
A Framework for Inclusion-centered Library Leadership Development



DIMENSION II

Inclusion-centered Leadership Practices in Library Organizational Culture Module

FOCUS: Combined internal and external factors, pressures and demands (**Internal**, such as existing organizational culture, financial, and resource constraints, staff, library boards, library friends groups, existing strategic and operational plans, and **External**, such as patrons, competing community demands and tensions, limited partner engagement) that affect a library director’s decisions and abilities to create an equitable, inclusive, outwardly-engaged library culture, policies, programs, and services focused on adult populations not using/unable to access the library.

“Smart teams will do amazing things, but truly diverse teams will do impossible things.” — Claudia Brind-Woody

Dimension II, Competency 1

PRIORITIZE AN INCLUSIVE, EQUITABLE, AND ACCESSIBLE LIBRARY CULTURE

1. AWARE		INTENTIONAL		DEMONSTRATING				
Library Leader Attitudes & Practices	Indicators	Library Leader Attitudes & Practices	Indicators	Library Leader Attitudes & Practices	Indicators			
<p>1. Recognize the need to develop library-wide, inclusion-centered shared values, priorities, and language.</p>	<ul style="list-style-type: none"> • Are aware of the need to evaluate current understanding of diversity, equity, and inclusion among management and staff. • Are aware of the need to plan to develop an inclusive, equitable library culture and increase internal capacity to pursue equity goals. • Are committed to determining whether library policies are in alignment with current DEIA attitudes and practices within your community. • Regular community analyses and library use studies are conducted to understand which communities are not served (e.g., circulation, community data, feedback and input on current barriers and policies to who has access to library services). 	<p>1. Create an equitable and diverse library culture.</p>	<ul style="list-style-type: none"> • There is a plan for developing an inclusive, equitable library culture and increasing internal capacity for equity and diversity. • Attend community events and cultural hotspots to actively listen and begin to engage with diverse cultural/ethnic groups in the community. • Commit to increasing diversity in the organization and the number of diverse communities who are served. • There is a co-created plan to document your library’s progress toward inclusion and equity. 	<p>1. Communicate in creating and prioritizing an inclusive, equitable, and diverse library culture.</p>	<ul style="list-style-type: none"> • There is dedicated time and resources for staff professional development and growth opportunities related to sustaining an equitable and diverse library culture. • Library staff and community members engage in difficult conversations regarding breaking down structural issues of inequity and lack of access. 			
1	2	3	4	5	6	7	8	9

“...I have given a copy of the **Framework** to our programming and services group who now is reviewing all programs for intentionality and ability to reach vulnerable groups in our community.”

– a *Serving Communities* library director

Dimension II, Competency 2
SUSTAIN LIBRARY OPERATIONAL ALIGNMENT WITH DIVERSE COMMUNITY MEMBER WANTS AND NEEDS

2. AWARE		INTENTIONAL		DEMONSTRATING				
Library Leader Attitudes & Practices	Indicators	Library Leader Attitudes & Practices	Indicators	Library Leader Attitudes & Practices	Indicators			
<p>2. Recognize the potential for aligning the library with community needs.</p>	<ul style="list-style-type: none"> • <i>Are aware of the need to work with</i> community partners to determine community needs. • <i>Are aware of the need to assess</i> current library capacity to meet community needs (e.g., space, collections, programs). • <i>Are aware of the current library use patterns</i> to determine whether space, collections, and programs are used by all groups who live in the community, and what level of access those groups have to library resources. • <i>Are aware of the importance of providing services</i> to meet currently unmet community needs. 	<p>2. Create a plan for increasing library alignment with community needs</p>	<ul style="list-style-type: none"> • <i>Community partners and members identify community needs</i> and potentially effective practices to meet those needs. • <i>Library policies, procedures, practices, and capacity is analyzed</i> relative to community needs, recognizes root causes of disparities in library service, and plans to overcome those disparities. • <i>Implements changes</i> to library policies, procedures, practices, and capacity to align library with community needs. 	<p>2. Partner in aligning the library with community needs.</p>	<ul style="list-style-type: none"> • <i>Time and resources are dedicated to creating and sustaining</i> practices that align the library to community needs. • <i>Policies, procedures, and practices</i> reflect the library’s inclusion and equity plan. • <i>There is an operational plan, benchmarks, and evaluation plan</i> to demonstrate how the library’s efforts are impacting the community and improving equity and access. • <i>Community partners and members identify changing community needs</i> and are part of continuous alignment of library practices to meet those needs. 			
1	2	3	4	5	6	7	8	9

Dimension II, Competency 3
ESTABLISH COMMUNITY FEEDBACK LOOPS FOR SUSTAINING ACCESS TO
EQUITABLE SCIENCE-BASED PROGRAMS AND SERVICES

3. AWARE		INTENTIONAL		DEMONSTRATING			
Library Leader Attitudes & Practices	Indicators	Library Leader Attitudes & Practices	Indicators	Library Leader Attitudes & Practices	Indicators		
<p>3. Recognize the importance of community members' perspectives on science-based community issues.</p>	<ul style="list-style-type: none"> • Are aware of the importance of engaging with community members regarding science-based community issues and understand how to engage with all members of the community. • Are aware of the need to review current community initiatives regarding science-based community issues and how those affect the cultural, ethnic, and socioeconomic groups in the community. • Are aware of the need to assess the library's resources and capacity for addressing science-based community issues, identify immediate action steps, and those that need additional support. 	<p>3. Create a plan to address science-based community issues in conjunction with diverse community members.</p>	<ul style="list-style-type: none"> • There is a broad coalition to address science-based community issues, including local government and community groups. • Community organizations are consulted in creating a plan to evaluate the effectiveness of current community-based science initiatives, barriers to community participation, missed opportunities, and potential partners and solutions. • There are resources and investments addressing science-based community issues, including creation and use of media, research, and evaluation to increase services. 	<p>3. Align library services to address science-based community issues.</p>	<ul style="list-style-type: none"> • Participation in coalition of community partners to identify important science-based community issues impacting underserved community members. Use of DEIA, operational, and community assessment tools to document the impact on underserved populations within the community and ways to increase their use of library programs and resources. • Community-based feedback loops help document race bias, and lack of diversity and inclusion in science-based community issues and inform library planning. 		
1	→ 2	→ 3	→ 4	→ 5	→ 6 → 7	→ 8	→ 9

Reflection Questions



1. What structural/contextual supports can I leverage to achieve my outcomes?
2. What barriers must I navigate?
3. What staff currently have the skills and competencies to engage in this work? What staff support will be required?