

The Librarian as Community Leader



Prepared for the

Association for Rural and Small Libraries

2011 Annual Conference

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by

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This booklet was printed and collated by Diana Lane.

1. Orient your head:

Be a servant-oriented Library Director - not a clerk; Decide if you're in the people business.

- * The library is a direct reflection of the library director:
 - if the library director is terrific, so will be the library;
 - if the library director is unpleasant, the library will be an unpleasant place.
- * The library director & staff must understand and practice the principles of servant leadership.
- * The library director & staff must be aware of all elements of the community being served.
- * The library director & staff must be committed to serving the public's information needs.
- * The library director & staff must support the **Statement of Professional Ethics**.
- * The library director must be a manager.
- * The library director must know the difference between being a manager and a leader.
 - Warren Bennis: "Managers are people who do things right;
Leaders are people who do the right thing."
 - Grace Hopper: "You manage things, you lead people.
We went overboard on management and forgot about leadership."
- * The library director must understand own leadership style.
- * The library director must hire a terrific staff !
- * The library director must spend at least **10%** of work time outside of the library building . . .
 - . . . attending meetings of the ✓ Community / Economic development committees;
 - ✓ Chamber of Commerce (library should join).
 - . . . marketing the library.
- * Understand the concept of **SUSTAINABLE**.
- * Keep up-to-date by reading regularly and widely through
 - Local newspaper(s)
 - People*
 - Entertainment Weekly*
 - The Week*
 - Wall Street Journal*
 - Library Journal*
 - American Libraries*
 - New York Time Book Review*
 - Booklist*
 - Congregational Libraries*
 - CBA Retailers + Resources*And, without fail, the weekend BOOK-TV <http://www.booktv.org/schedule.aspx>, which should also be a link on local library website.

2. Get your house in order.

Involve the staff in all levels of development - listen to them. Provide an attractive, comfortable physical place.

- ☉ A safe and welcoming place for people of all ages.
- ☉ Clean and neat, designed for people to use easily.
- ☉ Full of a variety of books and materials to meet the public's needs and interests.
- ☉ A center of the community for people to gather.
- ☉ A place for groups and committees to hold their meetings.
- ☉ A community information center.
- ☉ Wired for telecommunications connections.
- ☉ Using as up-to-date technology as appropriate.

Provide a 24/7 electronic access point.

- * Hooked to the internet for public use:
 - ✓ with a web page, preferably with local government.
 - ✓ with capacity to search catalog, place reserves, check personal account.
 - ✓ with appropriate sites bookmarked.
 - ✓ with databases of needed information sources.
- * Publicize the library's internet address as widely as possible.

Provide a materials collection, internet links, and quality service.

- ❖ Ruthlessly discard the outdated, torn, worn, and tattered items from the shelves and files.
- ❖ Anticipate lifelong learning needs for all ages, particularly preschoolers.
- ❖ Support school work projects for all ages.
- ❖ Support recreational needs and interests of the community.
- ❖ Form advisory or focus groups from town leaders: they can become liaisons to the library.

Serve as the guarantor of public access to information.

- * Ensure the public's right to know: abide by the principles of equal access and fair use.
- * Supply accurate, current, and reliable information.
- * Help those without resources or skills to find information.

3. Get out into the community – find out what's happening, what folks need. Provide quality customer service.

Support sustainable community economic development.

- * The library director must spend at least **10%** of work time outside of the library building . . .
 - . . . attending meetings of the ✓ Community / Economic development committees;
 - ✓ Chamber of Commerce (library should join).
- . . . finding out: *What are they doing?*
What kind of information do they need?
- . . . marketing the library.
- * Establish an **Economic Development Information Center** and/or a **Business Information Center** at the library, in the chamber of commerce office, and/or in the cooperative extension office.
- * Understand the concept of **SUSTAINABLE**.



ID: 68667, William Hamilton, Published in *The New Yorker* November 17, 2003



What We Believe at LSSI

At Library Systems and Services (LSSI), we believe that libraries have the potential to become much more than what they traditionally have been ... our job is to help libraries and the communities they serve realize their full potential <http://www.lssi.com/>

"The best reading for the largest number, at the least cost." ~ Melvil Dewey

We Believe Libraries Should:

- Be open longer hours
- Be open more convenient hours
- Provide more books and materials
- Offer a rich collection of electronic resources that patrons can access from home
- Be easier to use – more convenient self-service
- Provide better customer service when patrons do need help
- Operate more effectively at lower cost per hour
- Diversify funding sources so that they are not entirely dependent on tax revenue

Toward a National Agenda for Libraries

The National Library Agenda Task Force was appointed by Leslie Burger during her term as President of the American Library Association, 2006-2007. The task force made the following recommendations.

The American Public Deserves:

- Friendly library service in modern, safe, accessible and inviting buildings.
- The ability to use a library days, evenings and weekends and to use a virtual library 24 hours a day, 7 days a week, 365 days per year.
- Library collections that are current, relevant and responsive to the interests of the community
- Library collections reflecting the languages of community members and students, including non-English languages, Braille, and closed captioned
- The guidance and assistance of skilled information professionals
- Access to library service in their schools, colleges, workplace, and communities
- Convenient, up-to-date, and unrestricted access to information in all its forms
- A network of adequately funded, readily accessible school, public, and academic libraries that support a learning society and informed community
- High-speed broadband access to the resources on the World Wide Web using state-of-the-art technology
- Community-centered library programs that encourage discussion, debate and civic engagement
- Libraries that value reading and create and sustain collections that encourage users to read for pleasure, information or enlightenment
- Library services that support businesses, other workplaces, and economic development to create an information literate and competitive workforce
- The opportunity to provide ideas, criticisms, compliments, suggestions on the operation and future of their libraries and volunteer for advocacy and support.

What is our Library Doing?

1. What choices are we providing to customers? How can we add choices to their library experience?
2. How can we ensure that our library will always be an inviting place for our customers?
3. What do we look for in job applicants? How can we make sure "being nice" is one of the criteria we demand when hiring an employee?
4. Do we take the time to maintain relationships with our customers? How can we pay attention to what they want?
5. Do we feel empowered to think of the customer first? How can we reward employees for their WOW acts of service?
6. Do we trust the judgment of frontline workers? If we don't, why did we hire them?
7. How can we promote healthy competition in the library? Are we setting individual and organizational goals and celebrating our accomplishments?
8. How can we foster a culture of commitment and customer service excellence?
What must we do to become the "Nordstrom" of libraries?

- Joanne P. Roukens. Discussion Guide for the "*Leading Through Reading Program*."
New Jersey Library Association, November 2004.

13 Things You Pay For That Your Library Has For Free

by Linda McMaken, June 22, 2011



If it has been a few years or a few decades since you've ventured into your local library, you're going to be very surprised by what you find. No longer are these dusty institutions of quiet corners, musty books and stern librarians, they are home to bestsellers, coffee carts, teen rooms, community, and civic gatherings. Libraries offer computer classes, babysitting workshops, tutoring programs and literacy programs, most of which are free, or are offered at a nominal fee. Not all services mentioned in this article are available at every library, but it's worth finding out if your local library offers a similar option. (For some books that you might be interested in, check out [10 Books Worth Investing In.](#))

1. Read for Free

Libraries are known for books, offering fiction and non-fiction hardbacks, paperbacks, and eBooks. The eBooks can be downloaded into nearly any format to fit your computer, eReader or other device. The downloaded books will expire at the end of their [loan](#) period so no returns necessary. Overdrive is one provider of download services to libraries. Take a look to see how simple it is: <http://www.overdrive.com/>.
The cost of an average hardcover book is \$18.99, an average children's picture book is \$12.99, an average paperback book is \$6.99 and an eBook download is between 99 cents and \$9.99.

2. Magazines and Newspapers for Free

Magazine titles from *Reader's Digest* to *Vogue* to *Hot Rod*, including back issues are available for loan. Local newspapers and the *Wall Street Journal*, *USA Today*, *New York Times* and others are available for reading in the library. *The average cost of a magazine (monthly) is \$5.99 and the cost of an average newspaper subscription is \$60 per year.*

3. Listen for Free

Music CDs from classical to rock and roll are waiting. If you need music for a children's party, wedding, anniversary or just listening while relaxing you can find it here. If you prefer your music downloadable, libraries offer MP3 downloads with a limited loan period.

The average cost of a music CD is \$10.99

You can also check out audio books on every subject for your commute to work, for waiting on your kids at various sports practices or to listen to while you walk.

The average cost of an audio book is \$21.99

4. Free Periodical Searches

If you are a high school or college student, you will be required to cite sources, footnote your thesis, or find some obscure fact for a class. If you find you need an article that appeared in *Time Magazine* on global warming from 2004, the library will have it on a [database](#). The only cost would be for print/copies. Here's a quick look: [EBSCO Periodical Search](#).

5. Librarian Access 24/7

If you can't find the answers you need, libraries await your question. In Ohio, they have [Know it Now](#), (your local libraries will have different names for this feature) which gives 24/7 access to an online research librarian.

6. Internet and Wi-Fi

You can have free internet access and Wi-Fi, all you need is a library card. Be aware that most libraries utilize "censoring" programs for juvenile users, and parental consent may be required to use the Internet.

The average cost of internet service is \$22.00 monthly.

7. Watch Movies for Free

Libraries offer children's movies like "Sponge Bob," "The Magic School Bus" and Disney movies to informational DVDs from National Geographic and the [Travel Channel](#), to How-To instructional videos as well as major motion pictures.

The cost of an average movie DVD is \$12.99, and \$3.99 for a DVD rental.

8. Learn a Foreign Language - Free

Traveling abroad on business or vacation than check out the free foreign language learning databases. Using a service from [BYKI](#), patrons can choose to learn over 70 languages. Their interactive learning site offers individual learning, flash cards, and words of the day.

9. Job Preparation for Free

[Learning Express](#) enables you to study for hundreds of tests including civil service, military entrance exams and preparation tests for SAT/ACT, MSAT, LSAT and dozens of others. You will find practice tests at all levels. You can practice, save your test, see your results and try again all for free.

10. Find Your Family History for Free

For family genealogists, libraries offer free access to search programs such as [Ancestry.com](#), and [HeritageQuest.com](#). These databases usually require you to search in the library, but occasionally some libraries will allow you to search from home after logging in with your library card

number. Some libraries also have research librarians and genealogists on staff to assist with your search.

The cost of an online genealogy membership is \$25.00 (monthly).

11. Free Books for Parents

The library is a significant resource to parents. Where else could your children find a free summer program that encourages reading, allows them to take home armloads of books free and usually gives them prizes for encouragement? Throughout many summer programs, authors, wildlife experts and a myriad of others drop by bringing their special knowledge to [share](#). (For more money saving tips, read [5 Painless Ways To Save More Money](#).)

12. Free Auto Repair and other Databases

For those who don't like to read for recreation, there are practical free databases in auto and truck repair provided by [ARRC](#), reference databases such a Kelly Blue Book, Antiques Weekly and Standard & Poor.

13. Other Free Services

Many libraries have a notary on staff (there may be a fee for notary services), offer tax forms, have [dedicated](#) internet computers to the IRS and Social Security sites, voter registration forms, test proctoring and fax services, and larger metropolitan libraries offer passport processing.

The Bottom Line

Obtaining a library card is simple. Visit the library, fill out a card application, present identification and you have instant, free access to a world of information. Check out your local library for some amazing programs and unbeatable bargains this summer.

<http://financialedge.investopedia.com/financial-edge/0611/13-Things-You-Pay-For-That-Your-Library-Has-For-Free.aspx#axzz1WRe42JIN>

MCL Services Calculator <http://www.gti.net/mocolib1//value.html>

This calculator, developed by two New England libraries (Maine State Library and Chelmsford, MA) estimates the value of your public library materials and services. Enter in the left hand column the number of times you or your family use each service listed down the center. **Use tab key to jump from item to item.** The estimated retail value of each service will be calculated on the right, and the total value of your library use is shown at the bottom of the worksheet. Thanks for trying it out! This worksheet has been adapted from the [downloadable spreadsheet](#) provided by the [Massachusetts Library Association](#).

How many?	Library Services	Value of Services
<input type="text" value="1"/>	Books Borrowed	\$ 17.50
<input type="text" value="1"/>	Movies Borrowed	\$ 3.87
<input type="text" value="1"/>	Audiobooks borrowed/downloaded	\$ 30.00
<input type="text" value="1"/>	Computer or career class hours	\$ 15.00
<input type="text" value="1"/>	Museum passes (times borrowed)	\$ 28.00
<input type="text" value="1"/>	Magazine Use in Library	\$ 7.00
<input type="text" value="1"/>	Interlibrary Loan	\$ 15.00
<input type="text" value="1"/>	Meeting Room Use (Hours)	\$ 75.00
<input type="text" value="1"/>	Children's Programs Attended	\$ 9.00
<input type="text" value="1"/>	Hours of Computer Use (i.e. Internet, MS Word, etc.)	\$ 21.00
<input type="text" value="1"/>	Days used databases (EBSCO, RefUSA, Ancestry, etc.)	\$ 13.50
<input type="text" value="1"/>	Reference Questions Asked	\$ 12.00
		\$ 203.87

Calculate the Value of Services Used at Your Local Library with MLA's Online Spread Sheet

Please input in the leftmost column the number of times you or your family have used the library services described below to learn how much it would have cost to purchase these services at estimated retail values.

Input Your Quantity of Use	Library Services	Value of Services
1	Books Borrowed	\$13
1	Magazines Borrowed	\$2
1	Videos Borrowed (e.g., Blockbuster)	\$4
1	Books on Tape Borrowed	\$10
1	Museum Passes Borrowed	\$24
1	Magazine Use in Library	\$2
1	Interlibrary Loan	\$25
1	Meeting Room Use per Hour	\$50
1	Auditorium Use per Hour	\$250
1	Adult Programs Attended	\$15
1	Children's Programs Attended	\$6
1	Hours of Computer Use, e.g., Internet and MS Word	\$12
1	Boston Globe Articles Viewed Online	\$1
1	Months of Use for Other Database Searching	\$20
1	Reference Questions Asked	\$7
Total Value		\$440

[Click here for further information on values](#)

Copyright Massachusetts Library Association (MLA) 2004

Local Library System

2010-2011

SERVICE AREA

Service Area Population 48,394
 Per Cent of Service Area Residents Registered: 47%

2011-2012
49,372

CUSTOMER REGISTRATION

Registered Customers / Adult 15,321 67%
 Registered Customers / Juvenile 7,571 33%
 Registered Customers / TOTAL 22,892

Registered Customers from Outside of County

BUDGET

Local Funds Budgeted \$302,249
PER CAPITA MINIMUM STANDARD: \$6.50 \$6.25
 Salaries & Benefits Expenditures \$251,730 83% of budget spent for salaries and benefits
 Books & Materials Expenditures \$29,214 10% of budget spent for book and materials
15% of BUDGET for MATERIALS STANDARD: \$45,337 \$0.60 per capita expenditure/books and material

2011-2012
\$319,891
\$6.48

COLLECTION HOLDINGS

Local Book Holdings 37,230 63%
 Region Book Deposit 21,710 37%
 TOTAL Book Holdings 58,940
 TOTAL Video/DVD Holdings 2,952
 TOTAL Audio Holdings 2,806
 TOTAL Holdings 71,322
2 per capita RECOMMENDED MINIMUM STANDARD: 98,744 Items needed to meet minimum standard: 27,422
 Genealogy Holdings (non-circulating)

CIRCULATION

Book Circulation / Adult 65,841 66%
 Book Circulation / Juvenile 34,541 34%
 TOTAL Book Circulation 100,382 1.70 Book Circulation Turn Over Rate
 TOTAL Video/DVD Circulation 24,661 8.35 Video Circulation Turn Over Rate
 TOTAL Audio Circulation 6,979 2.49 Audio Circulation Turn Over Rate
 TOTAL Other Materials Circulation 15,738 2.07 All Materials Turn Over Rate

2.50 RECOMMENDED TURN OVER STANDARD

20,353 Circulation per staff member
 6.45 per capita circ of materials by registered customer

State Library pays for these databases/materials:

TOTAL READS Audio and E-Books Circulation	79
Number of Tennessee Electronic Library Searches	18,600

0.81 computer searches per card holder

BUILDING SQUARE FOOTAGE

Total Square Footage of Buildings 10,120
sq ft per cap RECOMMENDED MINIMUM STANDARD: 24,686 Sq. ft. needed to meet minimum standard: 14,566

STAFFING

Current Number of FTE Staff 7.26
RECOMMENDED MINIMUM STANDARD: 1 MLS; 4 FTE Paraprofessional; 3.5 FTE Clerical

VALUE OF SERVICES (RETURN ON INVESTMENT)

Cost if citizens had to purchase books/videos/audios	\$2,640,440	\$2.05 Cost per circulation
or	\$115.34	\$20.00 per book, video, DVD circulated per registered customer
Number of Computer Users	19,014	\$10.00 per use: \$190,140
Number of Reference Questions Answered	7,534	\$5.00 per answer: \$37,670
Number of People Attending Programs [Summer Reading Program Participants	1,992 354]	\$5.00 per person: \$9,960
		Return on Investment: \$9.52

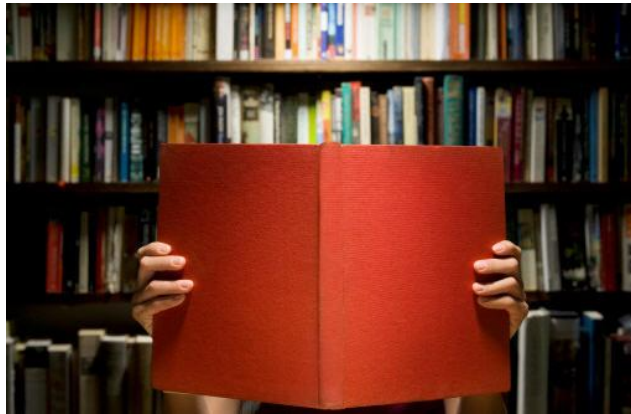
DBR: 1 OCTOBER 2011

The Consumerist

<http://con.st/5027723>

7 Ways Your Public Library Can Help You During A Bad Economy

by Meg Marco, July 22, 2008



Libraries are an excellent resource and they're pretty easy to use. Don't worry if you're not a big reader, there's lots more stuff to do at the library besides just checking out books.

1. **You can get pretty much any book at the library:** A book habit can be expensive. Even second hand books can add up if you read a lot. Even the smallest library can access inter-library loan, Worldcat, OCLC and other library loan services to get you even the most obscure and out of print material.
2. **Yes, we have movies:** Many libraries charge a nominal (1-2 dollar) fee for renting recent or "popular" titles. It's something of a controversy in the profession, one side arguing all library services should be free, the other saying "We're not a video store!". I tend to fall on the side of free for all. In any case, the fee is often far less than what you'd pay for a rental at a chain video store, and the fees to cover costs of processing and growing the video collection. If you're looking for a rare film, perhaps older or on an obscure format (Betamax tapes are out there still) libraries can save you a ton compared to buying it on Ebay.
3. **Kids Activities:** Any library worth its salt offers a summer reading program for kids. Often with prizes, programs and events all summer long. Libraries also offer storytimes, arts and crafts, computer classes, movie nights and reading clubs for kids of all ages.
4. **Save Money and maybe your life!** Libraries offer seminars in home buying, estate planning and even purchasing electronics and other big-ticket items. Libraries also offer free blood pressure screenings, programs about weight loss and exercise.
5. **Make new friends:** Library book clubs and book discussion groups are great ways to meet people. Some libraries even offer "mingling" events for single patrons.
6. **Find a new job!:** I can't tell you how many times local employers have come in asking to post job listings or drop off materials about open positions. Many libraries offer resume writing workshops, computer training and even job fairs. College and University library job fairs are often open to the public.

Libraries listen to consumers! We like to call them patrons, but we really do listen. Do you want a storytime for kids after 5pm? Ask for it! Want more books about home finance or budgeting? Just ask! Libraries often go to great pains to search out what the community wants, letting us know directly is great. The complaint or suggestion of a patron carries a lot of weight with library directors and boards, so you are being heard.

Maximize the Potential of Your Public Library

A Report on the Innovative Ways Public Libraries are Addressing Community Priorities
International City/County Management Association (ICMA), 2011.

icma.org/Documents/Document/Document/302161

Report Conclusion

A primary objective of the International City/County Management Association **Public Library Innovations** grant program was to promote new community partnerships. The underlying theory was that stronger connections between libraries and local government leadership would create a stronger commitment to the library and thereby enable the library to maximize its potential, help address community issues in non-traditional ways, and fare better in the local budget process.

“Our partnership with ICMA has highlighted the many ways public libraries can help solve critical issues that communities and their residents face, and improve quality of life for all people,” said Jill Nishi, deputy director of the Bill & Melinda Gates Foundation’s U.S. Libraries Initiative. “We challenge city and county managers to be champions of public libraries.”

New relationships were indeed achieved as part of this program. The impact on funding, however, is more difficult to document. Each of the local governments involved in this program faced significant budget challenges during the period of the grant and made reductions in most of their government services, including libraries. ...

In the absence of a grant to serve as a catalyst to bring partners together, local government and library leaders must take the initiative to find one another and explore partnership opportunities. While the projects clearly demonstrate the leadership role that libraries can play in addressing pressing issues, they also demonstrate that a network of public and private institutions is important for effecting change. The following is our advice for leaders looking to initiate partnerships:

For the chief executive officer; city, county, or town manager; mayor or county executive

- **Think of your public library as an untapped resource** for addressing community needs and priorities. Have conversations regularly with the library director, exploring interests, capabilities, and opportunities.
- **Include the library director** on the senior executive team.

- **Include the library director in strategic discussions** even when the connection is not readily apparent, including such areas as public safety, emergency management, economic development, gangs, school drop-outs, early childhood education, workforce development, and cultural inclusion.
- **Visit the library** and all the branches, especially when they are sponsoring special events.

For library directors and senior personnel, especially branch directors

- **Think outside the walls of the library** and beyond collections and circulation. Understand the issues in your community and explore how your library can make positive contributions and promote the expanded view to all library staff.
- **Build relationships.** Don’t wait for the senior leadership of your community to invite you to a conversation; take the initiative. Do not let yourself be out of sight and out of mind. Be visible.
- **Invite community leaders** to the library, especially to special events that you are sponsoring, whether or not they are already advocates (e.g. elected officials, friends of the library, board members, etc.)
- **Think about events you can sponsor** that are relevant to the issues in your community to demonstrate your relevance to community leaders.
- **Nurture and preserve** the library’s positive image with the public and the perception that the library is a safe and neutral space. These are among the strongest asset of libraries.

For funders

- **Serve as a catalyst to bring people together** across agencies and sectors. Grants, even in relatively small amounts, can promote community connections. We recommend requiring partnerships as a qualifying element in grants when appropriate.

Rural libraries cannot afford to be archives of outdated materials. Leave that function to other libraries and concentrate on current materials.

- Thomas Hennen
Library Service to Farmers

Getting a Foot in the Door

John Gruidl, at the Illinois Institute for Rural Affairs, has worked closely with Illinois librarians in rural areas and encourages their role in economic development. He offers the following advice:

1. **Become a member of the Chamber of Commerce and/or local development organization.** You can't plan services until you know the players and the needs.
2. **Start with the role of providing information,** because all businesses are dependent on it. He believes that the librarian is likely to be the most talented person in the rural community.
3. **Develop a network of other librarians** who are engaged in the same strategies so that you can support each others' efforts.
4. **Make sure your efforts are not perceived as a threat,** but as a way to support the community.
5. **Get yourself appointed to a board or commission** as a citizen and then use your librarian skills.
6. And finally, **remember that it won't happen overnight.** Relationships take time to grow and for the trust to develop.

KEEPING IN TOUCH

Keeping in touch has many dimensions. But here are a few simple ways to keep on top of what's going on:

1. **Read the local newspapers and newsletters** to keep up-to-date.
2. **Drop in on some local meetings of interest to the library.** Do so on a rotation basis since it's hard to cover everything. Of particular interest might be local government meetings and hearings, school board meetings, and public meetings of very active local organizations. Hearing the announcements made at some meetings can be extremely valuable.
3. **Contact community groups once a year** to update information on their officers and learn about their plans for the coming year. Offer them programs and exhibits.
4. **Keep track of local politics.** Know what's happening and what's on the horizon.
5. **Talk to library regulars.** They'll tell you a good deal about what's going on.
6. **Read the minutes of local government meetings and school board meetings** if you can. Try to convince these boards to let the library have a copy of their minutes on file.
7. **Look for opportunities to co-sponsor programs** with local groups. It will double the audience, help with advertising the program, and build good relations with the local groups.
8. **Offer the library's exhibit space** to local groups.
9. **Use the staff's connections** and let them represent the library at meetings they attend.

- Kay Ann Cassell.
Knowing Your Community and Its Needs.
Small Libraries Publications Series - No. 14.
American Library Association, 1988.

The Librarian is a Community Leader



Managers only get credit for two things: innovation and marketing.
Peter Drucker

If the student hasn't learned, the teacher hasn't taught.
U.S. Army Training Manual

What politicians want to hear

Local data - not benefits from the literature.

Hard data - not opinions.

Community support / satisfaction.

Broad-based benefits - contribution to a wide range of corporate / community objectives.

Comparison to others to demonstrate cost effectiveness - don't overdo.

Stories of library use success.

Adapted from the Southern Ontario Library Services

So....what do I do when I get home?



First things first ...


.... get a cup of tea/coffee (hot or iced) and some chocolate chip cookies

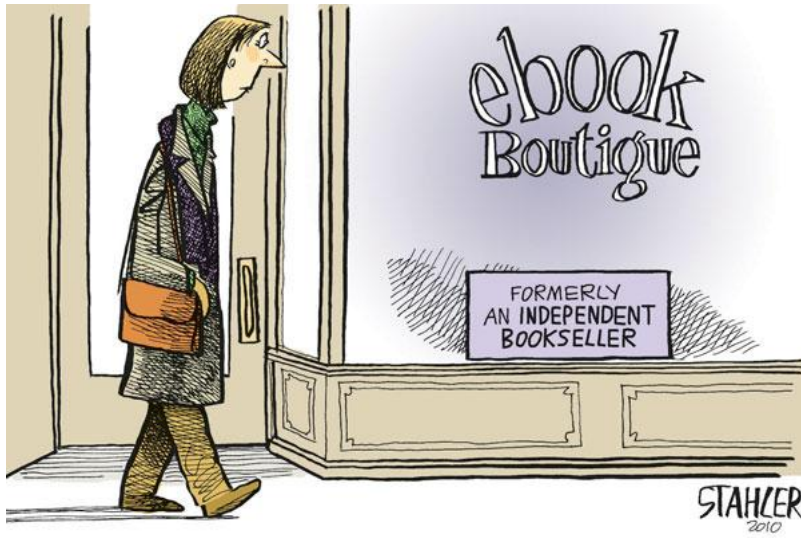
- Read **Everything I Need to Know I Learned from a Children's Book**. Anita Silvey, ed. Roaring Brook Press, 2009.
- Read **Rules for Aging: A wry and witty guide to life** by Roger Rosenblatt. Harcourt, 2000.
- Browse through **Thriving on Chaos** by Tom Peters. Knopf, 1987.

- Think back over the conference and Re-read through the handouts -
 - ☺ Remember fondly what a fabulous job the speakers did.
 - ✓ Make a list of items you need to do:
- Determine to be the **DIRECTOR** of the library: are you **NICE**?
 - ✓ Review the principles of Servant Leadership
<http://www.greenleaf.org/whatiss/>
 - ✓ For further resources check the **Public Library Manager's Toolkit** at:
<http://www.tennessee.gov/tsla/regional/toolkit.htm>
- Visit with library trustees (and staff and friends) about the process: get them involved.
- Establish Customer Focus groups - survey on what inhibits service; how to improve service.
 - ✓ Change (extend) hours for more public accessibility.
 - ✓ Read "**The Community-Led Libraries Toolkit**" at
http://www.librariesincommunities.ca/resources/Community-Led_Libraries_Toolkit.pdf
 - ✓ Read *Library Makeovers Draw Seniors: Public places aim to become inviting senior spaces, offering Wii as well as books*: <http://www.aarp.org/personal-growth/life-long-learning/info-05-2011/library-makeovers-draw-seniors.html>
- Rethink "What is our Library?"
 - ✓ Download and read "**Strategies for Public Libraries**" from:
[http://icma.org/en/icma/knowledge_network/documents/kn/Document/301601/Strategies for Public Libraries Part 1](http://icma.org/en/icma/knowledge_network/documents/kn/Document/301601/Strategies_for_Public_Libraries_Part_1)
 - ✓ Watch "**Are libraries necessary, or a waste of tax money?**"
http://www.myfoxchicago.com/dpp/news/special_report/library-taxes-closed-20100628
And the response: <http://www.myfoxchicago.com/dpp/news/library-taxes-closed-commissioner-reaction-letter-mary-dempsey-20100702>
 - ✓ Create a Vision Statement (how library wishes to be perceived by the public - what it wants to become).
 - ✓ Write a Mission Statement (defines the *purpose*, reason for being in business).
- Develop a Marketing Plan.
 - ✓ Read the Kansas "**Marketing the Small Library**" at
<http://www.kslib.info/ce/marketing/marketingthesmalllibrary.pdf>
 - ✓ Develop a Customer Service Statement.
 - ✓ Design an identifying logo and tagline (a branding statement that captures in a few words the essence of your library service): type "rural library logos" into Google Images search box.
 - ✓ Have coordinating stationary and business cards printed.
 - ✓ Develop "elevator talk(s)"- less than a minute - about happenings and services at the library. "If you can't explain it simply, you don't understand it well enough." - Albert Einstein
 - ✓ Make your restrooms sparkle. "I am serious that this is an idea to improve a dealer's (or any retail business's) profitability." - John Wyckoff
 - ✓ "Get someone else to blow your horn and the sound will carry twice as far." - Will Rogers
- Create a brochure and bookmark about library services, location, hours, and staff.
 - ✓ Provide service brochure for new customers - include library info in welcome wagon materials.

- ❑ Visit with city/county manager about life in the community: what's happening?
 - ✓ Review the Community Stakeholders list in **"Understanding the Community"** - choose 3 to 6.
 - ✓ Visit the leaders/groups you selected, particularly homeschoolers (see p. 3).
 - Listen to find out: What are they doing?*
 - What kind of information do they need?*
 - DO NOT** ask what the library could do for them or attempt to tell them what the library can do – this is a fact-finding conversation about what *they are doing*.
 - ✓ Re-examine your list . . . then **"Let Your Imagination Wander."**
 - ✓ Identify what library support projects would be helpful to those leaders/community groups.
 - ✓ Prioritize the items on your list: do the top three in the next six months.
- ❑ Visit with the local newspaper editor about a regular library column . . . and perceptions of life in the community.
- ❑ Begin to attend city/county and economic development project meetings regularly.
 - ✓ Join the local chamber of commerce - begin to attend meetings.
 - ✓ Gather information about community development projects.
 - ✓ Get on the mailing list for local government notices, minutes, etc.
- ❑ Visit a large bookstore and browse through it carefully.
 - ✓ Find another library director or retailer to exchange visits: complete the **"Checklist for Image"** audit, especially checking signage and overcrowded shelves. Take steps to make the needed changes and improve signs - external and internal.
 - ✓ Take a dated inventory of your collection . . . weed ruthlessly as you go. Use CREW <http://www.tsl.state.tx.us/ld/pubs/crew/>
- ❑ (Join a co-op for) Purchase and rotation of audio books.
- ❑ (Join a co-op for) Purchase and use of ebooks: "Ebooks are not the future, they are the now."
 - ✓ <http://ebooksinlibraries.blogspot.com/2011/02/why-do-people-read-ebooks.html>
- ❑ (Join a co-op for) Purchase and use of periodicals database(s).
- ❑ Review your use of **Basic Reference on the Web** <http://libraries.vermont.gov/libraries/refweb>
- ❑ Allow food and drink (make sure you use lids for the drinks).
 - ✓ Set up coffee, tea brewing (even iced) area.
 - ✓ Make sure you add more trash cans around the library when you allow food and drink.
 - ✓ Install vending machines.
- ❑ Hire a technology coordinator – preferably a sixth grader.
 - ✓ Install an automated system for holdings search, reserves by computer.
 - ✓ Develop a web page, preferably with local government. Check: *Beyond the Basics: Making the Most of Your Library Website* at <http://marylaine.com/libsite.html> and *Building the Digital branch: Guidelines to Transform Your Website* by David Lee King, Library Technology Reports.
 - ✓ Go wireless inside the library building.
 - ✓ Establish Facebook and Twitter pages.
 - ✓ Create a video about the library for YouTube: type highlandrim123 into the YouTube search box.
- ❑ Create a Teen Advisory Board and Establish a teen seat on the Board of Trustees(?)
- ❑ Sponsor a "Love My Library" or "Our Library is -" promotion and ask customers (or just kids) to write down what they love about the library on a heart or posterboard. Post the hearts everywhere.
- ❑ All staff should wear name tags - using magnetic back or name tag on a lanyard.
- ❑ Allow videos to be returned in book drop.
- ❑ Prepare information kits on hot topics.
- ❑ Develop a process and information for an Annual Report.
- ❑ Offer library cards to non-residents who work in the community.
- ❑ Install a drive-up window to return and check-out materials.

Find and read each of the following:

- ❑ The Greenleaf Basics: **The Servant as Leader** and **Trustees as Servant** by Robert K. Greenleaf.
- ❑ **"Click! The Feminization of the Public Library; Policies and Attitudes Make Men the Great Unserviced"** by Carol Hole. *American Libraries*. December 1990. pp.1076-1079.
- ❑ **"Serving Men Better"** by Marylaine Block. *Library Journal*. 1 March 2001. p.60.
- ❑ **Customer Service and Innovation in Libraries** by Glenn Miller. Highsmith, 1996.
- ❑ Interlibrary loan and read through **A Handbook of Retail Promotion Ideas** by David D. Seitz.
- ❑ **Be a hen, not a goose**  Enjoy the work!



HAGAR THE HORRIBLE

DIK BROWNE



The house does not rest upon the ground, but upon a woman.
 Mexican proverb