisation with strong and active communication channels will strengthen the profession, and have a positive flow on effect for our communities and clients as we work together to improve library and information services nationally.

We urge you to consider the proposal carefully, to discuss this with your colleagues and provide feedback and suggestions to LIANZA via the office.

## **Discussion Questions**

- Do you think the proposed governance structure would allow for your views and interests to be represented within the wider organisation of LIANZA?
- What benefits of the proposal do you think would achieve a more effective and responsive LIANZA structure?
- What would you change about the proposal that would result in a more effective and responsive LIANZA structure?
- How can we shape our organisation to ensure that young people get involved in LIANZA?
- Do you think that this proposal will provide LIANZA members with leadership development opportunities?

## **Key Dates**

Discussion paper made available to LIANZA members – 8 May 2009

Feedback via LIANZA survey – 8 June to 6 July 2009

Motion for AGM posted to members – 14 September 2009

Motion put to the vote of members at the AGM – 14 October 2009

If passed – 2010 first election of the new council