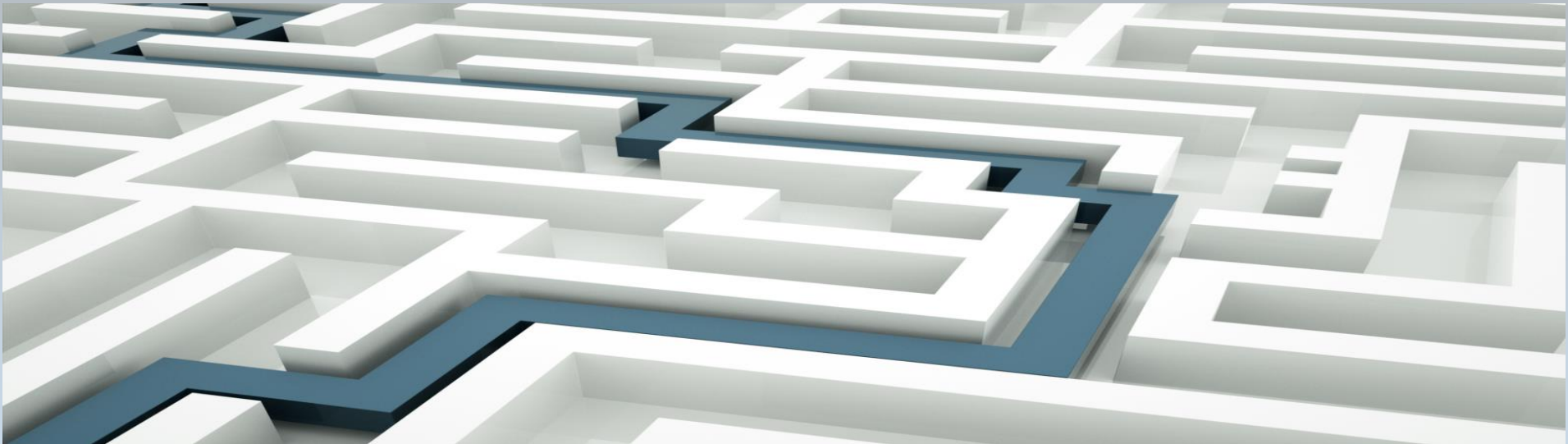# Trustees: Planning and Evaluation; Resources for Success

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

*November 18, 2015*

**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.*

# Welcome

## Carol Ann Desch,

### Coordinator of Statewide Library Services and Director of the Division of Library Development



*During her tenure at the State Library, Carol Desch has provided leadership and vision for statewide programs, policies and services designed to improve library services for 19 million New Yorkers through a comprehensive network of 73 library systems and over 7000 public, school, academic and special libraries.*

# Today's Topics

- Your Responsibility as a Trustee

- The Planning Process:

  ➢ Why/ What /How?

- Additional Resources

*"The best way to predict your future is to create it"* - Peter F. Drucker

# Your Responsibilities 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](http://www.regents.nysed.gov/about/statement_governance.html)

# The Planning Process

GOOGLE OS

P2P

Network Computer

Child care
(Kinderplex)

Walled Garden

Floating
Theme Parks

Crop Circles

aircraft

Wi Max

Crop Rectangles, triangles, etc.

cattle

satellite

Keyhole

Micropayments

Orbital mind control

nanobots

Google Goo

automated chip design

robots that
build other
robots

self-designed
self-healing
self-managed
datacenters

robots

robotic repair of
broken computers

robots enforce terms & cond

"Making the simple complicated is commonplace; making the complicated simple, awesomely simple, that's creativity."

Charles Mingus

# Why Planning & Evaluation?

- To Provide a framework for growth & success
  - Community involvement
  - Library Services
  - Technology
  - Personnel
  - Sustainability
  - Capital improvements
  - Budgeting


Nurturing Growth

- To comply with CR §90.2.
- To identify "points of failure" and '"points of value".
- To address <u>important</u> issues before they become <u>urgent</u> problems.
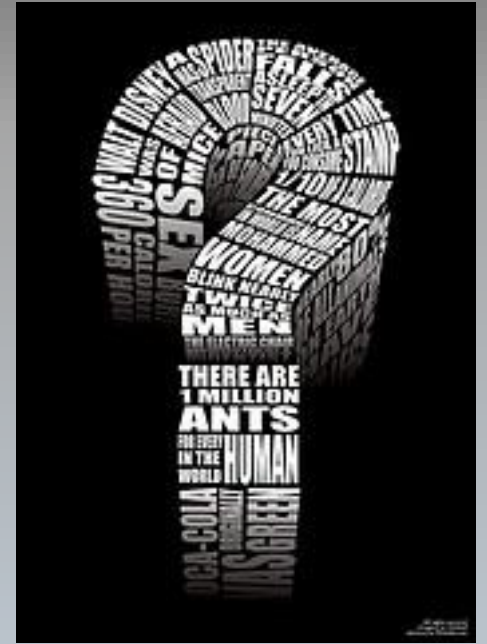
# The Basic Steps

- Develop a Board Vision
- Assess the State of the Library
- Get Input from your Community
- Analyze what you've Learned
- Prioritize and make a Plan
- Evaluate Regularly

➢ New York State Library. Helpful Information for Meeting Standard #2: Long Range Plan
http://www.nysl.nysed.gov/libdev/helpful.htm#LRP

➢ Planning and Evaluation [Mid-Hudson Library System] http://midhudson.org/topics/trustees/#Planning

➢ New Planning for Results A Streamlined Approach by Sandra Nelson [ALA Editions] http://www.alastore.ala.org/detail.aspx?ID=61

# Definitions

- Mission- *Why does the Library exist?*
- Vision- *What does your future look like?*
- Values- *What are your core principles?*
- Long Range Planning- *Looking toward the future.*
- Strategic Planning- *What do we do NOW?*
- Goals- *Broad statements of Intent.*
- Objectives- *Specific, measurable outcomes.*
- Activities/Action Steps- *Actions needed to reach an objective.*
- Metrics- *Measurements of activity.*

# Developing a Board Vision

- Defining your Mission
  - Why do you do what you do??

- Expressing your Vision
  - What does your future look like?

- Articulating your Values
  - What are your Core beliefs?



  - http://www.ted.com/talks/simon_sinek_how_great_leaders_inspire_action

# Assessing the Library

- Accepting Responsibility for Tomorrow
  - The challenges of sustainability
- Taking a fresh look; inside & out
  - SWOT
- Asking the right questions
  - External/Internal
- Getting meaningful answers
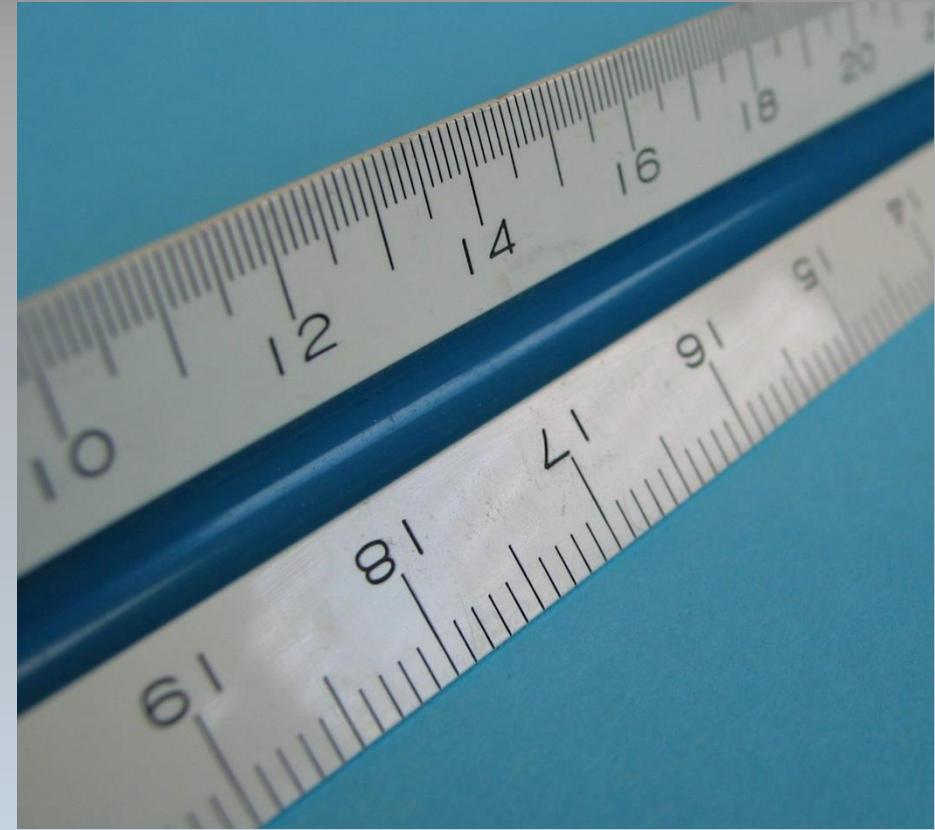  - Outcomes Assessments

# Let's talk about Metrics...

FACT:

*"The type of data libraries collect no longer effectively reflects or communicates their value."*

- What and How do we Evaluate?
- What are the Outcomes of our efforts?
- Numbers vs. Stories…..

Outcomes:

*"The changes, benefits, learning or other effects that happen as a result of your library's efforts- how you improve your community."*

➢ Outcome-Based Evaluation [New York State Library] http://www.nysl.nysed.gov/libdev/obe/bestprac/examples.htm
➢ Project Outcome [Public Library Association] ProjectOutcome.org
➢ Public Library Statistics [New York State Library] http://www.nysl.nysed.gov/libdev/libs/index.html#Statistics

Together We'll Get it Done!

# Community Involvement

It all starts with Questions...

- Surveys
- Focus Groups
- Community Leaders
- The Board is the Community too!

*"The effectiveness of a non-profit organization can only be measured from the outside"*- Peter F. Drucker
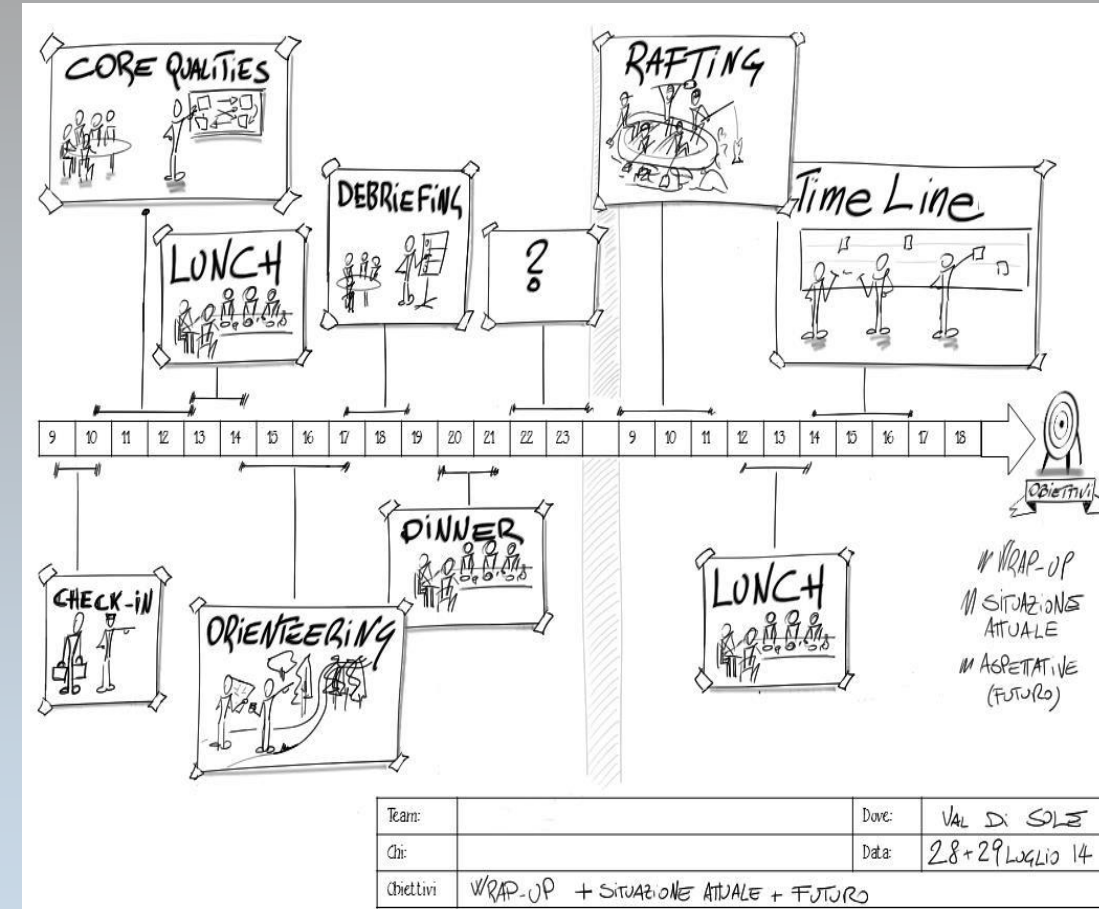
➢ Project Outcome [Public Library Association] ProjectOutcome.org

➢ Simply Strategic [Pioneer Library System] http://pls-net.org/plan

# Analyze  & Prioritize

# The Plan... (KISS)

- Executive Summary
- Mission/Vision/Values
- Goals
- Priorities
- Objectives
- Activities
- Evaluation Commitment



➤ Simply Strategic [Pioneer Library System] http://pls-net.org/plan

➤ Potsdam Public Library: http://potsdamlibrary.org/Policies/longrange.shtm

➤ Free Library of Philadelphia: http://www.freelibrary.org/about/docs/FLP_StrategicPlan.pdf

And then do it again!

# Planning Resources

- Libraries Transforming Communities [American Library Association]
  http://www.ala.org/transforminglibraries/libraries-transforming-communities

- New Planning for Results A Streamlined Approach by Sandra Nelson [ALA Editions]
  http://www.alastore.ala.org/detail.aspx?ID=61

- Outcome-Based Evaluation [New York State Library]
  http://www.nysl.nysed.gov/libdev/obe/bestprac/examples.htm

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- Planning and Evaluation [Mid-Hudson Library System] http://midhudson.org/topics/trustees/#Planning

- Simply Strategic [Pioneer Library System] http://pls-net.org/plan

- Project Outcome [Public Library Association] ProjectOutcome.org

# Trustee Information Resources

- New York State Library Division of Library Development: www.nysl.nysed.gov/libdev

- Library Trustees Association of New York State (LTA): www.librarytrustees.org

- New York Libraries Trustees Online: www.nylto.org   [login available from your regional library system]

- New York State Trustee Handbook: http://www.nysl.nysed.gov/libdev/trustees/handbook/index.html

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Lisa Erickson; Nioga Library System*

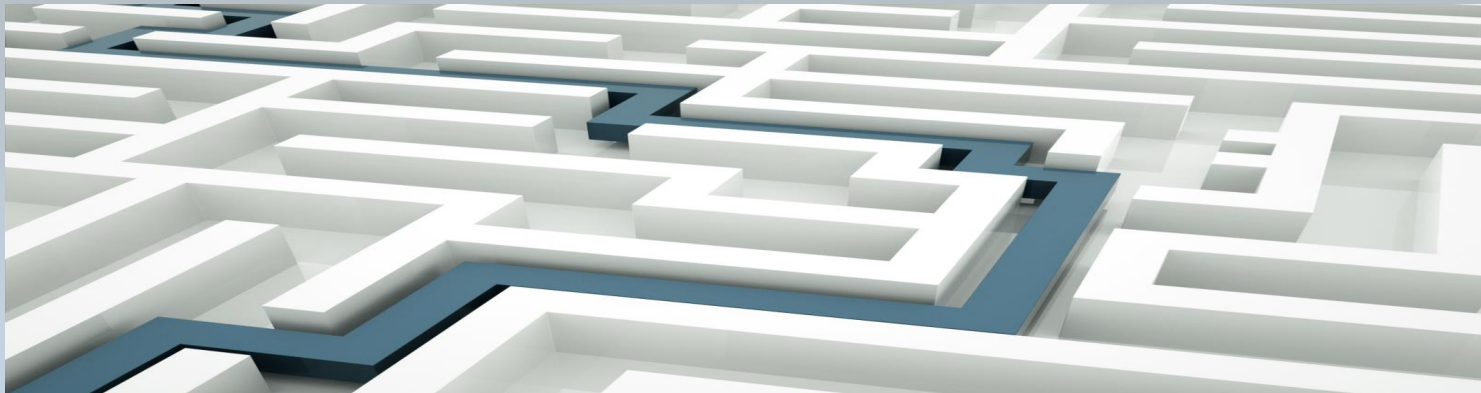Rebekkah Smith Aldrich, Mid-Hudson Library System

Lauren Moore & Ron Kirsop; Pioneer Library System

* Materials on Slides 8 & 13 adapted from "Reimagining Library Metrics" presentation. NIOGA Library System Emerging Leaders Program 2015.

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