

# Library System of Lancaster County

## Board Policy 8 – Executive Director

Adopted: 11/20/2025

### 8.1 Purpose

This policy defines the responsibilities and functions of the Executive Director of the Library System of Lancaster County (System). The Executive Director is the chief administrator of the System and is responsible for daily operations, implementation of Board policies, and ensuring that services meet the needs of the communities served.

### 8.2 Authority

The Board of Directors (Board) of the Library System of Lancaster County is responsible for hiring, supervising, and evaluating the Executive Director. The Executive Director serves at the direction of the Board in accordance with the Pennsylvania nonprofit laws, PA Library Code, the System Bylaws, policies, and approved budget.

### 8.3 Responsibilities

#### 8.3.1 General Responsibilities

- The Executive Director shall manage System operations, function as the technical advisor to the Board, and ensure compliance with applicable laws, regulations, and policies.
- The Executive Director shall provide reports to the Board regularly.

#### 8.3.2 Communication with the Board

- The Executive Director shall provide timely and accurate information and counsel to the Board, including trends, issues, and external factors affecting the System.
- The Executive Director will coordinate staff and external input as needed to support informed Board decision-making.

#### 8.3.3 Delegation of Authority

- Board authority delegated to staff is exercised through the Executive Director.
- The Executive Director is authorized to establish operational policies, make decisions, and take actions consistent with Board policy.
- No individual Board member, officer, or committee has authority over the Executive Director.

#### **8.3.4 Human Resources**

- The Executive Director is responsible for hiring, training, evaluating, promoting, disciplining, and terminating staff in accordance with System policies.
- The Executive Director may delegate responsibilities to supervisory staff as appropriate.

#### **8.3.5 Planning and Finance**

- The Executive Director shall oversee financial management of the System, including preparation of the annual budget in collaboration with the Finance Committee, control of expenditures, and accountability for System resources.
- The Executive Director may not contractually bind the System without Board approval for contracts exceeding \$5,000. Approval granted through the adoption of the annual budget constitutes Board authorization for those expenditures.
- The Executive Director shall evaluate services and recommend modifications to meet community needs.

#### **8.3.6 Community, Public, and Interagency Relations**

- The Executive Director represents the System in community, public, and interagency relations. Responsibilities include
  - interpreting the role of the System to the public,
  - coordinating with government and professional organizations,
  - and maintaining cooperative relationships with partner agencies.

### **8.4 Performance Evaluation**

The Board shall conduct an annual written evaluation of the Executive Director's performance.

- The evaluation process will be led by the Executive Committee and approved by the full Board.
- Board members will not seek feedback from subordinate staff regarding the Executive Director's performance. Staff are not part of the evaluation process, as the Board recognizes that doing so could affect the professional relationship between the Executive Director and staff.
- The Executive Director will have the opportunity to review and respond to the evaluation.
- Performance evaluations will inform decisions regarding continued employment and compensation.

## 8.5 Succession Planning

The Board shall maintain a succession policy for the Executive Director position to ensure continuity of leadership. This policy addresses both planned transitions (resignation or retirement) and sudden loss of leadership.

### 8.5.1 Resignation or Retirement

When an Executive Director resigns or retires, the Board will follow this process:

- **Target Date:** Establish a specific target date to onboard a new Executive Director, with flexibility to accommodate the selected candidate's availability.
- **Interim Appointment:** Designate an interim Executive Director to serve between the departure of the current Executive Director and the arrival of the successor. Board members may not serve as interim Executive Director.
- **Search Committee:** The Board Chair will nominate a Search Committee of three to five Board members, subject to Board approval. The current Executive Director may serve as an ex-officio member. The Chair may appoint up to two additional members from outside the Board (e.g., former Board members or community leaders).
- **Search Committee Duties:** The committee will:
  - Update the Executive Director job description.
  - Develop a candidate profile.
  - Assess the feasibility of engaging a search firm.
  - Recommend salary range and terms of employment.
  - Identify advertising and recruitment strategies.
  - Establish a timeline for interviews, reference checks, and selection.
  - Determine interview procedures and questions.
  - Define staff and community involvement in the search process.
  - Establish a process for communicating progress to the Board and staff.
- **Board Approval:** The committee will seek Board approval for all plans.
- **Candidate Review:** The committee will recommend no fewer than two candidates. The full Board will interview and select the new Executive Director. Both internal and external candidates may apply.
- **Evaluation of New Executive Director:** The Board will schedule a written performance reviews at three months, conducted by the Executive Committee and presented to the full Board. The first three months constitute a probationary period during which the Executive Director may be terminated with or without cause. Thereafter, evaluations will follow Board policy.

### 8.5.2 Sudden Loss of Executive Director

In the event of sudden loss of the Executive Director, the following process ensures uninterrupted service:

- **Board Action:** If emergency procedures are needed, the Board will convene promptly to:
  - Officially designate the interim Executive Director.
  - Develop a plan for continued operations.
  - As soon as feasible, the Board will implement the procedures outlined in section 8.5.1 to recruit and appoint a permanent Executive Director.

## **8.6 Liability**

Approval or disapproval of Executive Director actions does not constitute endorsement of specific decisions. The Board makes no guarantees regarding the legality of actions taken by the Executive Director beyond the scope of Board policy. The Executive Director is accountable to the Board for performance and compliance with applicable law and policy.

## **8.7 Policy Updates**

This policy shall be reviewed periodically by the Board to ensure consistency with the Pennsylvania Library Code, System Bylaws, and best practices in governance.