

As the Transition Board begins the discussion of the Executive Director position, it seems appropriate for the Board to be aware of the discussion and actions of the Reaching Across Illinois Library System Transition Board. Provision of this information is for the purposes and discussion by the Illinois Heartland Library System Transition Board.

This is a **list of competencies** that the Northern Merger Design team discussed when beginning discussion of the Executive Director position. These are ranked from most desired first based on a “quick poll.” These provide an interesting and helpful beginning when considering the characteristics and competencies of a Director.

- Dynamic, passionate, and energetic leader with a strong vision of the future for libraries, library professionals, and library systems
- Ability to effectively present and communicate ideas, concepts, and policies both internally and externally, verbally, and in writing.
- Ability to envision problem solutions and define critical paths to reach those solutions
- Political acumen and the ability to operate and influence within a political environment
- Ability to create an effective senior management team to oversee 100 or more staff
- Ability to develop and maintain relationships with numerous and diverse internal and external stakeholders
- Ability to plan, delegate, supervise, and lead personnel in a manner which gains respect
- Ability to inspire and motivate staff and member libraries
- Ability to make recommendations to effectively resolve problems or issues, by using judgment that is consistent with standards, practices, policies, and procedures
- Organizational and interpersonal skills with ability to deal with matters or issues of extreme confidentiality
- A visionary
- Ability to effectively organize and prioritize work, and manage multiple tasks simultaneously
- Teamwork
- Ability to support the framing and implementation of strategic plans
- Exceptional public speaking, communication, and interpersonal skills
- A collaborative decision maker
- Ability to solve problems using an integrative style that seeks common ground among stakeholders
- Ability to work effectively with senior finance staff
- Customer service
- Ability to support and engage Board members to ensure that the Board adds value to the organization
- Multifunctional task aptitude
- Supervisory skills
- Ability to work effectively with senior human resources staff
- Appetite for innovation and risk taking

- Group facilitation
- Analytical abilities
- Negotiation
- Computer literacy
- Budget creation and budget management
- Project management
- Consulting skills
- Ability to develop business plans that generate funds from fee-based services
- An entrepreneur
- Library networking, automation, and informational media skills
- Ability to raise funds from philanthropic sources

This is the discussion by the Northern System's Design team regarding **options for the Executive Director** – the following is from a February 2011 meeting

Process Options for the Executive Search

• **Current proposed process**

A Search Committee will be appointed by the Transition Board. Jane Arsenault will support the search, developing the job description and materials for candidates, posting the job opening in appropriate venues, local and national. Jane will handle the communication with candidates, forwarding the job description and supportive materials. Jane committee in setting up interviews. The Search Committee will define the vetting process for candidates and make a recommendation of one or two final candidates to the Transition Board.

Current Time Frame: March 1 to May 1. Goal would be to extend an offer by the end of April contingent on the approval of the merger by ISL.

• **Use of a Search Firm**

A Search Committee will be appointed by the Transition Board. Jane Arsenault will support the Search Committee by developing an RFP for a national search firm. The search firm would undertake the search and will provide candidates for interviewing by the Time Frame: 4-6 weeks for the search firm hiring process. 2-3 months for the search.

Offer would be extended by the end of June. If the search extends beyond July 1, an interim ED could be appointed.

• **Use of an Interim Director instead of a search**

Given the number of detailed and complex issues that will be left to be resolved in 2012, the MDT/Transition Board may wish to consider hiring an interim director for 2012, who would complete the merge. The financial situation may be clearer and, therefore, the position may be more attractive than at this juncture. A national search could be conducted in the spring of 2012. The interim ED would be chosen from among the current EDs in order to avoid the learning curve that an outside candidate

would have.

## **This is the action taken by the Transition Board**

### Selection Process for the Executive Search

#### History:

- The Merger Design Team/Merger Transition Board has discussed the selection of the executive director at meetings held on January 21, February 8, February 24, and March 10.
- At the February 8 meeting, Jane Arsenault provided: (1) a report on responses to a poll asking what competencies are important for an executive director, and (2) three options for conducting the executive search.
- At the February 24 meeting, a comprehensive discussion was conducted regarding the three options for conducting the executive search. Also, Jane Arsenault presented a proposed process for appointing the Search Committee and developing a position description.
- At the March 10 meeting, the Merger Transition Board discussed the benefits versus risks of the three options for conducting the executive search.

#### Decision:

- At the March 10 meeting, via a roll call vote, a majority of Merger Transition Board members selected the option of hiring an interim executive director. The option selected, as stated in Document 12.1, reads:

#### Use of an Interim Instead of a Search

Given the number of detailed and complex issues that will be left to be resolved in 2012, the MDT/Transition Board may wish to consider hiring an interim director for 2012 who would complete the merge. The financial situation may be clearer and, therefore, the position may be more attractive than at this juncture.

A national search could be conducted in the spring of 2012. The interim ED would be chosen from among the current EDs in order to avoid the learning curve that an outside candidate would have.

The following is the timeline associated with the above decision.

Task	Timeline	Responsible Party
Position description design	March 22 to April 1	Search Committee
Approval of position description	April 6	Merger Transition Board
Posting of position availability	April 7	Search Committee
Receipt of applications	April 14	Search Committee
Interview process	April 15 to April 19	Search Committee
Recommendation of final candidate to Transition Board	April 20	Search Committee
Consider recommendation from the search committee and select finalist	April 20	Merger Transition Board
Negotiate contract with the finalist for the interim executive director position	May 1	Merger Transition Board Officers
Implement contract with interim executive director as soon as approval for merger is received from the state	May 2011	Merger Transition Board President

The following is the Draft of the Interim Executive Director Position for RAILS

**Job Description**

**TITLE: Interim Executive Director**

**REPORTS TO: Board of Directors**

**General Statement of Duties:** The Interim Executive Director is responsible for providing executive leadership in the overall administration and integration of a multi-type library System that has been formed from five previously existing Systems. The Interim Executive Director's main efforts will be focused on ensuring the uninterrupted continuation of services to member libraries within a large geographic area while completing the merger process undertaken in FY 2011. The Interim Director will work closely with the System Board of Directors, System staff, member library directors and representatives, and Illinois library regional System directors and the Illinois State Library. The Interim Executive Director serves at the pleasure of the System Board of Directors.

**STATUS:** Full time, exempt

**RESPONSIBILITIES:**

1. Works to assure System service programs are efficient, effective and respected by all multi-type member libraries. Employs a collaborative approach to carrying out duties and responsibilities.
2. Leads, participates in, and delegates planning activities for all phases of the library System's operations with particular attention to integrating program services and operations as a result of the merger of the five library Systems. Works with member library directors to plan quality and

desirable service programs. With System staff, implements the policies of the System Board and the Plan of Services as defined in the ILS Per Capita Grant.

3. Advises the Board on System policy progress as executed by System staff. Serves as the communication link between Board and System staff, as appropriate. Interprets Board policies to System staff and provides staff support in the execution of such policies.
4. Advises and provides recommendations to the Board on the need for new or revised policies. Advises Board on plans and concepts for current and future policy revisions. Prepares and submits to the Board recommendations and reports relative to all matters requiring Board action, ensuring communications include such necessary and helpful information as is needed to ensure informed decision making.
5. Calls meetings and special meetings of the Board of Directors. Prepares agenda and reviews minutes for Board meetings, and serves as staff representative to the Board. Attends System, regional and state committee meetings. Plans, promotes and facilitates System-wide meetings. Serves as ex-officio to the System Advisory Committee.
6. Coordinates and directs System staff in developing programs designed to help member libraries achieve their goals. Delegates responsibility for various aspects of System programs as appropriate, and works effectively with System staff, member library directors and Illinois library leaders in problem solving and decision making.
7. Bears final authority and responsibility for staff appointments, terminations, evaluations and promotions, as well as all other personnel matters in accordance with System policies. Bears responsibility for maintaining written System personnel evaluation records. Establishes and maintains an HR System for personnel. Ensures compliance of all library System activities with the provisions of the Library Systems Act and regulations of the Illinois State Library.
8. Responsible for preparation and management of the annual budget . Supervises preparation and presentation of the monthly and annual reporting, and brings financial recommendations and budget concerns to the Board in a timely manner. Provides for participation of System staff in budget preparation, and supervises alternate revenue sources. Signs contracts for services and grants. Certifies bills and monies expended by countersigning checks and managing expenditures. Ensures completion of annual audit as recommended by the Board.
9. Supervises processes needed for, and facilitates evaluation of, building and equipment maintenance and replacement with particular attention to implementing the facilities consolidation plan as approved by the Board of Directors.
10. Represents the System and its membership in civic, educational, and library affairs of the System area and its relations at state and national levels. Works with the state legislature on library funding and relevant legislation affecting libraries. Assists with the development, oversight and promotion of approved legislative functions to member

libraries on the state level. Promotes advocacy efforts on library legislation and assists with implementation of state laws as relevant to libraries. Promotes System and its member libraries throughout the state and serves as System spokesperson to the press.

11. Contributes to professional development of librarianship. Informs self on educational, political, legal, technological and sociological trends as they apply to librarianship. Is ever vigilant of emerging library trends within the System and its member libraries, and the promotion thereof where appropriate. Promotes library services to un-served and underserved areas of the System, and helps to develop new programs consistent with changing environments. Works to further the growth of library services throughout the System area, and to encourage improvements for member library services as well. Promotes participation in System-wide programs. Acts as liaison with member libraries and serves as consultant in appropriate areas.

12. Promotes productive cooperation among member libraries and other library Systems or agencies. Contributes to the elevation of library cooperative concept.

13. Works to maximize the System's grant support. Delegates administrative supervision of special projects and grants as appropriate.

14. Performs other duties as assigned.

**QUALIFICATIONS:**

A. MLS Degree from an ALA accredited library school.

B. Minimum of ten years progressively responsible library management experience, with five years at the senior and/or executive level including supervision of professional and supervisory staff

C. Experience in at least two types of libraries is desired

D. Knowledge of and experience working with the Illinois legislative process affecting libraries

E. Capacity to be responsive and empathetic to member library needs

F. Knowledge of principles and practices of modern library System administration

G. Working knowledge of library automation principles and current library trends

H. Working knowledge of telecommunication services and informational media, including RSS, wikis, alternative communication formats, etc.

I. Experience in long range planning and budgeting

J. Strong verbal and written communication skills. Ability to concisely summarize essential needs to the System Board, System staff, state legislatures and member libraries. Ability to disseminate information in a concise, timely manner in a format that is friendly to the Board and member libraries.

K. Organizational skills

L. Ability to delegate authority, supervise and lead personnel effectively in team building

- M. Strong interpersonal skills and public relations experience
- N. Negotiation and conflict resolution experience
- O. Capability for regional and statewide travel

These were the top competencies from the survey. Would you like to include any of them in the interim position description? Dynamic, passionate and energetic leader with a strong vision of the future for libraries, library professionals and library Systems  
Ability to effectively present and communicate ideas, concepts, and policies both internally and externally, verbally and in writing.

Ability to envision problem solutions and define critical paths to reach those solutions  
Political acumen and the ability to operate and influence within a political environment

Ability to create an effective senior management team to oversee 100 or more staff  
Ability to develop and maintain relationships with numerous and diverse internal and external stakeholders

Ability to plan, delegate, supervise, and lead personnel in a manner which gains respect

Ability to inspire and motivate staff and member libraries

Ability to make recommendations to effectively resolve problems or issues, by using judgment that is consistent with standards, practices, policies, and procedures

Organizational and interpersonal skills with ability to deal with matters or issues of extreme confidentiality