**Inclusivity for Leadership Institute**

Any library staff member that wishes to pay to improve themselves and ?? their organization

Public library
- Common issues
- Common needs

I think a larger scope of librarianship (academic, special, etc.) is an important part and would broaden career advancement opportunity. (2)

Focus on public libraries provides concentration that is useful BUT including other library types in a leadership development context would give libraries in this state more attention through partner/collaborative efforts.

Academic librarians esp. at public universities also need to learn advocacy, engagement, grant management, creativity—just as much as public librarians.

Rotating institutes according to focus: Academic, Public, Rural, etc. We want to include everyone, but shared experience is important. (2)

Broader access by library type is a plus.

Consider size of institution and accommodate more for larger institutions—spots <> overall % penetration

We learn a lot from those who work in organizations different from our own. Mix us up! (4)

Include all those who can give back. Each participant needs to pledge personal reinvestment in their work and share their knowledge.

Rotate locations, some years in the north, some years in the south (2)

Broad inclusivity and collaborative learning is a way to create stronger networks—
- Boards, Friends, Foundations
- Other jurisdictional depts.
- ...

To have a leadership program with a selection process will have to be somewhat exclusive and that should be ok. Perhaps have a larger size to gain more inclusivity.

Open to all who have a desire to learn. Period. (4)
Leadership Development CLA Session Comments

People who have demonstrated a commitment to a CA library career (if not MLIS, then some statement of willingness to stay invested)

Public libraries can’t be all things to all people—look to expand after March

What would you/your organization expect to pay for a multi-day, residential leadership institute? (hotel, meals, training)

$375
$750-$1000 (2)
$1000
$1000 – all inclusive (minus airfare)
$1000 is what we could afford for 1 person per year
$1,000 - $1,500 (4)
$1,000 – $1,500 – all inclusive
$1000 pp + staff time to attend. Maybe $2000. And we’re a poor rural library. But this is important to us. We can do more than $500.

$1200 - $1500 assuming a venue that can support the political “smell test”

$1500

$1500 - $2000, should be a sliding scale based on jurisdiction funding (3)

$2,000

$2000 for week

Please consider the organizational costs back to the supporting library, beyond the dollars to attend. Eureka has not been organizationally sustainable for all systems.

It’s more a matter of what the organization is willing to pay. Treat it like a conference, they would be willing to pay up to $500 pp? Maybe?

Disagree. That excludes people based on personal economic status.

There is value that cannot be totaled. We need to ensure that “this” remains worth the cost. (3)
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Fundraise! (5)
Scholarships which can be raised by former Eureka grads

Take a look at the Colorado Association of Libraries Leadership Institute as an alternate model. It is run through their professional association and highly effective!
Rethink compensation?
  - Mentors
  - Trainers

Camping (3)
  - Cuts costs dramatically
  - Collaborative meal prep
  - Strong ties built

Stay in cabins and have learning groups cook together (like 6th grade camp but for librarians!). BYO tent (3)

Scale costs by per capita funding (3)

Thirds –
  participant pays 1/3
  system pays 1/3
  state pays 1/3

Not necessarily interested in a residential leadership institute

Make participants pay a portion (2)

Equivalent to a basic conference registration + budget travel (7)

**Target Audience for March. Selection Process......**

General Comments

- Give priority to non-Eurekans.
- Staff leaders, mild managers, and directors.
- Nominations by attitude (3 people agreed)
- Interest....not position or time in the profession.
- Nominated by supervisor but not “forced” to attend.
- Mix of Eureka Fellows and new librarians to see effectiveness of both groups.
- Training for all regardless of position or library type.
- Follow up training for Eurekas.
- A specific track for paraprofessionals interested in being leaders.
- Continue to seek to represent CA’s many diversities (3 people agreed).
- Assistant to directors and mid managers.
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- Leadership from any position.
- Include anyone who is hungry to grow.
- Backed by library.
- Whoever will give your company the great ROI, Eureka or not!
- Supervisors (1 person agreed)
  - Any application process that identifies people who want their organization to grow (3 people agreed).
- Non-Eurekans
- New people!

TOPICS - What topics are most important for Leadership Development?

Qualities of leaderships (2)

PR

Public Speaking

Strategic Planning

Personality Assessment

Advancing California Libraries as a whole

Eureka focused too much on competition rather than collaboration. Image what we could have done if so many enthusiastic librarians had been working together on a project rather than competing with each other.

Speaking to power (2)

Leader vs manager (2)

Mentorship/vision (2)

Personality and leadership style (2)

Work styles (2)

Leadership styles (2)

Facilitation and implementation of strategic planning (2)

Don’t assume we’re done with issues of diversity
Leadership Development CLA Session Comments

Trend spotting (5)

Look outside our profession

Working with government representatives and community leaders (2)

Listening (2)

Collaborative work process

Advocacy . . . we need to elevate status/visibility of public libraries in CA (2)

Effective marketing/PR (of self, of organization, of profession) (2)

Public Relations (6)

Greater transparency (2)

All the stuff about managing the team and figuring out what to do with well-poisoners

Empowering (2)

Mentoring (2)

Building confidence

Self-value and worth

Taking risks

Beating fear

Management is not leadership (3)

How to lead in adverse conditions (2)

Partner with ICMA (6)

Cross train libraries and city managers

Career advancement (2)

Encourage and develop mentor/mentee relationships

Maintaining enthusiasm and innovative “spark”

Communication (2)
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Interpersonal relationships
Branding/appearance
Empowerment
Creating vision
Strategic planning (2)
Managing staff (2)
Motivating (2)
Working as team
Management
Work with politicians
Political acumen (2)
Soft Skills (2)
Marketing/PR (2)
Managing change (2)
Self-reflection (2)
Inspiring and supporting the staff we manage/supervise
Cultural competencies is crucial
Combo of inward growth and personal development and outward focus transforming our communities via our libraries
Creating teams (6)
Earning and giving respect (2)
How to develop staff strengths in staff members
How to follow up/create relationships after schmoozing
Political savvy 101
Leadership Development CLA Session Comments

Trust system, others, self (3)

Coaching; real examples (3)

Change management (4)

Strategic planning (2)

Collaborating with emerging leaders across systems (Networking and building supportive, forward-thinking leaders)

Culturally competent recruitment and hiring (3)

Mentorship

Organizational practices

How to talk ROI value (and knowing $)

Your leadership potential and discovering our style and style of others

Learning how to work with various styles to move projects forward

I disagree. I have never felt so protected and safe as I did and still do with my cohorts, Eureka and the mentors.

It’s attitude really. Conscientiousness. For me it was . . . “If you think something is a good idea, get out and do it. Nothing is stopping you!”

No more opportunities; only open to Eureka fellows
What Model for Training should be used for continuing education?

- Webinar (18 people agreed)
- On the ground (26 agreed)
- Online (3 agreed)
- Podcast (3 agreed)
- Other (1) suggestion; partner with other organization to share cost and resources.

Comment Section
- On the ground is a plus because it gives meetings with participants located in the same geo location a chance to create regional connections and support.
- Give a mixture of web and in person
- Online doesn’t work. It’s all surface and hard to implement without cohort to push you.
- I love archived webinars!! (and the rest. But the archives have helped me immensely!! I watch some every year).
- Cost plus share with other Continuing Education organization. Pilot program?
- The importance of on-the –ground/in-person cannot be overstated.
- Take advantage of free resources and training by partnering with federal, state, and local government and non-profit organizations. Many provide webinars, classes, and materials for target audiences.
- Webinar recordings bring training on demand, leverages the effort and cheap to maintain.
- It all depends on topic and intended audience.
- On the ground so vital.
- Balance of on the ground webinar, online, and podcasts.
- Non-library field experts to conduct training.
- Webinar pop-ups

What thoughts/ideas come to mind when you hear sustainable continuing education?

Rural sustainability important, i.e. affordable or free (2)

Rural subsidies are essential to my county’s participation

Training Trainers (4), times infinity symbol

Regional trainers (13)
Continuing Education CLA Session Comments

Workshops, courses
Topics that serve public libraries that fit identified needs to train for
- competencies
- specific skills
  Must cover progressive levels

How will rural libraries with no $ have access to continuing ed? They want/need it, and often can’t afford it

Pay cost of program

Utilize our local expertise (4)

Peer Training (5)

Training CA leaders to also train their staff, etc. (2)

Model cont. ed. After “Get Involved” (2)
  - Regional Leaders
  - Regional locations change
  - Current topics

Regional Training
On the ground Institutes (3)

Rural libraries often can take Infopeople trainings “for free.” I think we could pay something – whether $25 or a “suggested” donation (?)

Issues around equity of access

Per capita spending on CE?

Bring training to libraries

Certification that counts for something (2)

If you commit to the program, you commit to be a future trainer (2) Yes! (2)

Regional/geographic groups

Where are there already workable models and opportunities – so we don’t need to duplicate or reinvent just for our field?

Rural subsidies absolutely needed
Continuing Education CLA Session Comments

- Sliding fee scale

Regional training using experts in the area

I agree with all the self-replicating, “train the trainer,” “pay it forward” suggestions. It should always be reciprocal, give and take

Initial trained staff should come back and train rest of staff within institution

Charge for digital resources and access

Identifying subject specialists within the profession and encouraging them to volunteer whenever possible (3)

Practical skills that have immediate work benefit – have employers see the need so they invest in it (2)

Very focused 4-5 principle based topics tied to highest use servicer

Who would you fund for Continuing education?

- All staff (23 people agreed)
- Professional staff (3 people agreed)
- Managerial staff (3 people agreed)
- Volunteers, Friends, Boards (4 people agreed, 3 people disagreed)
- Other
  1. Paraprofessional front line staff (4 people agreed)
  2. Everyone and everybody
  3. Other government staff (1 person)
  4. Nonprofit org. staff

Comment Section

- Anyone who is interested
- Fulltime staff with influence on programs so that money and time isn’t wasted on those who can’t implement
- More opportunities for clerical and paraprofessionals
- Paraprofessionals who are interested should be included. MLIS does not make you a librarian.
- Funding depends on Topics
- 1st Managers, the professional staff, then all other staff.
TOPICS - What topics would be most important?

Politics – how to work with elected officials (3)

Difficult conversations
  Internal
  External

Staff coaching (4)

Managing message e.g., The library has a sexual assault, bed bugs, something serious

Partnering for resources (2)

Sensitivity training

Next steps for personal development

Staff competencies (2)

Library advocacy practical tips (2)

Supervising and management

Community buy-in and marketing

Change management (4)

How to write RFPs

Project development

Navigating in a municipal environment

How to interview (5)

I.T. – “Make Me a Techie” for systems with no internal tech help

Political advocacy (6)

Dealing with obtuse, money penny elected officials (2)
Continuing Education CLA Session Comments

Trend-spotting (5)

Managing with more with less

Information on how public libraries work with their governing bodies i.e. City Council, Board of Supervisor, City Mgr. (How to navigate these waters)

Evaluation of programs/services (3)

Supervision 101 (7)

Dealing with the MEDIA (4)

Empowerment – Building confidence (2)

Intellectual Freedom for front-line staff (non-librarians)

Microagressions

Creating inclusivity and a space for diversity in your staff (3)

Project planning and implementation (10)

Statistical analysis (2)

Pooling, leveraging and multiplying resources across departments and agencies

Children’s and teens services

Child development

New managers (6)

Customer service (3)

Difficult issues (3)

Community engagement (2)

Career development (4)

Health information
  - reference
  - quality resources
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- special topics
- special populations
- mobile health
- personalized health
- social health networks, etc.

Professionalism

Portfolio building

Coaching

Change management
General Comments

• Do you need brand new people on these development teams who are not affiliated with other organizations? (Infopeople, CLA, regional systems)

• We are saving money – but what will it be spent on?

• Will a survey be distributed for everyone to contribute beyond the limitations of facebook?

• What is the cost comparison of other leadership programs AND what is the ROI

• I worked on the Infopeople booth in 2012 – the mad science theme – and I learned so much, from working with Dave Barron and the Infopeeps, and the process, that I’ve been able to apply in all different ways in my career. Our library even won a county award for a booth that I helped design with some of those principles and ideas. I just want to mention this because those “extra” Eureka! Projects – which still included working with the best – also have impacted me personally, my career, the library, and now the community engages with the library. (I also got to attend R^2 – the Risk and Reward conference – also key – I think a great Eureka “2” project would be for CA Eurekans to take on the next R^2 iteration and host it here. Thank you! Sarah Vantrease

• As a non-Eurekan… Eureka has had an air of “cult” for many of us, and also requires a significant commitment that is not sustainable for every library’s staffing levels or organizational structures. I would really like to see something more accessible to staff in a variety of levels of hierarchy.

• Eureka needs to be more inclusive, not just for public libraries.

• Types of mentors need to be diversified.

• CLA needs to be involved in this process.

• Infopeople Donations
  American Indian Library Assoc. has Donation Categories, i.e., Scholarships, etc.

• Topics
  The competition/games of Eureka! and some of the more abstract learning has served me well as I’ve moved further into administration and political engagement. Some of
the activities that didn’t seem applicable right off the bat became crucial skills I used years later.

- **Continuing Education Credits**
  If... CA sets up a continuing education program to provide standards, certifications, past the MLS, and
  If... participants in Infopeople training can optionally pay for “units” toward these credentials,
  Can we... use one-time money to create that system – set a model for other states – (or learn from other states)

- **Board questions:**
  Finances – point to expenses/transparency
  Per capita cost of Eureka
  J. Case need Eureka like experience to grow young leaders
  North/south

- **From Patty Wong’s message:**
  ...I heard loud and clear from a few that inclusion and diversity needed to be part of the leadership and continuing Ed considerations from the field and especially from a few directors...
  I would love to assist in the advanced thinking on that piece (diversity).