Exemplary public library branch managers: their characteristics and effectiveness

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Abstract

Purpose – The purpose of this paper is to revisit a study that identifies the characteristics that contribute to perceptions by local politicians, library board members, library leaders and colleagues of what makes a public library branch manager "exemplary".

Design/methodology/approach – The paper is an in-depth study that draws upon a survey questionnaire and 120 interviews with multiple stakeholders, supervisors, peers and branch managers from two large public library systems in the Greater Vancouver (British Columbia, Canada) area and peer members of the Ontario (Canada) Library Association. Branch managers also completed the Myers-Briggs Type Indicator assessment instrument for personality type and temperament profiling.

Findings – Survey results collectively described the exemplary branch manager as a flexible individual with best-practice management know-how and the emotional intelligence needed to motivate and bring others along. The exemplary branch manager has a strong tendency toward extraverted behaviors.

Practical implications – Knowledge can be leveraged to improve graduate school curriculum, career planning, recruitment, and staff training and development to enhance the effectiveness of public library branch managers as perceived by community and library leaders.

Originality/value – The paper provides perceptual, behavioral and psychometric evidence that incorporates perspectives of community leaders, colleagues and staff needed to identify core competencies for public library branch managers.

Keywords Library management, Management styles, Competences, Best practice, Public libraries, Canada

Paper type Research paper

Introduction

The current economic climate has put increased pressure on library performance and library management. City budget managers are looking for line items to cut and library locations under weak leadership may be vulnerable. Community residents are demanding improved customer service and access to technology and materials 24/7 but are hesitant to support additional funding. Ten years ago, we conducted a survey of library stakeholders and discovered significant differences between "ordinary" library branch managers and "extraordinary" library branch managers. Results of the study were disseminated primarily in a state professional journal (Haycock, 2000a, b) and presentations at state and

national professional conferences (Haycock, 2000b, 2002a, b). But it seems worthwhile to revisit and review the work given the current economic climate, a growing interest in the importance of stakeholder relationships, and the need for professional and educational development that will produce stronger management candidates. Further, no similar studies appear to have been conducted before or since.

Public libraries in Canada are well-respected, well-used and well-supported institutions serving the informational, educational, recreational and technological needs of community members. Constant change, a shifting information landscape, increased public expectations and stringent budgets call for new and renewed managerial and leadership philosophies and skills. In times of diminishing resources and competition for public funds and attention, the library's mission will be accomplished only through effective leadership and excellent customer service delivery. This must not only be demonstrated but also perceived as being accomplished.

In spite of the support and use of public libraries and the critical role that public libraries play in their communities and in the lives of individuals, there has been little study in Canada or elsewhere that identifies the characteristics required to lead community-based public library branch operations effectively. While there have been numerous studies that suggest attributes and strategies appropriate to the chief officers of public libraries, there has been little determination that any or all of these competencies and attributes apply to library branch managers, particularly as measured and perceived by community leaders and colleagues (elected municipal councillors, library board members, library CEOs/directors, peers, staff) and branch managers themselves. This exploratory study of public library branch managers was the first known study to examine formally the characteristics that contribute to perceived excellence in management and leadership.

Public libraries, often prized institutions and pillars of communities, rely on effective oversight and leadership to manage the personnel, funding, capital and resources to fulfill their missions. A great deal has been written in the general management and leadership literature on desired characteristics and core competencies for this leadership. Tom Peters has written extensively on leadership attributes and competencies in the public and private sectors (Peters and Austin, 1988; Peters and Waterman, 1985). Similarly, Den Hartog *et al.* (1999) in a landmark private industry study identified universally-endorsed leadership attributes, revealing that different attributes were more important at different levels of management. This would imply that qualities needed for effective library directors might differ from those needed to manage library branches.

Complicating the issue is that there is no accepted definition of leadership (Rost, 1991). Literature suggests that not all people will share the same perception of a given individual (Coolbaugh, 1993; Cortez, 1980) and that performance evaluation should include both self-assessment and evaluation from multiple stakeholders (Coolbaugh, 1993). In the field of librarianship, studies have reviewed excellence in public library management (Hernon *et al.*, 2003; Greiner, 2004), attributes needed for a competency-based management system (Bryant and Poustie, 2001), and effective library leadership (Koller, 2004; Mullins and Linehan, 2006a, b, c, 2005a, b).

These and many other studies illuminated and provided valuable perspective on key areas that were thought to be appropriate to public libraries and their chief officers in general. In order to fulfill their missions, library managers were expected to motivate and inspire followers across diverse internal and especially external constituencies.

Empathy, emotional intelligence, transformational ability, political savviness, behavioral complexity, and networking were among the recurrent "people skills" mentioned throughout the literature. Other themes were visionary and strategic ability, flexibility, innovativeness and the ability to challenge the status quo.

Characteristics reviewed in these studies were largely those reported or perceived to be important by and for top-tier public library leaders. There has been no determination, thus far, whether any or all of these competencies and attributes contribute to exemplary leadership and effective services in the public library branch manager and which might be most important from the perspective of community leaders and colleagues. Similarly no study thus far has reported on the differing perspectives of various stakeholders: community leaders (elected municipal councillors and library board members), employers (CEOs/directors and supervisors), peers (other managers), subordinates (staff) and the branch managers themselves. There is no evidence moreover that a set of competencies for the public library branch manager has been defined through perceptual, behavioral and psychometric data that incorporates stakeholder perspectives.

This study and its findings filled a gap in the literature, providing initial evidence needed to identify core competencies for public library branch managers, as perceived by stakeholders, including community leaders, colleagues and staff.

Study results: Management characteristics
After an extensive literature search to provide context for the study, a multiple-step data collection process was undertaken between 2000 and 2001 to identify characteristics that would define an exemplary library branch manager.

Branch managers
A total of 26 public library branch managers in the Greater Vancouver (British Columbia, Canada) area were surveyed through a mailed questionnaire that focused on professional, personal and demographic attributes and characteristics. The sample population consisted of managers who were professional librarians from two large public library systems in the Greater Vancouver area representing diverse political environments. Included were one large urban municipal public library system (Vancouver Public Library) and one large regional urban/rural library system (Fraser Valley Regional Library). Investigators undertook an initial study of the psychographic, demographic and professional profiles of all branch heads. This asked for key characteristics including demographics, professional preparation, career experience, professional associations, work activities, work priorities, roles and responsibilities, and the perceived roles of their libraries. It also asked for specific management qualities such as preferences in information gathering, decision making and leadership styles. All but one of the surveyed branch managers also submitted responses for a Myers-Briggs Type Indicator (MBTI) personality assessment instrument.

Stakeholder groups
In a second phase of the study, stakeholder groups were surveyed through structured telephone interviews to determine desirable characteristics of branch managers and to gain nominations for branch managers who were considered exemplary. (The term "exemplary" was specifically not defined.) The sample population of 40 stakeholders represented the public library CEO/director, immediate supervisors, board members (elected council members in one case) and peers. Personal phone interviews lasting

ten to 15 minutes consisted of three open-ended questions to elicit professional and personal competencies essential to library management, including attitudes, abilities, knowledge or skills. The interviewers then asked these stakeholders to consider the essential competencies necessary to be an exemplary public library branch manager.

Peer groups
Questions about the professional and personal competencies required of a library branch manager were also posed to 54 members of the Ontario Library Association (OLA). The sample population consisted of CEOs, librarians, branch managers, board members/trustees and other professionals convened at an OLA conference session. The format was based on questions posed to the stakeholder groups.

Senior clerical staff
A total of 18 senior clerical staff of the Vancouver Public Library were convened and given a survey considering the professional and personal competencies required to lead a library; these individuals reported directly to the branch manager. Characteristics that were rated for importance by this group included aspects of decision-making abilities, human resources and management skills, community awareness, attitude, team interaction and motivational abilities.

Exemplary managers
A group of managers with exemplary performance and traits were identified by stakeholders and senior clerical staff who were asked to nominate branch managers in their systems who could be considered "exemplary." To be considered "exemplary" in the study, a branch manager had to have been nominated by at least four of the six stakeholder groups: the branch manager's CEO/director, immediate supervisor (usually deputy director), board member (appointed community leaders and elected politicians), peer (other branch heads), primary subordinate (senior clerical) or self. The branch managers participating in the survey then were clustered into two categories, exemplary and other, and their survey responses and Myers-Briggs profiles were analyzed according to these classifications.

Field period
Using grounded theory (Strauss and Corbin, 1990), multiple stages of data collection took place over a two-year period beginning in January 2000. Year one included interviews with branch heads in two large library systems. Year two included interviews with nominating stakeholders as well as members of the OLA and the Vancouver Public Library clerical staff.

Delimitations
Findings from this cross-sectional exploratory case study represent snapshots from a single time frame among small samples of varied subgroups in one geographic domain. Findings are qualitative in nature and represent a "stake in-the ground" relative to a given time frame and given samples, and are thus not all-encompassing and are subject to change. Findings are suggestive and indicative of what might be further explored and confirmed if replicated through a study with a broader sample. Sample sizes corresponding to that of a pilot study are by definition small, particularly when

the sample is broken out to compare findings among subgroups. OLA members were convenience sampled (conference attendees), so their data are not necessarily representative of the OLA population.

The exemplary library branch manager

Branch managers were identified as "exemplary" through nominating members represented by directors, supervisors, board members, branch managers and senior clerical staff. As diverse as these stakeholder groups were, they shared a perception of the exemplary public library branch manager along several dimensions. They also brought different perspectives, values and corresponding weights to other dimensions of the exemplary public library branch manager persona.

Collectively they described a seasoned, flexible individual with outstanding management skills and high emotional intelligence, characterized by empathy, the ability to control feelings and handle stress, and optimism (Cherniss, 2000). Additional components were found in the necessary interpersonal and interaction skills required to:

- empower and motivate others;
- promote harmonious relations; and
- afford sensitivity in dealings with management, staff and the public.

Individual nominating groups brought different perspectives, describing additional key facets of the "exemplary" manager.

From the perspective of direct supervisors, CEOs/directors, and board members, this individual was profiled as both an exemplar manager and leader. Supervisors, directors and board members saw an individual responsive to community and staff: someone who could manage, energize and bring people along. Supervisors and directors were especially likely to mention organizational change and direction-setting abilities. Board members were especially likely to mention public relations as something that was important to success in the role. Branch managers themselves saw a responsive coaching manager and team builder who was knowledgeable about community and customer needs.

Shared competencies and dispositions were numerous. The vast majority (at least half) of the stakeholder groups (board members, directors/supervisors, branch managers and senior clerical staff) mentioned the following competencies:

- Management know-how for supervising, directing, coordinating, disciplining, mentoring and delegating to staff.
- A supportive/inclusive disposition with the ability to energize and bring others along.
- Interpersonal skills for working well with and dealing sensitively with people, and for creating harmonious relationships in a variety of levels and settings.
- Ability to be flexible, adaptable, open-minded and approachable; being open to suggestions, changes and new ideas rather than being overly rule bound; expressing curiosity.

Stakeholder groups voiced differing priorities when it came to the importance of specific skill sets. Leadership was explicitly identified as a competency by half or more of supervisors, directors, board members and senior clerical staff. Reflecting community needs and interests was important to supervisors, board members and directors alike.

Directors and supervisors mentioned organizational change, direction-setting abilities, general job knowledge and technology to a greater degree than did other nominating members. Board members, as already mentioned, were especially likely to mention public relations as something that was key to success as a library branch manager. Supervisors, directors and branch managers stressed the importance of strong general job knowledge and experience. Senior clerical staff confirmed the importance of understanding all aspects of the job, but noted that years of experience was not as essential. Branch managers as well as clerical staff also stressed the importance of exemplary communication skills. Branch managers further stressed organizational skills, and senior clerical staff stressed other areas such as decision making and problem solving.

Multiple constituents – nominating directors, supervisors, branch managers, senior clerical staff and OLA members – affirmed the need to look beyond management toward skills that could enable dealing with people effectively.

Branch managers' perceived characteristics of effectiveness in public library management were manifested through their work activities, priorities, professional relationships, professional interests and achievements, and results of the MBTI. Comparisons were made between how the branch managers perceived themselves and the characteristics they possessed as perceived by their stakeholders. Comparisons were also made between characteristics of the exemplary branch managers and those of typical branch managers. Observed characteristics were provided through the branch managers' self-reported profiles and MBTI profiles.

Compared to a typical branch manager, an exemplary branch manager was more likely to exhibit characteristics of a well-rounded seasoned librarian with greater experience and awareness of a community and its needs. Exemplary branch managers were also were more likely to demonstrate emotional intelligence and dispositions that could support and be receptive to change. In their management roles, they expressed strong competencies associated with the positional authority that they hold (Table I).

When considering the MBTI analysis, an exemplary branch manager was more likely than a typical branch manager to possess strong interpersonal, public relations and team building skills (MBTI extravert), and to possess supportive, inclusive and motivational skills (MBTI feeling). Exemplary branch managers were more likely to belong to both provincial and national library associations, to have wider circles of friends, and to have placed value on their coaching/leadership/staff development continuing education courses (Table II).

The exemplary branch manager was more likely to be someone who could facilitate, inspire and guide organizational change. Internal vision was more likely to play a larger role among exemplary branch managers than among other managers. And because they scored high on the MBTI intuiting scale, exemplary branch managers were less likely to overlook possibilities and more likely to be flexible and supportive of change (Table III).

Exemplary branch managers exhibited strong management, communication and organizational abilities. They were, however, more grounded in system priorities, and they enjoyed and devoted more time to supervisory and human resource issues. They were more likely to spend greater time in organizational and staffing-related roles, and were more likely to value continuing education courses that could enhance their management and communication competencies. They did not appear to be distinguished by their levels of expressed job satisfaction but rather by their work ethic and work priorities (Table IV).

Perceived characteristics of an exemplary public library branch manager among nominating members supervisors/directors/board members and colleagues/branch managers ($n = 22$)	Exemplary branch manager self-reported profile and Myers-Briggs (MBTI) typology tendencies compared to other branch managers ($n = 26$)
Job knowledge/experience (general)[a]	Wider range of prior library experience – beyond reference, adult services; collection management and children/YA services Titles prior to current appointment reflecting more broad-scoped and senior library positions More diversified undergraduate education More varied interests related to public librarianship in areas such as archives and technology while pursuing MLS
Education	Higher and more current level of educational attainment in library science and a greater likelihood of having had professionally related continuing education
Professional dedication/professionally active	More likely to rank librarianship first choice as a career decision compared to other branch managers
Community aware/centric[a]	Less likely to have made moves outside of their present geographic community once they entered the professional practice of librarianship Greater specificity of stakeholder needs and a broader definition of stakeholder audiences

Table I.

Notes: [a]Threads are more prominent with at least half of the respondents in a given group mentioning the thread; thread is represented for a given group where there were two or more senior nominating members and at least one member out of the given group mentioning the thread; italicized threads were prominent with two-thirds or more of the respondents in a given group mentioning the thread

Study results: Personality characteristics

Understanding the competencies that contribute to excellence in public library branch management can help to influence graduate and continuing education programs, future recruitment, selection, training and career planning. Such knowledge can enhance public library management, quality of service and ultimately support for public libraries themselves.

The Myers-Briggs results (Table V), combined with stakeholder interviews, provided a desired management and personality profile for a library branch manager that included:

- *Effective people skills.* This expands on basic management skills to deal effectively with people at all levels. Stakeholder groups especially described a person represented by the MBTI extraverted profile: action-oriented, knowledge-seeking and energized by human interaction.

- *Motivational skills.* This should be marked by emotional intelligence: supportive, inclusive and empowering skills to motivate, inspire and move people along. This was observed through the MBTI feeling profile: decision making that looks at the total picture and seeks consensus and balance. Stakeholders further emphasized the need for an open, flexible disposition that was not overly rule bound.

Perceived characteristics of an exemplary public library branch manager among nominating members supervisors/directors/board members and colleagues/branch managers ($n = 22$)	Exemplary branch manager self-reported profile and Myers-Briggs (MBTI) Typology Tendencies compared to other branch managers ($n = 26$)
Interpersonal/public relations/team building[a]	More likely to profile extravert in their MBTI compared to other branch managers. They thus profile more at home among people and in groups than alone, and they tend to have a wider circle of friends (The Myers-Briggs Foundation, n.d., MBTI basics)
	More likely to belong to both a provincial and national library association and have been a member for more years
Supportive/inclusive/motivational skills [a]	More likely to profile feeling in their MBTI compared to other branch managers. They tend to deal more with personal circumstances in decision making and are more likely to exhibit emotional intelligence (The Myers-Briggs Foundation, n.d., MBTI Basics)
	More likely to mention continuing education in coaching/leadership/staff development among their most valued continuing education courses

Notes: [a]Threads are more prominent with at least half of the respondents in a given group mentioning the thread; thread is represented for a given group where there were two or more senior nominating members and at least one member out of the given group mentioning the thread; italicized threads were prominent with two-thirds or more of the respondents in a given group mentioning the thread

Table II.

This further reflects the feeling MBTI profile that weighs personal circumstances and the intuiting MBTI profile that is more open to doing things differently.

- *Direction-setting skills.* Stakeholders desired dispositions that could facilitate, inspire and guide organizational change: a change agent with direction-setting abilities. This was reflected through preferred roles of system service administrator (system-level committees, system-wide initiatives, director meetings), monitor (communications with professional associations and colleagues), and entrepreneur (introducing and implementing change within systems and programs) that exemplary managers were more likely to seek out (Tables VI and VII). This fits with the MBTI intuiting profile of a person who prefers utilizing internal visions in decision-making situations.

- *Human resource expertise.* Skills associated with positional authority were identified as essential by stakeholders. These included the ability to supervise, direct, coordinate, discipline, mentor and delegate to staff. Human resource and budgetary know-how were identified as well. Exemplary managers demonstrated this by spending and enjoying more time in staffing and organizational roles: supervising, hiring, placing, training, motivating staff; handling grievances and conflicts; and allocating funds, time, staff, materials and equipment to tasks. They were also more likely to mention continuing education in supervision/management/administration among their most valued continuing education courses.

Perceived characteristics of an exemplary public library branch manager among nominating members supervisors/directors/board members and colleagues/branch managers ($n = 22$)	Exemplary branch manager self-reported profile and Myers-Briggs (MBTI) typology tendencies compared to other branch managers ($n = 26$)
Flexible/open to new ideas[a]	More likely to skew toward an intuiting MBTI profile compared to other branch managers, which makes them more open to doing things differently (The Myers-Briggs Foundation, n.d. MBTI Basics)
Creative/innovative	MBTI intuiting profile interest in possibilities (The Myers-Briggs Foundation, n.d., MBTI Basics)
Continuous learner	More likely to have had professionally related continuing education than other branch managers
Change management/learning leader	More likely than other managers to base perceived public library's role on a personal role preference Spend and enjoy more time in their work priorities as "entrepreneur" (defined to respondents as "introducing change within the library by developing and implementing new systems and programs")
Direction setting[a]	Change agent grounded in internal vision, system priorities and the big picture consistent with their preferences, "monitor" and "system service" roles
Flexibility/not overly rule bound	MBTI feeling profile weighs-in personal circumstances in decision making, placing less weight on the need to be objective and equitable (The Myers-Briggs Foundation, n.d., MBTI Basics) – making them less overly rule bound

Table III.

Notes: [a]Threads are more prominent with at least half of the respondents in a given group mentioning the thread; thread is represented for a given group where there were two or more senior nominating members and at least one member out of the given group mentioning the thread; italicized threads were prominent with two-thirds or more of the respondents in a given group mentioning the thread

Perceived characteristics of an exemplary public library branch manager among nominating members supervisors/directors/board members and colleagues/branch managers ($n = 22$)	Exemplary branch manager self-reported profile and Myers-Briggs (MBTI) typology tendencies compared to other branch managers ($n = 26$)
Enjoyment/work ethic/positive attitude	No consistent or significant differences in overall level of reported job satisfaction between exemplary and other branch managers Source of job satisfaction differentiates them from other managers Demonstrate a stronger work ethic – putting in more hours per week including time spent working at home/off-site than other branch managers

Table IV.

Notes: Thread is represented for a given group where there were two or more senior nominating members and at least one member out of the given group mentioning the thread; italicized threads were prominent with two-thirds or more of the respondents in a given group mentioning the thread

MBTI	Total	Exemplary	All others
ISTJ%	20.0		25.0
ESTJ%	16.0		20.0
ENTJ%	16.0	40.0	10.0
ENFP%	12.0		15.0
ISFJ%	8.0		10.0
ESFJ%	8.0	20.0	5.0
ENFJ%	8.0	20.0	5.0
INTJ%	4.0		5.0
INFJ%	4.0		5.0
ESFP%	4.0	20.0	
(Respondents) base (n)	25	5	20
Introvert%	36.0	0.0	45.0
Extravert%	64.0	100.0	55.0
Sensing%	56.0	40.0	60.0
Intuition%	44.0	60.0	40.0
Thinking%	56.0	40.0	60.0
Feeling%	44.0	60.0	40.0
Judging%	84.0	80.0	85.0
Perceiving%	16.0	20.0	15.0
(Respondents) base (n)	25	5	20

Table V.
Branch manager MBTI
profile responses

Branch manager roles and responsibilities	Total (%)	Exemplary branch managers (%)	All others branch managers (%)
How much of your time and effort is spent on the following roles? (% most/much)			
Negotiator	3.8	16.7	0.0
Monitor	15.4	33.3	10.0
Figurehead	19.2	0.0	25.0
Spokesperson	19.2	0.0	25.0
Disturbance handler	23.1	50.0	15.0
Entrepreneur	26.9	33.4	25.0
Liaison	30.8	0.0	40.0
System service	42.3	50.0	40.0
Resource allocator	50.0	83.4	40.0
Professional service	65.4	66.7	65.0
Leader	69.2	83.4	65.0
Disseminator	76.9	83.3	75.0

Table VI.

- *Communication.* Stakeholders sought library branch managers who placed value on continuing education in communication and public speaking related courses. The strongest difference in the MBTI scale was the exemplary manager's preference for extraversion, gaining energy from being around people and participating with them; extraverts also tend to be more easily verbal and outgoing.

- *Breadth of experience.* Stakeholders looked for library branch managers who expressed interest in public libraries and the communities they served, and in understanding all aspects of the job. Exemplary branch managers reflected this through a breadth of professional experience and academic interests and through time spent in their geographic communities once they entered professional practice.

Table VII.

	Total (%)	Exemplary branch managers (%)	Other branch managers (%)
Of the roles of the public library branch manager, which five roles give you the greatest personal job satisfaction? (% *first/second choice*)			
Negotiator	0.0	0.0	0.0
Monitor	0.0	0.0	0.0
Figurehead	3.8	0.0	5.0
Spokesperson	7.6	0.0	10.0
Disturbance handler	3.8	16.7	0.0
Entrepreneur	38.5	50.0	35.0
Liaison	7.7	0.0	10.0
System service	7.6	16.7	5.0
Resource allocator	0.0	0.0	0.0
Professional service	50.0	33.4	55.0
Leader	50.0	66.7	45.0
Disseminator	15.3	16.7	15.0

Conclusion and implications

This study sought to determine a detailed profile of exemplary library branch managers, filling in a gap in the professional and research literature that concentrated on overall library management or management/leadership characteristics in general. In identifying the perceived differences between an ordinary and an extraordinary library branch manager, professional development and post-graduate educational programs can be designed to ensure sustained library branch services to neighbourhood and community segments. The inclusion of all levels of stakeholder groups (both internal and external) further is groundbreaking in the desire to view the library branch as an instrument of community involvement and development. The results point to a demand for public library branch manager competencies that can enhance not only managerial effectiveness but also enhance leadership, responsiveness to community needs, and the ability to facilitate organizational change. In particular, exemplary managers are more engaged with staff and the community at large, they prefer external engagement, and they are engaged with community groups. It is important to note that these are perceptions of exemplary individuals.

This was a small study. It was based on perception of several stakeholder groups; however, these perceptions, while not necessarily reflecting branch performance, were commonly held. Some of these traits can be taught and developed in graduate programs of Library and Information Science (LIS). Some can better be developed through continuing professional education. Employers need to assure that their branch managers, if this study has utility, have the necessary competencies and requirements for continued development. Rarely, for example, are programs offered on extraverted behaviours yet these appear to be critical for the perception of "exemplary" by all categories of stakeholders and are not naturally demonstrated by most branch managers.

Chemers (1997, p. 1) in a review of leadership theories and research suggested that all researchers can mostly agree that "leadership is a process of social influence in which one person is able to enlist the aid and support of others in the accomplishment of a common task". Given this definition, stakeholder groups would identify leadership traits overall, and exemplary managers would demonstrate those traits in their personal preferences and perceived activities. It may be that greater focus on leadership,

with differentiated levels of application, is critical in staff development and succession management.

These findings contribute to a better understanding and definition of these competencies, how they are manifested and how they can be developed. This knowledge can be leveraged to improve formal LIS curriculum, career planning, staff training, development and recruitment to further excellence and support for community libraries.

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