

21st Century Library Leadership Training Logic Model

[“The Nexus Project: Spanning Boundaries to Transform Library Leadership”](#) is a one-year planning initiative, funded by the Institute of Library and Museum Services (IMLS) and hosted by the Educopia Institute, to document and address the needs, offerings, and gaps in library leadership training opportunities across four library sectors—academic, public, special, and archival.

The logic model below depicts a strategy proposed by the Nexus Project Team in September 2014, to address concrete challenges in library leadership training. It represents one component of the work of the team during this one-year planning project.




The logic model summarizes the major elements of a proposed leadership training coordination project—including the problems it would address, the resources and inputs that would be directed at that problem, the outputs and products of programmatic activities, and the outcomes and ultimate long-term goals the coordination project would produce and meet.

This logic model was produced as a key deliverable of a one-year planning project that was explicitly geared toward exploring leadership training for librarians. This context is important for understanding the scope of this document and how it was produced.

A key finding of this project is that the library field’s leadership training needs and offerings are closely related to those in two other fields—archives and museums. The project team has proposed and been granted funding for a follow-on project that will explore and address synergies between these three fields on this topical area. Our project team for the second project will expand to include broader representation from archives and museums, and the work that we will undertake will address the need for a strong, extensible foundation for boundary-spanning leadership across the 21st century library, archives, and museum fields.

This logic model, therefore, describes only what the project team (comprising a mix of librarians and archivists) knows to date; it will be edited in 2015 to include the perspectives and concerns of our colleagues and team members in the archives and museum fields.

The Nexus Project: Spanning Boundaries to Transform Library Leadership (2013-2014)

Situation 	Inputs 	Outputs 		Outcomes - Impact		
<ul style="list-style-type: none"> • Rapid changes in information management require leaders in cultural institutions (CIs) like libraries, archives, and museums to make large-scale changes and effectively articulate their value or face lessening visibility and viability. • Leaders are embedded in an institutional culture that often values tradition more than innovation—which spills over from the work of conserving information. • Devaluation of CIs jeopardizes their existence and thus the core public good they provide—free and secure access to information—which is increasingly commoditized. • Corporate organizations (Google, Amazon, etc.) excel at providing services that mimic the value of CIs but have different ethics. • CIs are embedded in broader systems (e.g. government, academic, etc.) that underestimate their capacity and value. The inherent complexity of these systems can also be a barrier to change. • CI leadership currently is not coordinated across similar institutional fields to address similar problems. • Escalations in retirements in some fields are causing leadership gaps that are difficult to fill because the workforce lacks prepared and willing leaders. • An array of leadership development training is available, but <i>at a system level</i>, it is uneven and uncoordinated across CI sizes, types, and sectors. 	<ul style="list-style-type: none"> • Mentors • Facilitators • Coaches • Training facilities • Communications infrastructure to facilitate collaboration • A loose coalition of practitioners ready to build and maintain curriculum and evaluation instruments 	<p>Activities</p> <ul style="list-style-type: none"> • Curriculum should embed real world projects to which leadership lessons learned are applied. • Selection criteria will be used to ensure the right mix of participants in each training experience. • Mentoring will be key both to the development of leaders and as a component of the leadership training. • Training experiences will provide concrete networking opportunities and content and experiences that facilitate the long-term viability of the networks. • The curriculum will facilitate a common front across all cultural institutions for articulating the value of CIs • The coalition of providers and trainers will produce bridges between CI fields that will exemplify and help future leaders to use cross-sector relationships to common benefit. 	<p>Participation</p> <ul style="list-style-type: none"> • The leadership training spans a range of library leaders, museum leaders and archives leaders from entry to executive level and with varying aspirations for leadership roles. • See also roadmap 	<p>Short Term End of Program</p> <ul style="list-style-type: none"> • Leadership training is coordinated across CIs to improve the quality and efficiency of instruction; • We anticipate a core set of leadership competencies which span all levels of leaders across the various sectors AND those competencies playing out differently depending on context: • Self-Awareness: Has an accurate picture of his/her strengths and developmental needs. Compensates for his/her weaknesses. • Influence: Inspires and motivates others to take action. Promotes an idea or vision; persuades. • Communicating Effectively: Expresses ideas clearly. Expresses ideas fluently and eloquently. • Learning Agility: Learns from experience within an organizational context. Treats all situations as opportunities to learn. <p>Competencies from LDIA report</p> <ul style="list-style-type: none"> • Collaboration • Thinking and Acting Strategically • Developing Others • Innovation/Embrace Risk Taking • Navigating Ambiguity • Acting Systemically • Influencing • Leading Change • Effective Decision Making. 	<p>Medium Term Back at Work</p> <ul style="list-style-type: none"> • Discover, articulate, embrace, and communicate shared purpose and direction. • Relate their own organization’s work to that of the broader field. • Creatively respond to complex organizational and field-based challenges. • Identify and manage competing priorities in an environment that requires risk-taking. • Leaders measure outcomes and value and are able to translate that value into the new discourse surrounding information needs. • Leaders catalyze change both within their organizations and the communities they serve. • Leaders advocate for the public good their organizations provide. 	<p>Long Term After skill practice</p> <ul style="list-style-type: none"> • Cultural institutions are transformed and thriving in the digital age. • Cultural institutions are strongly supported by their upper administrations and by an informed public that understands and appreciates the value of their services.