Mohawk Valley Library System

Board of Trustees Evaluation of MVLS: Director Leadership & Management

The MVLS Board of Trustees is responsible for creating and maintaining conditions that foster the successful implementation of the MVLS mission and vision statements. At the same time, the board ensures that the business of the system is conducted in a way that is open, transparent, ethical, and effective. Finally, the board is responsible for the long-term viability of system services for member libraries and the community at large.

Evaluation Overview. The board evaluates the system performance to measure the extent to which MVLS, under the leadership of the Director, is implementing the approved mission and vision of the system. Using the stated goals, information shared at board meetings, and through other evaluation instruments, the board, in concert with the director, identifies areas of success, areas of concern, and new potential initiatives; and develops specific goals for the coming year.

What is Being Evaluated? The board–director relationship is not a manager–employee relationship. It is a partnership for the purpose of running the public library system for the benefit for the member libraries and the public. Rather than focusing on the director, the board evaluates the administration of the system. This approach enables the board and the director, as a team, to design steps that will enhance the development of the organization.

Evaluation Process. Each member of the board should individually respond via the form below. In responding to the form, board members can refer to the plan of service, board minutes, usage statistics, program results, or other sources of information on the year under review. Once all board members have submitted their forms, the results are summarized and shared with the director. The director and board then work together to develop objectives and initiatives for the coming year.

Instructions: The following ten questions are designed to help board members assess MVLS operations and services under the leadership of the director. Please work through this process on your own, rating MVLS in each of the ten areas. Please circle the appropriate number on the scale, or indicate Unknown or N/A. Please thoughtfully consider and make notes on the reasons for your choices, to inform the board's discussions on these questions. The full board will then do this exercise together and discuss the areas that may need to be celebrated, improved, or changed. A conversation like this could be revealing and energizing.

Ten Areas to Consider:

1. Planning: does MVLS have goals and objectives that are developed in concert with member libraries and communities? Are plans up-to-date and future oriented? Are results evaluated, leading to refined objectives and activities?

Effectiveness of MVLS planning						
Planning is exceptional	1	2	3	4	5	Inadequate
Unknown						N/A

2. <u>Decision making</u>: Is MVLS, under the director's leadership, able to make sound, logical decisions exhibiting good judgment? Do decisions reflect the needs and input of the member libraries? Are problems objectively evaluated and addressed?

Effectiveness of MVLS decision making						
Decisions are informed, timely and effective	1	2	3	4	5	Not timely or not reflecting member needs
Unknown						N/A

3. <u>People Management</u>: Is there evidence of effective MVLS relationships among the system staff and with system trustees? Are effective and collaborative relationships forged with member library staff and trustees? Does MVLS balance providing leadership with fostering collaboration?

Effectiveness of MVLS relationships						
Relationships are cooperative & collaborative	1	2	3	4	5	Relationships are autocratic or arbitrary
Unknown						N/A

4. <u>Administration</u>: Is the business of MVLS well managed? Is staffing and organization adequate and smooth-running? Are problems effectively solved and procedures updated as appropriate?

Effectiveness of MVLS as a business entity						
Well run and effective	1	2	3	4	5	Chaotic, confused, or ineffective
Unknown						N/A

5. <u>Library knowledge</u>: Is MVLS effective in sharing library best-practices and innovations? Do system staff both participate in and provide continuing education? Does the system have the specialized knowledge needed to accomplish its mission?

Effectiveness of MVLS in providing library expertise						
Expertise is available, renewed and shared	1	2	3	4	5	Knowledge is lacking or hoarded
Unknown						N/A

6. <u>Communications</u>: Does MVLS provide effective and attractive information in reports, media, newsletters and other communications? Are meetings, discussions, and contacts effective in conveying appropriate information?

Effectiveness of MVLS communications						
Effective, informative communications	1	2	3	4	5	Poor or inappropriate communications
Unknown						N/A

7. <u>Initiative & Leadership</u>: Is MVLS effective in developing new ideas and in bringing projects to completion? Do staff act promptly to solve problems, and take responsibility through independent action?

Effectiveness of MVLS as a library leader						
MVLS leads with elan and success	1	2	3	4	5	MVLS does not lead effectively
Unknown						N/A

8. <u>Adaptability and Nimbleness</u>: How does MVLS respond to new responsibilities and challenges? Are projects and challenges handled with a positive attitude and flexibility?

Effectiveness of MVLS in meeting challenges						
MVLS is adaptable and nimble	1	2	3	4	5	MVLS is sluggish or distant
Unknown						N/A

9. <u>Institutional Commitment</u>: Does MVLS demonstrate commitment to the needs of the member libraries? To the library profession and library values? Do all aspects of system services and functions receive appropriate attention?

Demonstration of MVLS commitment to library needs						
MVLS demonstrates dedication	1	2	3	4	5	MVLS' commitment is questionable
Unknown						N/A

10. <u>Professional Connections</u>: Is MVLS well represented in library organizations, and does it promote those connections for member libraries? Does MVLS interface well with related community organizations and community leaders?

Effectiveness of MVLS in the library community						
MVLS promotes positive professional and community connections	1	2	3	4	5	MVLS is inactive and poorly connected
Unknown						N/A