

**YALSA Board of Directors Meeting
2007 Annual Conference
Washington, DC, June 21-27, 2007**

Topic: Evaluation of the Executive Director

Background: The Board of Directors, through the President, is asked annually to give input regarding the YALSA Executive Director's performance for the current fiscal year to ALA's Senior Associate Executive Director. As no formal process or form exists for providing feedback, some general information is provided below. The YALSA Executive Director's goals for FY 07 and an update to them are also provided. Input should be turned in to the Sr. Associate Executive Director by September.

Action Required: Executive Session

Benefits of Evaluating the Chief Executive

Evaluating the Chief Executive is a primary responsibility of the Board. There are several key benefits from this evaluation, including that the process:

1. Ensures the Board is meeting its duty to effectively lead the organization
2. Ensures organizational goals are being met
3. Ensures continued development of Chief Executive to more effectively conduct his/her role
4. Ensures a formal and documented evaluation process that meets standards of fairness and practicality
5. Ensures the Chief Executive values his or her role, is benefiting from it and therefore is more likely to stay (finding good Chief Executives is increasingly difficult)
6. Leaves written record of the Board's impression of the Chief Executive's performance in case this record is needed for future verification, e.g., salary increases, probationary activities, firing

--taken from <http://www.managementhelp.org/boards/evalchef.htm>

Typical Major Functions/Responsibilities of a Chief Executive Officer of a Corporation

There is no standardized list of the major functions and responsibilities carried out by position of chief executive officer. The following list is one perspective and includes the major functions typically addressed by job descriptions of chief executive officers.

1. Board Administration and Support

Supports operations and administration of Board by advising and informing Board members, interfacing between Board and staff, and supporting Board's evaluation of chief executive

2. Program, Product and Service Delivery

Oversees design, marketing, promotion, delivery and quality of programs, products and services

3. Financial, Tax, Risk and Facilities Management

Recommends yearly budget for Board approval and prudently manages organization's resources within those budget guidelines according to current laws and regulations

4. Human Resource Management

Effectively manages the human resources of the organization according to authorized personnel policies and procedures that fully conform to current laws and regulations

5. Community and Public Relations

Assures the organization and its mission, programs, products and services are consistently presented in strong, positive image to relevant stakeholders

6. Fundraising (nonprofit-specific)

Oversees fundraising planning and implementation, including identifying resource requirements, researching funding sources, establishing strategies to approach funders, submitting proposals and administrating fundraising records and documentation

taken from: http://www.managementhelp.org/chf_exec/ed_defn.htm

Sample Form for Board's Evaluation of the Chief Executive

Written by [Carter McNamara, MBA, PhD, Authenticity Consulting, LLC](#). Copyright 1997-2007.

Adapted from the [Field Guide to Developing and Operating Your Nonprofit Board of Directors](#).

The following is one sample form that might be used by the Board to evaluate the Chief Executive. This sample should be customized to the particular culture and purpose of the agency by modifying the performance criteria (in the following table) as appropriate for the organization, inserting those criteria in the table below, and conducting the evaluation using the updated table.

Directions:

1. The Board establishes a policy for evaluating the Chief Executive and establishes a current or ad hoc committee to carry out the evaluation. See "[Guidelines for the Board's Evaluation of the Chief Executive](#)."
2. Board, working with the Chief Executive, establishes performance criteria and inserts them in the table below. References organizational goals and the Chief Executive's job description.
3. The Board assigns specific weighing factors for each of the major categories below. Factors depend on what the Board believes should be priorities for the Chief Executive during the evaluation period. The factors should total 100%. Example weightings might be finances 15%, revenue 20%, human resources 15%, products/programs 20%, facilities 10%, planning and governance 20%.
4. Each Board member and the Chief Executive completes the table below about the Chief Executive's performance during the evaluation period. Each criteria is ranked from 1-5, with 1=unsatisfactory, 2 = partially within expectations, 3=meets expectations, 4=exceeds expectations, and 5= far exceeds expectations. This numerical ranking system tends to give perspective more than commentary. Rankings with commentary is ideal.
5. Multiply each ranking by the category's weighting factor. Put the answer in the score column.
6. On a separate sheet of paper, provide any commentary that addresses rankings below 3. Consider adding commentary for high ratings as well.
7. Provide evaluation sheet and commentary to the Board member who is assigned to collate the sheets (usually the Board Chair).
8. The Board may decide to provide the Chief Executive an average ranking for each category. Similarly, commentary can be summarized or each comment provided to the Chief Executive.
9. The evaluation committee provides the evaluation report to the Chief Executive and schedules a meeting with him or her shortly thereafter.
10. Ensure the meeting is update and ends on a positive note.
11. Ensure plans are made to address ratings below 3, including specific actions by specific dates.

Name of Preparer	Ratings	Weight Factor	= Score
<p>Finances, consider:</p> <ul style="list-style-type: none"> · No loss of operating funds; no prolonged legal difficulties · Develops realistic budgets and stays within them · Maintains needed cash flow · Receives a "clean" financial audit <p><i>Comments:</i></p>			
<p>Revenue, consider:</p> <ul style="list-style-type: none"> · Raises enough revenue to accomplish significant program goals and maintains or builds a financial balance keeping with organizational policy <p><i>Comments:</i></p>			
<p>Human Resources, consider:</p> <ul style="list-style-type: none"> · Maintains or increases productivity of staff · Maintains sufficient and effective volunteer corps (<i>nonprofits</i>) · No undue staff turnover; no ongoing personnel complaints <p><i>Comments:</i></p>			
<p>Products/Programs, consider:</p> <ul style="list-style-type: none"> · Maintains or expands programs per plans · Program evaluations demonstrate effectiveness · Meets yearly program goals and objectives <p><i>Comments:</i></p>			
<p>Facilities, consider:</p> <ul style="list-style-type: none"> · Maintains professional surroundings and safe working environment <p><i>Comments:</i></p>			
<p>Planning and Governance, consider:</p> <ul style="list-style-type: none"> · Has in place a clear mission statement and strategic plan · Maintains an active Board that provide good governance to the organization <p><i>Comments:</i></p>			

Efficiency & Improvement Goals FY 07	Accountabilities	Performance Measures	June 07 Update YALSA Board of Directors – Annual 2007
<p>ALA: Implement specific improvements based on the results of the FY 06 member satisfaction survey.</p>			
<p>YALSA: By August 31st 2007, will have adjusted its portfolio of CE offerings to better meet the needs of members and YA librarians.</p>	<ul style="list-style-type: none"> • Evaluate the results of the Professional Development & Conference surveys • Identify strategies to better meet members' CE needs • Begin implementation of strategies • YALSA will collaborate with the PIO and other appropriate media related groups to increase public awareness of YALSA's CE products and services 	<ul style="list-style-type: none"> • Plan created to adjust conference offerings for 2008, based on feedback from member survey • YALSA will add at least one new work to its publication portfolio and implement plans for a revised edition of an existing work • New e-courses are in development and address needs identified in Professional Development Survey • One new licensed institute will be available • Plan for improving SUS program is available 	<ul style="list-style-type: none"> • Added some new items for 07 Annual, including Happy Hour. Waiting to see success of 07 new things before finalizing for 08 • Contracts have been signed for 2 new works: Quick & Popular Reads and Get Connected; plans are under way for Excellence, 5th ed. • Have received 3 proposals for new e-courses and will try to implement for fall 07 • Beginner's Guide to teens will launch as an institute in Aug. 07 • SUS TF asked for an extension of their term, so this has been delayed.
<p>Personal: BY: By August 31st 2007, I will have collaborated with the Board and other appropriate member groups to identify strategies and begin implementation of enhancing YALSA's CE offerings.</p>	<ul style="list-style-type: none"> • Evaluate feedback from 2 surveys & share info w/ the Board and members • Work w/ the Board to identify strategies for improving YALSA's CE offerings, including: e-courses, conferences, institutes & SUS training • Begin implementation of strategies 	<ul style="list-style-type: none"> • Strategies identified and prioritized • Communications with the Board • Plan for conference improvements drafted 	<ul style="list-style-type: none"> • Yes, see Board docs 4,5, 10, 32 & 34 for MW 07. Also Board docs 20, 33 & 39 for AN 07 • Same as above • In progress, but on track to be completed by Aug. 07

Financial Performance Goals FY 07	Accountabilities	Performance Measures	June 07 Update
<p>ALA: General fund net revenue will reach or exceed \$250,000.</p>			
<p>YALSA: By August 31st 2007, YALSA will have implemented new initiatives to increase overall revenue by \$100,000 over FY '06.</p>	<ul style="list-style-type: none"> • Increase Teen Read Week revenues from sponsorship(s) • Add to YALSA's existing publishing portfolio • Continue branding of the Printz, MAE, and Alex awards • Manage the Friends of YALSA initiative • Develop new products to sell to members, librarians and educators • Build the new Teen Tech Week program so that it is attractive to members and sponsors • Implement dues increase • Find new ad rep for YALS and begin selling ad space on blog 	<ul style="list-style-type: none"> • Teen Read Week '07 will have a corporate sponsor • YALSA will have signed a contract to publish at least one new work • Sales of seals will increase a minimum of 15% • YALSA will take in at least \$4,950 in donations from its new Friends of YALSA program • At least 3 new products will be available for sale before 8/0731, • Ad sales grow 10% over FY '06 • Teen Tech Week will have at least 8 promotional partners and 5 products 	<ul style="list-style-type: none"> • Mirrorstone Books, an imprint of Wizards of the Coast is the national sponsor for 07. Check for \$50K has been received. • Seal revenues are exactly even w/ last year as of the end of April. However, there has been a delay in processing invoices, which has recently been resolved. • As of the end of April, we've taken in about 2,200 in FOY. About \$2000 in checks still need to be processed. W/ fundraising efforts at AN we can still make target. • New products: Get Connected, Mixed Media pamphlet, LOL pamphlet

			<ul style="list-style-type: none"> • Ad sales are down from this time last year. An RFP has been developed for a new ad rep • TTW had just 4 promotional partners, but 11 products
<p>Personal: BY: By August 31st, 2007 I will have implemented strategies to launch, promote and manage the Teen Tech Week program.</p>	<ul style="list-style-type: none"> • Work with the Development Office to attract potential sponsors • Oversee production of mailings and PR materials for Teen Tech Week • Work with member leaders to “sell” the new campaign to members 	<ul style="list-style-type: none"> • PR materials and web content specific to TTW is available • Communications with Development Office and potential sponsors • Interactions and communications with member leaders • Numbers TTW week sponsors and partners 	<ul style="list-style-type: none"> • TTW site launched at ala.org/teentechweek • Had multiple meetings w/ Joan Claffey • Kept Board up to date on TTW via monthly Management Reports • Over 1,500 librarians registered to participate in TTW

Members/Customers/Partners Goals FY 07	Accountabilities	Performance Measures	June 07 Update
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<p>ALA: Total membership will increase 4% over FY '07.</p>			
<p>YALSA: By August 31st 2007, YALSA will have implemented targeted recruitment efforts to attract new members.</p>	<ul style="list-style-type: none"> • Conduct member & member prospect research to determine education & information needs • Utilize registration information from Teen Read Week '06 to target and acquire new members • Increase presence & recruit members at state and regional library association conferences • Work with John Chrastka to code specific member campaigns and track membership growth as a result of campaigns 	<ul style="list-style-type: none"> • Of the 06 Teen Read Week registrants who were nonmembers, attain at least 50 new memberships • Attendance at regional and state library association conferences • Membership growth for FY 07 is at least 5% over FY 06 • Survey results available 	<ul style="list-style-type: none"> • Gained over 100 new members via TRW site • Increased the # of conferences we shipped YALSA swag & info to • Membership growth is at 10%, which is 1% less than FY 06, but there has been a double dues increase • Multiple surveys have been conducted via YALSA's survey monkey account
<p>Personal: BY: By August 31st, 2007 I will have developed and implemented a plan for acquiring new members.</p>	<ul style="list-style-type: none"> • Develop new member recruitment materials • Work with John Chrastka to coordinate recruitment efforts • Work closely with YALSA's Division & Membership Promotion Committee 	<ul style="list-style-type: none"> • New recruitment materials are available • FY '07 membership reports show a significant increase • Communications with committee and John Chrastka 	<ul style="list-style-type: none"> • Worked with John Chrastka on two specialize member mails via customized letter & brochure • Membership growth is 10% (industry practice is to expect a –8% rate in a dues increase year) • Met regularly w/ John and in regular contact w/ committee chair

Personal Learning Goals FY07	Accountabilities	Performance Measures	June 07 Update
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<p>ALA: 100% of staff will undertake a training, educational and/or developmental activity & will complete and submit to their supervisor the Personal Learning Form within 10 days of this activity.</p>			
<p>YALSA: By August 31st 2007, each staff member will develop & implement a personal learning plan that incorporates at least 3 learning or teaching activities to address identified needs.</p>	<ul style="list-style-type: none"> • Create job-specific learning plan to be presented with FY 07 goals • Periodic check-in with supervisor to review/revise learning plan • Integrate learned skills/concepts into daily work and share new skill/knowledge with other staff when appropriate 	<ul style="list-style-type: none"> • Completed personalized learning plan • Weekly Summary & Planning Guide forms • Document improvements in job performance resulting from personal learning/teaching 	<ul style="list-style-type: none"> • Nichole & Esther have plan; working on Stevie's • Conduct meetings as-needed • Employee evals begin in Aug.
<p>Personal:</p>	<ul style="list-style-type: none"> • Seek out CE from relevant 	<ul style="list-style-type: none"> • Attendance at least one 	<ul style="list-style-type: none"> • Attended BoardSource event

<p>BY: By August 31st, 2007 I will increase my knowledge and expertise of effective practices relating to association management.</p>	<p>professional organizations</p> <ul style="list-style-type: none"> • Apply key concepts I've learned from CE 	<p>BoardSource workshop</p> <ul style="list-style-type: none"> • Attendance at ASAE conference • Incorporated new skill or adjusted existing skills based on what was learned in CE 	<p>in Dec. 06 w/ Paula</p> <ul style="list-style-type: none"> • Registered for ASAE conference in Aug. 07 • Continue refining governance work; updated Board orientation packet
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