

---

# A Framework for Inclusion-centered Library Leadership Development

---



# DIMENSION III

## Inclusion-centered Leadership Practices in Building Community Partnerships Module

**FOCUS:** The library leader’s engagement and involvement with new and existing community partners in order to enhance understanding of community needs and develop library programming, services, and policies that is inclusive of everyone and accessible to underserved groups.

*“We are each other’s harvest; we are each other’s business; we are each other’s magnitude and bond.”*

— Gwendolyn Brooks

### Dimension III, Competency 1

#### INVEST IN THE DEVELOPMENT OF LOCAL GOVERNMENT AND PARTNERSHIPS TO ADDRESS SCIENCE-BASED ISSUES AFFECTING UNDERSERVED GROUPS AND COMMUNITY WELL-BEING

1. AWARE		INTENTIONAL		DEMONSTRATING				
Library Leader Attitudes & Practices	Indicators	Library Leader Attitudes & Practices	Indicators	Library Leader Attitudes & Practices	Indicators			
<p><b>1. Recognize</b> that relationships between you and management, local government, and other key public serving entities are essential to community well-being and library strategic goals.</p>	<ul style="list-style-type: none"> <li>• <i>Awareness of</i> current relationship status between you and management and local government.</li> <li>• <i>Awareness of</i> strategic areas of importance for local government regarding community well-being.</li> <li>• <i>Awareness of</i> the need to identify commonalities and opportunities to guide collaboration around science-based community issues.</li> </ul>	<p><b>1. Participate</b> in local government and public serving entities decisions and planning that impact community well-being and increase access.</p>	<ul style="list-style-type: none"> <li>• <i>Regular communication</i> about prioritizing racial equity, inclusion, and community access.</li> <li>• <i>Identification of actionable shared values and goals</i> around racial equity, inclusion, and community access.</li> <li>• <i>Involvement in difficult conversations</i> to generate solutions for improving community services, access to services, and creating safe spaces for all community members.</li> <li>• <i>Investment of resources</i> toward strategic goals related to improving community services, access to services, and creating safe spaces for all community members.</li> </ul>	<p><b>1. Partner</b> with local government and other key public serving entities to impact community well-being.</p>	<ul style="list-style-type: none"> <li>• <i>Recognition</i> and funding by local government as an essential community institution with shared goals for community well-being.</li> <li>• <i>Participation in developing</i> local government’s priorities, goals, and visions for the community.</li> <li>• <i>Investment in partnerships</i> with local government to address issues related to community well-being.</li> </ul>			
1	2	3	4	5	6	7	8	9

*“The **Framework** has been useful to gauge where I am at with my community.”*  
 – a *Serving Communities* library director

**Dimension III, Competency 2**  
**CREATE EVIDENCE-BASED METRICS TO ADDRESS EQUITY, INCLUSION, AND ACCESS**

2. AWARE		INTENTIONAL		DEMONSTRATING				
Library Leader Attitudes & Practices	Indicators	Library Leader Attitudes & Practices	Indicators	Library Leader Attitudes & Practices	Indicators			
<p><b>2. Recognize</b> that relationships between you and management and an array of community administrators is essential to serving the broader community and having a diverse, equitable, inclusive, and accessible library.</p>	<ul style="list-style-type: none"> <li>• <b>Awareness of</b> current relationship status between you and management and DEIA community agencies and administrators, including current outreach and engagement efforts.</li> <li>• <b>Awareness of</b> strategic areas of importance for DEIA community agencies and administrators regarding community well-being.</li> <li>• <b>Awareness of</b> social justice and racial equity organizations in the community about ways to identify common areas of interest and collaboration.</li> <li>• <b>Awareness of</b> ways in which you and management can co-lead or support DEIA community administrators in improving community well-being.</li> </ul>	<p><b>2. Participate</b> with DEIA community organizations in decision making and planning to impact community well-being.</p>	<ul style="list-style-type: none"> <li>• <b>Meets with DEIA organizations and administrators</b> regularly to communicate personal and organizational position on racial equity and community access.</li> <li>• <b>Works with DEIA organizations to act upon racial equity and community access</b>, including listening to DEIA organizations’ concerns and committing to overcome those concerns.</li> <li>• <b>Commitment and investment of resources</b> (staff, space, money) to address DEIA organizations’ concerns and needs, using community-defined criteria to identify suppliers that reflect the communities to be served.</li> </ul>	<p><b>2. Partner</b> with DEIA community organizations and administrators to impact community well-being.</p>	<ul style="list-style-type: none"> <li>• <b>Recognized by, engaged with, and trusted by</b> DEIA community organizations to support community well-being.</li> <li>• <b>With community administrators, evaluate intended and achieved outcomes</b> indicative of community well-being and engagement.</li> <li>• <b>Build capacity</b> to address equity, inclusion, cultural responsiveness, and access to community assets.</li> <li>• <b>Applies physical, human, and information resources</b> of the library to improve the long-term welfare of the community.</li> </ul>			
1	2	3	4	5	6	7	8	9

**Dimension III, Competency 3**  
**BUILD A BROAD-BASED COALITION OF COMMUNITY MEMBERS**  
**ABLE TO CO-CREATE SCIENCE-BASED PROGRAMS AND SERVICES THAT ARE**  
**RELEVANT, WANTED, AND NEEDED BY ALL**

3. AWARE		INTENTIONAL		DEMONSTRATING	
Library Leader Attitudes & Practices	Indicators	Library Leader Attitudes & Practices	Indicators	Library Leader Attitudes & Practices	Indicators
<p><b>3. Recognize</b> the importance of relationships between you and management, local government, and DEIA organizations to address shared science-based community issues.</p>	<ul style="list-style-type: none"> <li>• <b>Awareness of</b> local government and community organization outreach or engagement efforts that can be modified to address science-based community issues.</li> <li>• <b>Awareness of</b> current outreach or engagement effort that can be modified to deepen engagement with DEIA administrators, local government, and community around science-based community issues.</li> </ul>	<p><b>3. Participate</b> with local government and community organizations to solve science-based community issues relevant to the community.</p>	<ul style="list-style-type: none"> <li>• <b>A shared mission</b> statement related to science-based community issues.</li> <li>• <b>Identification of support and resources</b> around science-based community issues and investment of those resources.</li> <li>• <b>Use of organizational capacity</b> to address priorities around science-based community issues.</li> <li>• <b>Development of evaluation tools</b> to measure the impact of their shared mission, activities, and impacts.</li> </ul>	<p><b>3. Partner</b> with local government and community organizations to solve science-based community issues relevant to the community.</p>	<ul style="list-style-type: none"> <li>• <b>Has stable, effective, and trust-based partnerships</b> with local government and community organizations related to science-based community issues.</li> <li>• <b>Sustainable programming</b> and information around relevant community issues.</li> <li>• <b>Assess, evaluate, and modify programs</b>, services, outcomes, and impacts with input and support from all members of the community, organizational and government partners.</li> <li>• <b>Cross-organizational (library, government, community organizations) investment</b> to support science-based community initiatives.</li> </ul>
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?