

**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.

**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](http://www.managementhelp.org/chf_exec/ed_defn.htm)

## Sample Form for Board's Evaluation of the Chief Executive

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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.

**YALSA Board of Directors – Annual 2007**

Name of Preparer	Ratings	Weight Factor	= Score
<p><b>Finances, consider:</b></p> <ul style="list-style-type: none"> <li>· No loss of operating funds; no prolonged legal difficulties</li> <li>· Develops realistic budgets and stays within them</li> <li>· Maintains needed cash flow</li> <li>· Receives a "clean" financial audit</li> </ul> <p><b>Comments:</b></p>			

**Revenue, consider:**

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

<b>Members/Customers/Partners Goals FY 07</b>	<b>Accountabilities</b>	<b>Performance Measures</b>	<b>June 07 Update</b>
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<p><b>ALA:</b> Total membership will increase 4% over FY '07.</p>			
<p><b>YALSA:</b> By August 31<sup>st</sup> 2007, YALSA will have implemented targeted recruitment efforts to attract new members.</p>	<ul style="list-style-type: none"><li>• Conduct member &amp; member prospect research to determine education &amp; information needs</li><li>• Utilize registration information from Teen Read Week '06 to target and acquire new members</li><li>• Increase presence &amp; recruit members at state and regional library association conferences</li><li>•</li></ul>		



<b>Personal Learning Goals FY07</b>	<b>Accountabilities</b>	<b>Performance Measures</b>	<b>June 07 Update</b>
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**BY:** By August 31<sup>st</sup>, 2007 I will increase my knowledge and expertise of effective practices relating to association management.