

**REACHING FOR EXCELLENCE**

**CERTIFICATION PROGRAM FOR KANSAS**  
**LIBRARY ADMINISTRATORS**

Sponsored by  
The State Library of Kansas

Goal: To enhance library service for all Kansans  
through well trained and highly skilled  
library administrators.

Revised December 2008

# Certification Program for Kansas Library Administrators

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# *CERTIFICATION PROGRAM FOR KANSAS LIBRARY ADMINISTRATORS*

## INTRODUCTION

In April of 2005, the State Library of Kansas called a meeting of representative librarians and trustees to begin planning for a coordinated program of statewide continuing education. Five areas of concern were identified at the Continuing Education Summit and five continuing education task forces were created to study the issues and make recommendations to the State Library of Kansas. Three critically important recommendations that were included in the final report are:

1. Continuing education for Kansas librarians should be easily accessible and available where they want it, when they want it and in the format that best meets their needs.
2. A certification program for Kansas library administrators should be developed to document levels of education and training.
3. Core competencies should be developed for Kansas librarians in order to provide a benchmark of service and a blueprint for needed continuing education.

In the spring of 2006, the State Library of Kansas staff started two concurrent projects to begin to implement their goal of well trained and highly skilled public library administrators.

1. A Statewide Core Competencies Committee was appointed by the State Librarian. The Committee planned and drafted the *Core Competencies for Kansas Public Library Directors* and submitted the document to the Kansas library community for review. The Kansas core competencies for public library administrators were built on the *Core Competencies for Library Practitioners* that was developed by the Western Council of State Libraries. But the Kansas core competencies were designed for career-long use by all Kansas public library directors, regardless of their formal library education.

The core competencies will be used by Kansas librarians to plan the professional development they need for their certification and to build the skills they need for excellent public library administration.

The core competencies will also be used by continuing education providers to design a wide variety of workshops, programs and online events that will support the certification program.

2. The State Library of Kansas staff created the provisions for a statewide certification program for all Kansas public library directors. This program incorporated training requirements drawn from the core competencies for Kansas public library directors. The draft *Certification Program for Kansas Public Library Administrators* was submitted to the personnel of the seven regional library systems for their review. It was endorsed by the State Library Advisory Commission on February 9, 2007.

Participation in the Kansas certification program for library administrators is completely voluntary. Applicants will receive an initial Kansas Library Administrator Certificate from the State Library of Kansas. At the end of their three year certification period, renewal of the certificate or the awarding of a higher level certificate may be requested if the training requirements of the program have been met.

The Kansas certification levels are not targeted by the size of the service community. Any library director may qualify for any level of certification.

The special thanks of the State Library of Kansas staff are due to the members of the statewide committee that developed the *Core Competencies for Kansas Public Library Directors*. The members of the Core Competencies Committee were:

Emily Baker  
Director  
Olathe Public Library

Gee Gee Helm  
Director  
Kingman Public Library

Carol Barta  
System Consultant  
North Central System

Brenda Hough  
Technology Coordinator  
Northeast System

Leslie Bell  
System Director  
Northwest System

Melissa Johnson  
Director  
Kirwin City Library

Mickey Coalwell  
Library Development Coordinator  
Northeast System

Nancy Malone  
Continuing Education Coordinator  
South Central System

Pete Daniels  
Director  
Independence Public Library

Charlene McGuire  
Technology Consultant  
Southwest System

Sharon DuBois  
Director  
Jay Johnson Library in Quinter

## INITIAL CERTIFICATION PROCEDURES

An initial certificate will be granted to all applicants. The initial certificate may be granted at Level 1, Level 2, Level 3 or Level 4.

Documentation that confirms the required credential must be sent with the Certification Application. The initial certificate will be valid for three years from the date it is issued.

The Certification Application and documentation should be mailed to:

Certification Program  
State Library of Kansas  
Room 343N, State Capitol  
300 SW Tenth Ave.  
Topeka, Kansas 66612-1593

The State Library staff will review application materials and award the requested certification. Any concerns, disputes or requested exceptions will be referred to an Advisory Certification Board which includes the State Librarian and three members of the State Library of Kansas Board.

## LEVELS OF CERTIFICATION

### Level 1

Library administrator holding one of the following:

- High school degree or a GED (General Educational Development) certificate; or
- Five years of library experience

### Level 2

Library administrator holding one of the following:

- 24 semester hours of college credit from an accredited college or university, or
- 200 documented contact hours of library training that support the *Core Competencies for Kansas Public Library Directors*

### Level 3

Library administrator holding one of the following:

- An undergraduate degree from an accredited college or university, or
- Graduation certificate from the three year KPLACE Institute – 1991 through 2007, or

- 400 documented contact hours of library training that support the *Core Competencies for Kansas Public Library Directors*

Level 4

- Library administrator holding a master's degree from a library school or information program that is accredited by the American Library Association

## PROCEDURE FOR CERTIFICATE RENEWAL

The Kansas Library Administrator Certificate is valid for three years and may be renewed if the training requirement is met and documented. The training requirement for all levels is 45 contact hours within a three year period.

The Application for Re-Certification and required documentation should be mailed to:

Certification Program  
State Library of Kansas  
Room 343N, State Capitol  
300 SW Tenth Ave.  
Topeka, Kansas 66612-1593

State Library staff will review application materials and renew the certificate or award the new level of certification.

Any concerns, disputes or requested exceptions will be referred to the Advisory Certification Board.

## TRAINING GUIDELINES

The primary emphasis of the certification program will be on the continuing education of Kansas librarians at all stages of their library careers. All training events used for certificate renewal must have documentation confirming participation.

Training accepted for certification renewal includes:

- Workshops sponsored by regional systems, library organizations or libraries
- College courses in librarianship, information science or major academic disciplines
- Leadership programs
- A statewide library conference or pre-conference
- A national library conference or pre-conference
- A commercial training seminar that is connected to professional skills

- A workshop sponsored by a unit of government, if related to needed job skills or area of knowledge covered in the core competencies
- Online or desktop training events with a confirmation of completion from the provider
- Training credit will also be given for teaching a workshop or online event but that credit will be limited to presentation time.

Activities that will not be accepted for library certificate training include:

- Programs that last for less than one hour
- Parts of programs
- Staff meetings, board meetings or committee meetings
- Individual on-the-job training sessions
- College courses designed for hobbies and personal skills rather than major academic disciplines

## GETTING STARTED

If you have questions or concerns about the Certification Program, please call Shannon Roy at 785-296-2148 or send email to [shanroy@kslib.info](mailto:shanroy@kslib.info).

Please contact your regional library system about coming training events.

# Core Competencies for Kansas Public Library Directors

## I. Foundations of Kansas Library Service

### A. Philosophy and Ethics

A public library director is able to:

1. articulate the value of the public library in society
2. effectively coordinate the relationship between a library and its community
3. articulate the relevance of the Library Bill of Rights to library service
  - a. uphold the customer's right to privacy
  - b. articulate the necessity of providing equitable customer service to library users
  - c. defend the right to access library information
  - d. expand services for culturally diverse populations
  - e. promote intellectual freedom in libraries
4. articulate the values and ethics of public librarianship
5. explain the principles of information literacy and the role those principles play in public library service

### B. Laws, Standards, Governance

A public library director is able to:

1. articulate the role and function of local, regional and state government agencies
2. comply with Kansas statutes and federal laws that pertain to Kansas libraries
3. design and implement an ongoing strategic planning process for the library
4. organize and/or conduct an orientation program for new library board members
5. inform the library board about matters relating to its responsibilities and motivate trustees to:
  - a. work effectively with the library administration
  - b. help the board function effectively
  - c. develop effective public support for the library
  - d. assess and adopt policy
  - e. plan for the future needs of the library

### C. Current Trends and Emerging Trends

A public library director is able to:

1. use professional resources and a variety of training programs to keep current with library trends and issues

2. articulate the impact of current and emerging technology on library services

## II. Public Library Administration

### A. General Library Management

A public library director is able to:

1. articulate the mission and role of the library in the community
2. develop leadership skills to provide vision and guidance to library staff, trustees and the community
3. encourage and provide training to staff on excellent customer service
4. utilize decision making and problem solving techniques
5. conduct effective meetings

### B. Policy Management

A public library director is able to:

1. develop working policies and procedures that reflect the organization's mission statement
2. monitor state and federal laws that might affect the organization's policies
3. be aware of liability and legal issues pertaining to physical facilities, personnel, finances and public services
4. collaborate with local libraries, regional library systems and the State Library to develop and update effective policies

### C. Human Resources Management

A public library director is able to:

1. effectively recruit, train and supervise staff, both paid and volunteer
2. comply with applicable laws dealing with employment and personnel practices
3. practice interpersonal and communication skills to effectively supervise staff
4. motivate and enable staff participation in educational opportunities

### D. Physical Facilities Management

A public library director is able to:

1. monitor the library facilities and address safety and maintenance issues with appropriate inspections and upkeep

2. articulate the impact of ADA requirements on library buildings and services
3. plan for future building needs

#### E. Financial Management

A public library director is able to:

1. demonstrate an understanding of state and local budget requirements
2. identify potential additional sources of income for the library
3. develop, prepare, justify, administer and evaluate a budget based on short and long range goals
4. understand the process and monitor the progress of contracts for library materials and services
5. implement accepted accounting practices and procedures

#### F. Data Management

A public library director is able to:

1. implement systems to manage library data and generate reports needed for accurate and accessible record keeping
2. evaluate services based on library data

### III. Public Services

#### A. Public Services

A public library director is able to:

1. implement and explain day-to-day library policies and procedures in areas such as circulation, interlibrary loan, reference, and Internet access
2. explain the application of library laws and library ethics in providing services to the public
3. establish a welcoming environment that encourages active use of library services by the public with convenient public services, effective study areas, convenient traffic flow and excellent signage
4. perform library operations including circulation, reference, interlibrary loan, reserves, registration of borrowers, collection management, computer maintenance and management and inventory control
5. communicate effectively with individuals from diverse backgrounds and develop programs and services for all ethnic, cultural, social and age groups
6. deal with confrontational and emergency situations

## B. Information Services

A public library director is able to:

1. apply basic concepts of organization and inventory control to the library collections
2. assist and advise library users in the selection of resources in a variety of formats, genres and subject areas, at an appropriate reading level, without making assumptions about age, race, gender, ethnicity or economic status
3. conduct effective reference interviews and pursue competent search strategies to meet library users' needs for information
4. design, implement and sponsor library programs for all ages that offer information, special skills or entertainment

## C. Youth Services

A public library director is able to:

1. articulate the stages of childhood and adolescent development
2. develop children's and young adult collections that include age appropriate materials, periodicals, websites and digital resources
3. present and evaluate library programs for children and young adults
4. establish an environment that will encourage children and young adults to use the library and participate in library programs
5. inform the community about services and programs for youth, their families and caregivers
6. develop cooperative programs with other community agencies to enhance library service to youth
7. advocate for the rights of youth to courteous library service and to access to materials and services

## IV. Library Materials and Collections

### A. Collection Management Basics

A public library director is able to:

1. develop policies and procedures for selecting, acquiring and maintaining library resources, including books, periodicals, video formats, audio formats and electronic information
2. apply professional ethics and laws, including copyright and intellectual freedom issues, that directly relate to collections management
3. develop policy and procedures for handling challenges to library materials

## B. Selection

A public library director is able to:

1. develop and maintain library collections based on the needs of the community served
2. evaluate materials in all formats using appropriate review sources
3. identify library publishers, vendors and local sources for purchasing materials
4. evaluate data, including circulation statistics and requests, on a regular basis to help determine the allotment of funds for all formats and subject areas
5. select materials in various formats for appropriate ages, developmental stages and interests
6. follow trends in traditional and digital publishing

## C. Collection Maintenance

A public library director is able to:

1. use standard assessment and weeding techniques to maintain a vital, current and attractive collection
2. showcase library resources with special displays
3. implement procedures to evaluate materials already in the collection for retention, replacement, rebinding, weeding and duplication
4. establish procedures to eliminate weeded materials from library records
5. perform basic, simple repair of materials in various formats
6. identify items of historic value which need preservation and conservation

## V. Marketing and Advocacy

### A. Public Relations

A public library director is able to:

1. communicate and promote the library's values, services, accomplishments and needs to library users, the community at large and to funding agencies
2. create a welcoming, effective and user-friendly library environment to encourage library use and support in the community
3. develop effective communications, interpersonal relationships and customer service skills to work with staff, trustees, volunteers and library users

### B. Marketing

A public library director is able to:

1. develop, implement and evaluate an ongoing marketing plan for the library and library services
2. conduct an annual or biennial review of the library and the community to determine library services that can effectively serve identified target audiences
3. market the library's services and accomplishments through appropriate use of local media, self-publishing, public speaking, website development, library programs and partnering with community members whenever possible

#### C. Advocacy

A public library director is able to:

1. communicate the library's needs and accomplishments to library users, the community and to funding agencies
2. leverage community support, including trustees and library groups, to build support for public libraries at the local, state and national level

### VI. Technical Services

#### A. Acquisitions

A public library director is able to:

1. establish procedures for ordering, receiving orders, resolving problems and accounting for expenditures for library materials
2. establish procedures for handling all library resources and make them available to library users as soon as possible

#### B. Cataloging

A public library director is able to:

1. articulate the purpose and importance of the catalog, the relationship between the catalog and the collection, and the relationship between the catalog record and the library user's access to the collection
2. explain the standard manual and automated methods used in the organization of collections
3. read bibliographic records and determine the accuracy of records
4. select appropriate subject headings and call numbers for accurate identification and placement within the collection
5. identify and use sources of cataloging information such as the Kansas Library Catalog (KLC) or Library of Congress
6. articulate the significance of authority control to the accessibility of the collection

### C. Processing

A public library director is able to:

1. apply appropriate methods and techniques for physical preparation of materials in various formats
2. articulate the need for consistency in processing materials
3. articulate the marketing value of proper preparation of book jackets and paperbacks

### D. Serials Management

A public library director is able to:

1. identify serials vendors and discounted purchasing opportunities
2. use manual or automated tracking methods to ensure accurate receipt of subscriptions
3. facilitate the claims process for materials that are not received

### E. Preservation

A public library director is able to:

1. treat damaged materials in a timely fashion to prevent loss
2. recognize environmental conditions that might lead to loss of library materials
3. use basic techniques for repair and mending of all library resources

## VII. Technology

### A. Computers and Library Equipment

A public library director is able to:

1. express an understanding of technology terminology
2. demonstrate proficiency in the use of computer hardware and common software
3. operate and perform basic troubleshooting methodologies for photocopiers, telephones, and fax machines

### B. Systems/Networking

A public library director is able to:

1. identify and locate network resources

2. use good backup strategies
3. contact the Internet Service Provider

#### C. Troubleshooting/Maintenance

A public library director is able to:

1. isolate, identify, and articulate problems with hardware, software and networks
2. locate and use manuals, FAQs (Frequently Asked Questions) and know how to contact technical support
3. keep software updated

#### D. Security/Privacy

A public library director is able to:

1. use security software tools
2. maintain secure passwords and have a password management system
3. articulate potential security and privacy threats to e-mail and on the Internet
4. articulate privacy and intellectual property issues that relate to library technology, including filtering software

#### E. Automated Library Systems

A public library director is able to:

1. articulate the value and purpose of a library automated system
2. operate the various modules of the library's automation system (OPAC, circulation, cataloging, etc.)
3. design and/or use reports from the automated system for management of library operations
4. ensure that the automation system is updated, has a current backup and is evaluated regularly

#### F. Internet/E-mail/Web Design

A public library director is able to:

1. articulate a basic understanding of web search methods and how to evaluate search results
2. articulate the importance of having a web presence and how to keep the library website updated
3. use digital communication tools such as email and electronic discussion lists effectively
4. participate in digital distance learning opportunities

## G. Instruction

A public library director is able to:

1. teach library users basic computer, Internet and library equipment use
2. teach library users how to access and use online resources
3. teach library users how to utilize the library's automation system

## H. Technology Planning/Policies

A public library director is able to:

1. develop and maintain a library technology plan, including a computer replacement plan
2. create, evaluate and implement library policies for computer, Internet, wireless usage and technology disaster
3. explain E-rate and other technology discount programs
4. utilize local, regional, state and national resources to keep apprised of new and emerging technologies and how they impact libraries

**APPLICATION FOR CERTIFICATION**  
**Certification Program for Kansas Library Administrators**  
**State Library of Kansas**

**Instructions**

**Complete the top section and the section for the certification level requested.**

**Please sign and date the application. Send the application and the required documentation to:  
Certification Program, State Library of Kansas, 300 SW 10<sup>th</sup> Ave., 343-N, Topeka, KS 66612-1593.**

**Please keep copies of everything you send.**

Last name \_\_\_\_\_ First \_\_\_\_\_ MI \_\_\_\_\_ Former name \_\_\_\_\_  
Library \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_, KS. Zip \_\_\_\_\_ Phone \_\_\_\_\_  
E-mail address \_\_\_\_\_

**Certification Level Requested:**

Level I \_\_\_\_\_ Level II \_\_\_\_\_ Level III \_\_\_\_\_ Level IV \_\_\_\_\_

=====

**Level I**

**Attach copy of high school diploma or high school transcript, or letter confirming H.S. graduation or GED certificate. If you don't hold one of these, please document five years of library experience.**

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**Level II**

**Attach copy of college transcript confirming 24 college credit hours or documentation confirming 200 hours of continuing education. This may include a LEEP record.**

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**Level III**

**Attach copy of college diploma or transcript of Bachelor's degree or copy of KPLACE graduation certificate or documentation confirming 400 hours of continuing education. This may include a LEEP record.**

---

**Level IV**

**Attach copy of diploma or college transcript for Master's degree in Library Science.**

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*I certify that the above information is true and correct to the best of my knowledge. I understand that any false statements may result in denial or revocation of the certificate.*

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Date*

Please use photocopies of this form.

**APPLICATION FOR RE-CERTIFICATION**  
**Certification Program for Kansas Library Administrators**  
**State Library of Kansas**

**Instructions**

Complete the top section and the section for the certification level requested.

Attach documentation confirming 45 hours of continuing education. Make sure all continuing education events took place within the three year certification period. Hours will not count unless you attach one of the approved forms of documentation.

Please sign and date the application. Send the application and the required documentation to:  
Certification Program, State Library of Kansas, 300 SW 10<sup>th</sup> Ave., 343-N, Topeka, KS 66612-1593.

Please keep copies of everything you send.

Last name \_\_\_\_\_ First \_\_\_\_\_ MI \_\_\_\_\_ Former name \_\_\_\_\_  
Library \_\_\_\_\_  
Address \_\_\_\_\_  
City \_\_\_\_\_, KS. Zip \_\_\_\_\_ Phone \_\_\_\_\_  
E-mail address \_\_\_\_\_

**Re-Certification Requested at:**

Level I \_\_\_\_\_ Level II \_\_\_\_\_ Level III \_\_\_\_\_ Level IV \_\_\_\_\_

If you are requesting a new level of certification, please indicate the one you have held during the past certification period: \_\_\_\_\_. If you are not requesting a new certificate, you do not have to resubmit the education credentials.

=====

**Level I**

Attach copy of high school diploma or high school transcript, or letter confirming H.S. graduation or GED certificate. If you don't hold one of these, please document five years of library experience.

\_\_\_\_\_  
**Level II**

Attach copy of college transcript confirming 24 college credit hours or documentation confirming 200 hours of continuing education. This may include a LEEP record.

\_\_\_\_\_  
**Level III**

Attach copy of college diploma or transcript of Bachelor's degree or copy of KPLACE graduation certificate or documentation confirming 400 hours of continuing education. This may include a LEEP record.

\_\_\_\_\_  
**Level IV**

Attach copy of diploma or college transcript for Master's degree in Library Science.

\_\_\_\_\_  
*I certify that the above information is true and correct to the best of my knowledge. I understand that any false statements may result in denial or revocation of the certificate.*

\_\_\_\_\_  
*Signature*

\_\_\_\_\_  
*Date*

Please use photocopies of this form.