

# EXECUTIVE DIRECTOR



**Organizational  
Architecture**

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# THE OPPORTUNITY

The **Cleveland Heights – University Heights Public Library** [Heights Libraries] is seeking a strategic, visionary leader to serve as their next **Executive Director**.

Heights Libraries has retained Organizational Architecture, Inc. to assist with this search.

## ABOUT HEIGHTS LIBRARIES

Heights Libraries began its mission to serve the community in 1916. The library system has grown and expanded significantly in the intervening years, but its founding ideals of providing outstanding library services, staff, and facilities has not changed. Heights Libraries are the progressive and adaptive center of the community, connecting people to each other, to their neighborhoods, and to the world.

Learn more [here](#).

# HEIGHTS LIBRARIES AT-A-GLANCE

<b>Mission</b>	<p>The mission of the Cleveland Heights – University Heights Libraries is to:</p> <ul style="list-style-type: none"> <li>• Provide free access to services and facilities for all ages</li> <li>• Maintain safe, welcoming spaces and digital environment</li> <li>• Offer expert information and research assistance</li> <li>• Maintain and lend outstanding and balanced collections and materials</li> <li>• Focus on programs and services that transform people's lives</li> <li>• Deliver high quality outreach services where they are needed</li> </ul>
<b>Budget</b>	The operating budget is \$12,851,000, and is comprised of both local and state funding.
<b>Locations</b>	<b>Four branches:</b> Coventry Village, Lee Road, Noble Neighborhood, and University Heights
<b>Staff Size</b>	There are a total of 152 employees, of which 70 are full-time and 82 are part-time.
<b>Community</b>	<p>Located in the heart of Cuyahoga County, <b>Cleveland Heights</b> is a vibrant, diverse, and welcoming community. The area combines historic charm with modern living. Its 45,300 residents enjoy walkable neighborhoods, unique local shops and restaurants, rich arts and cultural offerings, and ample access to beautiful parks and green spaces.</p> <p><b>University Heights</b> is an historic inner ring suburb in the heart of the east side of Greater Cleveland, located ten minutes from University Circle, the scientific, medical, and cultural center of Northeastern Ohio. It has a population of 13,200.</p>
<b>Service to community</b>	<p>In 2024, Heights Libraries</p> <ul style="list-style-type: none"> <li>• Had over 510,000 patron visits</li> <li>• Had nearly 49,000 people attend programs</li> <li>• Answered over 367,000 reference questions</li> </ul>



# THE ROLE

## Executive Director



## SUMMARY

**The Executive Director is responsible to the Board of Library Trustees for the operation and management of library services, departments, programs, buildings, employment, supervision, training, discipline, and termination of employees; fiscal management of all services; and development and maintenance of the collection. This role also serves as the primary communicator and liaison, maintaining open, transparent communication with the Board, library staff, patrons, and broader community stakeholders.**

The ideal candidate will proactively cultivate strategic partnerships, lead fundraising initiatives including grant applications, and effectively oversee facility management to provide safe, welcoming, and functional library environments. They will champion equity, diversity, and inclusion throughout the organization, ensuring the library remains responsive and reflective of community needs.

Additionally, the Executive Director will demonstrate exceptional leadership, fostering staff development and engagement through effective delegation, clear communication, and collaborative problem-solving. The candidate will actively monitor emerging trends and technologies, positioning the library to successfully adapt and innovate in service delivery, maintaining the highest standards of ethics, intellectual freedom, and patron-focused customer service.



# RESPONSIBILITIES AND EXPECTATIONS

## Leadership and management

- Provides strategic direction, coaching, and performance management to staff, aligning individual efforts with organizational goals.
- Oversees the selection, implementation, and training related to essential library technologies to enhance operational efficiency.

## Community Engagement

- Maintains active visibility within the library and broader community, ensuring consistent and open communication.
- Represents the library positively, demonstrating welcoming and helpful behavior in all interactions.

## Fiscal Operations

- Collaborates closely with the Fiscal Officer to develop and manage the library's annual budget effectively.
- Implements strategic fundraising initiatives, including levy campaigns, grants, and donor engagement to secure additional funding.

## Organizational Partnerships

- Cultivates relationships with local organizations, educational institutions, and government agencies to expand library services and community impact.
- Actively participates in strategic collaboration to leverage resources, enhancing visibility and support for the library's mission.

## Personnel Management

- Supervises direct reports across various departments, fostering professional growth and addressing staff well-being proactively.
- Collaborates with the Staff Association to ensure a supportive, inclusive, and secure workplace environment.

## Policies and Procedures

- Partners with the Board of Trustees to develop and implement library policies, strategic initiatives, and core organizational values.
- Ensures ongoing compliance with applicable local, state, and federal laws, providing staff training to uphold standards.

## Project Management

- Defines clear objectives, allocates resources, and manages timelines effectively to deliver library projects successfully.
- Coordinates internal teams, monitors risks, and evaluates outcomes to ensure projects align with strategic organizational goals.



## EDUCATION AND EXPERIENCE

- A Master's degree is required. A Master of Library and Information Science [MLIS] is preferred.
- Ten or more years of progressively responsible library experience, including at least seven years of supervisory experience, is required.
- Experience in community engagement, collaboration, and advocacy [i.e., working and partnering closely with civic/community partners, local businesses, government officials, and other key stakeholders] is required.
- Experience leading new projects and diverse teams to enhance collections, programs, services, facilities, and staff is required.
- Experience managing multiple work locations and a distributed workforce is required.
- Ability to effectively advocate for the library's [and shared community] values including equity, diversity, intellectual freedom, sustainability, and innovation is required.
- Experience providing strategic financial oversight and managing budgets in alignment with organizational goals is preferred.





# FRIENDS OF HEIGHTS LIBRARIES

*Supporting our Libraries since 1962*

Originally founded in 1962 and reestablished in 2009, the Friends of Heights Library is a dedicated nonprofit organization that proudly supports the Cleveland Heights–University Heights Public Library system. Through membership dues, generous gifts, and the proceeds from used book sales, we raise funds to enhance library services, enrich programming, and support community-centered initiatives.

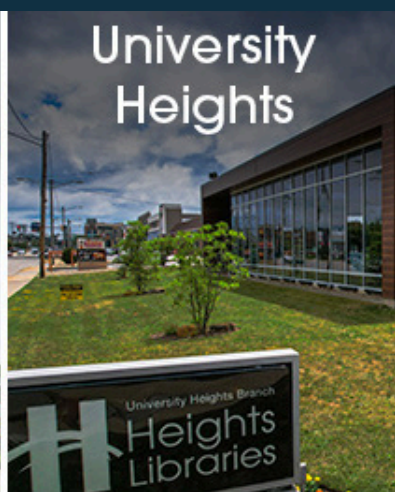
## **Investing in Innovation, Enriching Community**

For over six decades, we've partnered with Heights Libraries to fund meaningful projects and resources that serve patrons of all ages. Our annual grants help maintain and improve library facilities, while also launching innovative new programs that make a lasting impact.

Recent projects supported by Friends grants include:

- Coventry Peace Park capital improvements
- A new library delivery van
- A community bike fix-it station
- A mobile Community Book Bike
- Outreach for English language learners at Noble Library
- Teen Digital Lab and Teen Tech Ambassador Program
- Seed libraries to promote community gardening
- Scholarships for students pursuing Library Science degrees

In the 2022–2023 fiscal year alone, Friends of Heights Library contributed more than \$72,000 in grants. In recent years, our support has averaged around \$40,000 annually—directly benefiting library users and strengthening our shared community.





# FUND FOR THE FUTURE OF HEIGHTS LIBRARIES

*Building a Stronger Library for Generations to Come*

## **Our Mission**

The Fund for the Future of Heights Libraries [FFHL] believes our diverse community deserves more than basic services—it deserves inspiring, inclusive, and environmentally responsible public spaces. While property taxes support the essentials, FFHL raises additional funds through public and private resources to invest in transformative capital improvements across the Heights Libraries system.

## **Who We Are**

Established in 2013 by the Heights Libraries Board of Trustees, FFHL is a supporting organization aligned with the Library's mission, vision, values, and strategic priorities. We work closely with Library leadership to ensure our efforts enhance the Library's capacity to serve as a welcoming hub for learning, connection, and community.

## **Recent Highlights and Achievements**

In recent years, FFHL has provided significant support for the reimagining of Coventry PEACE Park, a vibrant community greenspace. Our Make it a Million campaign—supported by donors large and small—will wrap up in 2024 as we move into a new phase of strategic growth and sustainability.

## **2024 Milestones**

- Launched new website
- Hosted successful fundraising events including:
- Match Madness campaign [\$25,000 matched to raise \$50,000]
- Cilantro Taqueria Fundraiser
- Coventry Eclipse Watch Party
- Peace Pops Celebration
- Groundbreaking Ceremony for PEACE Park
- Cedar-Fairmount Street Fair
- Recognized by Cleveland Foundation as a Strongest Supporter
- Contributions in 2024 exceeded \$117,000, with more than \$139,000 directed to PEACE Park enhancements

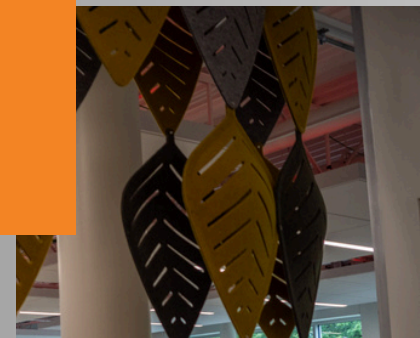
## **FFHL manages assets with stewardship and transparency**

- 2024 Net Assets: \$204,422
- Investment income: \$21,600
- Gifts and donations: \$117,229
- 2023 Major Gifts included a \$33,333 donation from Friends of the Heights Libraries and a \$5,000 grant from Dominion Energy Charitable Foundation

## **Looking Ahead**

As we close the capital campaign for PEACE Park, FFHL is developing a new two-year strategic plan, onboarding new leadership, and preparing for sustainable long-term fundraising. Our partnership with the new Library Director will be essential as we continue to support impactful library enhancements.











# THE SUCCESSFUL CANDIDATE WILL POSSESS THESE QUALITIES

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- Ability to delegate effectively
- Proficiency in facilitation
- Commitment to innovation
- Leadership
- Dedication to staff development
- Experience with strategic planning
- Capacity for adaptability
- Demonstrated advocacy
- Strong communication skills
- Customer orientation
- High ethical standards
- Organizational awareness
- Patron awareness
- Strong personal organization skills
- Skill in problem-solving
- Commitment to safety and security
- Teamwork
- Supports equity, diversity, and inclusion
- Supports intellectual freedom



# COMPENSATION AND BENEFITS

A generous compensation package includes competitive base pay with a pay range of **\$130,000 to \$150,000**; healthcare benefits including medical, dental, and vision; retirement benefits include participation in the Ohio Public Employees Retirement System [OPERS] public pension plan.



## BENEFITS INCLUDE

- Paid vacation
- Paid holidays
- Earned time off
- Life insurance
- Long-term disability
- Health savings account
- Ohio Public Employees Retirement System [OPERS]
- A solid commitment to continued professional development

# INTERESTED? GET IN TOUCH

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