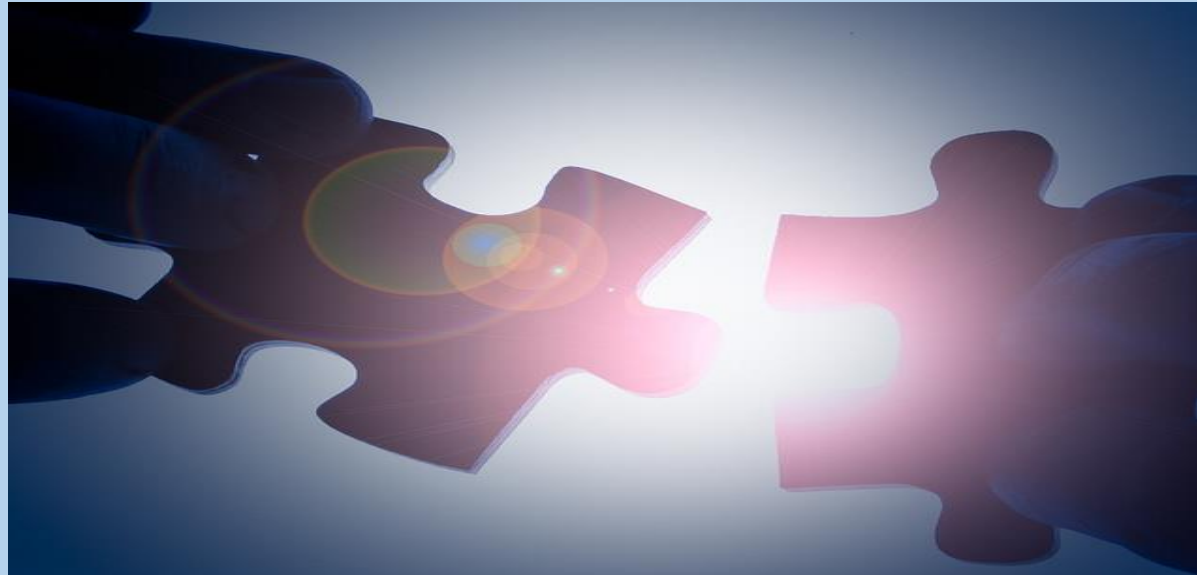


The Critical Partnership: Public Library Trustees and Directors

*A Webinar sponsored by the New York State
Division of Library Development and the
Library Trustees Association of New York State*

June 10, 2014



*Presented by: Jerry Nichols, Director, Palmer Institute for Public Library Organization and Management;
Palmer School of Library and Information Science
Long Island University; LIU Post.*

Today's Topics

- Your Job as a Trustee;
- The Role of the Library Director;
- Making it work: common goals; clear roles; open communication;
- Finding the best fit for your Library;
- Evaluating Performance: Director and Board;
- When it's time to say Goodbye.

Your Job as a Trustee

- To act in good faith;
- Be loyal to the institution;
- Fulfill the mission;
- Comply with the law;
- Provide Fiscal Oversight;
- Advocate for the Library;
- Hire the CEO.



NYS Board of Regents, *Statement on the Governance Role of a Trustee or Board Member*

www.regents.nysed.gov/about/statement_governance.html

The Role of the Library Director

- Be the CEO;
- Communicate/educate/inform the Board;
- Implement Board policies;
- Manage Library Operations and select/supervise/train Staff;
- Be informed and advise the Board on best professional practices;
- Prepare budget, recommend services, policies, etc.;
- Represent Library in the community (in cooperation with the Board).

Working as a Team

- Be Engaged;
- Respect the institution, the staff and each other;
- Work as a Collective Authority;
- Understand Responsibility vs. Delegation;
- Promote Positive Corporate Culture;
- Dealing with Board misbehavior;
- Remember, It's not about you.



Making it work:

Common goals; clear roles; open communication

- Mission/Vision/Values;
- What do you expect of each other?
- Delegate Responsibility for Today; Assume Responsibility for Tomorrow;
- The Strategic Planning Process;
- Honesty is the best Policy.

Your Director

Finding the best fit for your Library

- Where do you want to go?
 - Status Quo or Change Agent?
 - Internal Candidates
- Determine the skill set and desired talents;
 - Job Description & Expectations;
 - Sleeping at Night
- What is your CEO worth?
- Civil Service;
- Resumes;
- The Interview:
 - Pretty Face or Solid Experience?
 - Round Two



Your Director

Now that you've Decided

- The Selection Process redux;
- Employment at Will;
- Civil Service Section 75;
- Contracts, MOU's and Handshakes;
- Defining Goals and Establishing a cyclical Evaluation Process.



Evaluating Performance Director *and* Board

- The Virtuous Cycle:
 - Strategic Planning, Goal Setting and Evaluation
- Professional & productive Evaluation practices;
- Looking in the Mirror;

Resources:

- www.ala.org/united/trustees/orgtools
- www.oppl.org/about/policies/library-board-self-evaluation
 - www.oppl.org/about/policies/library-board-self-evaluation-form

Comparison of Director Evaluation Models

TRADITIONAL

Focus on Director

Assumes Hierarchical Relationship

Personality Driven

Focus on what is wrong

Improve Director

Correct past problems

PROGRESSIVE

Focus on Library

Assumes Executive Partnership

Performance Driven

Focus on Success

Improve Library

Build future development

Adapted from the Mid-Hudson Library System:

www.midhudson.org/trustee/main.php

When You Have a Problem

- The need for open, honest and timely communication;
- What about those evaluations?
- The essentials of Progressive Discipline:
 - Performance, Documentation, Consistency!
- Is it really the Director? Or is it the Board?



When it's time to say Goodbye

- **Fundamentals for a successful termination:**
 - Clearly stated (and reasonable) job description;
 - Regular written Evaluations;
 - Progressive discipline;
 - Documentation;
 - Legal & Civil Service support;
 - An ethical and considerate process;
 - Thoughts about Succession Planning.

- **Public Relations Concerns**



Trustee Resources

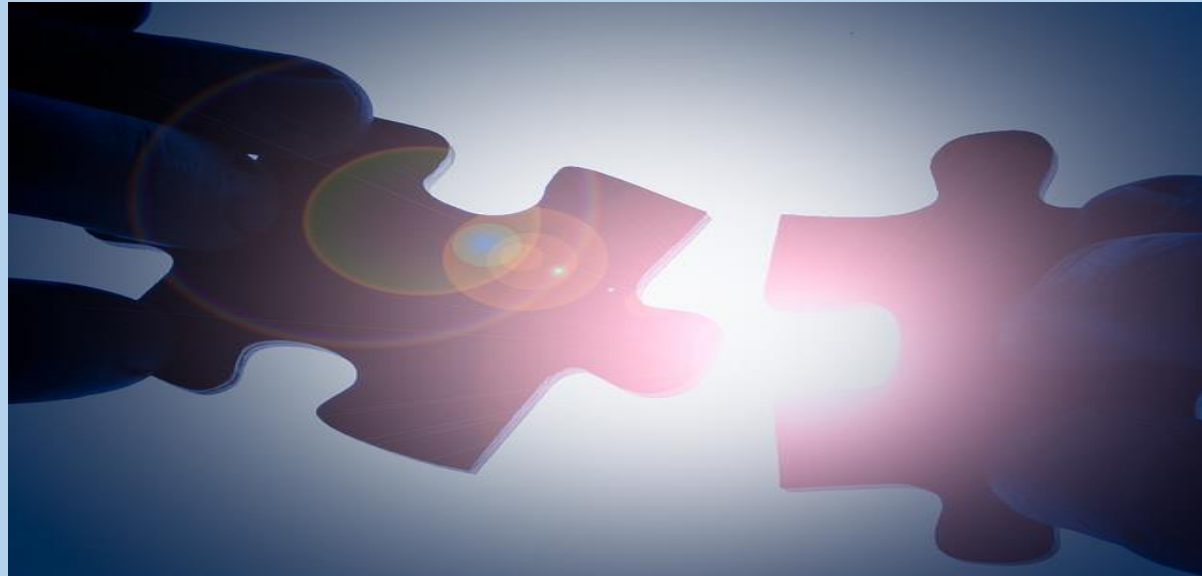
- Library Trustees Association of New York State:
www.librarytrustees.org
- New York State Division of Library Development:
www.nysl.nysed.gov/libdev
- Association of Library Trustees, Advocates, Friends and Foundations: www.ala.org/united
- New York Library Association: www.nyla.org
- Mid-Hudson Library System Trustee Resources:
www.midhudson.org/trustee/main.php



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