

**TO:** APA-ALA Board of Directors

**RE:** Revised Certified Public Library Administrator (CPLA) Program Competency Standards

**ACTION REQUESTED/INFORMATION/REPORT:**

Approve the Revised Certified Public Library Administrator (CPLA) Program Competency Standards

**ACTION REQUESTED BY:**

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**DRAFT OF MOTION:**

That the ALA-APA Executive Board approves the revised competency standards of the Certified Public Library Administrator (CPLA) Program.

**DATE:** April 4, 2016

**BACKGROUND:**

The Certified Public Library Administrator (CPLA) Program is a voluntary post-MLS certification program for public librarians with three years or more of supervisory experience. Its aim is to further professional education and development and help librarians move to a higher level of practical professional experience. To date, there are **279** enrollees in the program and **85** graduates. ALA-APA manages the program in fulfillment of its mission as a service to the American Library Association membership.

Periodically the competencies are reviewed to assess whether or not they need any updates or changes.

**The Revision Process**

The ALA-APA Certification Program Committee (CPC) requested the assistance of the ALA Committee on Education (COE). To assist with the review process, COE undertook a half-year review process to solicit member feedback on the standards. Three working groups led by prominent public library leaders were formed with three additional members on each group. Each working group provided feedback on three of the nine standards. The groups were comprised of the following members:

**GROUP 1:** Led by Nann Blaine Hilyard

- Budget & Finance
- Fundraising & Grantsmanship
- Politics & Networking

***Member Volunteers:***

- Susan Roman, Dominican University ([sroman@dom.edu](mailto:sroman@dom.edu))
- Tim Grimes, Ann Arbor District Library ([grimest@aadl.org](mailto:grimest@aadl.org))
- Eva Davis, Canton Public Library ([emdavis@umich.edu](mailto:emdavis@umich.edu))

**GROUP 2:** Led by Kent Oliver

- Current Issues
- Management of Technology
- Planning & Management of Buildings

***Member Volunteers:***

- Jordan Ashley Fields ([jordanfieldspuglisi@gmail.com](mailto:jordanfieldspuglisi@gmail.com))
- Marc Gartler, Madison Public Library ([mgartler@cityofmadison.com](mailto:mgartler@cityofmadison.com))
- Molly Raphael ([mraphael@rapgroup.com](mailto:mraphael@rapgroup.com))

**GROUP 3:** Led by Patricia Hogan

- Marketing
- Organization & Personnel Management
- Service to Diverse Populations

***Member Volunteers:***

- Mary Evangeliste, Pima County Public Library ([marye@fearless-future.com](mailto:marye@fearless-future.com))
- Karen Downing, University of Michigan ([kdown@umich.edu](mailto:kdown@umich.edu))
- Ebony Curry, D.C. Public Library ([eboni.curry@dc.gov](mailto:eboni.curry@dc.gov))

After reviewing the findings of the COE working groups, the draft statements were forwarded back to the ALA-APA (CPC) for a another review and formatting. The boards of Association of Specialized and Cooperative Library Agencies (ASCLA), Library Leadership and Management Association (LLAMA), and Public Library Association (PLA) were the original units who drafted the nine competency standards for public library managers, which formed the foundation of the program. As such, they were asked for feedback and comments to be incorporated in the revisions. Afterwhich, all comments were pulled together in this final draft by the chair of the CPC.

The final step in the revision process is approval by the ALA Executive Board.

**Attachments:**

Revised Competency Standards

# Budget and Finance Competency (Core)

Given the following resources are available to the candidate:

- Library's vision, mission, core values, and strategic plan.
- Current operational and capital budgets.
- Programs and services the library provides.
- A history of past financial requirements, current funding sources, budgetary protocols, and approval authorities.

The candidate:

- Develops programming budgets.
- Prepares and monitors operational budgets.
- Develops capital budgets.
- Conducts cost/benefit analyses.
- Understands the role of the library trustee in the budgeting process.
- Identifies and describes different funding models among district / political unit (municipal or county) / private ("association").
- Understands financial statements (i.e., profit & loss, balance sheets, assets, etc.).
- Understands basic internal and external audits.
- Understands the institution's financial policies and procedures (i.e., purchasing, credit cards, reimbursements, financial control).
- Works collaboratively with accounting personnel.

The criteria to judge the adequacy of the performances are:

- Budgets and cost/benefit reports comply with standard accounting principles.

Learning Objectives:

1. Describes the relationship between budgeting and overall planning for the organization's goals and objectives.
2. Develops a program budget based on a line-item budget (convert a line-item budget to a program budget).
3. Performs cost /benefit analysis for specific library services or programs.
4. Develops performance measures and operations indicators for specific library functions.
5. Identifies and evaluates the feasibility of using various potential sources of funding for a major capital project.
6. Presents a program/service budget plans or a capital budget plan to the library's governing authority or general government administrator.
7. Understands and monitors performance about investment of public funds.

# Management of Technology (Core)

Given the following resources are available to the candidate:

- Library's vision, mission, core values, and strategic plan.
- Any library reports with inventory of the technology currently being used by the library.
- The library's current capital budget.

The candidate:

- Determines the technology requirements of the library.
- Assesses or evaluates how well the technology meets the needs of the library.
- Recommends technologies for the library.
- Makes purchasing decisions related to technology.

The candidate may:

- Develop a technology plan for their library.

The criteria for judging the adequacy of the above performances are:

- The technology requirements will be documented and will include the requirements of different populations (staff and library patrons).
- Discrepancies in the current technologies' capabilities and the libraries' requirements will be noted.
- Recommended technologies will satisfy the identified and agreed on requirements.
- Will be fluent on online accessibility issues

The technology plan will include:

- A description of the users (number, age, expectations, requirements, etc.).
- A list of technology requirements (data-base, analytic data interpretation, report generation, retrieval, sorting, on-line interface, printing, storage, etc.).
- Recommendations with a rationale including possibly the library's economic constraints, the functions to be supported, and the capabilities of the considered alternatives.
- Plan to develop local, regional and/or national potential partners, including vendors, who might support the library's technology plan with hardware, software or training.

Learning Objectives:

1. Develops a basic understanding of the concepts and terminology of state of the art computer and communications technologies and their rapidly changing nature.
2. Develops an awareness of the appropriate computer/communications hardware and software applications to achieve library objectives.
3. Develops an understanding of how to evaluate electronic products and services to make cost-effective selection and implementation decisions.
4. Enhances understanding of the Internet and emerging digital technologies.

5. Develops knowledge of technological policy and its use in libraries.
6. Develops basic skills for effective technological change planning: design for technological change, hiring and training of staffing, costs for technologies building/space requirements for hosting technologies, and ongoing maintenance.
7. Develops an awareness of possible regional or state plans or resources that could be incorporated in a collaborative endeavor with the library.
8. Incorporates expectation of regular review of privacy issues and laws, as they relate to information access through technology.

## **Organization and Personnel Administration (Core)**

Given the following resources are available to the candidate:

- Library's vision, mission, core values, and strategic plan. Operating budget.
- Staff and board audit.
- Programs, services, resources audit.

The candidate:

- Develops position description/recruitment plans
- Recruits and retains a diverse and qualified staff.
- Makes hiring decisions.
- Supervises staff.
- Evaluates staff's performance.
- Identifies staff's training and development needs.
- Implements training.
- Develops work plans and procedures for underperforming staff, or fires or terminates staff.
- Evaluates the effectiveness of the organizational structure.
- Evaluates personnel policies.
- Identifies resources for staff.
- Secures resources for staff.

The candidate may:

- Develop staff incentives.

The criteria to judge the adequacy of the performances are:

- Personnel policies comply with local, state and federal mandates or requirements.
- Hiring and training decisions are based on library services / programming needs.
- Necessary staff resources are available to support delivery of programs and services.
- Organizational structure is effective and efficient.
- Staff get timely feedback so they can self-correct or align performance with library goals
- Staff has access to tools and information they need to do their jobs.
- Staff is trained as required.

Learning Objectives:

- Writes effective personnel policies.
- Lists the key legal issues involved in hiring and managing staff.
- Describes the benefits and steps in conducting a staff study.
- Practices basic conflict resolution skills.
- Writes a staff development and training plan that includes the introduction of technology.
- Plans training and professional development programs to increase staff knowledge and skills to serve the diverse population, including service to people with disabilities.
- Practices situational awareness skills with staffing and performance issues.

## **Planning and Management of Buildings (Core)**

Given the following resources are available to the candidate:

- The library's operating budget, capital budget, and long range plan;
- A study that identifies the functions and services the library provides.
- Professional counsel including: architects, engineers, and code officials.

The candidate:

- Determines the current and future functionality of the facility.
- Determines the capital investment needs of the facility (replacement, remodeling, refurbishing, or expansion).
- Determines the ongoing maintenance requirements of the facility
- Develops operating and capital budgets.

The candidate may:

- Determine the feasibility and possible advantages of developing a joint-use facility

The criteria to judge the adequacy of the performances are:

- Measures of functionality include maintainability, sustainability (e.g., LEED certification), and ADA (American with Disabilities Act) requirements.
- The accepted or approved capital investments support the long-range plan and the identified functions and services; and are comparable to projects of a similar size in a similar market.
- The professionals from whom services were acquired had the required licenses and credentials, and were gained through an open competitive process (assumes building construction or remodeling).
- The working documents from programming, planning, construction, to post occupancy are on file for future reference and public scrutiny (optional).

Learning Objectives:

1. List building maintenance and operation procedures for effective budgeting and selection of maintenance programs and staff.
2. Describes short- and long-range capital improvement and facility development plans.
3. List procedures in employing architectural, engineering and consultant assistance in building maintenance and development programs.
4. Describes key components and required information in developing building programs.
5. Describes the planning and construction processes for renovated or new facilities.
6. Describes the roles of other governmental entities in developing building programs and renovation/new facilities plans.
7. List life and safety issues in building operation and planning.
8. List technology planning needs and building requirements.
9. Describes post-occupancy evaluation procedures.
10. Understands issues related to emergency, disaster, and other unexpected situations within the building.

## **Current Issue(s) in Context (Elective)**

Given the following resources are available to the candidate:

- Access to information and data sources about federal, state, and local legislation and the community and the populations served by the library.
- Current reports on trends of libraries, technologies, user populations, etc.

The candidate:

- Identifies social/political/economic issues that may affect the library, the populations it serves, or its services (see Politics and Networking; and/or Service to Diverse Populations)
- Develops recommendations based on the issues.

The criteria to judge the adequacy of the performances are:

- Data collected are relevant and useful.
- Recommendations are timely and targeted.
- Further exploration is conducted on issues of priority to the library.
- Operational plans and budgets accommodate the impact of relevant issues.

Learning Objectives:

1. Identifies major current issues in public library management.
2. Identifies how general political, economic or social trends related to the issues in their public library management context.
3. Analyzes an issue in depth, incorporating information gleaned from all relevant sources, and documents how the issue could impact strategic planning, services, policies, resource allocation, or collection management as applicable.

4. Develops and defends recommendations for how an issue might be addressed and resolved in order to match both the particular library and its community context. Include elements of change management techniques, which may or may not be needed.

## **Marketing (Elective)**

Given the following resources are available to the candidate:

- Strategic plan and budget.
- Board of Directors deliberations about their vision and mission of the library.
- New or existing library product or service to be marketed.

The candidate:

- Analyzes the library needs of the community (see Diverse Populations).
- Identifies library products and services to meet those needs.
- Markets/promotes these products and services to the community.

The candidate:

- Oversees the development of a marketing plan:
  - Reviews community analysis
  - Determines goals for marketing plan
  - Determines targeted audience
  - Determines marketing budget range
  - Determines communication conduits
  - Determines expertise needed (in-house and/or consultant)

The criteria to judge the adequacy of the performances are:

- Needs are successfully identified.
- Products and services that meet the needs are identified.
- Appropriate and measurable goals are set.
- Marketing activities are effective.

Learning Objectives:

1. Understands methods of community study and analysis in order to design an effective marketing plan.
2. Describes a range of methods for marketing new and existing services and products to better inform the community of library offerings
3. Articulates strategic library directions with measurable objectives based on customer needs.
4. Describes the planning/marketing process OR write a marketing plan for their library or specific functional area OR engage in a market planning process for their library (requires follow-up).



## **Fundraising/Grantsmanship (Elective)**

Given the following resources are available to the candidate:

- . Library's vision, mission, core values, and strategic plan.
- Library's operating and capital budgets.
- Audit of the library's programs, services, and facilities.
- Audit of the funding and grants in force.
- Inventories/profiles of current fundraising/grants profiles

The candidate:

- Identifies the funding needs of the library operations.
- Identifies fundraising opportunities.
- Formulates compelling reasons/stories for seeking external funds
- Understands donor relations

The candidate may:

- Initiate, collaborate with others, and complete grant applications.

The criteria to judge the adequacy of the performances are:

- Goals and objectives of fundraising activities are documented.
- Fundraising opportunities that are feasible are acted on.
- Grant awards and fundraising activities support the library's strategic plan.

Learning Objectives:

1. Identifies public and private funders for library facilities, services and grants.
2. Analyzes resources, programs, publications, and trends regarding available external funding.
3. Produces a brief proposal for support of a service activity.
4. Identifies the major elements of any grant application and be able to understand how those elements are interconnected.
5. Produces a needs statement to support a desired potential grant support activity.
6. Identifies who in the participant's community are potential stakeholders in any fundraising or grant activity.
7. Analyzes how various fundraising and grant opportunities can be interrelated to produce overall results.

## **Politics and Partnerships (Elective)**

Given the following resources are available to the candidate:

- Library's vision, mission, core values, and strategic plan. Access to federal, state and local initiatives and actions.
- Current issues analysis
- Possible memberships for relevant professional associations for partnerships.

The candidate:

- Identifies social/political/economic issues that may affect the library, the populations it services, or its services.
- Develops relationships with people who can exercise influence in federal, state, or local decisions.
- Understands the role of and work effectively with key constituents, the library board and library friends and/or foundation.
- Works effectively with the media.
- Lobbies for federal, state, and local initiatives that support the library's vision, mission, and goals.

The criteria to judge the adequacy of the performances are:

- Analysis is systematic and documented.
- Relationships support realization of library goals and objectives.
- Plans are strategic in focus and detailed in approach.

Learning Objectives:

1. Gains a general understanding of the strategies involved in planning for successful political action, including understanding the demography and culture of your local service area.
2. Identifies key players in decision-making at all levels for political effectiveness.
3. Develops skills to build coalitions.
4. Discerns how local decisions are made.
5. Develops team planning skills with local Boards and Commissions.
6. Develops political advocacy skills.
7. Understands the process and impact of political opinion polling and campaigning.
8. Develops skills in handling the media effectively.
9. Develops skills in negotiation and compromise.
10. Develops and understands the role of lobbyists and how to use them effectively at the local, state and federal levels.
11. Gains an understanding of how to assess current local political issues, including the role of newspaper editors and editorial boards.
12. Develops political skills in working with various support groups and community leaders, which at times can have conflicting interests with Boards and Commissions.
13. Learns how to develop support groups, including recruitment, tactics and legal issues.

14. Becomes knowledgeable of the various governance and legal structures of Boards and Commissions and support groups.
15. Prepares useful education materials that may assist others with understanding and assessing the political process.
16. Gains knowledge of federal, state and local statutes, ordinances and resolutions and their impact on local decision-making.
17. Outlines recommendations for an action plan.

## **Serving Diverse Populations (Elective)**

Given the following resources are available to the candidate:

- Library's vision, mission, core values, and strategic plan. Access to demographic data for the community served.
- Access to data on current library programs, services, initiatives, and facilities.
- Data on staff and board recruitment, selection, hiring, training & development, management and promotion.

The candidate:

- Understands the demographics trends of the community served.
- Assesses the degree to which services and programs meet the diverse needs of current and future populations.
- Develops a plan to enhance access to library services, programs, library spaces, collections and technologies by diverse populations.
- Develops a plan to market library services to diverse members of the community (see Marketing).
- Develops a plan to enhance staff and board diversity.
- Evaluates how well the library is meeting the needs of diverse populations (serving, employing, etc.).

The criteria to judge the adequacy of the performances are:

- Number and type of diverse populations served.
- Programs, services, resources, and facilities are meeting the needs of the community's diverse populations.
- Management systems support recruitment and retention of a culturally diverse staff and board.
- Awareness of and ability to serve emerging diverse populations in the community.

Learning Objectives:

1. Has a heightened sense that all segments of a library's community have a right and a need for the valuable services libraries deliver.
2. Has the ability to develop an accurate demographic picture of cultural and ethnic makeup of their communities.
3. Is aware of how the role of the library differs from culture to culture.

4. Acquires techniques to create or adapts library programs, services, facilities, and collections so that people of various cultures find those programs and services valuable to them, and so that the library is a more useful and welcoming place for them.
5. Understands the importance of having a diverse workforce and governing structure for the library – to not only create a more welcoming atmosphere for customers, but also to provide a richer internal information and decision-making environment among the staff.
6. Knows both traditional and non-traditional sources and techniques for recruiting library staff and trustees.