Public Library Directors 101

Learner's Guide

Chief Officers of State Library Agencies
www.cosla.org

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How to use this guide:

This guide is designed to be used in conjunction with the Chief Officers of State Library Agencies' (COSLA's) "Public Library Directors 101" series of four on-demand recordings available at http://www.cosla.org/content.cfm/id/public_library_director_101_series. This guide will assist your learning by prompting you to reflect as you are viewing the videos. Keep the guide handy and make notes; pause the video and take time to reflect on what you are learning. Throughout the guide, you will find links and selected materials for further study.

Contact your state library and state library association:

State libraries are the go-to agency for help with the operational issues of public libraries. Nearly half of state library agencies offer continuing education certification programs, and nearly all offer technical assistance and training. Your professional library association is another great resource for training and assistance. Some library associations provide mentors to library directors, and some have training grants and assistance to help new library directors get off to a great start.

For a listing of state library agencies, visit: http://www.cosla.org/profiles/.

For a listing of state library associations, visit: http://www.ala.org/groups/affiliates/chapters/state/stateregional.

Overview

Public Library Directors 101 is an introduction to some of the key concepts every new public library director needs to know on the day they start their new job.

This four-part video series was designed by state librarians, library development directors, and CE coordinators around the question: "What do public library directors tell us they wish they had known when they started their job?"

The videos are under ½ hour each and apply to any library director in any size of library in any state.   It is recommended new library directors view all of the videos within the first month they begin their job. The videos are as follows:

 # 1 Your New Role – Whether you have served in a different role at your library or you are brand new to the community, this video explores how a library director needs to refocus when assuming this new position.

#2 Community Relations – The directorship is an outwardly-focused position in the library. This session explores the concept and considers the library as a community anchor institution.

#3 Planning and Project Management – The director is the futurist for the library. While he or she may have participated in planning activities in the past, now the director will be leading the charge in planning for the library's future and implementing the plan.

 # 4 Asset management – Finally, this episode looks at how the director will be managing all the assets of the library system - which includes buildings, the collection, revenue, and staff.

Contents

Video 1. Your New Role

When you know who you are; when your mission

is clear and you burn with the inner fire of

unbreakable will; no cold can touch your heart;

no deluge dampen your purpose.   – Chief Seattle

(11 minutes) This session explores how the role of library director differs from positions in libraries you may have held in the past. The director's role is unique, so before you view this session, consider:

How have your past jobs prepared you for your new library position?

What strengths do you bring to this new job?

Part I: Professional Duties
Reflect upon the duties associated with **your library**. What library duties do you perform well?   What are the areas where you need more training or experience?

In regard to **the local community**, what characteristics in your community present opportunities and/or challenges for you?

In your **region and state**, what existing assets can you connect to? Where might you find more information about the library community in your region and state?

How have you contributed to the **library profession/tradition** before you came to this position? How might your new role provide more opportunities for you to contribute?

Use these circles to map your skills for each of the four duties; put skills which are your strengths toward the top and areas where you need improvement toward the bottom of each circle. Use this skills map to help you prioritize your professional development and education.

DUTIES & SKILLS: Map your strengths and weaknesses:

PROFESSION

STATE

COMMUNITY

LIBRARY
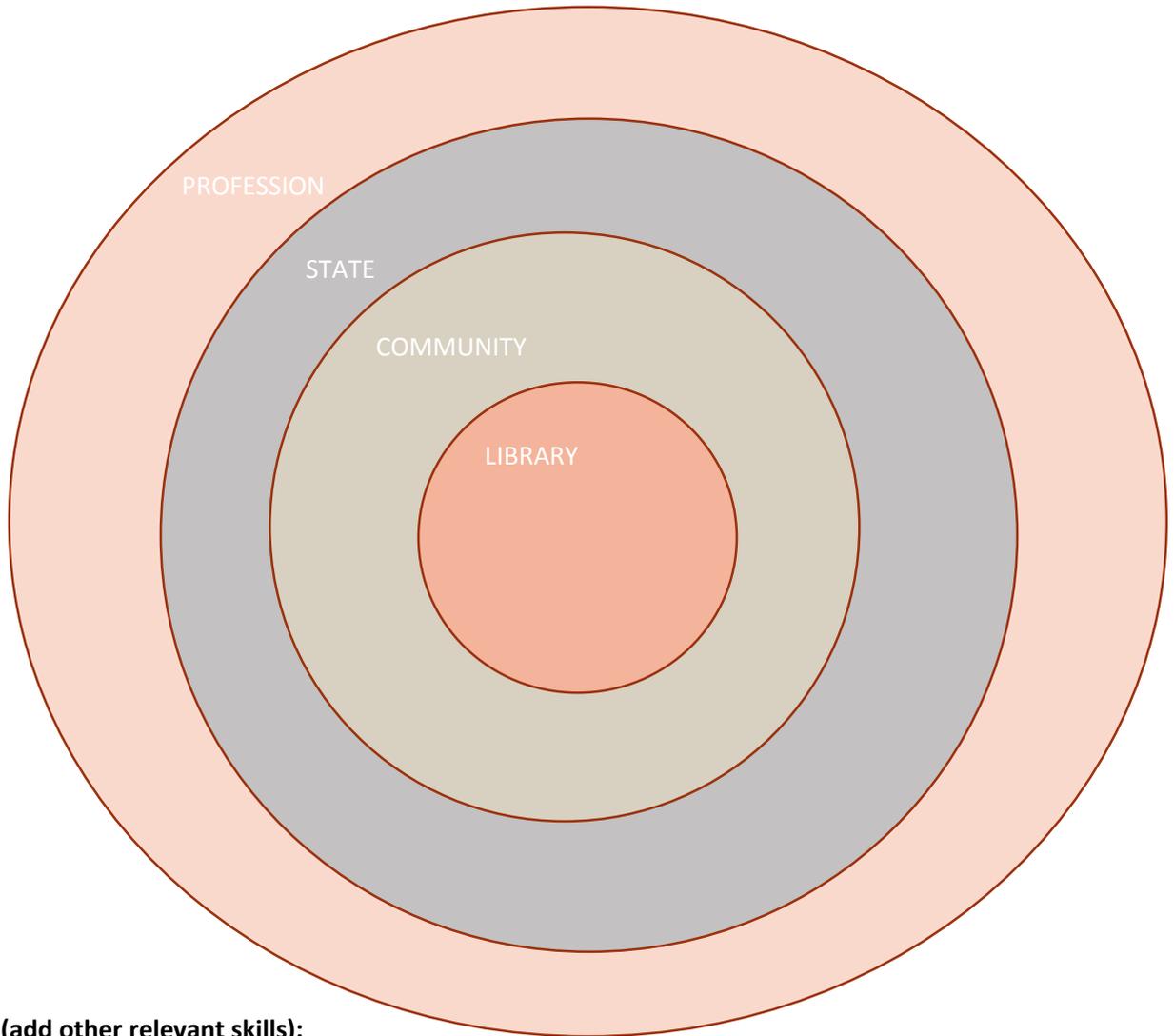
Suggested Skills (add other relevant skills):

Advocacy	Facilities Management	Programming
Asset Management	Leadership	Project Management
Budgeting	Management	Strategic Planning
Collaboration	Marketing	Technology
Collection Development	Networking	
Communication	Outreach	
Community Relations	Partnerships	
Ethics	Personnel Management	

Part II: Leadership

What is your leadership style? In what types of situations are you most comfortable assuming a leadership role?

When do you feel least successful as a leader?

What leadership roles have you assumed in the past? How were they successful? How were they challenging to you?

Refer to your skills map on the previous page. Of the skills listed toward the bottom of the circles, how many of those are leadership skills? If you come into this job needing to gain mastery in leadership, make it a priority to get more training and experience as soon as possible.

Part III: Professional Ethics

These important principles (below) are the foundation for the legacy of our field of library services. Of these ethical principles, which do you feel your library embodies most strongly? Which present opportunities for your library to improve?

- Equal Access For All
- Intellectual Freedom
- Privacy & Confidentiality
- Fair Policies & Procedures
- Preserving Intellectual Property Rights
- Sharing Resources
- Outward Focus

Part IV: Outward Focus

Who are the people/organizations in your community recognized as community leaders?

Who are the members of the library board which can connect you to important community organizations and people?

Are you a member of a professional library organization? If not, which organization will be the best choice for you to join?

Identify one thing you will do in the next week to get out the door of the library to engage with your community, region, or state on behalf of your library:

CASE STUDY LINKS

Salt Lake City Public Library:
http://www.slcpl.lib.ut.us/

Belgrade, Montana Community Library – Library Journal, January 2015:
http://lj.libraryjournal.com/2015/01/awards/the-loaves-and-fishes-library-best-small-library-in-america-2015/

Little Free Libraries – a movement growing around the world:
http://littlefreelibrary.org/ or https://net.educause.edu/ir/library/pdf/ELI7071.pdf

McAllen, TX transforms an abandoned Walmart into a library:
http://www.nytimes.com/2012/09/02/us/former-walmart-in-mcallen-is-now-an-airy-public-library.html?_r=0

Book Bicycle, Tucson:
http://www.bicycletucson.com/news/book-bike-will-take-library-for-a-ride/9635

Mountain West Digital Library – online resources:
http://www.mwdl.org/

Chronicling America – electronic archive of newspapers from across the U.S.A.:
http://chroniclingamerica.loc.gov/

RELATED RESOURCES

Library Leadership & Management Association of the American Library Association:
http://www.ala.org/llama/

Directory of State Libraries:
http://www.publiclibraries.com/state_library.htm

Center for Creative Leadership, *Leading Effectively* podcast:
http://insights.ccl.org/?topic&post_type=multimedia&multimedia-type=podcast

Code of Ethics of the American Library Association:
http://www.ala.org/advocacy/proethics/codeofethics/codeethics

Library Bill of Rights:
http://www.ala.org/advocacy/intfreedom/librarybill

Idaho Commission for Libraries ABLE # 12. *Ethics and Public Service*:
http://libraries.idaho.gov/files/able/able12/player.html

Continuing Education – WebJunction:
http://www.webjunction.org/

Wyoming State Library Training Calendar:
http://www.wyominglibraries.org/calendar.html

A NEW LIBRARY DIRECTOR'S MUST READ LIST:

Expect More: Demanding Better Libraries for Today's Complex World, R. David Lankes:
http://quartz.syr.edu/blog/?page_id=4598

Rising to the Challenge; Re-Envisioning Public Libraries, The Aspen Institute
http://www.aspeninstitute.org/publications/rising-challenge-re-envisioning-public-libraries

END OF VIDEO 1 REFLECTION

Video 2. Community Relations

"…[S]trategic marketing …creates an ambient awareness of the services the library provides and enables us to be what people think of when they need what we do." – Ned Potter

(15 minutes) This session covers library marketing, public relations, and outreach: the strategies, activities, and services which connect your library to your community. Community relations are one of the key responsibilities of the library director. Before you begin viewing, consider:

What experience do you have in marketing, public relations, and outreach? What are your strengths?

According to Renee Blodget of MarketSauce Media, "*Marketing* is an ongoing communications exchange with customers in a way that educates, informs and builds relationships over time."   How does your library currently build trust and get people excited about your brand?

The Business Dictionary defines public relations as: "The profession or practice of creating and maintaining the goodwill of an organization's various publics…usually through publicity and other non-paid forms of communication." What public relations activities are your library already doing on a regular basis?

Part I: Examine Current Culture & Mission

Does your library have a mission statement? If not, where will you go for help? (Hint: State Library)

Is your library living up to its mission statement? If so, where is the library performing well, or where can it be improved?

Is the library staff invested in the current identity of the library, or are they ready for a change?

Does your library have a *strategic plan*? Does it need updating? Does it include a marketing plan?

Part II: Strategic Marketing

Assess your library's marketing plan. What are your overall goals?

Who implements marketing at your library? What is your budget for marketing activities, if any?

What marketing materials are you using at your library? Check and/or rate all which apply: □ Library Website:

□ website is terrific
□ website is functional, but could be improved
□ awful or no website

□ Advertising

□ Social media, blogging, videos:

□ policy & activity
□ policy but little activity
□ activity but no policy
□ no policy & no activity

□ Print materials:
□ brochures
□ flyers or posters around town
□ bookmarks
□ newsletter
□ other print

□ Mail:

□ email campaigns
□ direct mail campaigns
□ Events:

□ at the library

☐ outside of the library

Based on this list, where might your library quickly improve its marketing efforts?

When it comes to telling the story of your library, what are the compelling images and messages to best represent your brand?

Is your website current? If not, who can assist in updating?

Who can you ask outside of the library to give you feedback on your website?

Who will be responsible for maintaining the website on a routine basis?

Is your website social media friendly? Can your patrons easily access your Facebook wall or Twitter account?

Does your library have a social media policy? Who is tasked with posting? How can you make sure your social media presence is vibrant?

Part III: Public & Media Relations

Your appointment is a public relations opportunity. Have you written a press release to introduce yourself to the community or offered to meet with media as the new library director? What topics might you suggest to a reporter who might like to interview the new director?

Who is(are) the spokes-person(s) for your library? Is everyone on your staff and board aware of who these people are?

Thinking of the next month or two, what are the opportunities at your library and in your community for positive public relations? Are there issues in your community right now the library can provide services or resources for?

Part IV: Community Relations & Strategic Partnerships

What outreach activities and partnerships currently exist for your library?

Which programs are best meeting critical community needs and making the library an essential part of your community?

The director must be visible in the community. What are your plans to engage with your community?

Are there services you currently offer which provide natural opportunities for partnerships in your community?

Who are the decision makers, thought leaders, politicians, and "movers & shakers" in your community? To what degree do those people know and value your library?

Partnerships and collaborations are important. What hurdles have you encountered when it comes to forging new partnerships and collaborations? How can you mitigate these problems so the library can advance its role as an integral part of the community infrastructure?

List the organizations, clubs, agencies, and institutions in your community which can or already do partner with your library; note which ones on the list would make for an easily expanded or new relationship. Circle the one or two you plan to approach within the next month.

RELATED RESOURCES

Blog post by Sarah Matista: Using Success Stories To Drive Home Your Marketing Message:
http://www.webs.com/blog/2013/09/11/example-site-using-success-stories-to-drive-home-your-marketing-message

Library Journal interview with Ned Potter:
http://lj.libraryjournal.com/2013/04/opinion/advocates-corner/marketing-libraries-is-like-marketing-mayonnaise/#_

American Libraries, November 2012: Ned Potter's article and interview with Terry Kendrick, guru of strategic marketing in libraries:
http://americanlibrariesmagazine.org/2012/11/13/marketing-your-library/

Writing a Social Media Policy for Your Library archived webinar from InfoPeople:
https://infopeople.org/civicrm/event/info?reset=1&id=387

New Mexico State Library Marketing Plan Workbook:
http://www.nmstatelibrary.org/docs/development/planning/Marketing_Plan_Workbook.pdf

Library Success: A Best Practices Wiki, *Marketing*:
http://www.libsuccess.org/Marketing

A NEW LIBRARY DIRECTOR'S MUST READ LIST:

The Library Marketing Toolkit, Ned Potter (2012), Facet Publishing:
http://www.librarymarketingtoolkit.com/

Developing Strategic Marketing Plans that Really Work; a toolkit for public libraries, Terry Kendrick (2006), Facet Publishing:
http://www.facetpublishing.co.uk/title.php?id=045483&category_code=#.Vc0W3Pn2sl4

END OF VIDEO 2 REFLECTION

Video 3. Planning & Project Management

"Of all the things I've done, the most vital is coordinating those who work with me and aiming their efforts at a certain goal." – Walt Disney

(17 minutes) This session explores the essential steps in the strategic planning process, the benefits of strategic planning, and some of the tools for successful project management.

Part 1: Strategic Planning

STEP 1. Gather a snapshot of library trends to assess your community's needs.
"In the absence of agreed upon priorities, staff compete for available resources rather than collaborating to provide services."

What trends in library services are you aware of? Where would you go to find out more about current library trends?

Where does your library fit in your state's standards or guidelines [check out your state library agency web page] or in the ALA Standards and Guidelines [http://www.ala.org/tools/guidelines/standardsguidelines]?

What does the library do really well? What could be improved?

What services or programs does your library traditionally offer? Think about which of these activities you might be able to discontinue.

What would you like to do if you had unlimited staff and resources? How could you take steps in that direction within your current constraints? What could you stop doing in order to do something new?

Who makes up your community? Have you done a recent demographic analysis using current census data?

What are the community's strengths? What are the community's weaknesses?

How can the library engage the community in conversations about these strengths and weaknesses?

STEP 2. Define your library's vision

What does your library aspire to become? Where do you want to be positioned in your community? What is your library's identity? Why?

Do you have a vision statement? Does it strike a chord in people? Does it communicate the future goal as already achieved?

Look at these vision statements for inspiration:

- President John F. Kennedy: "Put a man on the moon and bring him back safely to earth by the end of this decade."
- Walt Disney "To make people happy."
- Mary Kay Ashe "To give unlimited opportunity for women."

What are your library's core values?

What makes your library unique?

Does your vision statement reflect your values and uniqueness? If not, how can you change or rewrite it?

STEP 3. Develop your mission statement

The **mission** is the task to be accomplished, whereas the **vision** is the goal being pursued.

Does your library have a mission statement? If not, consider working with your library board and staff to create one. If so, what is it?

You can use this list of service responses from the New Planning for Results: A Streamlined Approach (Nelson, ALA Editions, 2001, page 65) as a basis for your mission statement:

Basic Literacy	Business / Career Information
Commons	Community Referral
Consumer Information	Cultural Awareness
Current Topics / Titles	Formal Learning Support
General Information	Government Information
Information Literacy	Lifelong Learning
Local History / Genealogy	

Which of the above services is your library already providing?

Which ones would you like to provide based on community needs?

Look up sample mission statements from libraries in your state or across the nation. What can you learn from studying these?

STEP 4. Identify goals, strategies, activities and timelines

Goals, strategies and activities direct and motivate your staff to complete specific activities fitting into the vision and mission of your library. Have you involved your staff in your planning? The board and the director may have come up with the overarching goals, but the staff should be involved in developing the strategies and activities.

What are the library's goals? Do they reflect the outcome or impact the target group will receive as a result of your program or service? If not, how can you rewrite them?

List some strategies to help you achieve each goal. What programs or services will you continue or implement for each goal?

List activities for each strategy directing the work of the staff to ensure the success of the program or service.

Your library services are always subject to change. As you complete many of the assessments and activities suggested in this video series, make note of high priority items and engage your board with planning to address them. See more on planning in the third episode of this series.

Your state or governing agency may have standards requiring regular updates to the library's long range plan, but most plans are updated every three years or less. When

was the last long range or strategic plan adopted by your library board? Please contact your state library if you need assistance.

Part II: Project Management

Element 1: Communication
Project management is the process of managing people, resources, and time. Think about a potential or real project.

What tools will you use to communicate with your team? How often will communication occur?

If you hold face-to-face meetings, do you follow an agenda with time limits for each item? Has the team developed ground rules for behavior in meetings?

What are the team strategies for dealing with someone who dominates the conversation?

How do you clearly communicate tasks, deliverables, due dates, and responsibility?

How can you ensure all team members feel comfortable contributing in meetings?

Element 2: Team Building
Team building is all about making sure ownership of the project is shared by all team members.

How will you ensure you have buy-in for the project from all team members?

Do you understand the communication style of each team member?

How will you best utilize the different styles of your team members to make sure the project is a success?

What milestones will you celebrate, and how will you celebrate them?

What avenues for creative feedback have you created?

Element 3: Planning
Take time to plan. Identify the target audience, and create goals, outcomes, and outputs.

What kind of skills do you need on your project team?

What is the timeline for completion of the project?

What tools will you use to manage the project?

Element 4: Collaboration
The collective knowledge of the team is greater than any one person's knowledge.

What tools will you use to facilitate collaboration?

How will you recognize/reward collaboration?

How will you work with people whom you find difficult?

Element 5: Evaluation

Evaluation helps determine whether you have reached your goal or have fallen short of it.

Have you identified what success looks like?

How often will you assess your progress during the lifetime of the project?

What will you evaluate?

What tools will you use for evaluation?

How will you bring closure to the project?

RELATED RESOURCES

Universal Service Administrative Company – E-Rate Manual/Information:
http://www.usac.org/default.aspx

WebJunction Competency Index for the Library Field 2014:
http://www.webjunction.org/documents/webjunction/Competency_Index_for_the_Library_Field.html

IMLS course *Shaping Outcomes* (includes a helpful video on preparing grant applications:
http://www.shapingoutcomes.org/course/index.htm

American Library Association Office for Information Technology Policy:
http://www.ala.org/offices/oitp

Teampedia -Team building wiki:
http://www.teampedia.net/wiki/index.php?title=Main_Page

Team Building selected bibliography:
http://libraries.idaho.gov/files/TeamBldgTrngResources.pdf

World Health Organization Team Building Tool:
http://www.who.int/cancer/modules/Team%20building.pdf

MindTools SWOT Analysis activity:
http://www.mindtools.com/pages/article/newTMC_05.htm?

Top Achievement's SMART Goals system:
http://topachievement.com/smart.html

Colorado Public Library Standards:
http://www.cde.state.co.us/cdelib/standards/index

Key Elements of a Project Plan:
http://www.webjunction.org/events/webjunction/key-elements-of-a-project-plan.html

Evaluating Your Project Plan:
http://www.webjunction.org/events/webjunction/evaluating-your-project-plan.html

New York Public Library's Core Values:
http://www.nypl.org/help/about-nypl/mission/core-values

A NEW LIBRARY DIRECTOR'S MUST READ LIST:

From ALA Office for Information Technology Policy: Confronting the Future: Strategic Visions for the 21st Century Public Library, Levien, R., Policy Brief No. 4, June 2011:
http://www.ala.org/offices/sites/ala.org.offices/files/content/oitp/publications/policybriefs/confronting_the_futu.pdf

END OF VIDEO 3 REFLECTION

4. Asset Management

"Libraries are not made, they grow."

–Augustine Birrell, 1887

(28 minutes) Assets of the library include the revenues, staff, collection, and facilities. These assets allow the library to plan and implement services to meet the needs of the community. Preserving and managing assets is a key part of the library director's job. This final episode of Public Library Directors 101 series briefly outlines the management of the library's assets. As you view this section, use this guide to capture your thoughts and reflect on what you already know and what is critical for you to learn right away.

Part I: Get to Know Your Assets/Personnel
Does your library have these documents?
- Bylaws
- Articles of Incorporation
- IRS Tax Status
- Personnel Manual
- Collection Development Policy
- Long Range Plan

Use this checklist to evaluate your personnel manual:
- Organizational Chart
- Job Descriptions
- Employment Actions
- Benefits
- Employee Relations
- Federal and State Laws Referenced

How do you make yourself accessible to the people (staff, volunteers, board) of your library?

What are your strengths and weakness when it comes to managing staff? Make a note of areas where you need more training and seek it out.

Professional development is important for all staff. How will you foster ongoing staff professional development?

What procedural and policy manuals exist for your library? Are they being used, and if not, why not?

Part II: Finance

Keep the questions below in mind as you watch the video, and note any gaps in your understanding. Make a date within your first few weeks at the library to meet with your governing authority and/or fiscal officer to be sure you fully understand the finances of your library.

What are the financial procedures at your library? Use this checklist to seek out more information:
- o   Annual Report
- o   990 Form
- o   Monthly Income and Expense Reports
- o   How are bills paid?
- o   Who signs checks?
- o   How is petty cash handled?
- o   How does the library insure a system of checks and balances?
- o   Is the library audited, when does the audit take place, and who conducts it?
- o   What accounting firm is used?

Who is responsible for the completion and submission of financial reports?

Do you know which financial management software is utilized? If so, will you need training on its use?

What experience do you have in planning and implementing budgets? What are your strengths and weaknesses when it comes to budgets?

How do you share budget information with your stakeholders?

What are the primary sources of funding for your library? In reviewing past annual reports, how have these sources changed over the past decade? Are there troubling trends in funding sources? If you don't have access to past annual reports, contact your state library.

Does your library fall into the typical expenses of 60-80% personnel, 10-20% for materials, and the balance for other expenses?   If not, is this variance justified?

Does your governing authority require advance approval to change line item expenditures?

Does the library have any immediate obligations for expenditures in the next three months you need to attend to immediately?

Does your library use cash-basis accounting, accrual accounting, or something else?

Part III: Collection Management

How will you determine if your library's collection is:

- o Current?

- Organized? (Classified using Dewey Decimal, Library of Congress, Subject Heading, or other means)
- Relevant to your community?

New Acquisitions: What is the policy for materials selection?   What is the process for selecting and ordering new materials?

Does your library participate in shared collections through partnerships or statewide acquisitions and licenses?

How are the materials in your library deaccessioned (weeded)? How and when is the collection maintained and inventoried?

What is your policy/procedure for handling challenges or complaints about the library collection?

When was the library's collection policy last reviewed? Has the board/governing authority reviewed and approved the policy?

What vendors does your library use? Do you currently earn discounts? Are there cooperative purchasing options in your region/state?

Does the library have a catalog? If so, what is the process for placing items into the library catalog?

Is your collection secure and insured?

Part IV: Facilities

Walk around the library building and grounds. What is your first impression of this library? Use the following questions to note the status of the facility and grounds.

EXTERIOR
- Is the signage easily readable; are your hours posted?
- Do the grounds and landscaping meet or exceed community standards?
- Is the parking it well-lighted, sufficient, and safe?
- Are the doorways clearly marked and ADA compliant?
- Are there any weather-related issues?
- Are there structural/maintenance issues to be addressed? (Façade? Roof? Windows? Foundation?)
- What are the community/neighborhood regulations for signage, structures, and landscaping?

INTERIOR
- Is the entranceway well lit and inviting?
- Are the emergency exits accessible and clearly labeled?
- Is the evacuation plan easily seen and up-to-date?
- Is the lighting adequate and visually comfortable for both reading and navigating the space?
- Do the furnishings take advantage of natural light and promote good traffic flow?
- Are the walls and windows in good repair?
- Is the artwork well maintained?
- Are the ceilings in good repair?
- Are airways regularly cleaned and maintained?
- Are the floors, rugs and carpets clean and free of tripping hazards?
- Is the signage welcoming and user friendly?

Who owns the building?

What is the daily maintenance routine? Does your library have a maintenance schedule and a way to keep accurate maintenance records?

Is there a readily available list of repair persons available to call in an emergency? What is the purchasing process for acquiring maintenance service?

The 1990 Americans with Disabilities Act pertains to libraries, even if they are in historic structures. Refer to http://www.access-board.gov/ada-aba/ and plan to conduct an accessibility audit of your building. What obvious areas of concern do you notice about your library's accessibility?

RELATED RESOURCES

Sample policies for small public libraries:
https://owlsweb.org/about/policies

Personnel policies for public libraries:
http://kdla.ky.gov/librarians/librarypolicies/Pages/PersonnelPolicies.aspx

Competency Index for the Library Field (WebJunction):
http://www.webjunction.org/explore-topics/competencies.html

American Library Association Core Competencies:
http://www.ala.org/educationcareers/careers/corecomp/corecompetences

Sample manual of policies and procedures (Bradford, PA Public Library):
http://www.bradfordlibrary.org/documents/baplpolicies5.pdf

Policies and Procedures for a Safe Library (Alliance Library System's Safe Harbor Task Force, IL):
http://will.state.wy.us/ldo/boards/SafeWorkplace.pdf

Sample operating budget (Kalamazoo, MI Library):
http://www.kpl.gov/uploadedFiles/Budget/operating-budget-fye-06-30-2014.pdf

Sample proposed budget (Saugerties, NY Public Library):
http://saugertiespubliclibrary.org/files/2013/04/2015-Budget-and-FAQ-Revised-8.4.14.pdf

Budget presentation template (WebJunction):
http://www.webjunction.org/documents/webjunction/Budget_Presentation_Template.html

Sample collection development policy (Boston Public Library):
http://www.bpl.org/general/policies/collectiondev_policy.pdf

Sample materials selection policy (Charlotte-Mecklinburg, NC Library):
http://www.cmlibrary.org/about_us/policiesMaterialSelection.asp

ADA Standards for Accessible Design:
http://www.ada.gov/2010ADAstandards_index.htm

United States Access Board guidelines and standards for communication, IT, buildings and landscaping:
http://www.access-board.gov/guidelines-and-standards

Sample facility assessment (Sunnyvale, CA):
http://sunnyvale.ca.gov/Portals/0/Sunnyvale/LIB/doc/4_r_sunnyvale_lof_existing_facility_assessment_070628.pdf

Employee emergency procedures template (Massachusetts Library System):
http://www.masslibsystem.org/wp-content/uploads/Library-Employees-Emergency-Response-Procedures-TEMPLATE.doc

Sample maintenance checklist (Northeast Kansas Library System):
http://www.nekls.org/wp-content/uploads/Maintenance-Checklist-for-Public-Libraries.pdf

Facilities Management Lib Guide (Massachusetts Library System):
http://guides.masslibsystem.org/facilities/misc

A NEW LIBRARY DIRECTOR'S MUST READ LIST

CREW: A Weeding Manual for Modern Libraries (2012). Texas State library and Archives Commission:
https://www.tsl.texas.gov/ld/pubs/crew/index.html

Opportunity for All: How Library Policies and Practices Impact Public Internet Access (2011). Becker, Crandall, Fisher, Blakewood, Kinny, Russell-Sauvé. US IMPACT Study, iSchool of the University of Washington, Bill and Melinda Gates Foundation and Institute of Museum and Library Services.
http://impact.ischool.washington.edu/documents/OPP4ALL2_FinalReport.pdf

Building Digital Communities; Getting Started (2012). Institute of Museum and Library Services, University of Washington Technology and Social Change Group, International City/County Management Association.
http://www.imls.gov/assets/1/AssetManager/BuildingDigitalCommunities.pdf

END OF VIDEO 4 REFLECTION

GLOSSARY

ABLE: Alternative Basic Library Education, a series of online training modules covering library basics produced by the Idaho Commission for Libraries.
http://libraries.idaho.gov/able

ACCRUAL ACCOUNTING: Under the accrual basis of accounting, expenses are matched with the related revenues and/or are reported when the expense occurs, not when the cash is paid.

ACTIVITIES: The actions part of a precise plan of operation for your project/ organization to achieve goals. A tool to create the desired outcomes.

ADA COMPLIANT: Ensuring facility and library services meet the guidelines established by the Americans with Disabilities Act of 1990 (ADA) which prohibits discrimination and ensures equal opportunity for persons with disabilities in employment, State and local government services, public accommodations, commercial facilities, and transportation.

ADVOCACY: To speak in support of an idea or course of action.

ALA STANDARDS AND GUIDELINES: Documents prepared and endorsed by various ALA units for the purpose of helping others improve library service.
http://www.ala.org/tools/guidelines/standardsguidelines

ASSET MANAGEMENT: Coordinating various library resources which may include personnel, facilities, volunteers, land, collections, and revenue.

CASH BASIS ACCOUNTING: Under the cash basis of accounting, revenues are reported on the income statement when the cash is received.

COLLABORATION: The action of working with someone to produce or create something.

COMMUNITY RELATIONS: The library's interactions with the people constituting the environment it operates in and draws resources from, to foster mutual understanding, trust, and support. (BusinessDictionary.com)

DEACCESSION: Officially remove an item from the listed holdings of a library, because it no longer has relevance to the collection or is damaged (otherwise known as weeding).

DEWEY DECIMAL: The Dewey Decimal Classification (DDC), or Dewey Decimal System, is a proprietary library classification system first published in the United States by Melvil Dewey in 1876.

ETHICS: Professionally accepted standards of personal and business behavior, values and guiding principles.

FACEBOOK: A social media tool.

GOALS: Broad, general statements of what the program, course, or activity intends to accomplish. Goals describe broad learning outcomes and concepts (what you want students to learn) expressed in general terms (e.g., clear communication, problem-solving skills, etc.) Goals should provide a framework for determining the more specific educational objectives of a program, and should be consistent with the mission of the program and the mission of the institution. A single goal may have many specific subordinate learning objectives.

INTELLECTUAL FREEDOM: American Library Association actively advocates in defense of the rights of library users to read, seek information, and speak freely as guaranteed by the First Amendment. A publicly supported library provides free and equal access to information for all people in the community. We enjoy this basic right in our democratic society. It is a core value of the library profession.
http://www.ala.org/advocacy/intfreedom

LIBRARY OF CONGRESS: The Library of Congress is the nation's oldest federal cultural institution and serves as the research arm of Congress. It is also the largest library in the world, with millions of books, recordings, photographs, maps and manuscripts in its collections.

MARKETING: The processes for creating, communicating, delivering, and exchanging offerings with value for customers, clients, partners, and society at large. (AMA)

MISSION STATEMENT: Provides an overview of the plans to realize the vision statement by identifying the service areas, target audience, and values and goals of the organization.

OUTCOMES: Statements describing significant and essential change in behavior individuals can reliably demonstrate at the end of a course or program.

OUTPUTS: Data generated by the activities of your plan or project.

OUTREACH: The use of time or resources to benefit a community or its institutions in an effort to improve the quality of life for community residents. Outreach can be seen as any service or activity getting patrons or potential patrons interested in a library.

POLICY: Principles, rules, and guidelines formulated or adopted by an organization to reach its long-term goals and typically published in a booklet or other form widely accessible. Source: http://www.businessdictionary.com/definition/policies-and-procedures.html

PROCEDURES: Specific methods employed to express policies in action in day-to-day operations of the organization. Source:
http://www.businessdictionary.com/definition/policies-and-procedures.html

PROJECT MANAGEMENT: The planning and organization of an organization's resources in order to move a specific task, event or duty toward completion.

PUBLIC RELATIONS: A strategic communication process building mutually beneficial relationships between organizations and their publics. (PRSA)

SABLE: Supplemental Alternative Basic Library Education is a series of on-line training modules regarding youth services for libraries. Divided into three sequences covering the development of library services for early childhood education, school-age children, and young adults. Produced and maintained by the Idaho Commission for Libraries at http://libraries.idaho.gov/sable.

SOCIAL MEDIA: Websites and applications which enable users to create and share content or to participate in social networking. Examples: Twitter, Facebook.

STRATEGIC PLANNING: A systematic process of envisioning a desired future, and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them. Strategic planning begins with the desired-end and works backward to the current status.

STRATEGIES: A method or plan chosen to bring about a desired future, such as achievement of a goal or solution to a problem.

SUBJECT HEADINGS: A method of organizing library collections.

TIMELINES: Used in project management to identify completion points for various activities. This can be used to celebrate successes, adjust project activities, and identify project evaluation points.

TWITTER: Form of social media using 140 character messages to transmit information to followers.

VISION STATEMENT: Expresses an organization's optimal goal and reason for existence.

WEEDING: There are two aspects to weeding. The first is the writing of a collection development or selection policy appropriate for your community; this will serve as a guideline as you make decisions about your collection. The second is applying policy as you make decisions about the materials in your collection. (deaccessioning)